

# People Matter

NSW Public Sector  
Employee Survey 2022

## Agency Report

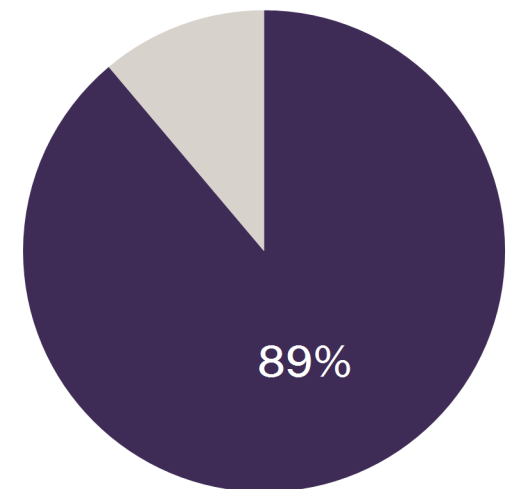
## Audit Office

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

**Completed surveys:** 279

**Response rate:** 89%

Response rate:



High level results..... 3

Results by topic.....8

Results by child unit and demographic group..... 37

Additional information about the survey..... 45

## 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
Flexible working	8f	My manager supports flexible working in my team	98%	+3
Ethics and values	7q	I support my organisation's values	96%	-
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	95%	+1
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	94%	-1
Ethics and values	7p	My organisation shows a commitment to ethical behaviours	93%	-
- Questions with the lowest favourable scores			2022 % favourable	difference from 2021
Burnout (disagree)	1n	I feel burned out by my work (disagree)	36%	-
Role clarity and support	1d	I have the time to do my job well	56%	-3
Wellbeing	1j	I can keep my work stress at an acceptable level	59%	-2
Wellbeing	1m	In general, my sense of wellbeing is..	60%	+3
Pay	4	I am paid fairly for the work I do	61%	-2

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
Job satisfaction	1i	I am satisfied with my job	74%	+5
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly	74%	+4
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	83%	+4
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	77%	+3
Flexible working	8f	My manager supports flexible working in my team	98%	+3

### - Least improved questions

			2022 % favourable	difference from 2021
Health and safety	7r	I am confident work health and safety issues I raise will be addressed promptly	89%	-7
Health and safety	7s	There are effective resources in my organisation to support employee wellbeing	83%	-7
Role clarity and support	1c	I have the tools and technology to do my job well	80%	-5
Communication and change management	7b	Change is managed well in my organisation	73%	-5
Employee voice / Senior managers	6e	Senior managers listen to employees	73%	-5

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	84%	Maintain
Recognition	7o	I receive adequate recognition for my contributions from my organisation	75%	Maintain
Risk and innovation	7a	My organisation is making improvements to meet future challenges	82%	Maintain
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	83%	Maintain
Communication and change management	7b	Change is managed well in my organisation	73%	Maintain
Employee voice / Senior managers	6e	Senior managers listen to employees	73%	Maintain

r = below privacy cut-off

## Results by topic

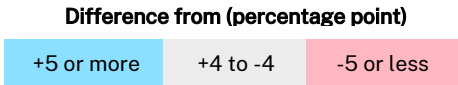
Discover more about your results

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
Employee engagement (total score)*				75	-1	+11
7j I would recommend my organisation as a great place to work	81	13		81%	+2	+19
7k I am proud to tell others I work for my organisation	86	10		86%	0	+16
7l I feel a strong personal attachment to my organisation	67	23	9	67%	-4	+7
7m My organisation motivates me to help it achieve its goals	77	17	7	77%	-1	+23
7n My organisation inspires me to do the best in my job	75	18	7	75%	+2	+20

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



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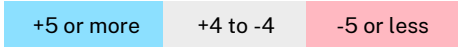
Intention to stay refers to an employee’s desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

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
Less than 1 year		8%	-2	0
1 year to less than 2 years		10%	-4	0
2 years to less than 5 years		39%	+9	+19
5 years to less than 10 years		21%	-6	-4
10 years to less than 20 years		13%	0	-9
More than 20 years		10%	+4	-6

Difference from (percentage point)



r = below privacy cut-off

Job satisfaction

Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Job satisfaction (total score)				74%	+2	+6
1g My job gives me a feeling of personal accomplishment	78	17		78%	0	+6
1h I feel motivated to contribute more than what is normally required at work	70	19	10	70%	0	+4
1i I am satisfied with my job	74	16	10	74%	+5	+8

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.

