

# People Matter

NSW Public Sector  
Employee Survey 2023

Agency Report

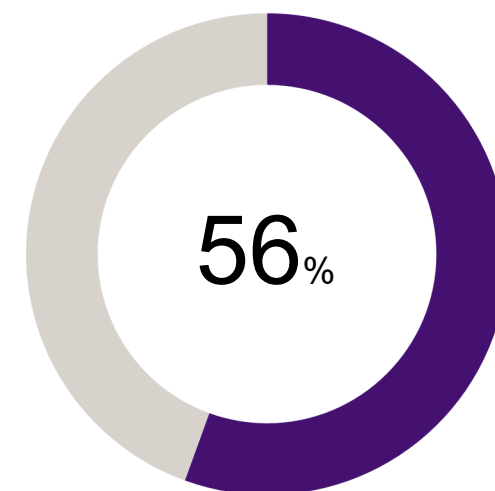
NSW Police Force

**Survey period:** 21 August to 15 September 2023

**Completed surveys:** 11,808

**Response rate:** 56% +13 compared to 2022

Response rate:



This shows where the report unit sits in the survey's organisational hierarchy.

### NSW public sector

- Stronger Communities
  - NSW Police Force

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## High level results

Discover key employee experience insights

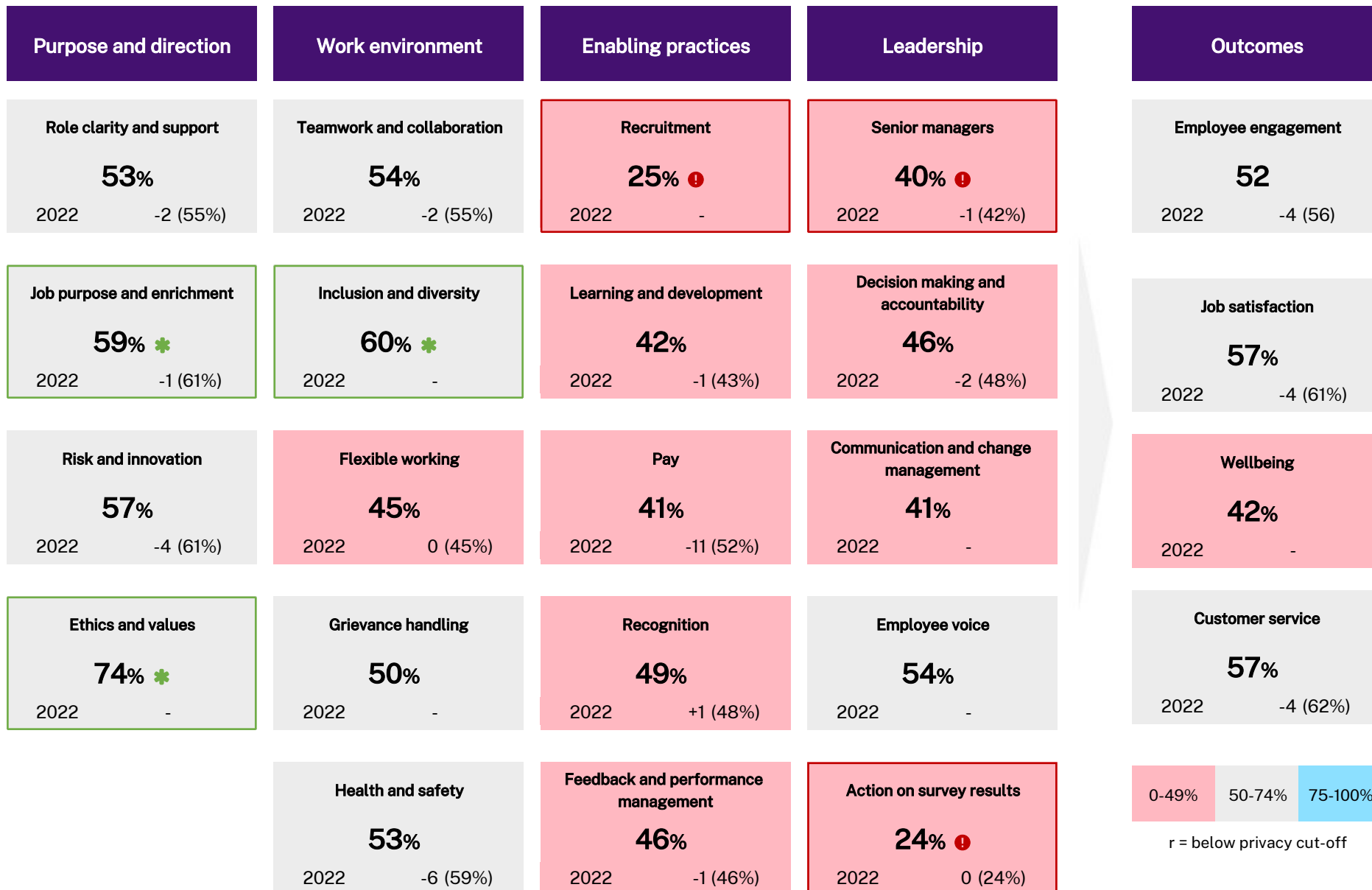
## Headline results for key topics

These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



We've flagged the top 3 (\*) and bottom 3 (!) topics. Use these topics as a starting point for exploring your results.

See 'Additional information about the survey' for interpretation guidance and details about the survey model.



## Highest and lowest scoring questions

These are the questions with the highest and lowest % favourable scores. % favourable is based on the respondents who selected 'strongly agree' or 'agree'.

<div> <div></div> <div>Questions with the highest favourable scores</div> </div>			<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>
Ethics and values	7u	I understand what ethical behaviour means within my workplace	92%	-
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it	88%	-
Ethics and values	7r	I support my organisation's values	80%	0
Role clarity and support	1a	I understand what is expected of me to do well in my job	78%	-3
Inclusion and diversity	2b	People in my workgroup treat each other with respect	78%	+1
<div> <div></div> <div>Questions with the lowest favourable scores</div> </div>			<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>
Communication and change management	7b	Change is managed well in my organisation	20%	-3
Recruitment	7g	My organisation makes fair promotion decisions	22%	-
Action on survey results	9	I am confident my organisation will act on the results of this survey	24%	0
Recruitment	7f	My organisation makes fair recruitment decisions	25%	-
Wellbeing	1n	I feel burned out by my work (disagree)	27%	-3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Most and least improved questions

These are the most and least improved questions by difference from the previous year.

Consider why these scores have shifted. Was it due to actions you took in response to last year’s survey results or something else?

+ Most improved questions				2023 % favourable	difference from 2022
Ethics and values	7q	My organisation shows a commitment to ethical behaviours		67%	+2
