

# People Matter

NSW Public Sector  
Employee Survey 2023

## Public Schools - Secondary schools

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

**Completed surveys:** 10,325

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## High level results

Discover key employee experience insights

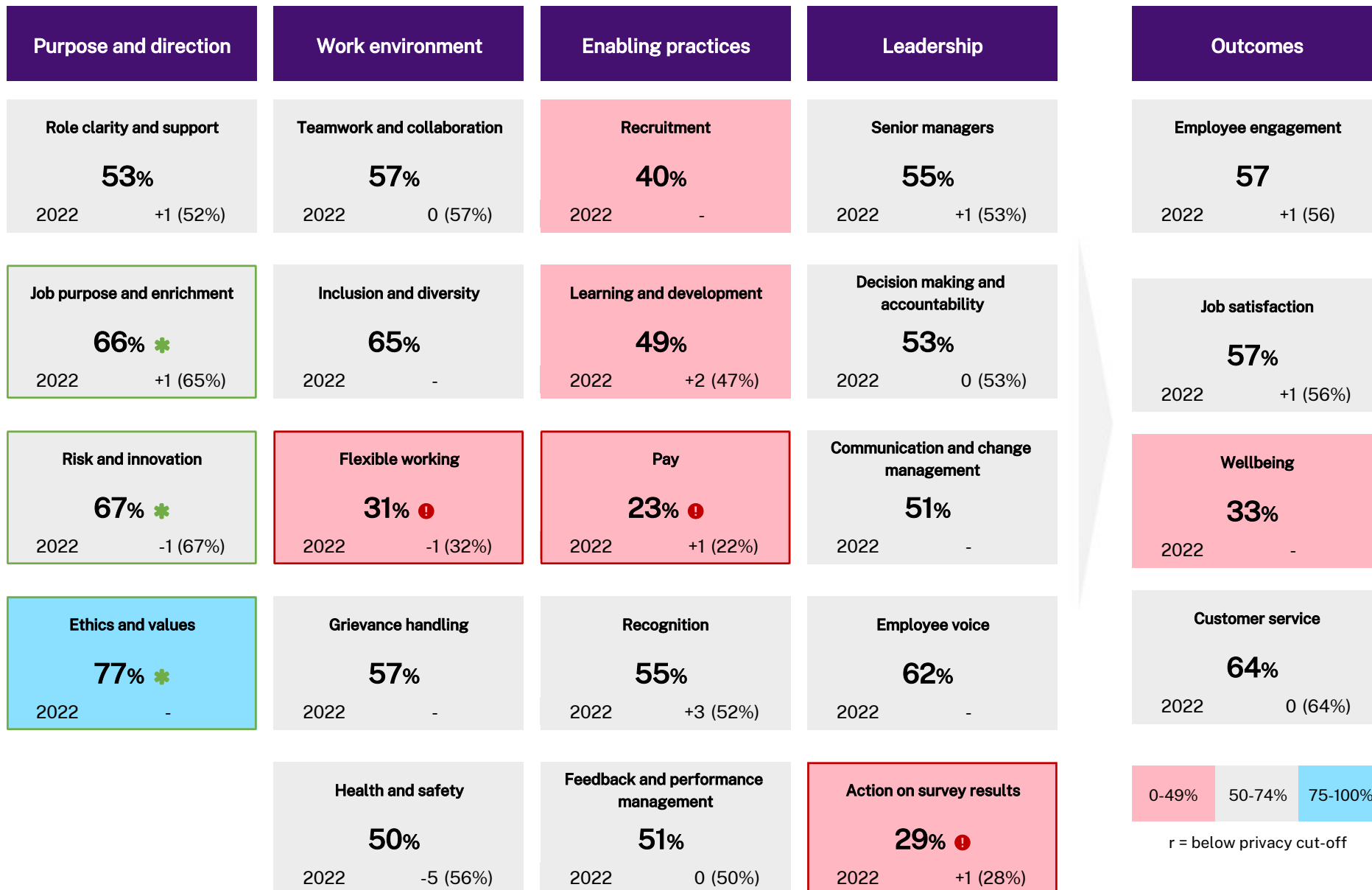
## Headline results for key topics

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>				2023 % favourable	difference from 2022
Ethics and values	7u	I understand what ethical behaviour means within my workplace		93%	-
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it		88%	-
Role clarity and support	1a	I understand what is expected of me to do well in my job		83%	+1
Customer service	2d	My workgroup considers customer needs when planning our work		81%	-2
Job purpose and enrichment	1e	My job gives me opportunities to use a variety of skills		80%	+1
<div> <div>-</div> <div>Questions with the lowest favourable scores</div> </div>				2023 % favourable	difference from 2022
Wellbeing	1n	I feel burned out by my work (disagree)		17%	+1
Pay	4	I am paid fairly for the work I do		23%	+1
Role clarity and support	1d	I have the time to do my job well		24%	+1
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?		27%	-2
Wellbeing	1j	The amount of stress in my job is manageable		29%	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Most and least improved questions

