

# People Matter

NSW Public Sector  
Employee Survey 2023

Portfolio Report

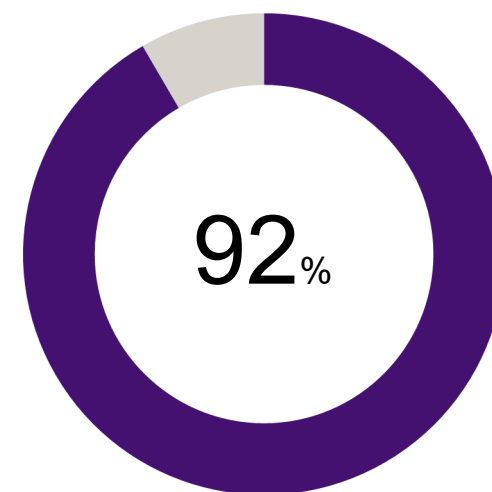
Premier and Cabinet

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

**Completed surveys:** 829

**Response rate:** 92% 0 compared to 2022

Response rate:



High level results..... 3

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## High level results

Discover key employee experience insights

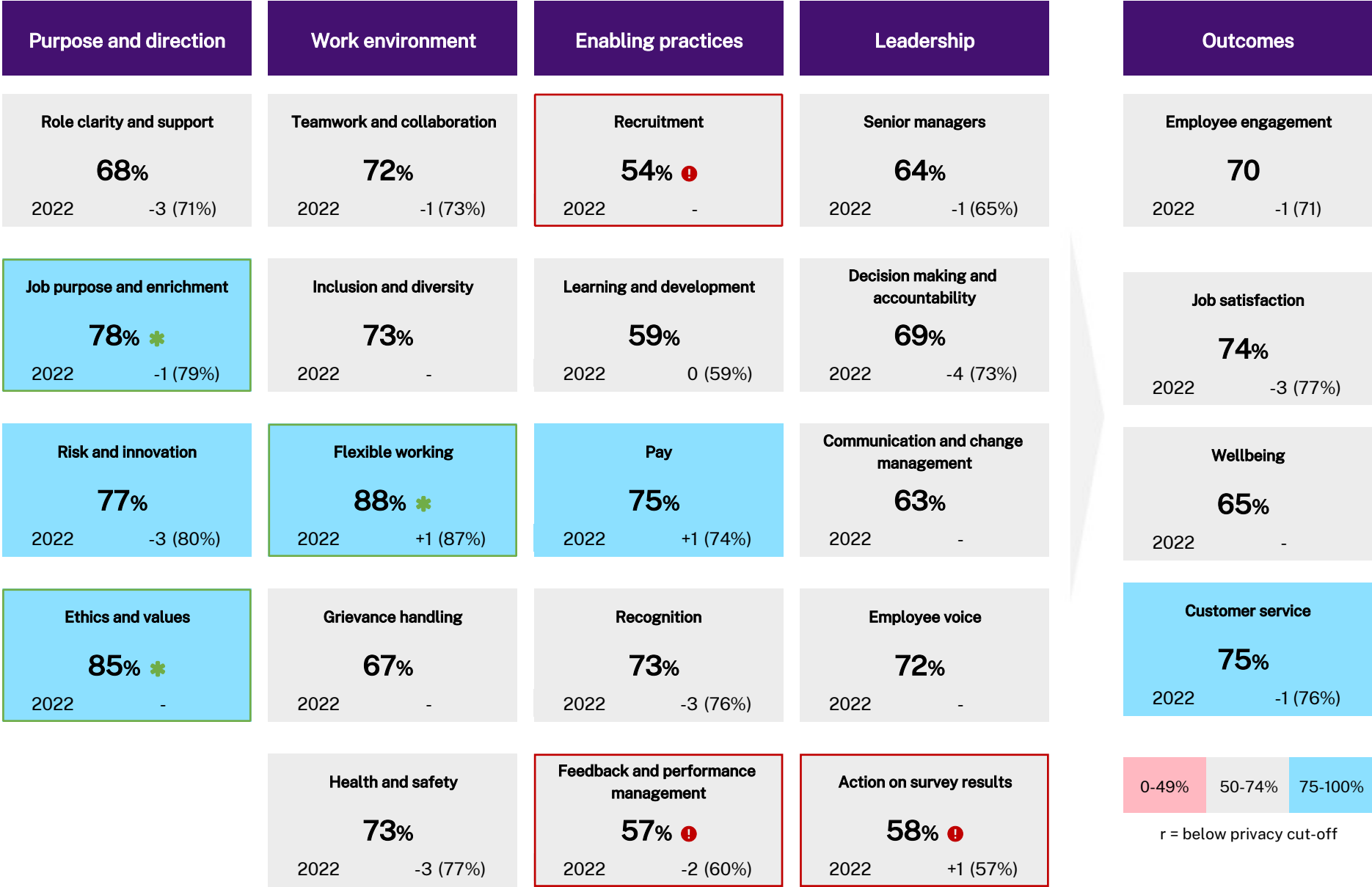
# Headline results for key topics

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	97%	-
Ethics and values	7r	I support my organisation's values	92%	+3
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it	89%	-
Flexible working	8f	My manager supports flexible working in my team	89%	0
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	89%	-3
<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>
Recruitment	7g	My organisation makes fair promotion decisions	45%	-
Communication and change management	7b	Change is managed well in my organisation	46%	+1
Wellbeing	1n	I feel burned out by my work (disagree)	48%	+1
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	49%	-7
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly	52%	0

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	7r	I support my organisation's values	92%	+3
Customer service	7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	75%	+3
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	88%	+2
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	56%	+1
Wellbeing	1n	I feel burned out by my work (disagree)	48%	+1
- 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	74%	-8
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	49%	-7
Customer service	1k	I am empowered to make the decisions needed to help customers and/or communities	68%	-7
Recruitment	7h	My organisation generally selects capable people to do the job	63%	-6
Role clarity and support	1b	I get the support I need to do my job well	70%	-6

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	62%	Improve
Recognition	7p	I receive adequate recognition for my contributions from my organisation	67%	Maintain
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	80%	Maintain
Risk and innovation	7a	My organisation is making improvements to meet future challenges	63%	Improve