Recognition	7p	I receive adequate recognition for my contributions from my organisation		36%	+1
Inclusion and diversity	2b	People in my workgroup treat each other with respect		78%	+1
Ethics and values	7r	I support my organisation's values		80%	0
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose		57%	0
- Least improved questions				2023 % favourable	difference from 2022
Customer service	7j	My organisation meets the needs of the communities, people, and/or businesses of NSW		46%	-11
Pay	4	I am paid fairly for the work I do		41%	-11
Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly		55%	-10
Risk and innovation	7a	My organisation is making improvements to meet future challenges		31%	-9
Employee engagement	7k	I would recommend my organisation as a great place to work		39%	-7

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Key drivers of engagement

The key driver analysis identifies questions with the strongest influence on your employees' engagement.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). Look for ways to maintain your strengths and improve your priorities.

Topic	Engagement key driver questions		2023 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	32%	Improve
Wellbeing	7w	I am satisfied with current workplace practices to help me manage my wellbeing	43%	Improve
Communication and change management	7s	I am supported through changes that affect my work	40%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	31%	Improve
Recognition	7p	I receive adequate recognition for my contributions from my organisation	36%	Improve
Recruitment	7h	My organisation generally selects capable people to do the job	29%	Improve

r = below privacy cut-off



## Results by topic

Discover more about your results

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, wellbeing, manager support, accountability, and flexible work to name a few.

				<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio	
Employee engagement (total score)*								52	-4	-12	-8
7k	I would recommend my organisation as a great place to work			39	23	37	39%	-7	-24	-15	
7l	I am proud to tell others I work for my organisation			55	22	23	55%	-6	-15	-9	
7m	I feel a strong personal attachment to my organisation			51	23	26	51%	-5	-10	-6	
7n	My organisation motivates me to help it achieve its goals			35	29	37	35%	-5	-20	-12	
7o	My organisation inspires me to do the best in my job			35	29	36	35%	-4	-21	-12	

\*See 'Additional information about the survey' for details on how we calculate the employee engagement score.



r = below privacy cut-off

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.

