

# People Matter

NSW Public Sector  
Employee Survey 2022

## Agency Report

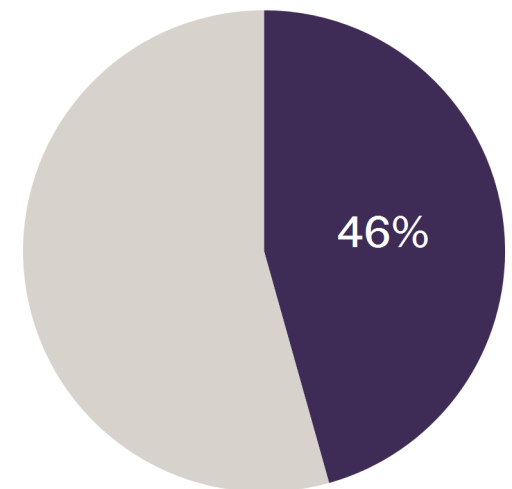
## Northern NSW Local Health District

**Survey period:** 22 August to 16 September 2022

**Completed surveys:** 2,852

**Response rate:** 46%

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 results and patterns

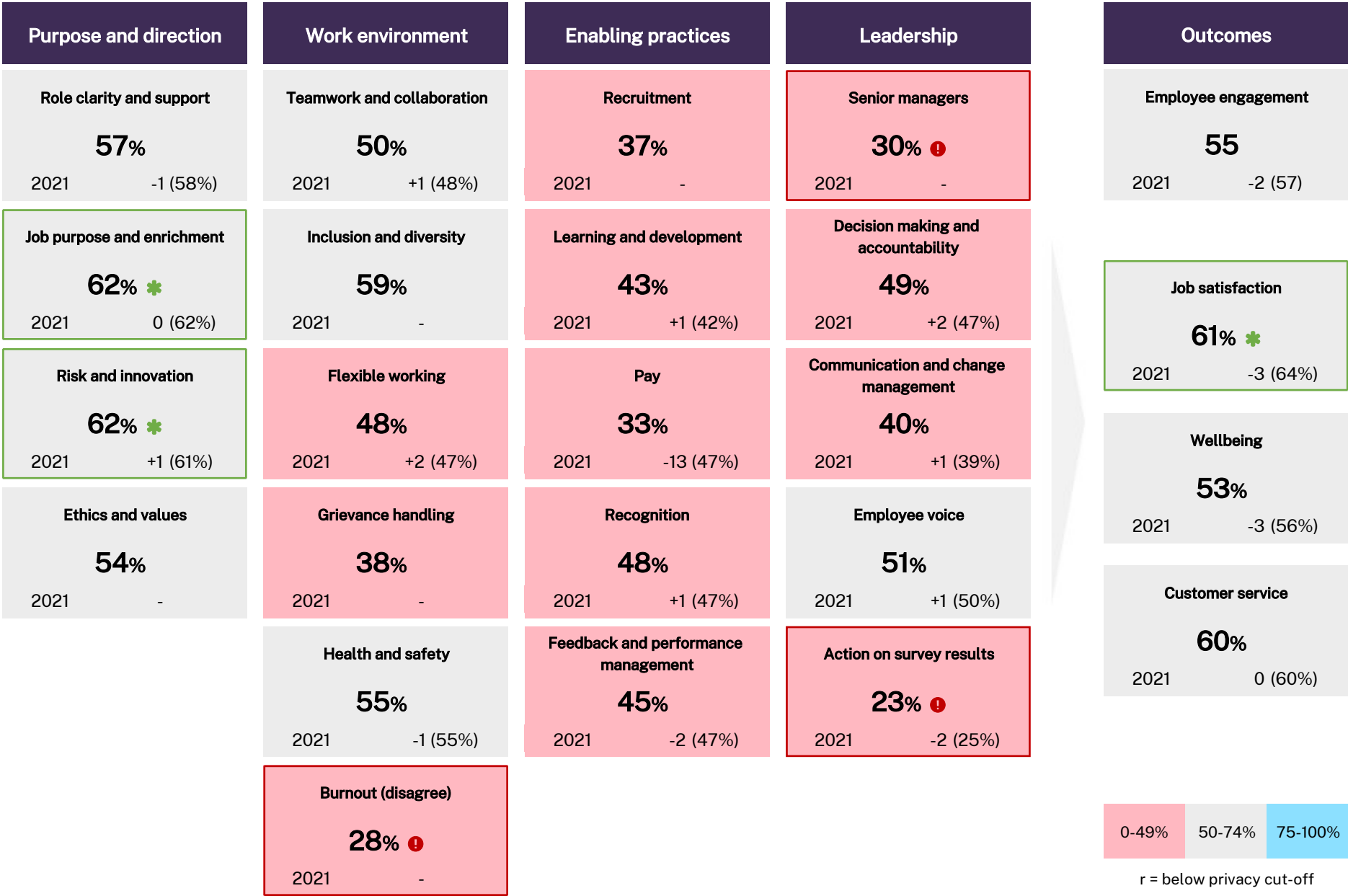
Headline results for key topics

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 for you. Use these topics as a starting point for exploring your results.

See 'Additional information about the survey' for interpretation guidance including the burnout (disagree) question and details about the survey model.



## Highest and lowest questions

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

+ Questions with the highest favourable scores			2022 % favourable	difference from 2021
Role clarity and support	1a	I understand what is expected of me to do well in my job	84%	-2
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	82%	+1
Customer service	2d	My workgroup considers customer needs when planning our work	80%	+3
Customer service	2c	People in my workgroup can explain how their work impacts customers	79%	+5
Ethics and values	7q	I support my organisation's values	78%	-
- Questions with the lowest favourable scores			2022 % favourable	difference from 2021
Action on survey results	9	I am confident my organisation will act on the results of this survey	23%	-2
Employee voice / Senior managers	6e	Senior managers listen to employees	24%	-2
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	24%	-
Communication and change management	7b	Change is managed well in my organisation	26%	+1
Burnout (disagree)	1n	I feel burned out by my work (disagree)	28%	-

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

			2022 % favourable	difference from 2021
Customer service	2c	People in my workgroup can explain how their work impacts customers	79%	+5
Inclusion and diversity	2b	People in my workgroup treat each other with respect	74%	+5
Employee voice	5c	My manager encourages and values employee input	65%	+4
Inclusion and diversity	8c	I feel that I belong in my organisation	63%	+4
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	74%	+4

### - Least improved questions

			2022 % favourable	difference from 2021
Pay	4	I am paid fairly for the work I do	33%	-13