### + Most improved questions

**2023**  
% favourable

difference from  
**2022**

Ethics and values	7r	I support my organisation's values	80%	+6
Recognition	7p	I receive adequate recognition for my contributions from my organisation	42%	+4
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	69%	+4
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	43%	+2
Employee engagement	7k	I would recommend my organisation as a great place to work	46%	+2

### - Least improved questions

**2023**  
% favourable

difference from  
**2022**

Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly	58%	-9
Inclusion and diversity	2b	People in my workgroup treat each other with respect	75%	-2
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	73%	-2
Wellbeing / Health and safety	7y	There are effective resources in my organisation to support employee wellbeing	43%	-2
Customer service	2c	People in my workgroup can explain how their work impacts customers	78%	-2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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?

## 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	47%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	48%	Improve
Wellbeing	7w	I am satisfied with current workplace practices to help me manage my wellbeing	37%	Improve
Communication and change management	7b	Change is managed well in my organisation	34%	Improve
Customer service	7i	The processes in my organisation are designed to support the best experience for customers	49%	Improve
Communication and change management	7s	I am supported through changes that affect my work	46%	Improve

r = below privacy cut-off

## Results by topic

Discover more about your results



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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Employee engagement (total score)*				57	+1	-8
7k I would recommend my organisation as a great place to work	46	25	30	46%	+2	-17
7l I am proud to tell others I work for my organisation	57	23	20	57%	+1	-13
7m I feel a strong personal attachment to my organisation	56	23	20	56%	0	-4
7n My organisation motivates me to help it achieve its goals	42	30	28	42%	+1	-13
7o My organisation inspires me to do the best in my job	43	30	27	43%	0	-13

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



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.

19n How long do you think you will continue to work in your current organisation?		2023 % respondents	difference from 2022	difference from Sector
Less than 1 year	<div></div>	9%	0	+1
1 year to less than 2 years	<div></div>	12%	0	+2
2 years to less than 5 years	<div></div>	22%	0	+1
5 years to less than 10 years	<div></div>	24%	+1	-1
10 years to less than 20 years	<div></div>	20%	-1	-2
More than 20 years	<div></div>	14%	0	-2

19o What best describes your plans involved with leaving your current organisation?				
I am planning to retire	<div></div>	17%	-	+4
I am applying for/intend to apply for new roles in another NSW public sector organisation	<div></div>	18%	-	-14
I am applying for/intend to apply for roles in the private sector	<div></div>	33%	-	+14
I am applying for/intend to apply for new roles in the not for profit / community sector	<div></div>	3%	-	0
It is the end of my non-ongoing, casual or contracted employment	<div></div>	6%	-	-3
Other	<div></div>	22%	-	0

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

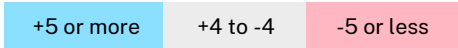
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Intention to stay is a leading indicator for turnover. However, intention doesn’t always translate into action.

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
I am expected to do more work than I reasonably can	<div></div>	39%	-	+21
I am emotionally exhausted	<div></div>	37%	-	+20
The emotional demands of my work are too high	<div></div>	26%	-	+17
I can receive a higher salary elsewhere	<div></div>	25%	-	+5
Senior leadership is of a poor quality	<div></div>	24%	-	0

Difference from (percentage point)



r = below privacy cut-off

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.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Job satisfaction (total score)				57%	+1	-12
1g My job gives me a feeling of personal accomplishment	66	16	18	66%	+1	-7
1h I feel motivated to contribute more than what is normally required at work	54	18	29	54%	+1	-12
1i I am satisfied with my job	52	21	27	52%	+1	-15

