

# People Matter

NSW Public Sector  
Employee Survey 2023

## Agency Report

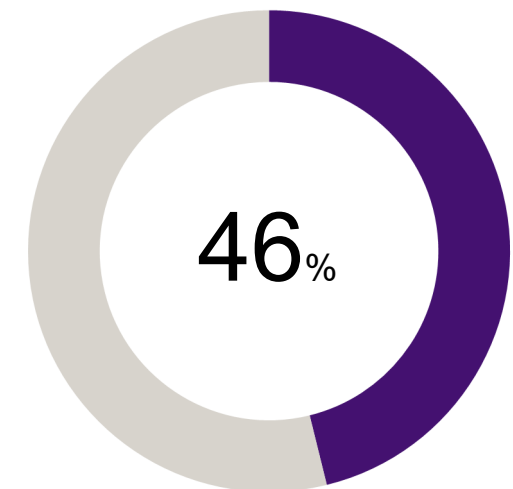
## Northern NSW Local Health District

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

**Completed surveys:** 2,952

**Response rate:** 46% +1 compared to 2022

Response rate:



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

### NSW public sector

- Health
  - Northern NSW Local Health District

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## High level results

Discover key employee experience insights

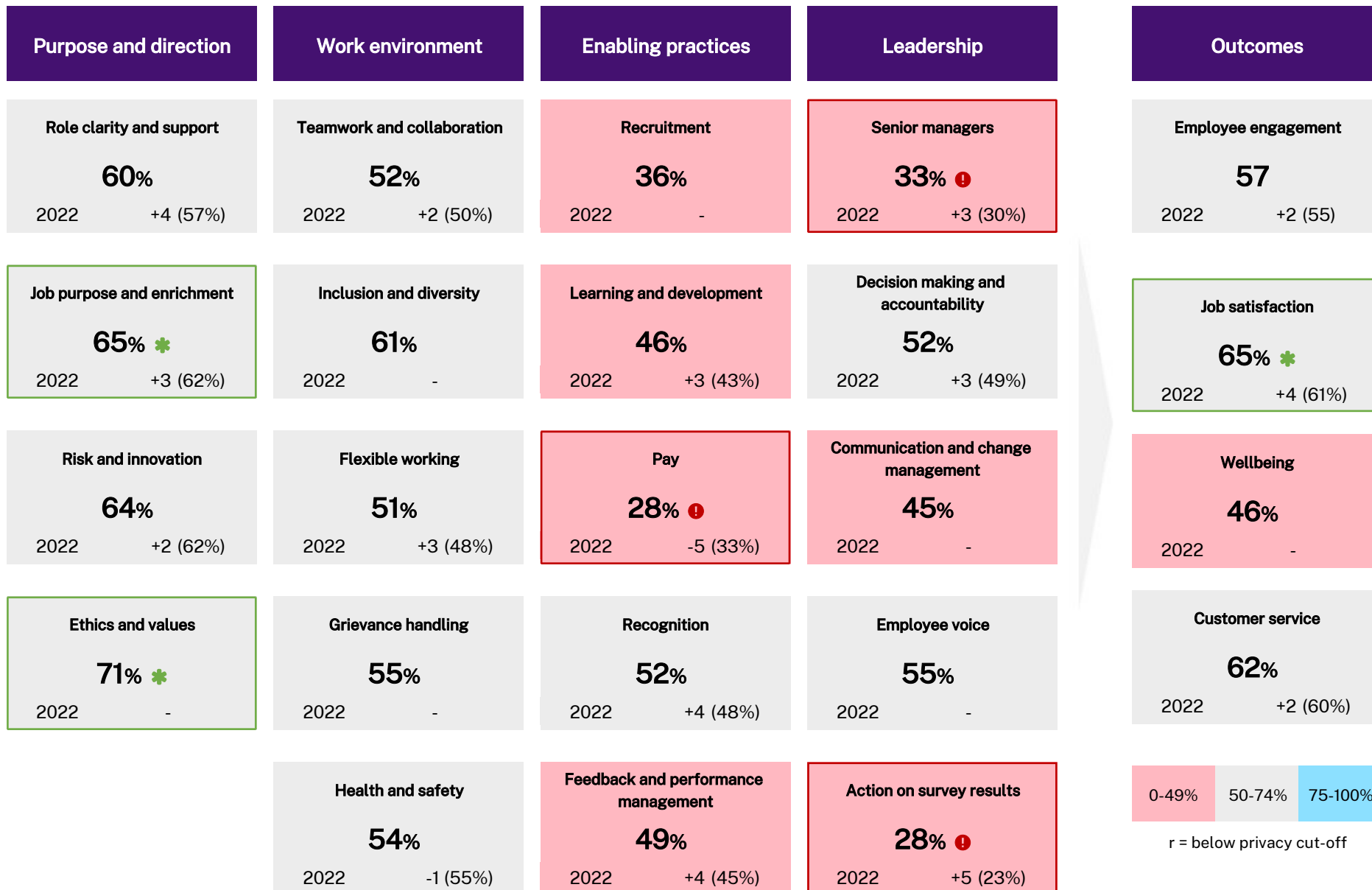
## Headline results for key topics

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		92%	-
Role clarity and support	1a	I understand what is expected of me to do well in my job		85%	+2
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it		85%	-
Ethics and values	7r	I support my organisation's values		85%	+6
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		83%	+2
<div> <div>-</div> <div>Questions with the lowest favourable scores</div> </div>				2023 % favourable	difference from 2022
Employee voice / Senior managers	6e	Senior managers listen to employees		26%	+3
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees		27%	+3
Recruitment	7g	My organisation makes fair promotion decisions		27%	-
Communication and change management	7b	Change is managed well in my organisation		28%	+2
Action on survey results	9	I am confident my organisation will act on the results of this survey		28%	+5

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	60%	+7
Ethics and values	7r	I support my organisation's values	85%	+6
Feedback and performance management / Job purpose and enrichment	3d	In the last 12 months, I have received feedback to help me improve my work	55%	+5
Recognition	7p	I receive adequate recognition for my contributions from my organisation	41%	+5
Role clarity and support	1b	I get the support I need to do my job well	55%	+5

### Least improved questions

			2023 % favourable	difference from 2022