Intention to stay is a leading indicator for turnover. However, intention doesn’t always translate into action.

19n How long do you think you will continue to work in your current organisation?		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Less than 1 year	<div></div>	8%	+2	0	+1
1 year to less than 2 years	<div></div>	8%	+1	-1	0
2 years to less than 5 years	<div></div>	16%	+2	-4	-1
5 years to less than 10 years	<div></div>	23%	-1	-2	0
10 years to less than 20 years	<div></div>	27%	-3	+5	+2
More than 20 years	<div></div>	18%	-3	+2	-1
19o What best describes your plans involved with leaving your current organisation?					
I am planning to retire	<div></div>	7%	-	-6	-4
I am applying for/intend to apply for new roles in another NSW public sector organisation	<div></div>	34%	-	+2	-2
I am applying for/intend to apply for roles in the private sector	<div></div>	34%	-	+15	+12
I am applying for/intend to apply for new roles in the not for profit / community sector	<div></div>	1%	-	-2	-3
It is the end of my non-ongoing, casual or contracted employment	<div></div>	1%	-	-8	-4
Other	<div></div>	23%	-	0	+1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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.

Intention to stay is a leading indicator for turnover. However, intention doesn’t always translate into action.

19p What is the primary reason behind your desire to leave your current organisation? (top 5 reasons)		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Senior leadership is of a poor quality	<div></div>	38%	-	+14	+8
There are a lack of future career opportunities in my organisation	<div></div>	33%	-	+3	+1
I am emotionally exhausted	<div></div>	25%	-	+7	+5
I am expected to do more work than I reasonably can	<div></div>	23%	-	+5	+2
I can receive a higher salary elsewhere	<div></div>	22%	-	+2	+3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Job satisfaction (total score)					57%	-4	-12	-8
1g	My job gives me a feeling of personal accomplishment	60	19	21	60%	-4	-12	-7
1h	I feel motivated to contribute more than what is normally required at work	53	19	28	53%	-4	-13	-8
1i	I am satisfied with my job	57	19	24	57%	-4	-11	-8

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

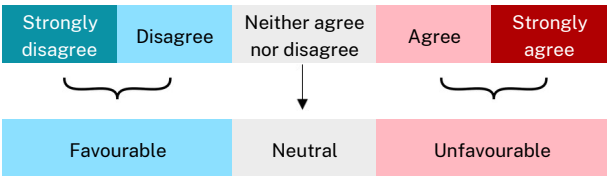
Burnout is typically characterised by ongoing feelings of:

- energy depletion / exhaustion
- negativity or cynicism about one's job
- reduced professional effectiveness.

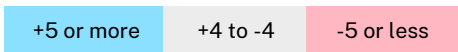
		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Wellbeing (total score)					42%	-	-11	-8
1j	The amount of stress in my job is manageable	44	23	33	44%	-	-11	-8
1m	In general, my sense of wellbeing is..	48	34	18	48%	-5	-10	-7
1n	I feel burned out by my work (disagree)	27	25	48	27%	-3	-7	-6
7w	I am satisfied with current workplace practices to help me manage my wellbeing	43	23	34	43%	-	-16	-11
7y	There are effective resources in my organisation to support employee wellbeing	51	21	29	51%	-3	-13	-9

Note on interpretation:

The burnout question is negatively worded. For consistency with other survey questions the results are displayed as follows:  
The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.  
The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.



Difference from (percentage point)



r = below privacy cut-off

Customer means the people who you or your organisation provide a service to.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Customer service (total score)					57%	-4	-12	-6
1k	I am empowered to make the decisions needed to help customers and/or communities	61	21	18	61%	-4	-8	-5
2c	People in my workgroup can explain how their work impacts customers	72	19	9	72%	0	-9	-4
2d	My workgroup considers customer needs when planning our work	71	19	10	71%	-1	-12	-6
6d	Senior managers communicate the importance of customers in our work	56	24	20	56%	-1	-9	-4
7i	The processes in my organisation are designed to support the best experience for customers	37	37	26	37%	-7	-19	-9
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	46	30	24	46%	-11	-17	-10

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Role clarity and support

Purpose and direction

An employee has role clarity when they understand their goals, how to achieve these goals, and how the goals link to broader strategy.

