

Topic definitions and resources

Topic	Definition	Resources
Survey Overview	The People Matter Employee Survey asks employees about their experience and perceptions of a range of workplace domains and employee experience, including management and leadership, service delivery, employee engagement, diversity and inclusion, public sector values, and unacceptable conduct. Many of these categories are also workplace psychosocial risk factors. The supplied resources are tools and information for addressing all psychosocial risk in the workplace.	<ul style="list-style-type: none"> • People at Work: Psychosocial risk assessment tool • People At Work: Example control measures to address psychosocial hazards • Code of Practice: Managing psychosocial hazards at work • 2022 Employee Experience Trends
Purpose and direction		
Role clarity and support	An employee has role clarity when they understand their goals, how to achieve these goals, and how the goals link to broader strategy. Even when an employee does have role clarity, they still need the right support to deliver. Support can come in the form of time, tools and technology, and training.	SafeWork NSW's tips for improving role clarity and support
Job purpose and enrichment	Job enrichment means enriching jobs with characteristics such as skill variety, autonomy, and job feedback. Job purpose and enrichment are associated with positive employee outcomes.	<ul style="list-style-type: none"> • Public Service Commission Performance Development Framework • People At Work: Example control measures to address psychosocial hazards
Risk and innovation	Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace. Innovation means creating new and better products, processes, services, and technologies to improve outcomes for the people of NSW. A healthy risk appetite can help foster innovation.	<ul style="list-style-type: none"> • NSW Treasury's risk management toolkit • Public Service Commission's The Spark Podcast - Smarter ways of working: curating responsive, flexible & resilient organisational cultures and work practices for ongoing change

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Ethics and Values	<p>Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours means behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.</p> <p>Values are beliefs that guide and motivate attitudes and actions. An organisation's values are a set of guiding beliefs upon which the organisation is based. They help people function together as one and shape the way employees should operate and achieve outcomes.</p>	<ul style="list-style-type: none"> • <u>Behaving Ethically: A guide for NSW government sector employees</u> • <u>Government Sector Employment Act 2013: Ethical framework for the government sector</u>
Work environment		
Teamwork and collaboration	<p>Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors. Well-executed collaboration enables agencies to share knowledge, ideas, resources, skills, networks, and assets leading to better outcomes for customers.</p>	<ul style="list-style-type: none"> • <u>Public Service Commission's Collaboration Blueprint</u> • <u>State of the NSW Public Sector Report 2021 – section on collaboration</u>
Inclusion and diversity	<p>An inclusive workplace is one where all employees can participate and contribute. It is where everyone feels valued, accepted, and supported to thrive at work.</p>	<ul style="list-style-type: none"> • <u>Public Service Commission's resources for inclusion in the sector</u> • <u>Public Service Commission's resources for inclusive leadership</u> • <u>Public Service Commission's research paper on diversity and inclusion in the NSW public sector</u>
Flexible working	<p>Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.</p>	<ul style="list-style-type: none"> • <u>Public Service Commission's flexible teams resources for managers</u>
Grievance handling	<p>A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.</p>	<ul style="list-style-type: none"> • <u>Australian Human Rights Commission's good practice guidelines for internal complaint processes</u> • <u>SafeWork SA's resources on grievance and complaint resolution</u>

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Health and safety	Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.	<ul style="list-style-type: none"> • Public Service Commission's tips for managing employee wellbeing during COVID-19 • SafeWork NSW's Easy to do WHS Business Toolkit • Code of Practice: Managing psychosocial hazards at work • NSW Government's resources on mental health at work
Burnout	Burnout is typically characterised by ongoing feelings of: <ul style="list-style-type: none"> • energy depletion / exhaustion • negativity or cynicism about one's job • reduced professional effectiveness. 	<ul style="list-style-type: none"> • World Health Organization's definition of burnout • SafeWork NSW's guide on workplace stress
Enabling practices		
Recruitment	Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people.	<ul style="list-style-type: none"> • NSW public sector's recruitment and selection guide • The Spark Podcast: Smarter ways of working: leading digital workforce transformation
Learning and development	Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.	<ul style="list-style-type: none"> • Public Service Commission's Performance Development Framework • Public Service Commission's Performance and talent management guide for senior executives • NSW Public Sector Capability Framework • Public Service Commission's The Spark Podcast - Smarter ways of working: talent management and the future of work
Mobility	Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging workforce needs. Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know-how' in an organisation and the NSW public sector more broadly.	<ul style="list-style-type: none"> • Public Service Commission's Mobility and Employment Guidelines • State of the NSW Public Sector Report – section on mobility
Pay	Perception of pay fairness is assessed.	