Pay	4	I am paid fairly for the work I do	28%	-5
Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly	57%	-5
Employee engagement	7m	I feel a strong personal attachment to my organisation	49%	0
Inclusion and diversity	8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	75%	0
Customer service	7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	48%	0

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	36%	Improve
Wellbeing	7w	I am satisfied with current workplace practices to help me manage my wellbeing	45%	Improve
Communication and change management	7s	I am supported through changes that affect my work	48%	Improve
Recognition	7p	I receive adequate recognition for my contributions from my organisation	41%	Improve
Communication and change management	7b	Change is managed well in my organisation	28%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	40%	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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Employee engagement (total score)*					57	+2	-8	-6
7k	I would recommend my organisation as a great place to work	50	26	24	50%	+4	-13	-9
7l	I am proud to tell others I work for my organisation	59	25	16	59%	+3	-11	-9
7m	I feel a strong personal attachment to my organisation	49	30	21	49%	0	-12	-9
7n	My organisation motivates me to help it achieve its goals	39	34	27	39%	+2	-16	-13
7o	My organisation inspires me to do the best in my job	43	32	26	43%	+4	-13	-11

\*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.

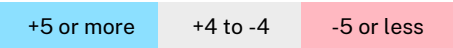
19n How long do you think you will continue to work in your current organisation?

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Less than 1 year	<div></div>	10%	-2	+2	+1
1 year to less than 2 years	<div></div>	12%	0	+2	+2
2 years to less than 5 years	<div></div>	20%	0	0	0
5 years to less than 10 years	<div></div>	28%	+1	+3	+3
10 years to less than 20 years	<div></div>	22%	+1	0	0
More than 20 years	<div></div>	9%	0	-6	-5

19o What best describes your plans involved with leaving your current organisation?