Employees also need the right support to deliver what is expected in their role such as time to do their job well, tools and technology, and training.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Role clarity and support (total score)				53%	-2	-12	-6
1a I understand what is expected of me to do well in my job	78	11	10	78%	-3	-5	-3
1b I get the support I need to do my job well	49	20	31	49%	-2	-14	-9
1c I have the tools and technology to do my job well	52	19	29	52%	-3	-16	-10
1d I have the time to do my job well	43	18	40	43%	-4	-10	-9
3e My performance is assessed against clear criteria	42	28	30	42%	-1	-13	-5
3f I have received the training and development I need to do my job well	54	23	23	54%	0	-11	-3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Job purpose and enrichment (total score)					59%	-1	-12	-7
1e	My job gives me opportunities to use a variety of skills	71 14 15			71%	-3	-9	-5
1f	I have a choice in deciding how I carry out day to day work tasks	58 18 24			58%	-2	-13	-9
3d	In the last 12 months, I have received feedback to help me improve my work	52 22 27			52%	-1	-13	-6
5h	My manager communicates how my role contributes to my organisation's purpose	57 22 21			57%	0	-12	-7

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Risk refers to the effect of uncertainty in achieving work goals and organisational objectives. Workplace risks can have negative or positive effects on your objectives.

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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Risk and innovation (total score)					57%	-4	-15	-8
1l	I am comfortable notifying my manager if I become aware of any risks at work	761014			76%	-1	-10	-6
5a	My manager encourages people in my workgroup to keep improving the work they do	641917			64%	0	-10	-5
7a	My organisation is making improvements to meet future challenges	313040			31%	-9	-24	-14

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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.

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.

				Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio	
Ethics and values (total score)								74%	-	-5	-2
6b	Senior managers model the values of my organisation			44	28	28	44%	-1	-10	-6	
7q	My organisation shows a commitment to ethical behaviours			67	20	13	67%	+2	-6	-1	
7r	I support my organisation's values			80	14		80%	0	-7	-5	
7u	I understand what ethical behaviour means within my workplace			92			92%	-	-2	-1	
7v	I would know how to report unethical behaviour if I became aware of it			88	7		88%	-	+2	+2	

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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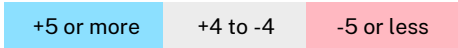
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Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

Well executed collaboration enables agencies to share knowledge ideas, resources, skills, networks, and assets, leading to better outcomes for customers.

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Teamwork and collaboration (total score)					54%	-2	-8	-4
2a	My workgroup works collaboratively to achieve its goals			<div><div>74</div><div>14</div><div>12</div></div>	74%	0	-4	-2
6c	Senior managers promote collaboration between my organisation and other organisations we work with			<div><div>43</div><div>32</div><div>25</div></div>	43%	-2	-10	-7
7c	There is good co-operation between teams across my organisation			<div><div>43</div><div>27</div><div>30</div></div>	43%	-3	-11	-5

Difference from (percentage point)



r = below privacy cut-off

An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Inclusion and diversity (total score)					60%	-	-8	-3
2b	People in my workgroup treat each other with respect	78 11 11			78%	+1	-1	+1
6f	Senior managers support the career advancement of all employees	33 26 41			33%	0	-12	-6
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	70 15 15			70%	-3	-8	-2
8b	I am comfortable sharing a different view to others in my organisation	60 18 22			60%	-	-8	-5
8c	I feel that I belong in my organisation	59 23 18			59%	-3	-11	-5

Difference from (percentage point)

+5 or more +4 to -4 -5 or less

r = below privacy cut-off

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

			<div>FavourableNeutralUnfavourable</div>	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Flexible working (total score)				45%	0	-18	-14
8e	How satisfied are you with your ability to access and use flexible working arrangements?		403425	40%	-1	-20	-16
8f	My manager supports flexible working in my team		493021	49%	0	-17	-13

Difference from (percentage point)



r = below privacy cut-off

Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

8d Type of flexible working		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Flexible start and finish times	<div></div>	32%	0	-13	-17
Working more hours over fewer days	<div></div>	7%	0	-3	-2
Working additional hours to make up for time off	<div></div>	9%	0	-9	-5
Flexible scheduling for rostered workers	<div></div>	11%	0	+4	+3
Part-time work	<div></div>	6%	-1	-6	-1
Job sharing	<div></div>	1%	0	-2	-1
Working from different locations	<div></div>	11%	0	-9	-8
Working from home	<div></div>	18%	-3	-24	-24
Purchasing annual leave	<div></div>	1%	0	-1	0
Leave without pay	<div></div>	2%	0	-7	-2
Study leave	<div></div>	1%	0	-3	-1
Other	<div></div>	3%	0	0	0
None of the above	<div></div>	51%	+2	+22	+18

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	50	20	30	50%	-	-14	-7

\*See p.37 for related results on negative workplace behaviours.