Wellbeing	1m	In general, my sense of wellbeing is..	53%	-6
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	47%	-6
Customer service	7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	47%	-4
Employee engagement	7j	I would recommend my organisation as a great place to work	46%	-3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Key drivers for engagement

The key driver analysis identifies questions with the strongest influence on your employee 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		2022 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	34%	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	36%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	39%	Improve
Ethics and values	7p	My organisation shows a commitment to ethical behaviours	54%	Improve
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	24%	Improve
Role clarity and support	1b	I get the support I need to do my job well	50%	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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Employee engagement (total score)*</b>				<b>55</b>	-2	-9	-7
7j I would recommend my organisation as a great place to work	46	28	27	46%	-3	-16	-12
7k I am proud to tell others I work for my organisation	56	28	17	56%	-2	-14	-11
7l I feel a strong personal attachment to my organisation	49	30	22	49%	-2	-12	-9
7m My organisation motivates me to help it achieve its goals	37	32	31	37%	-2	-18	-13
7n My organisation inspires me to do the best in my job	39	32	29	39%	-3	-16	-13

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

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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?		2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Less than 1 year	<div></div>	12%	+2	+3	+2
1 year to less than 2 years	<div></div>	12%	+2	+3	+2
2 years to less than 5 years	<div></div>	20%	-1	0	+1
5 years to less than 10 years	<div></div>	26%	+1	+1	+1
10 years to less than 20 years	<div></div>	21%	-2	-1	-2
More than 20 years	<div></div>	9%	-2	-6	-6

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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Job satisfaction (total score)</b>					<b>61%</b>	-3	-7	-5
1g	My job gives me a feeling of personal accomplishment	67	17	16	67%	-3	-5	-4
1h	I feel motivated to contribute more than what is normally required at work	58	20	22	58%	-3	-8	-5
1i	I am satisfied with my job	58	21	22	58%	-3	-9	-6