I am planning to retire	<div></div>	19%	-	+6	+4
I am applying for/intend to apply for new roles in another NSW public sector organisation	<div></div>	18%	-	-14	-15
I am applying for/intend to apply for roles in the private sector	<div></div>	22%	-	+3	+5
I am applying for/intend to apply for new roles in the not for profit / community sector	<div></div>	5%	-	+2	+1
It is the end of my non-ongoing, casual or contracted employment	<div></div>	4%	-	-5	-2
Other	<div></div>	31%	-	+9	+7

Difference from (percentage point)



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>	37%	-	+14	+13
I can receive a higher salary elsewhere	<div></div>	28%	-	+8	+6
There are a lack of future career opportunities in my organisation	<div></div>	27%	-	-3	-1
I am expected to do more work than I reasonably can	<div></div>	19%	-	+1	+3
I am emotionally exhausted	<div></div>	17%	-	0	+1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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	difference from Portfolio
Job satisfaction (total score)					65%	+4	-4	-3
1g	My job gives me a feeling of personal accomplishment	71	14	14	71%	+5	-1	-1
1h	I feel motivated to contribute more than what is normally required at work	61	20	19	61%	+3	-5	-3
1i	I am satisfied with my job	63	19	19	63%	+5	-5	-3

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.

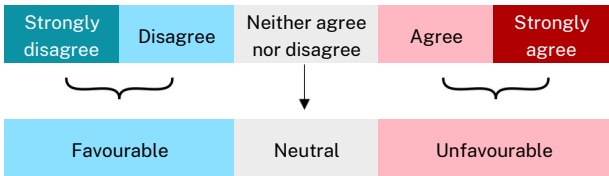
Burnout is typically characterised by ongoing feelings of:

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

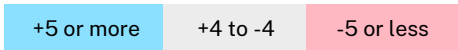
		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Wellbeing (total score)					46%	-	-7	-5
1j	The amount of stress in my job is manageable	51	21	27	51%	-	-3	-3
1m	In general, my sense of wellbeing is..	54	33	13	54%	+2	-4	-3
1n	I feel burned out by my work (disagree)	30	27	43	30%	+3	-4	-2
7w	I am satisfied with current workplace practices to help me manage my wellbeing	45	27	28	45%	-	-13	-9
7y	There are effective resources in my organisation to support employee wellbeing	51	25	24	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)					62%	+2	-7	-5
1k	I am empowered to make the decisions needed to help customers and/or communities	68	19	13	68%	+4	0	-3
2c	People in my workgroup can explain how their work impacts customers	81	15		81%	+2	0	0
2d	My workgroup considers customer needs when planning our work	82	12		82%	+1	-1	0
6d	Senior managers communicate the importance of customers in our work	46	29	25	46%	+3	-19	-11
7i	The processes in my organisation are designed to support the best experience for customers	48	31	21	48%	+3	-8	-9
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	48	31	21	48%	0	-15	-11

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)				60%	+4	-4	-5
1a I understand what is expected of me to do well in my job	85	9		85%	+2	+1	0
1b I get the support I need to do my job well	55	19	26	55%	+5	-8	-7
1c I have the tools and technology to do my job well	65	16	19	65%	+5	-3	-2
1d I have the time to do my job well	47	20	33	47%	+4	-6	-6
3e My performance is assessed against clear criteria	50	30	20	50%	+3	-5	-7
3f I have received the training and development I need to do my job well	59	24	17	59%	+3	-5	-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	difference from Portfolio
Job purpose and enrichment (total score)					65%	+3	-6	-4
1e	My job gives me opportunities to use a variety of skills	<div><div>79</div><div>11</div><div>10</div></div>			79%	+2	-1	0
1f	I have a choice in deciding how I carry out day to day work tasks	<div><div>67</div><div>18</div><div>15</div></div>			67%	+2	-5	-2
3d	In the last 12 months, I have received feedback to help me improve my work	<div><div>55</div><div>22</div><div>24</div></div>			55%	+5	-10	-7
5h	My manager communicates how my role contributes to my organisation's purpose	<div><div>59</div><div>23</div><div>17</div></div>			59%	+3	-9	-6

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)					64%	+2	-8	-5
1l	I am comfortable notifying my manager if I become aware of any risks at work	83710			83%	+2	-3	-1
5a	My manager encourages people in my workgroup to keep improving the work they do	681814			68%	+4	-7	-4
7a	My organisation is making improvements to meet future challenges	403327			40%	+2	-15	-12

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)					71%	-	-8	-4
6b	Senior managers model the values of my organisation	33	33	35	33%	+3	-22	-13
7q	My organisation shows a commitment to ethical behaviours	60	25	14	60%	+7	-13	-8
7r	I support my organisation's values	85	12		85%	+6	-3	-2
7u	I understand what ethical behaviour means within my workplace	92	7		92%	-	-1	+1
7v	I would know how to report unethical behaviour if I became aware of it	85	9		85%	-	-2	+2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	difference from Portfolio
Teamwork and collaboration (total score)					52%	+2	-10	-7
2a	My workgroup works collaboratively to achieve its goals	761410			76%	+2	-3	-1
6c	Senior managers promote collaboration between my organisation and other organisations we work with	323830			32%	+2	-20	-13
7c	There is good co-operation between teams across my organisation	472825			47%	+3	-7	-6