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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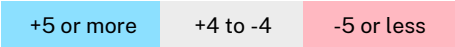
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Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
				<div>FavourableNeutralUnfavourable</div>			
Health and safety (total score)				53%	-6	-13	-7
7x	I am confident work health and safety issues I raise will be addressed promptly	55	2222	55%	-10	-14	-5
7y	There are effective resources in my organisation to support employee wellbeing	51	2129	51%	-3	-13	-9

Difference from (percentage point)



r = below privacy cut-off

Recruitment refers to the process of attracting, screening, and onboarding people.

			Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Recruitment (total score)						25%	-	-20	-9
7f	My organisation makes fair recruitment decisions		25	33	43	25%	-	-20	-8
7g	My organisation makes fair promotion decisions		22	31	47	22%	-	-17	-8
7h	My organisation generally selects capable people to do the job		29	27	44	29%	-5	-23	-10

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Learning and development (total score)					42%	-1	-14	-6
3f	I have received the training and development I need to do my job well	54	23	23	54%	0	-11	-3
3g	I am satisfied with the opportunities available for career development in my organisation	39	21	41	39%	0	-11	-6
7e	My organisation is committed to developing its employees	32	28	40	32%	-3	-21	-11

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off












Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

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.

**3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?**

	<b>2023</b> % respondents	difference from <b>2022</b>	difference from <b>Sector</b>	difference from <b>Portfolio</b>
Yes	44%	+1	+3	+2
No	56%	-1	-3	-2

**3i Are there barriers preventing you from moving to another role? If so, what are they?**

Lack of visible opportunities		32%	-1	+4	+3
Lack of promotion opportunities		32%	-3	+5	+1
Lack of support from my manager / supervisor		20%	+1	+8	+4
Geographic location considerations		34%	-1	+10	+3
Personal / family considerations		38%	0	+7	+4
Insufficient training and development		21%	0	+8	+3
Lack of required capabilities or experience		15%	-1	+3	+2
Lack of support for temporary assignments / secondments		24%	-1	+10	+4
The application / recruitment process is too cumbersome or time consuming		22%	-1	0	-2
Other		12%	+1	+2	+1
There are no major barriers to my career progression		20%	0	-8	-4

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
4	I am paid fairly for the work I do	41	18	41	41%	-11	-4	-8

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

Recognition involves recognising employees' contributions and achievements in the workplace through formal and informal channels.

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	<div><div>2023</div><div>% favourable</div></div>	<div><div>difference from</div><div>2022</div></div>	<div><div>difference from</div><div>Sector</div></div>	<div><div>difference from</div><div>Portfolio</div></div>
Recognition (total score)					49%	+1	-14	-7
5f	My manager provides recognition for the work I do			<div><div>61</div><div>18</div><div>21</div></div>	61%	0	-10	-5
7p	I receive adequate recognition for my contributions from my organisation			<div><div>36</div><div>26</div><div>38</div></div>	36%	+1	-17	-10

Difference from (percentage point)



r = below privacy cut-off

Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Feedback and performance management (total score)					46%	-1	-11	-5
3d	In the last 12 months, I have received feedback to help me improve my work	52	22	27	52%	-1	-13	-6
3e	My performance is assessed against clear criteria	42	28	30	42%	-1	-13	-5
5g	My manager appropriately deals with employees who perform poorly	43	26	31	43%	0	-6	-2

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Performance management process					
3a	I have a performance and development plan that sets out my individual goals	42%	-1	-32	-15
3b	I have informal feedback conversations with my manager	68%	-2	-12	-5
3c	I have scheduled feedback conversations with my manager	42%	-2	-24	-10

Difference from (percentage point)



r = below privacy cut-off

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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Senior managers (total score)					40%	-1	-12	-6
6a	Senior managers provide clear direction for the future of the organisation	36	28	37	36%	-3	-14	-7
6b	Senior managers model the values of my organisation	44	28	28	44%	-1	-10	-6
6c	Senior managers promote collaboration between my organisation and other organisations we work with	43	32	25	43%	-2	-10	-7
6d	Senior managers communicate the importance of customers in our work	56	24	20	56%	-1	-9	-4
6e	Senior managers listen to employees	31	26	43	31%	-1	-15	-8
6f	Senior managers support the career advancement of all employees	33	26	41	33%	0	-12	-6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



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.

				Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio	
Decision making and accountability (total score)								46%	-2	-14	-6
5e	I have confidence in the decisions my manager makes			64	18	18	64%	0	-8	-4	
7d	People in my organisation take responsibility for their own actions			28	31	41	28%	-3	-19	-8	

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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?

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Communication and change management (total score)					41%	-	-16	-8
5b	My manager communicates effectively with me	68	15	17	68%	0	-7	-3
6a	Senior managers provide clear direction for the future of the organisation	36	28	37	36%	-3	-14	-7
7b	Change is managed well in my organisation	20	29	51	20%	-3	-19	-9
7s	I am supported through changes that affect my work	40	31	29	40%	-	-18	-10
7t	I have the opportunity to provide feedback on change processes that directly affect me	40	24	36	40%	-	-20	-11

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Ensuring employees feel like they can share a different view to others and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Employee voice (total score)					54%	-	-12	-6
5c	My manager encourages and values employee input	64	17	18	64%	0	-11	-6
5d	My manager involves my workgroup in decisions about our work	59	19	23	59%	0	-12	-6
6e	Senior managers listen to employees	31	26	43	31%	-1	-15	-8
8b	I am comfortable sharing a different view to others in my organisation	60	18	22	60%	-	-8	-5

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
9	I am confident my organisation will act on the results of this survey	24	25	51	24%	0	-19	-11

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

# Negative workplace behaviours

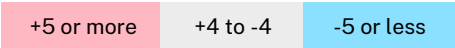
In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

In the last 12 months, have you...		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
been aware of any misconduct in your organisation	<div></div>	18%	-3	+4	-1
witnessed bullying	<div></div>	19%	-1	-2	-3
experienced bullying	<div></div>	14%	-1	+1	-1
witnessed sexual harassment	<div></div>	4%	0	+1	0
experienced sexual harassment	<div></div>	6%	0	0	0
experienced threats or physical harm	<div></div>	16%	+5	+6	+5
experienced discrimination	<div></div>	14%	+1	+3	0
experienced racism	<div></div>	5%	+1	0	-1

Definitions

- **Misconduct:** behaviour that is unethical, illegal, corrupt, or that breaches your organisation’s code of conduct
- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers
- **Sexual harassment:** unwelcome behaviour of a sexual nature that would offend, humiliate or intimidate someone
- **Discrimination:** 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
- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

Difference from (percentage point)



r = below privacy cut-off

## NSW Police questions

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Portfolio
How likely are you to recommend your Command to a friend or colleague as a good place to work?	51	19	30	51%	-2	0
How would you rate the effectiveness of the team leaders/supervisors in your Command, in driving a positive workplace culture?	52	25	23	52%	+1	0
How would you rate the effectiveness of the Senior Leadership Team in your Command, in driving a positive workplace culture?	42	24	34	42%	+2	0
How would you rate the effectiveness of your Culture Action Group in driving positive cultural change?	32	34	33	32%	-	0
I see my peers take pride in their work	63	20	17	63%	-	0
I see my peers showing trust and keeping their word at work	67	19	14	67%	-	0
I see my peers treating people respectfully at work	79	11	9	79%	-	0
I see my leaders being authentic and empathic to our community and the people they serve	61	20	18	61%	-	0
I see my leaders recognise, develop, and appreciate the people at work	50	19	32	50%	-	0

Difference from (percentage point)

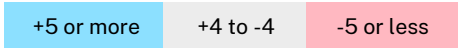
+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

# NSW Police questions

Which of the following best describes your position within the organisation?		2023 % respondents	difference from 2022	difference from Portfolio
Clerk Grade 1/2 to 5/6	<div></div>	13%	-	0
Clerk Grade 7/8 to 9/10	<div></div>	4%	-	0
Clerk Grade 11/12	<div></div>	1%	-	0
Probationary Constable to Senior Constable	<div></div>	47%	-	0
Sergeant & Senior Sergeant	<div></div>	16%	-	0
Inspector & Chief Inspector	<div></div>	4%	-	0
Superintendent & Chief Superintendent	<div></div>	1%	-	0
Police Force Senior Executive		0%	-	0
Other	<div></div>	3%	-	0
Prefer not to say	<div></div>	12%	-	0

Difference from (percentage point)



r = below privacy cut-off

## Results by child unit and demographic group

Discover if employees in different groups have different views



## Respondent profile

This is a snapshot of survey takers.