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

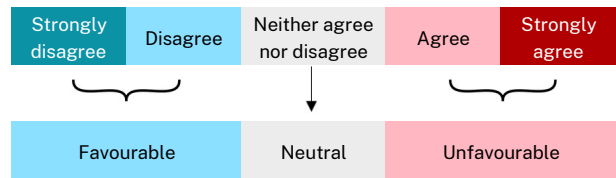
Burnout is typically characterised by ongoing feelings of:

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Wellbeing (total score)					33%	-	-20
1j	The amount of stress in my job is manageable	29	20	51	29%	-	-26
1m	In general, my sense of wellbeing is..	41	37	22	41%	+1	-16
1n	I feel burned out by my work (disagree)	17	20	63	17%	+1	-17
7w	I am satisfied with current workplace practices to help me manage my wellbeing	37	23	40	37%	-	-21
7y	There are effective resources in my organisation to support employee wellbeing	43	23	34	43%	-2	-21

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)

+5 or more    +4 to -4    -5 or less

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
<b>Customer service (total score)</b>					<b>64%</b>	0	-6
1k	I am empowered to make the decisions needed to help customers and/or communities	52	24	24	52%	+1	-17
2c	People in my workgroup can explain how their work impacts customers	78	15	7	78%	-2	-3
2d	My workgroup considers customer needs when planning our work	81	11	7	81%	-2	-1
6d	Senior managers communicate the importance of customers in our work	69	19	13	69%	+1	+3
7i	The processes in my organisation are designed to support the best experience for customers	49	29	22	49%	0	-7
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	53	29	18	53%	-1	-9

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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
Role clarity and support (total score)				53%	+1	-11
1a I understand what is expected of me to do well in my job	83	10	7	83%	+1	-1
1b I get the support I need to do my job well	48	21	30	48%	+1	-15
1c I have the tools and technology to do my job well	62	16	22	62%	+1	-6
1d I have the time to do my job well	24	15	61	24%	+1	-28
3e My performance is assessed against clear criteria	46	31	23	46%	0	-9
3f I have received the training and development I need to do my job well	57	23	20	57%	+1	-8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Job purpose and enrichment

Purpose and direction

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
Job purpose and enrichment (total score)					66%	+1	-6
1e	My job gives me opportunities to use a variety of skills	80109			80%	+1	+1
1f	I have a choice in deciding how I carry out day to day work tasks	582023			58%	+2	-14
3d	In the last 12 months, I have received feedback to help me improve my work	611920			61%	+1	-3
5h	My manager communicates how my role contributes to my organisation's purpose	642016			64%	0	-5

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
Risk and innovation (total score)					67%	-1	-6
1l	I am comfortable notifying my manager if I become aware of any risks at work	<div><div>80</div><div>8</div><div>12</div></div>			80%	-1	-6
5a	My manager encourages people in my workgroup to keep improving the work they do	<div><div>71</div><div>17</div><div>12</div></div>			71%	-1	-4
7a	My organisation is making improvements to meet future challenges	<div><div>48</div><div>28</div><div>24</div></div>			48%	0	-7

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
Ethics and values (total score)				77%	-	-1
6b Senior managers model the values of my organisation	58	22	20	58%	+2	+3
7q My organisation shows a commitment to ethical behaviours	69	19	12	69%	+4	-4
7r I support my organisation's values	80	15		80%	+6	-7
7u I understand what ethical behaviour means within my workplace	93			93%	-	0
7v I would know how to report unethical behaviour if I became aware of it	88	7		88%	-	+2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Teamwork and collaboration (total score)				57%	0	-5
2a My workgroup works collaboratively to achieve its goals	73	14	13	73%	-2	-6
6c Senior managers promote collaboration between my organisation and other organisations we work with	53	29	19	53%	+2	0
7c There is good co-operation between teams across my organisation	45	28	27	45%	+1	-8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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
Inclusion and diversity (total score)				65%	-	-3
2b People in my workgroup treat each other with respect	75	13	12	75%	-2	-5
6f Senior managers support the career advancement of all employees	48	28	24	48%	+2	+3
8a Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	77	13	11	77%	0	-2
8b I am comfortable sharing a different view to others in my organisation	60	18	22	60%	-	-8
8c I feel that I belong in my organisation	66	19	15	66%	+1	-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.














			Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Flexible working (total score)						31%	-1	-32
8e	How satisfied are you with your ability to access and use flexible working arrangements?		27	33	40	27%	-2	-34
8f	My manager supports flexible working in my team		34	36	29	34%	-1	-31

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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
Flexible start and finish times		10%	-1	-34
Working more hours over fewer days		2%	0	-8
Working additional hours to make up for time off		6%	0	-12
Flexible scheduling for rostered workers		1%	0	-6
Part-time work		13%	+1	0
Job sharing		5%	0	+2
Working from different locations		3%	-1	-17
Working from home		6%	-20	-36
Purchasing annual leave		2%	0	0
Leave without pay		15%	+1	+6
Study leave		1%	0	-3
Other		3%	0	0
None of the above		59%	+11	+31

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
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	57	16	26	57%	-	-7

\*See p.36 for related results on negative workplace behaviours.

Difference from (percentage point)

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

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.

				Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector			
Health and safety (total score)										50%	-5	-16
7x	I am confident work health and safety issues I raise will be addressed promptly			58	20	22	58%	-9	-11			
7y	There are effective resources in my organisation to support employee wellbeing			43	23	34	43%	-2	-21			

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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
Recruitment (total score)				40%	-	-5
7f My organisation makes fair recruitment decisions	40	34	26	40%	-	-5
7g My organisation makes fair promotion decisions	37	36	27	37%	-	-2
7h My organisation generally selects capable people to do the job	44	28	28	44%	+1	-8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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
Learning and development (total score)				49%	+2	-7
3f I have received the training and development I need to do my job well	57	23	20	57%	+1	-8
3g I am satisfied with the opportunities available for career development in my organisation	43	25	32	43%	+2	-7
7e My organisation is committed to developing its employees	47	29	24	47%	+1	-6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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>
Yes	42%	0	0
No	58%	0	0

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

Lack of visible opportunities		32%	-2	+5
Lack of promotion opportunities		28%	-1	+1
Lack of support from my manager / supervisor		13%	0	+2
Geographic location considerations		34%	0	+10
Personal / family considerations		42%	0	+11
Insufficient training and development		16%	-1	+2
Lack of required capabilities or experience		12%	0	+1
Lack of support for temporary assignments / secondments		13%	0	-1
The application / recruitment process is too cumbersome or time consuming		31%	-3	+9
Other		11%	0	+1
There are no major barriers to my career progression		20%	+1	-8

**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
4 I am paid fairly for the work I do	23	17	60	23%	+1	-22

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.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Recognition (total score)				55%	+3	-8
5f My manager provides recognition for the work I do	67	16	17	67%	+1	-4
7p I receive adequate recognition for my contributions from my organisation	42	26	32	42%	+4	-12

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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
Feedback and performance management (total score)				51%	0	-6
3d In the last 12 months, I have received feedback to help me improve my work	61	19	20	61%	+1	-3
3e My performance is assessed against clear criteria	46	31	23	46%	0	-9
5g My manager appropriately deals with employees who perform poorly	45	30	25	45%	0	-5

Performance management process	2023 % respondents	difference from 2022	difference from Sector
3a I have a performance and development plan that sets out my individual goals	88%	0	+14
3b I have informal feedback conversations with my manager	82%	0	+2
3c I have scheduled feedback conversations with my manager	63%	+1	-2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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
Senior managers (total score)					55%	+1	+3
6a	Senior managers provide clear direction for the future of the organisation	53	24	22	53%	+1	+4
6b	Senior managers model the values of my organisation	58	22	20	58%	+2	+3
6c	Senior managers promote collaboration between my organisation and other organisations we work with	53	29	19	53%	+2	0
6d	Senior managers communicate the importance of customers in our work	69	19	13	69%	+1	+3
6e	Senior managers listen to employees	49	24	28	49%	+1	+3
6f	Senior managers support the career advancement of all employees	48	28	24	48%	+2	+3

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
Decision making and accountability (total score)				53%	0	-7
5e I have confidence in the decisions my manager makes	67	17	15	67%	0	-4
7d People in my organisation take responsibility for their own actions	37	32	31	37%	-1	-10