Difference from (percentage point)

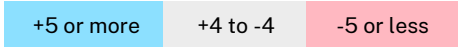
+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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)					61%	-	-7	-4
2b	People in my workgroup treat each other with respect	751212			75%	+1	-4	0
6f	Senior managers support the career advancement of all employees	273440			27%	+3	-18	-11
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	751610			75%	0	-4	-3
8b	I am comfortable sharing a different view to others in my organisation	642017			64%	-	-5	-3
8c	I feel that I belong in my organisation	652114			65%	+1	-6	-5

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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Flexible working (total score)					51%	+3	-12	-6
8e	How satisfied are you with your ability to access and use flexible working arrangements?	47	30	24	47%	+2	-14	-7
8f	My manager supports flexible working in my team	55	26	19	55%	+4	-11	-5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Use of flexible working  
Work environment

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>	28%	-1	-16	-6
Working more hours over fewer days	<div></div>	6%	-1	-4	-2
Working additional hours to make up for time off	<div></div>	12%	-1	-6	-4
Flexible scheduling for rostered workers	<div></div>	10%	+1	+3	+1
Part-time work	<div></div>	25%	0	+13	+7
Job sharing	<div></div>	5%	0	+1	+1
Working from different locations	<div></div>	14%	-1	-6	0
Working from home	<div></div>	16%	-4	-26	-9
Purchasing annual leave	<div></div>	2%	0	+1	0
Leave without pay	<div></div>	12%	+1	+4	+4
Study leave	<div></div>	11%	+2	+7	+1
Other	<div></div>	3%	0	0	0
None of the above	<div></div>	32%	+2	+3	0

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	55	19	26	55%	-	-10	-8

\*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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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	difference from Portfolio
Health and safety (total score)					54%	-1	-12	-8
7x	I am confident work health and safety issues I raise will be addressed promptly	57	22	20	57%	-5	-11	-8
7y	There are effective resources in my organisation to support employee wellbeing	51	25	24	51%	+3	-13	-9

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)						36%	-	-9	-9
7f	My organisation makes fair recruitment decisions					36%	-	-9	-10
7g	My organisation makes fair promotion decisions					27%	-	-12	-10
7h	My organisation generally selects capable people to do the job					44%	+3	-7	-7

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)					46%	+3	-10	-9
3f	I have received the training and development I need to do my job well	59	24	17	59%	+3	-5	-8
3g	I am satisfied with the opportunities available for career development in my organisation	41	26	33	41%	+3	-9	-8
7e	My organisation is committed to developing its employees	36	32	32	36%	+3	-17	-13

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?	2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
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	<div></div>	28%	-2	+1	+2
Lack of promotion opportunities	<div></div>	27%	0	0	+1
Lack of support from my manager / supervisor	<div></div>	15%	-1	+4	+3
Geographic location considerations	<div></div>	29%	-2	+5	+6
Personal / family considerations	<div></div>	36%	0	+5	+4
Insufficient training and development	<div></div>	15%	-2	+1	+2
Lack of required capabilities or experience	<div></div>	11%	0	-1	0
Lack of support for temporary assignments / secondments	<div></div>	18%	-2	+4	+4
The application / recruitment process is too cumbersome or time consuming	<div></div>	24%	-1	+2	+6
Other	<div></div>	10%	0	0	0
There are no major barriers to my career progression	<div></div>	22%	+1	-6	-6

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	28	18	54	28%	-5	-17	-7

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.