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Wellbeing (total score)				53%	-3	-5	-4
1j I can keep my work stress at an acceptable level	53	22	25	53%	0	-5	-4
1m In general, my sense of wellbeing is..	53	34	13	53%	-6	-6	-3

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Customer service (total score)</b>					<b>60%</b>	0	-10	-7
1k	I am empowered to make the decisions needed to help customers and/or communities	64	20	16	64%	-1	-5	-6
2c	People in my workgroup can explain how their work impacts customers	79	15		79%	+5	-2	-1
2d	My workgroup considers customer needs when planning our work	80	12	8	80%	+3	-2	-1
6d	Senior managers communicate the importance of customers in our work	43	29	27	43%	-1	-21	-13
7h	The processes in my organisation are designed to support the best experience for customers	45	32	23	45%	0	-12	-12
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	47	29	23	47%	-4	-16	-11

Difference from (percentage point)

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

Even when an employee does have role clarity, they need the right support to deliver. Support can come in the form of time, tools and technology, and training.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Role clarity and support (total score)				57%	-1	-8	-7
1a I understand what is expected of me to do well in my job	84	10		84%	-2	0	-2
1b I get the support I need to do my job well	50	20	30	50%	0	-13	-9
1c I have the tools and technology to do my job well	60	18	21	60%	0	-8	-6
1d I have the time to do my job well	42	21	37	42%	-1	-10	-8
3e My performance is assessed against clear criteria	47	31	22	47%	-6	-7	-9
3f I have received the training and development I need to do my job well	56	24	21	56%	+1	-7	-10

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Job purpose and enrichment (total score)					62%	0	-9	-6
1e	My job gives me opportunities to use a variety of skills	77 12 11			77%	0	-2	-1
1f	I have a choice in deciding how I carry out day to day work tasks	65 18 18			65%	0	-7	-3
3d	In the last 12 months, I have received feedback to help me improve my work	49 23 28			49%	-3	-14	-11
5h	My manager communicates how my role contributes to my organisation's purpose	56 23 21			56%	+3	-12	-7

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

Innovation means creating new and better products, processes services, and technologies to improve outcomes for the people of NSW.

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Risk and innovation (total score)					62%	+1	-11	-7
1l	I am comfortable notifying my manager if I become aware of any risks at work	82			82%	+1	-5	-3
5a	My manager encourages people in my workgroup to keep improving the work they do	64			64%	+2	-10	-5
7a	My organisation is making improvements to meet future challenges	39			39%	+1	-18	-14

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Ethics and values (total score)</b>				<b>54%</b>	-	-16	-11
6b Senior managers model the values of my organisation	29	35	35	29%	-2	-24	-16
7p My organisation shows a commitment to ethical behaviours	54	29	17	54%	-	-16	-11
7q I support my organisation's values	78	17		78%	-	-6	-5

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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Teamwork and collaboration (total score)				50%	+1	-12	-8
2a My workgroup works collaboratively to achieve its goals	74	15	11	74%	+4	-5	-3
6c Senior managers promote collaboration between my organisation and other organisations we work with	30	38	32	30%	-2	-22	-15
7c There is good co-operation between teams across my organisation	44	28	28	44%	+1	-10	-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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Inclusion and diversity (total score)</b>					<b>59%</b>	-	-9	-5
2b	People in my workgroup treat each other with respect	74	14	12	74%	+5	-6	-1
6f	Senior managers support the career advancement of all employees	24	35	41	24%	-	-20	-12
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	75	15	10	75%	+2	-3	-2
8b	I can speak up and share a different view to others in my organisation	58	22	20	58%	0	-9	-6
8c	I feel that I belong in my organisation	63	23	14	63%	+4	-7	-5

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Flexible working (total score)					48%	+2	-15	-7
8e	How satisfied are you with your ability to access and use flexible working arrangements?	45	30	25	45%	+1	-15	-7
8f	My manager supports flexible working in my team	51	28	21	51%	+2	-14	-7

Difference from (percentage point)














+5 or more	+4 to -4	-5 or less
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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		2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Flexible start and finish times		29%	+3	-15	-4
Working more hours over fewer days		8%	+1	-2	-1
Working additional hours to make up for time off		13%	+2	-4	-2
Flexible scheduling for rostered workers		10%	0	+2	0
Part-time work		25%	+1	+13	+8
Job sharing		4%	0	+1	0
Working from different locations		15%	0	-5	+1
Working from home		21%	+4	-27	-8
Purchasing annual leave		2%	0	+1	0
Leave without pay		12%	+1	+4	+3
Study leave		10%	+2	+6	+1
Other		3%	-1	0	0
None of the above		30%	-5	+4	-2

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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
10	If I raised a grievance in my organisation, it would be handled in a fair and objective manner	38	34	28	38%	-	-15	-11

\*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.