Communication and change management	7s	I am supported through changes that affect my work	66%	Maintain
Employee voice / Senior managers	6e	Senior managers listen to employees	59%	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
Employee engagement (total score)*				70	-1	+6
7k I would recommend my organisation as a great place to work	71	19	10	71%	-3	+8
7l I am proud to tell others I work for my organisation	79	17		79%	-1	+9
7m I feel a strong personal attachment to my organisation	61	25	14	61%	-1	0
7n My organisation motivates me to help it achieve its goals	65	24	11	65%	-4	+10
7o My organisation inspires me to do the best in my job	65	24	11	65%	-3	+10

\*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>	12%	+1	+4
1 year to less than 2 years	<div></div>	18%	+3	+8
2 years to less than 5 years	<div></div>	30%	+3	+10
5 years to less than 10 years	<div></div>	25%	-2	0
10 years to less than 20 years	<div></div>	10%	-3	-12
More than 20 years	<div></div>	5%	-2	-10

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

I am planning to retire		r	-	-
I am applying for/intend to apply for new roles in another NSW public sector organisation	<div></div>	50%	-	+18
I am applying for/intend to apply for roles in the private sector	<div></div>	7%	-	-12
I am applying for/intend to apply for new roles in the not for profit / community sector		r	-	-
It is the end of my non-ongoing, casual or contracted employment	<div></div>	13%	-	+4
Other	<div></div>	24%	-	+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
There are a lack of future career opportunities in my organisation	<div></div>	45%	-	+15
I wish to pursue a promotion opportunity	<div></div>	23%	-	+14
I am looking to further my skills in another area	<div></div>	20%	-	+6
Senior leadership is of a poor quality	<div></div>	19%	-	-5
I am not satisfied with the work	<div></div>	17%	-	+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
Job satisfaction (total score)				74%	-3	+6
1g My job gives me a feeling of personal accomplishment	76	14	10	76%	-2	+4
1h I feel motivated to contribute more than what is normally required at work	73	15	12	73%	-4	+7
1i I am satisfied with my job	73	15	12	73%	-3	+6

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.