				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
				FavourableNeutralUnfavourable			
Recognition (total score)				52%	+4	-10	-6
5f	My manager provides recognition for the work I do			62191962%	+3	-8	-4
7p	I receive adequate recognition for my contributions from my organisation			41302941%	+5	-12	-8

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	difference from Portfolio
Feedback and performance management (total score)					49%	+4	-8	-7
3d	In the last 12 months, I have received feedback to help me improve my work	55	22	24	55%	+5	-10	-7
3e	My performance is assessed against clear criteria	50	30	20	50%	+3	-5	-7
5g	My manager appropriately deals with employees who perform poorly	41	33	26	41%	+4	-8	-6

				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			63%	+7	-11	-12
3b	I have informal feedback conversations with my manager			74%	+4	-6	-3
3c	I have scheduled feedback conversations with my manager			53%	+7	-12	-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
<b>Senior managers (total score)</b>					<b>33%</b>	<b>+3</b>	<b>-19</b>	<b>-12</b>
6a	Senior managers provide clear direction for the future of the organisation	32	32	36	32%	+2	-18	-11
6b	Senior managers model the values of my organisation	33	33	35	33%	+3	-22	-13
6c	Senior managers promote collaboration between my organisation and other organisations we work with	32	38	30	32%	+2	-20	-13
6d	Senior managers communicate the importance of customers in our work	46	29	25	46%	+3	-19	-11
6e	Senior managers listen to employees	26	29	44	26%	+3	-20	-12
6f	Senior managers support the career advancement of all employees	27	34	40	27%	+3	-18	-11

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)								52%	+3	-8	-6
5e	I have confidence in the decisions my manager makes			64	20	16	64%	+3	-8	-4	
7d	People in my organisation take responsibility for their own actions			40	31	29	40%	+3	-8	-7	

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)					45%	-	-11	-9
5b	My manager communicates effectively with me	68	15	17	68%	+3	-7	-4
6a	Senior managers provide clear direction for the future of the organisation	32	32	36	32%	+2	-18	-11
7b	Change is managed well in my organisation	28	34	38	28%	+2	-11	-12
7s	I am supported through changes that affect my work	48	29	23	48%	-	-11	-9
7t	I have the opportunity to provide feedback on change processes that directly affect me	51	25	25	51%	-	-8	-9

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)					55%	-	-10	-6
5c	My manager encourages and values employee input	68	16	15	68%	+3	-7	-3
5d	My manager involves my workgroup in decisions about our work	63	18	19	63%	+4	-8	-4
6e	Senior managers listen to employees	26	29	44	26%	+3	-20	-12
8b	I am comfortable sharing a different view to others in my organisation	64	20	17	64%	-	-5	-3

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	difference from Portfolio
9	I am confident my organisation will act on the results of this survey	28	29	44	28%	+5	-16	-12

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>	20%	-2	+6	+4
witnessed bullying	<div></div>	32%	-5	+11	+6
experienced bullying	<div></div>	19%	-3	+6	+3
witnessed sexual harassment	<div></div>	3%	0	+1	0
experienced sexual harassment	<div></div>	8%	0	+3	+1
experienced threats or physical harm	<div></div>	20%	-1	+10	+7
experienced discrimination	<div></div>	12%	-1	+2	+1
experienced racism	<div></div>	5%	0	0	-2

Definitions

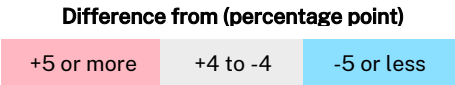
- **Misconduct:** behaviour that is unethical, illegal, corrupt, or that breaches your organisation’s code of conduct

- **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

## Health questions

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Portfolio
I believe I am valued for what I can offer at my workplace	60	18	22	60%	+1	-6
In my workplace, we recognise our successes and innovations	56	25	19	56%	+4	-7
Overall, I have confidence in the decisions made by my senior managers	41	28	31	41%	+2	-13
I have a say in decisions which affect my work	44	26	30	44%	+2	-9
Where I work, we share the lessons learnt when mistakes are made	62	21	17	62%	+4	-6
My team's objectives/work plans are clearly outlined	63	23	14	63%	+4	-5
Our objectives/work plans help us to deliver a quality service	63	26	11	63%	+3	-6
There is good team spirit in my workgroup	67	15	18	67%	+6	-2
Overall, I believe the culture at my workplace has improved in the last 12 months	37	34	29	37%	+7	-8
How often do you feel culturally safe in the workplace?	83	11		83%	+4	0
I support my organisation taking action to improve environmental sustainability	79	15		79%	-	-1

Difference from (percentage point)