				2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
				Favourable	Neutral	Unfavourable	
Health and safety (total score)				55%	-1	-15	-10
7r	I am confident work health and safety issues I raise will be addressed promptly	62	2018	62%	0	-12	-8
7s	There are effective resources in my organisation to support employee wellbeing	47	2626	47%	-1	-17	-11

Difference from (percentage point)

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



# Burnout (disagree)

Work environment

Burnout is typically characterised by ongoing feelings of:

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

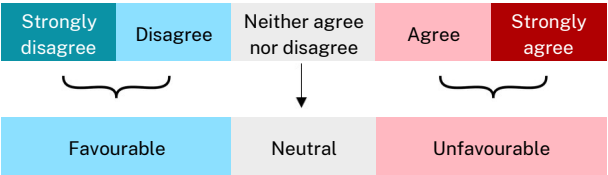
	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
1n I feel burned out by my work (disagree)	28	28	44	28%	-	-6	-2

**Note on interpretation:**

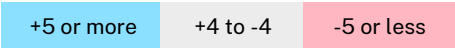
This question is negatively worded. It differs in interpretation from other questions in this survey, because disagreement is considered a positive response.

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.



**Difference from (percentage point)**



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Recruitment (total score)</b>					<b>37%</b>	-	-12	-11
7f	My organisation makes fair recruitment and promotion decisions	31	36	33	31%	-	-13	-12
7g	My organisation generally selects capable people to do the job	42	29	29	42%	-1	-11	-10

Difference from (percentage point)

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

Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Learning and development (total score)</b>					<b>43%</b>	<b>+1</b>	<b>-12</b>	<b>-11</b>
3f	I have received the training and development I need to do my job well	56	24	21	56%	+1	-7	-10
3g	I am satisfied with the opportunities available for career development in my organisation	39	26	35	39%	+2	-11	-9
7e	My organisation is committed to developing its employees	34	31	36	34%	+1	-19	-14

Difference from (percentage point)

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












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

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know how' in an organisation and the NSW public sector more broadly.

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

	<b>2022</b> % respondents	difference from <b>2021</b>	difference from <b>Sector</b>	difference from <b>Cluster</b>
Yes	45%	+2	+4	+2
No	55%	-2	-4	-2

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

Lack of visible opportunities		30%	-4	+3	+3
Lack of promotion opportunities		27%	-3	0	+1
Lack of support from my manager / supervisor		16%	-2	+5	+3
Geographic location considerations		32%	0	+8	+8
Personal / family considerations		36%	+3	+5	+4
Insufficient training and development		18%	+1	+3	+3
Lack of required capabilities or experience		11%	+1	-1	0
Lack of support for temporary assignments / secondments		19%	-2	+5	+5
The application / recruitment process is too cumbersome or time consuming		24%	+2	+2	+6
Other		10%	0	0	+1
There are no major barriers to my career progression		21%	-1	-7	-6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
4 I am paid fairly for the work I do	33	17	50	33%	-13	-14	-6

Difference from (percentage point)

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

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Recognition (total score)					48%	+1	-12	-7
5f	My manager provides recognition for the work I do	59	19	22	59%	+1	-11	-6
7o	I receive adequate recognition for my contributions from my organisation	36	29	35	36%	0	-14	-9

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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Feedback and performance management (total score)</b>					<b>45%</b>	-2	-11	-9
3d	In the last 12 months, I have received feedback to help me improve my work	49	23	28	49%	-3	-14	-11
3e	My performance is assessed against clear criteria	47	31	22	47%	-6	-7	-9
5g	My manager appropriately deals with employees who perform poorly	37	35	28	37%	+3	-11	-8