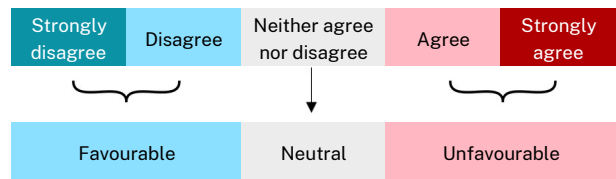
Burnout is typically characterised by ongoing feelings of:

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

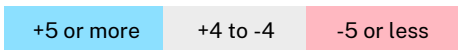
		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Wellbeing (total score)					65%	-	+11
1j	The amount of stress in my job is manageable	67	16	16	67%	-	+13
1m	In general, my sense of wellbeing is..	66	25	9	66%	0	+8
1n	I feel burned out by my work (disagree)	48	23	29	48%	+1	+14
7w	I am satisfied with current workplace practices to help me manage my wellbeing	69	17	14	69%	-	+10
7y	There are effective resources in my organisation to support employee wellbeing	73	17	10	73%	+1	+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
Customer service (total score)					75%	-1	+6
1k	I am empowered to make the decisions needed to help customers and/or communities	68	21	11	68%	-7	0
2c	People in my workgroup can explain how their work impacts customers	85	11		85%	+1	+4
2d	My workgroup considers customer needs when planning our work	87	9		87%	-2	+5
6d	Senior managers communicate the importance of customers in our work	76	15	9	76%	0	+11
7i	The processes in my organisation are designed to support the best experience for customers	59	27	14	59%	-1	+4
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	75	20		75%	+3	+13

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
Role clarity and support (total score)				68%	-3	+3
1a I understand what is expected of me to do well in my job	81	10	9	81%	-2	-2
1b I get the support I need to do my job well	70	17	14	70%	-6	+6
1c I have the tools and technology to do my job well	77	10	12	77%	-2	+9
1d I have the time to do my job well	65	15	20	65%	-2	+12
3e My performance is assessed against clear criteria	49	31	20	49%	-7	-7
3f I have received the training and development I need to do my job well	64	23	13	64%	+1	-1

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)					78%	-1	+6
1e	My job gives me opportunities to use a variety of skills	80119			80%	-2	+1
1f	I have a choice in deciding how I carry out day to day work tasks	859			85%	0	+14
3d	In the last 12 months, I have received feedback to help me improve my work	711811			71%	0	+6
5h	My manager communicates how my role contributes to my organisation's purpose	731611			73%	-3	+4

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)					77%	-3	+5
1l	I am comfortable notifying my manager if I become aware of any risks at work	89			89%	-3	+2
5a	My manager encourages people in my workgroup to keep improving the work they do	79			79%	-4	+4
7a	My organisation is making improvements to meet future challenges	63			63%	-3	+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.

	<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>	<div>difference from</div> <div>Sector</div>
Ethics and values (total score)				85%	-	+6
6b Senior managers model the values of my organisation	66	20	15	66%	-2	+11
7q My organisation shows a commitment to ethical behaviours	80	12	8	80%	0	+7
7r I support my organisation's values	92		7	92%	+3	+4
7u I understand what ethical behaviour means within my workplace	97			97%	-	+4
7v I would know how to report unethical behaviour if I became aware of it	89			89%	-	+3

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)				72%	-1	+10
2a My workgroup works collaboratively to achieve its goals	84		11	84%	-2	+5
6c Senior managers promote collaboration between my organisation and other organisations we work with	69	18	13	69%	0	+17
7c There is good co-operation between teams across my organisation	62	20	18	62%	-3	+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)				73%	-	+4
2b People in my workgroup treat each other with respect	86		8	86%	-3	+6
6f Senior managers support the career advancement of all employees	56	26	18	56%	+1	+11
8a Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	80	12	8	80%	0	+2
8b I am comfortable sharing a different view to others in my organisation	70	15	15	70%	-	+1
8c I feel that I belong in my organisation	72	19	9	72%	-2	+1

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)					88%	+1	+25
8e	How satisfied are you with your ability to access and use flexible working arrangements?	888			88%	+2	+27
8f	My manager supports flexible working in my team	898			89%	0	+23

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.