+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Health questions

Which of the following best describes your current role? (grouped)		2023 % respondents	difference from 2022	difference from Portfolio
Medical		3%	-2	-1
Nursing and Midwifery		47%	+3	+16
Clinical Support Workers		5%	-1	+1
Corporate Support		9%	-2	-3
Allied Health		15%	+1	+2
Other Health Professionals		2%	0	0
Scientific and Technical		1%	0	-3
Oral Health		1%	0	0
Ambulance		r	-	-
Health Manager		5%	+3	-3
Patient Support Services		4%	0	-4
Maintenance and Trades		1%	0	0
Other		7%	-1	-1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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	71	Yes	6	Service delivery involving direct contact with the public	67
Man	19	No	89	Other service delivery work	5
Non-binary	r	Prefer not to say	5	Administrative support	11
Use a different term	r			Corporate services	5
Prefer not to say	9	<b>LGBTIQ+</b>		Policy	r
		Yes	6	Research	r
<b>Age</b>		No	84	Program and project management support	3
15-34 years	15	Prefer not to say	10	Legal	r
35-54 years	46			Other	8
55+ years	25	<b>LOTE spoken at home</b>			
Prefer not to say	14	Yes	9	<b>Organisation tenure</b>	
		No	86	Less than 1 year	12
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	4	1 year to less than 2 years	9
Yes	4			2 years to less than 5 years	19
No	88	<b>Working arrangement</b>		5 years to less than 10 years	22
Prefer not to say	7	Full-time	54	10 years to less than 20 years	24
		Part-time	46	More than 20 years	14
<b>Cultural background</b>				<b>Salary</b>	
Oceanian	92	<b>Employment status</b>		\$93,294 and below	51
North-West European	10	Senior executive	1	\$93,295 - \$120,858	26
Southern and Eastern European	2	Ongoing / permanent	78	\$120,859 - \$161,662	9
North African and Middle Eastern	r	Temporary	5	\$161,663 and above	3
South-East Asian	1	Casual	7	Prefer not to say	12
North-East Asian	1	Contract-non-executive	5		
Southern and Central Asian	1	Labour hire	1		
Peoples of the Americas	1	Other	1		
Sub-Saharan African	r	Don't know	2		

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	Ballina Hospital	BreastScreen Services	Byron Central Hospital	Cancer & Haematology Services	Casino Hospital	CH - Integrated Prevention & Response to Violence, Abuse and..	CH - Palliative Care	Clarence Community and Allied Health	Corporate Services	District Administration & District Support Services	Grafton Base Hospital	Health Promotion Services	Lismore Base Hospital
Employee engagement	57	57	60	65	47	61	76	65	61	61	55	48	67	59
Wellbeing	46%	46%	45%	56%	34%	46%	71%	56%	60%	50%	52%	36%	84%	43%
Role clarity and support	60%	60%	65%	66%	53%	66%	85%	71%	76%	58%	60%	53%	81%	60%
Inclusion and diversity	61%	63%	60%	69%	50%	64%	77%	72%	68%	69%	59%	50%	72%	59%
Teamwork and collaboration	52%	54%	58%	57%	31%	51%	80%	56%	59%	59%	47%	44%	60%	53%
Learning and development	46%	46%	39%	52%	38%	59%	78%	65%	54%	38%	45%	37%	62%	49%
Senior managers	33%	36%	37%	37%	20%	38%	67%	23%	34%	46%	35%	22%	49%	32%
Communication and change management	45%	44%	46%	54%	33%	51%	80%	55%	52%	54%	46%	36%	61%	45%
Employee voice	55%	51%	43%	62%	45%	63%	81%	68%	61%	66%	58%	46%	72%	54%

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 child unit(continued)

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	Macleon Hospital	Mental Health/Alcohol and Other Drugs Services	Multi Purpose Sites	Murwillumbah Hospital	Oral Health Services	Richmond Community and Allied Health	The Tweed Hospital	Tweed Byron Community and Allied Health
Employee engagement	57	40	59	68	61	62	57	54	47
Wellbeing	46%	22%	51%	60%	54%	47%	51%	41%	42%
Role clarity and support	60%	42%	62%	70%	66%	65%	59%	55%	55%
Inclusion and diversity	61%	48%	65%	71%	65%	63%	65%	59%	55%
Teamwork and collaboration	52%	38%	53%	63%	59%	59%	57%	49%	44%
Learning and development	46%	23%	46%	60%	54%	46%	44%	41%	32%
Senior managers	33%	12%	36%	50%	39%	43%	36%	25%	17%
Communication and change management	45%	29%	47%	58%	49%	45%	47%	41%	34%
Employee voice	55%	54%	60%	64%	55%	45%	59%	51%	49%