			2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
<b>Performance management process</b>						
3a	I have a performance and development plan that sets out my individual goals		56%	-6	-16	-18
3b	I have informal feedback conversations with my manager		70%	0	-9	-5
3c	I have scheduled feedback conversations with my manager		46%	-4	-17	-15

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Senior managers (total score)</b>					<b>30%</b>	-	-21	-14
6a	Senior managers provide clear direction for the future of the organisation	29	32	39	29%	0	-21	-13
6b	Senior managers model the values of my organisation	29	35	35	29%	-2	-24	-16
6c	Senior managers promote collaboration between my organisation and other organisations we work with	30	38	32	30%	-2	-22	-15
6d	Senior managers communicate the importance of customers in our work	43	29	27	43%	-1	-21	-13
6e	Senior managers listen to employees	24	30	46	24%	-2	-21	-13
6f	Senior managers support the career advancement of all employees	24	35	41	24%	-	-20	-12

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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Decision making and accountability (total score)</b>					<b>49%</b>	<b>+2</b>	<b>-11</b>	<b>-8</b>
5e	I have confidence in the decisions my manager makes	60	21	19	60%	+2	-11	-6
7d	People in my organisation take responsibility for their own actions	37	34	29	37%	+2	-11	-10

Difference from (percentage point)

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

Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Communication and change management (total score)</b>					<b>40%</b>	<b>+1</b>	<b>-14</b>	<b>-11</b>
5b	My manager communicates effectively with me	65	16	19	65%	+3	-10	-6
6a	Senior managers provide clear direction for the future of the organisation	29	32	39	29%	0	-21	-13
7b	Change is managed well in my organisation	26	33	42	26%	+1	-13	-13

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 speak up and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Employee voice (total score)</b>					<b>51%</b>	<b>+1</b>	<b>-13</b>	<b>-8</b>
5c	My manager encourages and values employee input	65	17	18	65%	+4	-10	-5
5d	My manager involves my workgroup in decisions about our work	59	20	21	59%	+1	-11	-6
6e	Senior managers listen to employees	24	30	46	24%	-2	-21	-13
8b	I can speak up and share a different view to others in my organisation	58	22	20	58%	0	-9	-6

Difference from (percentage point)

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

To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
9	I am confident my organisation will act on the results of this survey	23	31	46	23%	-2	-21	-16

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...		2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
been aware of any misconduct in your organisation	<div></div>	23%	-4	+8	+5
witnessed bullying	<div></div>	36%	-5	+15	+9
experienced bullying	<div></div>	22%	-5	+8	+5
witnessed sexual harassment	<div></div>	4%	-1	+1	+1
experienced sexual harassment	<div></div>	8%	-1	+3	+2
experienced threats or physical harm	<div></div>	20%	+2	+12	+8
experienced discrimination	<div></div>	13%	-2	+3	+1
experienced racism	<div></div>	5%	-1	0	-1

Definitions

- **Misconduct:** behaviour that is unethical or illegal, 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 may make a person feel offended, humiliated, or intimidated
- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics
- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

Difference from (percentage point)



r = below privacy cut-off

## Health questions






	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Cluster
I believe I am valued for what I can offer at my workplace	59	17	24	59%	-2	-6
In my workplace, we recognise our successes and innovations	52	26	22	52%	0	-9
Overall, I have confidence in the decisions made by my senior managers	38	28	34	38%	+1	-14
I have a say in decisions which affect my work	42	25	33	42%	+1	-10
Where I work, we share the lessons learnt when mistakes are made	58	24	18	58%	+3	-8
My team's objectives/work plans are clearly outlined	59	24	16	59%	+2	-7
Our objectives/work plans help us to deliver a quality service	60	25	14	60%	+1	-7
There is good team spirit in my workgroup	61	18	21	61%	-2	-5
Overall, I believe the culture at my workplace has improved in the last 12 months	30	34	37	30%	0	-11

Difference from (percentage point)