8d Type of flexible working		2023 % respondents	difference from 2022	difference from Sector
Flexible start and finish times	<div></div>	84%	+4	+40
Working more hours over fewer days	<div></div>	16%	+3	+6
Working additional hours to make up for time off	<div></div>	30%	+3	+12
Flexible scheduling for rostered workers	<div></div>	5%	-1	-2
Part-time work	<div></div>	10%	-3	-3
Job sharing	<div></div>	3%	-1	0
Working from different locations	<div></div>	32%	+1	+12
Working from home	<div></div>	84%	-2	+42
Purchasing annual leave		r	-	-
Leave without pay	<div></div>	8%	0	-1
Study leave		r	-	-
Other	<div></div>	4%	+1	+1
None of the above	<div></div>	5%	+1	-23

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	67	16	17	67%	-	+3

\*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)				73%	-3	+7
7x I am confident work health and safety issues I raise will be addressed promptly	74	16	10	74%	-8	+5
7y There are effective resources in my organisation to support employee wellbeing	73	17	10	73%	+1	+9

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)						54%	-	+9
7f	My organisation makes fair recruitment decisions		54	29	18	54%	-	+9
7g	My organisation makes fair promotion decisions		45	36	20	45%	-	+6
7h	My organisation generally selects capable people to do the job		63	20	16	63%	-6	+12

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)				59%	0	+3
3f I have received the training and development I need to do my job well	64	23	13	64%	+1	-1
3g I am satisfied with the opportunities available for career development in my organisation	52	26	22	52%	-1	+2
7e My organisation is committed to developing its employees	62	24	14	62%	+1	+9

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%	+3	+1
No	58%	-3	-1

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

Lack of visible opportunities		30%	+5	+2
Lack of promotion opportunities		33%	+5	+6
Lack of support from my manager / supervisor		9%	0	-2
Geographic location considerations		15%	-2	-9
Personal / family considerations		22%	-4	-9
Insufficient training and development		11%	0	-3
Lack of required capabilities or experience		11%	-1	-1
Lack of support for temporary assignments / secondments		13%	+1	-1
The application / recruitment process is too cumbersome or time consuming		22%	-1	0
Other		10%	-1	0
There are no major barriers to my career progression		32%	-2	+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
4 I am paid fairly for the work I do	75	13	12	75%	+1	+30

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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)				73%	-3	+10
5f My manager provides recognition for the work I do	78	13	9	78%	-5	+7
7p I receive adequate recognition for my contributions from my organisation	67	19	14	67%	-1	+14

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)							57%	-2	+1	
3d	In the last 12 months, I have received feedback to help me improve my work			71		18	11	71%	0	+6
3e	My performance is assessed against clear criteria			49		31	20	49%	-7	-7
5g	My manager appropriately deals with employees who perform poorly			52		32	17	52%	0	+2

			2023 % respondents	difference from 2022	difference from Sector
3a	I have a performance and development plan that sets out my individual goals		49%	-5	-25
3b	I have informal feedback conversations with my manager		84%	0	+4
3c	I have scheduled feedback conversations with my manager		70%	-1	+5

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)					64%	-1	+12
6a	Senior managers provide clear direction for the future of the organisation	57	21	22	57%	-3	+8
6b	Senior managers model the values of my organisation	66	20	15	66%	-2	+11
6c	Senior managers promote collaboration between my organisation and other organisations we work with	69	18	13	69%	0	+17
6d	Senior managers communicate the importance of customers in our work	76	15	9	76%	0	+11
6e	Senior managers listen to employees	59	22	20	59%	-4	+13
6f	Senior managers support the career advancement of all employees	56	26	18	56%	+1	+11

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)				69%	-4	+9
5e I have confidence in the decisions my manager makes	76	13	10	76%	-6	+5
7d People in my organisation take responsibility for their own actions	62	23	16	62%	-2	+14