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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
Communication and change management (total score)				51%	-	-5
5b My manager communicates effectively with me	71	13	15	71%	+1	-4
6a Senior managers provide clear direction for the future of the organisation	53	24	22	53%	+1	+4
7b Change is managed well in my organisation	34	30	36	34%	0	-5
7s I am supported through changes that affect my work	46	27	27	46%	-	-12
7t I have the opportunity to provide feedback on change processes that directly affect me	48	23	29	48%	-	-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
Employee voice (total score)				62%	-	-3
5c My manager encourages and values employee input	72	14	14	72%	0	-4
5d My manager involves my workgroup in decisions about our work	68	16	17	68%	+1	-3
6e Senior managers listen to employees	49	24	28	49%	+1	+3
8b I am comfortable sharing a different view to others in my organisation	60	18	22	60%	-	-8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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
9 I am confident my organisation will act on the results of this survey	29	28	42	29%	+1	-14

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
been aware of any misconduct in your organisation	<div></div>	19%	-2	+5
witnessed bullying	<div></div>	30%	+1	+9
experienced bullying	<div></div>	19%	0	+6
witnessed sexual harassment	<div></div>	5%	0	+3
experienced sexual harassment	<div></div>	9%	0	+4
experienced threats or physical harm	<div></div>	22%	+4	+12
experienced discrimination	<div></div>	12%	+1	+2
experienced racism	<div></div>	7%	+1	+2

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



r = below privacy cut-off

## Education questions

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
My manager encourages me to learn from my mistakes	63	27	10	63%	-7
My manager listens to what I have to say	72	15	14	72%	-3
I feel comfortable giving my manager feedback	66	15	19	66%	0
I feel comfortable asking my manager for help at work if I need it	73	13	14	73%	-1
If I make a mistake at work, it is not held against me	58	25	17	58%	-4
People at this organisation are able to bring up problems and tough issues	50	24	26	50%	-4
I feel comfortable trying new things at work	71	19	10	71%	-2
I can share my opinions openly without fear of retaliation	52	24	24	52%	-2
I am confident that effective actions are being taken by the department to reduce the administrative workload on schools	12	19	69	12%	-
My role in public education is valued by the broader community	27	21	53	27%	-
I feel that employees are effectively supported during induction when they progress to a different role or setting	25	34	41	25%	-

Difference from (percentage point)

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

Education questions

Which category of staff are you?		2023 % respondents	difference from 2022
Public Service Senior Executive (PSSE)		r	-
School Executive	<div></div>	20%	0
Teaching Staff	<div></div>	59%	0
School Administrative and Support Staff (SASS)	<div></div>	17%	0
Other Non-Teaching Staff in Schools	<div></div>	3%	0
Education Support Staff (previously referred to as Corporate Staff)		r	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Education questions

This survey asks questions about Senior Managers. How do you define your Senior Manager?

	2023 % respondents	difference from 2022
Secretary	0%	-1
Group Deputy Secretary, Deputy Secretary, Chief People Officer, Chief Operating Officer, Chief Executive	1%	-1
Executive Director	1%	+1
Director	1%	0
Director, Educational Leadership	4%	+1
Manager	4%	0
Principal	57%	+1
Assistant Principal	1%	0
Deputy Principal	17%	+3
Head Teacher	15%	-3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Results by 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	64	Yes	9	Service delivery involving direct contact with the public	81
Man	28	No	86	Other service delivery work	1
Non-binary	0	Prefer not to say	5	Administrative support	9
Use a different term	0			Corporate services	0
Prefer not to say	7	<b>LGBTIQ+</b>		Policy	r
		Yes	6	Research	r
<b>Age</b>		No	86	Program and project management support	0
15-34 years	21	Prefer not to say	8	Legal	r
35-54 years	46			Other	8
55+ years	20	<b>LOTE spoken at home</b>			
Prefer not to say	13	Yes	13	<b>Organisation tenure</b>	
		No	83	Less than 1 year	8
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	4	1 year to less than 2 years	7
Yes	3			2 years to less than 5 years	18
No	91	<b>Working arrangement</b>		5 years to less than 10 years	21
Prefer not to say	6	Full-time	83	10 years to less than 20 years	26
		Part-time	17	More than 20 years	21
<b>Cultural background</b>		<b>Employment status</b>		<b>Salary</b>	
Oceanian	91	Senior executive	7	\$93,294 and below	35
North-West European	10	Ongoing / permanent	67	\$93,295 - \$120,858	40
Southern and Eastern European	5	Temporary	19	\$120,859 - \$161,662	13
North African and Middle Eastern	2	Casual	3	\$161,663 and above	2
South-East Asian	1	Contract-non-executive	3	Prefer not to say	9
North-East Asian	1	Labour hire	r		
Southern and Central Asian	2	Other	r		
Peoples of the Americas	1	Don't know	1		
Sub-Saharan African	1				