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	57	59	56	r	56	54	54	61	60	57	62
Wellbeing	46%	49%	46%	r	40%	38%	44%	53%	43%	48%	55%
Role clarity and support	60%	63%	58%	r	61%	53%	57%	67%	62%	61%	66%
Inclusion and diversity	61%	63%	62%	r	56%	51%	56%	63%	65%	63%	64%
Teamwork and collaboration	52%	53%	54%	r	46%	47%	49%	54%	57%	53%	55%
Learning and development	46%	49%	46%	r	45%	42%	45%	53%	52%	48%	49%
Senior managers	33%	35%	34%	r	33%	27%	30%	38%	38%	35%	34%
Communication and change management	45%	48%	46%	r	46%	42%	43%	51%	50%	47%	48%
Employee voice	55%	57%	59%	r	55%	49%	55%	58%	59%	58%	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 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	59	63	56	r	r	59	r	58
Wellbeing	46%	44%	50%	58%	51%	r	r	62%	r	44%
Role clarity and support	60%	59%	58%	68%	55%	r	r	70%	r	58%
Inclusion and diversity	61%	61%	58%	66%	66%	r	r	63%	r	58%
Teamwork and collaboration	52%	51%	53%	58%	53%	r	r	53%	r	50%
Learning and development	46%	46%	44%	48%	38%	r	r	53%	r	45%
Senior managers	33%	31%	33%	41%	42%	r	r	41%	r	33%
Communication and change management	45%	44%	46%	52%	51%	r	r	52%	r	47%
Employee voice	55%	54%	54%	59%	66%	r	r	62%	r	54%

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	68	60	58	55	52	57
Wellbeing	46%	62%	50%	48%	44%	41%	46%
Role clarity and support	60%	69%	62%	61%	58%	56%	61%
Inclusion and diversity	61%	72%	63%	63%	60%	56%	61%
Teamwork and collaboration	52%	65%	56%	51%	50%	47%	51%
Learning and development	46%	62%	53%	47%	44%	40%	43%
Senior managers	33%	48%	37%	32%	32%	28%	30%
Communication and change management	45%	58%	53%	47%	44%	39%	42%
Employee voice	55%	66%	59%	58%	54%	51%	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 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	76	r	r	r	r	51	r	r
Wellbeing	46%	66%	r	r	r	r	42%	r	r
Role clarity and support	60%	75%	r	r	r	r	57%	r	r
Inclusion and diversity	61%	76%	r	r	r	r	56%	r	r
Teamwork and collaboration	52%	72%	r	r	r	r	49%	r	r
Learning and development	46%	64%	r	r	r	r	40%	r	r
Senior managers	33%	60%	r	r	r	r	26%	r	r
Communication and change management	45%	73%	r	r	r	r	43%	r	r
Employee voice	55%	78%	r	r	r	r	56%	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

## 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	r	r	r	72	r	58	r	r	r
Wellbeing	46%	r	r	r	67%	r	48%	r	r	r
Role clarity and support	60%	r	r	r	76%	r	61%	r	r	r
Inclusion and diversity	61%	r	r	r	75%	r	63%	r	r	r
Teamwork and collaboration	52%	r	r	r	64%	r	52%	r	r	r
Learning and development	46%	r	r	r	65%	r	47%	r	r	r
Senior managers	33%	r	r	r	51%	r	33%	r	r	r
Communication and change management	45%	r	r	r	57%	r	46%	r	r	r
Employee voice	55%	r	r	r	58%	r	56%	r	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.

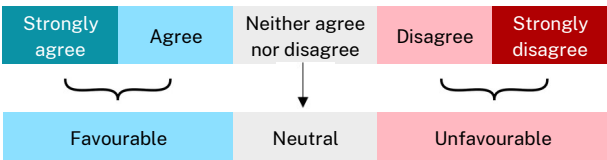


Privacy

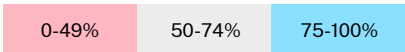
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

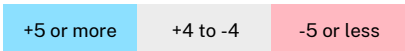


% favourable scores are colour coded based on these ranges:



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.				