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
Communication and change management (total score)				63%	-	+7
5b My manager communicates effectively with me	78	10	12	78%	-3	+3
6a Senior managers provide clear direction for the future of the organisation	57	21	22	57%	-3	+8
7b Change is managed well in my organisation	46	27	27	46%	+1	+7
7s I am supported through changes that affect my work	66	20	14	66%	-	+7
7t I have the opportunity to provide feedback on change processes that directly affect me	70	16	15	70%	-	+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)				72%	-	+7
5c My manager encourages and values employee input	82	9	9	82%	-4	+6
5d My manager involves my workgroup in decisions about our work	78	11	11	78%	-3	+7
6e Senior managers listen to employees	59	22	20	59%	-4	+13
8b I am comfortable sharing a different view to others in my organisation	70	15	15	70%	-	+1

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	58	22	21	58%	+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>	10%	0	-4
witnessed bullying	<div></div>	16%	+3	-5
experienced bullying	<div></div>	9%	0	-4
witnessed sexual harassment		r	-	-
experienced sexual harassment		r	-	-
experienced threats or physical harm		r	-	-
experienced discrimination	<div></div>	7%	-1	-3
experienced racism	<div></div>	3%	-1	-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



r = below privacy cut-off

# Premier and Cabinet questions

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022
My direct manager actively supports a diverse and inclusive work environment	84	12		84%	-4
I feel a sense of belonging in my immediate team	82	12		82%	-4
I understand how my work contributes to the wider purpose of the department	85	11		85%	+13

Difference from (percentage point)

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

r = below privacy cut-off

Premier and Cabinet questions

In general my sense of resilience is ...		2023 % respondents	difference from 2022
0 - Not at all satisfactory		1%	+1
1		0%	0
2		1%	0
3		2%	+1
4		3%	+1
5		6%	-2
6		9%	+1
7		20%	0
8		28%	-3
9		16%	+2
10 - Completely satisfactory		15%	0

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Premier and Cabinet questions

Have you continued to deliver on the outcomes as outlined in your current agreed goals and objectives, in your performance agreement or team/branch business plan?		2023 % respondents	difference from 2022
Yes	<div></div>	73%	-5
No	<div></div>	1%	0
Don't know	<div></div>	15%	+4
N/A	<div></div>	11%	+1
The department has adopted the 70:20:10 model for learning and development; which of the following have you participated in over the last 12 months? [Multiple Response]			
On the job experience (70%)	<div></div>	92%	-
Learning from others (20%)	<div></div>	74%	-
Formal learning (10%)	<div></div>	59%	-
Have you been reflecting on your Learning & Development (70:20:10) as part of your ongoing conversation with your manager?			
Yes	<div></div>	54%	-
No	<div></div>	46%	-

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	53	Yes	11	Service delivery involving direct contact with the public	6
Man	30	No	81	Other service delivery work	3
Non-binary	r	Prefer not to say	8	Administrative support	7
Use a different term	r			Corporate services	16
Prefer not to say	r	<b>LGBTIQ+</b>		Policy	22
		Yes	11	Research	4
<b>Age</b>		No	75	Program and project management support	18
15-34 years	25	Prefer not to say	14	Legal	8
35-54 years	41			Other	16
55+ years	10	<b>LOTE spoken at home</b>			
Prefer not to say	24	Yes	18	<b>Organisation tenure</b>	
		No	72	Less than 1 year	27
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	10	1 year to less than 2 years	23
Yes	10			2 years to less than 5 years	20
No	81	<b>Working arrangement</b>		5 years to less than 10 years	17
Prefer not to say	9	Full-time	89	10 years to less than 20 years	10
		Part-time	11	More than 20 years	4
<b>Cultural background</b>		<b>Employment status</b>		<b>Salary</b>	
Oceanian	84	Senior executive	11	\$93,294 and below	10
North-West European	10	Ongoing / permanent	71	\$93,295 - \$120,858	29
Southern and Eastern European	6	Temporary	8	\$120,859 - \$161,662	32
North African and Middle Eastern	3	Casual	2	\$161,663 and above	14
South-East Asian	3	Contract-non-executive	3	Prefer not to say	15
North-East Asian	3	Labour hire	r		
Southern and Central Asian	5	Other	r		
Peoples of the Americas	2	Don't know	2		
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 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	Natural Resources Commission	Parliamentary Counsel's Office	Premier's Department	The Cabinet Office
Employee engagement	70	80	71	71	67
Wellbeing	65%	81%	63%	65%	61%
Role clarity and support	68%	78%	69%	69%	63%
Inclusion and diversity	73%	92%	71%	72%	71%
Teamwork and collaboration	72%	86%	74%	69%	79%
Learning and development	59%	80%	64%	59%	55%
Senior managers	64%	89%	57%	63%	66%
Communication and change management	63%	82%	58%	64%	59%
Employee voice	72%	88%	59%	72%	74%