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 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	57	60	55	46	60	52	52	61	58	58	60
Wellbeing	33%	36%	33%	20%	37%	24%	25%	37%	33%	34%	42%
Role clarity and support	53%	56%	52%	44%	55%	47%	48%	58%	55%	54%	58%
Inclusion and diversity	65%	67%	68%	47%	63%	58%	62%	66%	70%	68%	67%
Teamwork and collaboration	57%	59%	59%	46%	58%	51%	56%	61%	61%	59%	59%
Learning and development	49%	52%	50%	38%	49%	41%	46%	54%	56%	51%	50%
Senior managers	55%	57%	56%	39%	57%	52%	52%	60%	60%	57%	56%
Communication and change management	51%	53%	52%	39%	52%	44%	48%	57%	56%	53%	52%
Employee voice	62%	63%	66%	51%	63%	57%	61%	66%	68%	65%	63%

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	57	55	63	68	56	r	r	71	r	60
Wellbeing	33%	29%	55%	58%	41%	r	r	54%	r	42%
Role clarity and support	53%	52%	58%	64%	52%	r	r	67%	r	57%
Inclusion and diversity	65%	66%	64%	71%	57%	r	r	70%	r	63%
Teamwork and collaboration	57%	58%	56%	61%	44%	r	r	67%	r	56%
Learning and development	49%	49%	37%	54%	31%	r	r	69%	r	50%
Senior managers	55%	55%	46%	61%	51%	r	r	65%	r	53%
Communication and change management	51%	50%	53%	59%	48%	r	r	65%	r	53%
Employee voice	62%	62%	62%	63%	60%	r	r	69%	r	60%

 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	57	67	63	59	55	54	56
Wellbeing	33%	48%	44%	36%	30%	30%	31%
Role clarity and support	53%	61%	59%	55%	52%	51%	54%
Inclusion and diversity	65%	75%	70%	66%	63%	63%	66%
Teamwork and collaboration	57%	70%	64%	58%	55%	55%	57%
Learning and development	49%	61%	57%	53%	47%	46%	48%
Senior managers	55%	68%	60%	57%	52%	52%	55%
Communication and change management	51%	66%	59%	53%	49%	47%	48%
Employee voice	62%	74%	69%	64%	60%	59%	62%

 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	57	56	58	52	58	57	49	56	58
Wellbeing	33%	32%	34%	29%	34%	32%	27%	36%	35%
Role clarity and support	53%	53%	55%	50%	53%	52%	45%	57%	55%
Inclusion and diversity	65%	67%	67%	63%	70%	65%	59%	67%	67%
Teamwork and collaboration	57%	59%	61%	52%	63%	56%	47%	55%	55%
Learning and development	49%	49%	52%	48%	53%	48%	39%	50%	51%
Senior managers	55%	55%	60%	49%	61%	58%	45%	55%	54%
Communication and change management	51%	51%	54%	44%	55%	52%	41%	50%	51%
Employee voice	62%	63%	65%	58%	66%	62%	56%	64%	62%

 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	57	57	56	55	50	62	47	58	r	r
Wellbeing	33%	31%	35%	37%	29%	40%	26%	37%	r	r
Role clarity and support	53%	51%	53%	52%	51%	57%	46%	57%	r	r
Inclusion and diversity	65%	66%	66%	64%	58%	69%	55%	67%	r	r
Teamwork and collaboration	57%	59%	54%	54%	51%	64%	46%	57%	r	r
Learning and development	49%	48%	48%	50%	44%	53%	37%	51%	r	r
Senior managers	55%	53%	52%	51%	44%	62%	37%	54%	r	r
Communication and change management	51%	51%	49%	49%	40%	56%	38%	52%	r	r
Employee voice	62%	64%	62%	62%	58%	67%	54%	63%	r	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.



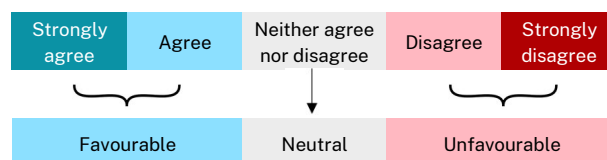


### Privacy

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.

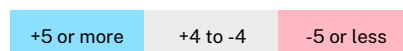


% favourable scores are colour coded based on these ranges:



### 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.				