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

## Health questions

How often do you feel culturally safe in the workplace?		2022 % respondents	difference from 2021	difference from Cluster
Always		44%	+4	-4
Often		35%	-1	+3
About half the time		14%	-2	+2
Seldom		5%	-2	0
Never		2%	0	-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)		2022 % respondents	difference from 2021	difference from Cluster
Medical		5%	+2	0
Nursing and Midwifery		45%	-3	+13
Clinical Support Workers		6%	+1	+2
Corporate Support		11%	+7	-3
Allied Health		14%	-2	+2
Other Health Professionals		2%	0	0
Scientific and Technical		r	-	-
Oral Health		2%	-1	0
Ambulance		r	-	-
Health Manager		2%	-5	-2
Patient Support Services		3%	-1	-4
Maintenance and Trades		1%	0	+1
Other		8%	+2	-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	21	No	90	Other service delivery work	6
Non-binary	r	Prefer not to say	4	Administrative support	12
Use a different term	r			Corporate services	4
Prefer not to say	7	<b>LGBTIQ+</b>		Policy	r
		Yes	5	Research	r
<b>Age</b>		No	87	Program and project management support	3
15-34 years	16	Prefer not to say	9	Legal	r
35-54 years	46			Other	8
55+ years	26	<b>LOTE spoken at home</b>			
Prefer not to say	12	Yes	10	<b>Organisation tenure</b>	
		No	87	Less than 1 year	11
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	3	1 year to less than 2 years	9
Yes	4			2 years to less than 5 years	20
No	90	<b>Working arrangement</b>		5 years to less than 10 years	21
Prefer not to say	6	Full-time	54	10 years to less than 20 years	23
		Part-time	46	More than 20 years	16
<b>Cultural background</b>		<b>Employment status</b>		<b>Salary</b>	
Oceanian	85	Senior executive	1	\$87,492 and below	46
North-West European	14	Ongoing / permanent	76	\$87,493 - \$113,342	25
Southern and Eastern European	3	Temporary	5	\$113,343 - \$151,608	12
North African and Middle Eastern	1	Casual	7	\$151,609 and above	4
South-East Asian	1	Contract-non-executive	6	Prefer not to say	12
North-East Asian	1	Labour hire	0		
Southern and Central Asian	2	Other	1		
Peoples of the Americas	1	Don't know	3		
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	Alcohol and Other Services	Ballina Hospital	BreastScreen Services	Byron Central Hospital	Casino Hospital	CH- Integrated Prevention & Response to Violence	CH- Palliative Care	Clarence Community Health	District Administration & District Support Services	Grafton Base Hospital	Health Promotion Services	Lismore Base Hospital	Maclean Hospital
Employee engagement	55	56	55	62	59	59	66	53	53	62	49	54	53	44
Wellbeing	53%	65%	52%	57%	56%	44%	60%	56%	64%	67%	46%	77%	50%	38%
Role clarity and support	57%	62%	57%	61%	56%	52%	76%	60%	69%	69%	49%	67%	52%	43%
Inclusion and diversity	59%	63%	60%	60%	66%	61%	72%	52%	65%	66%	52%	57%	58%	52%
Teamwork and collaboration	50%	50%	52%	64%	55%	47%	70%	59%	57%	59%	40%	53%	46%	42%
Learning and development	43%	42%	44%	34%	39%	45%	59%	45%	41%	54%	36%	38%	41%	35%
Senior managers	30%	23%	33%	41%	29%	27%	58%	29%	27%	44%	22%	36%	26%	16%
Communication and change management	40%	35%	38%	42%	44%	39%	60%	47%	38%	47%	33%	42%	36%	31%
Employee voice	51%	48%	45%	46%	57%	52%	64%	54%	58%	63%	45%	61%	49%	45%

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	Mental Health Services	Multi Purpose Sites	Murwillumbah Hospital	Oral Health Services	Richmond Community Health	The Tweed Hospital	Tweed Byron Community Health
Employee engagement	55	56	65	64	58	54	49	53
Wellbeing	53%	54%	66%	59%	40%	59%	44%	59%
Role clarity and support	57%	55%	67%	63%	66%	61%	51%	55%
Inclusion and diversity	59%	57%	71%	65%	55%	60%	53%	56%
Teamwork and collaboration	50%	51%	61%	55%	51%	53%	43%	50%
Learning and development	43%	46%	52%	53%	44%	39%	39%	38%
Senior managers	30%	32%	51%	38%	41%	25%	21%	20%
Communication and change management	40%	44%	55%	52%	49%	37%	35%	34%
Employee voice	51%	57%	64%	56%	47%	54%	45%	52%