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	70	73	75	r	77	73	69	76	73	74	78
Wellbeing	65%	69%	71%	r	64%	61%	65%	68%	67%	70%	76%
Role clarity and support	68%	72%	74%	r	69%	67%	66%	72%	73%	72%	76%
Inclusion and diversity	73%	78%	79%	r	76%	73%	76%	79%	79%	80%	77%
Teamwork and collaboration	72%	76%	77%	r	71%	77%	73%	78%	81%	75%	77%
Learning and development	59%	64%	66%	r	60%	57%	56%	65%	67%	67%	62%
Senior managers	64%	69%	72%	r	63%	68%	65%	73%	71%	72%	67%
Communication and change management	63%	67%	72%	r	69%	67%	64%	71%	68%	70%	71%
Employee voice	72%	77%	79%	r	78%	74%	74%	81%	78%	80%	78%

 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	70	66	68	78	71	67	73	72	78	67
Wellbeing	65%	48%	56%	76%	65%	59%	68%	69%	75%	63%
Role clarity and support	68%	56%	74%	79%	71%	66%	66%	69%	76%	66%
Inclusion and diversity	73%	60%	73%	79%	78%	72%	72%	77%	79%	69%
Teamwork and collaboration	72%	60%	58%	81%	73%	77%	73%	71%	84%	65%
Learning and development	59%	36%	62%	66%	64%	61%	56%	62%	66%	54%
Senior managers	64%	47%	57%	74%	70%	64%	76%	65%	75%	56%
Communication and change management	63%	46%	58%	79%	69%	58%	68%	66%	72%	59%
Employee voice	72%	54%	69%	81%	76%	75%	73%	77%	78%	66%

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	70	75	70	70	69	72	76
Wellbeing	65%	76%	62%	61%	58%	65%	73%
Role clarity and support	68%	72%	68%	66%	66%	71%	79%
Inclusion and diversity	73%	81%	73%	71%	69%	77%	79%
Teamwork and collaboration	72%	77%	72%	73%	67%	73%	80%
Learning and development	59%	70%	60%	56%	51%	63%	66%
Senior managers	64%	75%	65%	60%	58%	64%	77%
Communication and change management	63%	76%	63%	58%	57%	64%	72%
Employee voice	72%	82%	73%	69%	67%	73%	81%

 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	70	71	79	r	r	r	r	r	r
Wellbeing	65%	65%	68%	r	r	r	r	r	r
Role clarity and support	68%	69%	69%	r	r	r	r	r	r
Inclusion and diversity	73%	75%	74%	r	r	r	r	r	r
Teamwork and collaboration	72%	74%	67%	r	r	r	r	r	r
Learning and development	59%	61%	67%	r	r	r	r	r	r
Senior managers	64%	67%	76%	r	r	r	r	r	r
Communication and change management	63%	65%	75%	r	r	r	r	r	r
Employee voice	72%	74%	81%	r	r	r	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

## 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	70	r	r	r	r	r	r	r	r	r
Wellbeing	65%	r	r	r	r	r	r	r	r	r
Role clarity and support	68%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	73%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	72%	r	r	r	r	r	r	r	r	r
Learning and development	59%	r	r	r	r	r	r	r	r	r
Senior managers	64%	r	r	r	r	r	r	r	r	r
Communication and change management	63%	r	r	r	r	r	r	r	r	r
Employee voice	72%	r	r	r	r	r	r	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

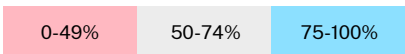
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

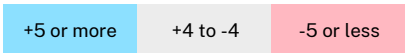


% favourable scores are colour coded based on these ranges:



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.				