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Recognition	Recognition means recognising employees' contributions and achievements in the workplace through formal and informal mechanisms.	<ul style="list-style-type: none"> • SafeWork NSW's tip sheet on recognition and reward • The Society for Human Resources Management's toolkit on managing employee recognition programs • SA Government's rewards and recognition good practice guide
Feedback and performance management	Underpinning a high-performance culture is an effective system for managing individual, team, and organisational performance.	<ul style="list-style-type: none"> • Public Service Commission's Performance Development Framework • People At Work: Example control measures to address psychosocial hazards
Leadership		
Senior managers	Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results. The term 'senior managers' refers to the group of senior managers in your organisation, not an individual manager.	<ul style="list-style-type: none"> • Public Service Commission's Leadership Framework • Public Service Commission's Senior Executive Fundamentals
Communication and change management	Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?	<ul style="list-style-type: none"> • Public Service Commission's Leading Change Guidelines • SafeWork NSW's tips for managing change • Public Service Commission's The Spark Podcast - Smarter ways of working: curating responsive, flexible & resilient organisational cultures and work practices for ongoing change
Decision making and accountability	Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions. Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.	<ul style="list-style-type: none"> • Public Service Commission's Behaving Ethically Guide • Public Service Commission's The Spark Podcast - People analytics: trends in establishing and maturing the people analytics team

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Employee voice	Ensuring employees are empowered to make decisions and feel like they can speak up and be heard shifts the employee–employer relationship from a transactional one to an effective, dynamic one.	<u>SafeWork NSW's tips for increasing autonomy and giving employees a voice</u>
Action on survey results	To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results. Employees can become disengaged if they are asked their opinion and then no action takes place as a result.	<ul style="list-style-type: none"> • <u>Public Service Commission's The Spark Podcast - People analytics: taking an evidence-based approach to all things customer, people and culture</u> • <u>Public Service Commission's The Spark Podcast - People analytics: sourcing workplace and people insights – starting with the basics</u> • <u>Victoria Government's People Matter Survey Campaign Guide</u> • <u>Northern Territory Government's 2021 People Matter Survey - Response Plan Feedback</u>
Negative workplace behaviours		
Misconduct	Misconduct is behaviour that is unethical or illegal, or that breaches your organisation's code of conduct.	<ul style="list-style-type: none"> • <u>Public Service Commission's Behaving Ethically Guide</u>
Bullying	Workplace bullying is repeated unreasonable behaviour directed towards a worker or group of workers. Examples of bullying include shouting, spreading rumours and deliberately excluding someone from work activities.	<ul style="list-style-type: none"> • <u>Public Service Commission's guide to understanding and preventing bullying during COVID-19</u> • <u>SafeWork NSW's workplace bullying response service standards</u>
Sexual harassment	Sexual harassment is unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated, or intimidated.	<ul style="list-style-type: none"> • <u>Australian Human Rights Commission's Violence, Harassment and Bullying Fact Sheet</u>
Racism	Racism is prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin.	<ul style="list-style-type: none"> • <u>Australian Human Rights Commission's ending workplace sexual harassment guide</u>

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Discrimination	Discrimination refers to when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics ¹ .	<ul style="list-style-type: none"> • Australian Human Rights Commission's Sexual Discrimination Know Your Rights Guide • Australian Human Rights Commission's Race Discrimination Guides
Threats or physical harm	Threats refers to intentional behaviours designed to make a person fear that they will be harmed or injured while physical harm refers to intentional attempts, using violence or physical force, to injure or harm another person.	<ul style="list-style-type: none"> • Fair Work Ombudsman's Workplace discrimination fact sheet • SafeWork NSW's Violence in the workplace guide
Outcomes		
Employee engagement	Employee engagement is about a person's connection to their organisation. It is a global measure of employee experience. Many factors influence engagement: leadership, a positive and inclusive work culture, manager support, accountability, and flexible work to name a few.	<ul style="list-style-type: none"> • State of the Sector Report 2021 – section on employee engagement • 2022 Employee Experience Trends
Intention to stay	Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.	
Job satisfaction	Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level. Role clarity and support, autonomy and feedback are some factors that impact job satisfaction.	Public Service Commission's Performance Development Framework

¹ 'Quick Guide: Discrimination' Australian Human Rights Commission <https://humanrights.gov.au/quick-guide/12030>

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Customer service	Customer service means providing the people of NSW a great customer experience when they interact with the NSW Government.	<ul style="list-style-type: none"> • Department of Customer Services' Customer Commitments, case studies and other useful resources • State of the NSW Public Sector Report 2021 – section on customer satisfaction • Public Service Commission's The Spark Podcast: People analytics: taking an evidence-based approach to all things customer, people and culture
Wellbeing	Wellbeing is a complex combination of a person's physical, mental, emotional and social health factors. Wellbeing is strongly linked to happiness and life satisfaction. ²	<ul style="list-style-type: none"> • Public Service Commission's tips for managing employee wellbeing during COVID-19 • Beyond Blue's Coronavirus Mental Wellbeing Resources • Heads Up: Better mental health in the workplace • Black Dog Institute's training on mental health at work NSW • Beyond Blue: Strategies for transitioning back into the workplace • Mental Health Commission: Creating mentally healthy hybrid teams in the recovery from COVID-19 • iCare Social Connections Toolkit

² 'Wellbeing' *Better Health* <https://www.betterhealth.vic.gov.au/health/healthyliving/wellbeing>