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	55	57	55	r	56	52	53	55	57	55	60
Wellbeing	53%	54%	54%	r	51%	39%	44%	55%	49%	52%	62%
Role clarity and support	57%	58%	55%	r	60%	52%	59%	59%	57%	56%	61%
Inclusion and diversity	59%	61%	60%	r	57%	49%	58%	58%	64%	60%	61%
Teamwork and collaboration	50%	51%	48%	r	48%	43%	43%	52%	54%	49%	52%
Learning and development	43%	44%	43%	r	45%	37%	47%	47%	48%	42%	45%
Senior managers	30%	31%	30%	r	30%	27%	26%	35%	36%	30%	31%
Communication and change management	40%	42%	38%	r	42%	35%	36%	43%	46%	40%	42%
Employee voice	51%	53%	54%	r	57%	46%	52%	53%	56%	53%	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 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	55	53	58	58	58	r	r	60	r	58
Wellbeing	53%	51%	49%	55%	54%	r	r	69%	r	59%
Role clarity and support	57%	54%	57%	61%	61%	r	r	70%	r	60%
Inclusion and diversity	59%	59%	57%	61%	63%	r	r	63%	r	61%
Teamwork and collaboration	50%	48%	49%	53%	52%	r	r	52%	r	55%
Learning and development	43%	42%	39%	40%	45%	r	r	47%	r	48%
Senior managers	30%	26%	33%	38%	35%	r	r	41%	r	35%
Communication and change management	40%	38%	40%	45%	41%	r	r	44%	r	41%
Employee voice	51%	50%	49%	52%	62%	r	r	60%	r	52%

 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	55	63	59	57	51	53	55
Wellbeing	53%	62%	57%	54%	47%	49%	54%
Role clarity and support	57%	62%	59%	59%	52%	56%	55%
Inclusion and diversity	59%	67%	63%	62%	55%	57%	56%
Teamwork and collaboration	50%	60%	52%	50%	46%	46%	48%
Learning and development	43%	55%	45%	47%	38%	38%	38%
Senior managers	30%	41%	37%	33%	27%	24%	26%
Communication and change management	40%	55%	46%	44%	35%	34%	36%
Employee voice	51%	63%	56%	57%	46%	48%	47%

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	55	63	r	r	r	r	54	r	r
Wellbeing	53%	67%	r	r	r	r	53%	r	r
Role clarity and support	57%	68%	r	r	r	r	55%	r	r
Inclusion and diversity	59%	62%	r	r	r	r	60%	r	r
Teamwork and collaboration	50%	58%	r	r	r	r	48%	r	r
Learning and development	43%	54%	r	r	r	r	40%	r	r
Senior managers	30%	46%	r	r	r	r	27%	r	r
Communication and change management	40%	55%	r	r	r	r	37%	r	r
Employee voice	51%	59%	r	r	r	r	52%	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	55	r	r	r	70	r	56	r	r	r
Wellbeing	53%	r	r	r	58%	r	54%	r	r	r
Role clarity and support	57%	r	r	r	75%	r	57%	r	r	r
Inclusion and diversity	59%	r	r	r	79%	r	61%	r	r	r
Teamwork and collaboration	50%	r	r	r	65%	r	50%	r	r	r
Learning and development	43%	r	r	r	62%	r	44%	r	r	r
Senior managers	30%	r	r	r	61%	r	31%	r	r	r
Communication and change management	40%	r	r	r	58%	r	40%	r	r	r
Employee voice	51%	r	r	r	64%	r	53%	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 almost 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.

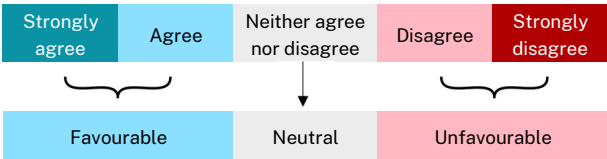


Privacy

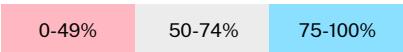
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% 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:



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

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.

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%.

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




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.

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

## Action planning

We are all responsible for building a world class public service. Improving employee experience is a 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.

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

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				