Use the snapshot to see if the survey takers are representative of your organisation or team.

Gender	% respondents	Disability	% respondents	Type of work	% respondents			
Woman	32	Yes	4	Service delivery involving direct contact with the public	62			
Man	55	No	90	Other service delivery work	4			
Non-binary	1	Prefer not to say	6	Administrative support	6			
Use a different term	1	LGBTIQ+		Corporate services	5			
Prefer not to say	12			Policy	0			
Age				Yes	5	Research	1	
				No	84	Program and project management support	1	
				Prefer not to say	10	Legal	3	
		15-34 years	27	LOTE spoken at home	Other	17		
35-54 years	49				Yes	11	Organisation tenure	
					No	82		
					Prefer not to say	7		
		55+ years	7	Working arrangement	Less than 1 year	6		
Full-time	95				1 year to less than 2 years	5		
Part-time	5				2 years to less than 5 years	15		
Prefer not to say	17				Cultural background	5 years to less than 10 years	14	
		Oceanian	93	10 years to less than 20 years		30		
		North-West European	7	More than 20 years		29		
		Southern and Eastern European	4	Salary				
North African and Middle Eastern	2	\$93,294 and below	24					
South-East Asian	1	\$93,295 - \$120,858	35					
North-East Asian	1	\$120,859 - \$161,662	25					
Southern and Central Asian	2	Senior executive	2	\$161,663 and above	4			
Peoples of the Americas	1	Ongoing / permanent	92	Prefer not to say	12			
Sub-Saharan African	1	Temporary	2					
		Casual	r					
		Contract-non-executive	1					
		Labour hire	r					
		Other	0					
		Don't know	3					

Note, the cultural background question is multi-select, so results may not sum to 100%.

r = below privacy cut-off

Selected key topic results by child unit

This shows some key topic scores for the organisational units that sit one level below the report unit. These units are called child units.

	Report total	Commissioners Group	Corporate Services	Investigations & Counter Terrorism	Metropolitan Field Operations	Regional NSW Field Operations
Employee engagement	52	71	60	56	46	52
Wellbeing	42%	60%	57%	52%	34%	40%
Role clarity and support	53%	63%	62%	62%	45%	52%
Inclusion and diversity	60%	71%	64%	64%	55%	62%
Teamwork and collaboration	54%	72%	56%	60%	48%	55%
Learning and development	42%	52%	48%	47%	36%	42%
Senior managers	40%	59%	47%	46%	34%	42%
Communication and change management	41%	59%	50%	46%	35%	40%
Employee voice	54%	70%	58%	59%	48%	53%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit


r = below privacy cut-off

## Selected key topic results by select demographics

	Report total	Woman	Man	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	52	58	52	40	49	49	52	57	52	54	63
Wellbeing	42%	50%	43%	29%	38%	32%	43%	51%	40%	46%	58%
Role clarity and support	53%	59%	54%	43%	50%	48%	54%	60%	51%	57%	65%
Inclusion and diversity	60%	64%	63%	45%	56%	50%	60%	62%	61%	64%	68%
Teamwork and collaboration	54%	57%	56%	42%	48%	46%	54%	58%	53%	58%	61%
Learning and development	42%	48%	43%	32%	40%	32%	44%	47%	42%	45%	53%
Senior managers	40%	47%	42%	31%	41%	32%	42%	48%	41%	44%	49%
Communication and change management	41%	46%	42%	25%	39%	33%	41%	48%	42%	43%	51%
Employee voice	54%	58%	56%	40%	49%	46%	54%	58%	55%	57%	61%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

## Selected key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
Employee engagement	52	50	58	67	66	67	58	64	56	49
Wellbeing	42%	39%	53%	61%	65%	59%	62%	64%	40%	40%
Role clarity and support	53%	51%	62%	69%	66%	60%	66%	63%	54%	50%
Inclusion and diversity	60%	61%	64%	69%	70%	67%	66%	70%	65%	55%
Teamwork and collaboration	54%	54%	57%	60%	62%	63%	62%	63%	57%	50%
Learning and development	42%	40%	46%	59%	53%	53%	48%	50%	44%	38%
Senior managers	40%	39%	44%	56%	53%	55%	51%	57%	47%	37%
Communication and change management	41%	38%	48%	55%	56%	54%	52%	53%	45%	38%
Employee voice	54%	53%	58%	62%	68%	68%	67%	68%	57%	50%

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

# Selected key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
Employee engagement	52	71	58	50	47	48	55
Wellbeing	42%	71%	46%	36%	37%	39%	47%
Role clarity and support	53%	72%	52%	45%	49%	50%	60%
Inclusion and diversity	60%	74%	63%	56%	56%	58%	65%
Teamwork and collaboration	54%	72%	55%	48%	49%	51%	59%
Learning and development	42%	65%	44%	36%	37%	38%	47%
Senior managers	40%	64%	46%	36%	35%	37%	45%
Communication and change management	41%	64%	48%	38%	36%	36%	44%
Employee voice	54%	71%	58%	51%	51%	50%	57%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit


At least 5 percentage points lower than report unit


r = below privacy cut-off

## Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	52	53	52	54	58	57	56	57	48
Wellbeing	42%	44%	45%	48%	49%	46%	33%	45%	37%
Role clarity and support	53%	54%	54%	59%	61%	58%	54%	53%	49%
Inclusion and diversity	60%	62%	61%	66%	66%	64%	71%	67%	64%
Teamwork and collaboration	54%	55%	55%	57%	59%	53%	66%	59%	58%
Learning and development	42%	43%	42%	46%	52%	45%	48%	44%	40%
Senior managers	40%	41%	42%	46%	49%	41%	44%	47%	45%
Communication and change management	41%	41%	42%	44%	50%	42%	44%	44%	41%
Employee voice	54%	55%	56%	59%	58%	56%	60%	60%	55%

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

## Selected key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	52	51	57	55	48	51	57	59	43	53
Wellbeing	42%	39%	45%	43%	35%	43%	48%	48%	30%	46%
Role clarity and support	53%	52%	59%	60%	50%	53%	51%	64%	43%	52%
Inclusion and diversity	60%	61%	69%	59%	60%	64%	66%	68%	54%	66%
Teamwork and collaboration	54%	53%	59%	56%	53%	55%	56%	60%	53%	43%
Learning and development	42%	42%	50%	44%	36%	40%	43%	56%	33%	43%
Senior managers	40%	38%	48%	42%	38%	39%	44%	53%	34%	43%
Communication and change management	41%	38%	45%	41%	37%	37%	44%	47%	34%	32%
Employee voice	54%	50%	60%	51%	51%	49%	55%	58%	46%	r

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

## **Additional information about the survey**

Discover more about how the survey works and how to act on results



## Survey model

The People Matter Employee Survey provides an important opportunity for more than 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.



Privacy

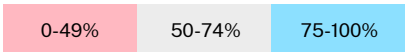
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

Most scores are shown as % favourable, which is the sum of the ‘strongly agree’ and ‘agree’ percentages.

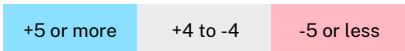


% favourable scores are colour coded based on these ranges:



Difference scores

Difference scores are displayed as a percentage point where available. Differences are colour coded based on these ranges:



A '-' represents there is no applicable comparison available.

Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

Burnout (disagree) question

The score provided for the burnout question indicates the % favourable responses (i.e. ‘strongly disagree’ and ‘disagree’ responses).

The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.

The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.

Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 100 to ‘strongly agree’
- 75 to ‘agree’
- 50 to ‘neither agree nor disagree’
- 25 to ‘disagree’
- 0 to ‘strongly disagree’

The employee’s engagement score is calculated as the average of the 5 question scores. Employees’ scores are then averaged to calculate a team or organisation engagement score.

Key driver analysis




Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). We recommend looking for ways to maintain your strengths and improve your priority areas.

Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson’s correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

# Action planning

We are all responsible for building a world class public service. Improving employee experience is one way to work towards this goal.

**Survey communication and action planning:** Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

 <div>CELEBRATE</div> <div>The things we do well:</div> <div><div></div><div></div><div></div></div> <div>Think about how we can build on our strengths and learn from what we are good at.</div>	 <div>INVESTIGATE FURTHER WITH OUR TEAMS</div> <div>Are there any other opportunities coming out of the results that we want to explore further?</div> <div><div></div><div></div><div></div></div> <div>How could we investigate? Through looking at the data in in more detail or through discussions with staff?</div>	 <div>OPPORTUNITIES</div> <div>Areas we need to focus on and turn into action plans:</div> <div><div></div><div></div><div></div></div> <div>What are the key things we need to improve to make working here better?</div>
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PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				