	<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	<div>2022</div> <div>% favourable</div>	<div>difference from</div> <div>2021</div>	<div>difference from</div> <div>Sector</div>
Wellbeing (total score)				60%	+1	+1
1j I can keep my work stress at an acceptable level	59	21	19	59%	-2	+1
1m In general, my sense of wellbeing is..	60	30	9	60%	+3	+2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
<b>Customer service (total score)</b>					<b>84%</b>	<b>0</b>	<b>+14</b>
1k	I am empowered to make the decisions needed to help customers and/or communities	76 18			<b>76%</b>	<b>0</b>	<b>+8</b>
2c	People in my workgroup can explain how their work impacts customers	89 10			<b>89%</b>	<b>+3</b>	<b>+7</b>
2d	My workgroup considers customer needs when planning our work	88 9			<b>88%</b>	<b>-2</b>	<b>+6</b>
6d	Senior managers communicate the importance of customers in our work	86 11			<b>86%</b>	<b>0</b>	<b>+22</b>
7h	The processes in my organisation are designed to support the best experience for customers	74 22			<b>74%</b>	<b>-2</b>	<b>+17</b>
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	89 11			<b>89%</b>	<b>+1</b>	<b>+25</b>

Difference from (percentage point)

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

Role clarity and support

Purpose and direction

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

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
Role clarity and support (total score)				78%	-1	+14
1a I understand what is expected of me to do well in my job	88	8		88%	-2	+4
1b I get the support I need to do my job well	81	12	8	81%	+2	+18
1c I have the tools and technology to do my job well	80	12	8	80%	-5	+12
1d I have the time to do my job well	56	22	22	56%	-3	+4
3e My performance is assessed against clear criteria	84	12		84%	+3	+29
3f I have received the training and development I need to do my job well	78	15	7	78%	-2	+15

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.

			<div>FavourableNeutralUnfavourable</div>	2022 % favourable	difference from 2021	difference from Sector
Job purpose and enrichment (total score)				85%	0	+14
1e	My job gives me opportunities to use a variety of skills		<div>8610</div>	86%	-1	+7
1f	I have a choice in deciding how I carry out day to day work tasks		<div>8612</div>	86%	-2	+15
3d	In the last 12 months, I have received feedback to help me improve my work		<div>8314</div>	83%	-1	+20
5h	My manager communicates how my role contributes to my organisation's purpose		<div>8313</div>	83%	+4	+14

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.

	<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	<div>2022</div> <div>% favourable</div>	<div>difference from</div> <div>2021</div>	<div>difference from</div> <div>Sector</div>
<b>Risk and innovation (total score)</b>				<b>88%</b>	-1	+15
1l I am comfortable notifying my manager if I become aware of any risks at work	<div>94</div>			<b>94%</b>	-1	+8
5a My manager encourages people in my workgroup to keep improving the work they do	<div>88</div> <div>9</div>			<b>88%</b>	0	+14
7a My organisation is making improvements to meet future challenges	<div>82</div> <div>15</div>			<b>82%</b>	-2	+25

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	2022 % favourable	difference from 2021	difference from Sector
Ethics and values (total score)					91%	-	+21
6b	Senior managers model the values of my organisation	83			83%	+1	+29
7p	My organisation shows a commitment to ethical behaviours	93			93%	-	+23
7q	I support my organisation's values	96			96%	-	+11

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	2022 % favourable	difference from 2021	difference from Sector
Teamwork and collaboration (total score)					82%	+1	+20
2a	My workgroup works collaboratively to achieve its goals	<div><div>88</div><div>8</div></div>			88%	-1	+9
6c	Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>80</div><div>15</div></div>			80%	0	+28
7c	There is good co-operation between teams across my organisation	<div><div>77</div><div>14</div><div>9</div></div>			77%	+3	+23

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
Inclusion and diversity (total score)					84%	-	+16
2b	People in my workgroup treat each other with respect	92			92%	-2	+12
6f	Senior managers support the career advancement of all employees	75 21			75%	-	+31
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	90			90%	+2	+12
8b	I can speak up and share a different view to others in my organisation	83 11 7			83%	0	+16
8c	I feel that I belong in my organisation	81 13			81%	0	+11

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	2022 % favourable	difference from 2021	difference from Sector
Flexible working (total score)					97%	+2	+34
8e	How satisfied are you with your ability to access and use flexible working arrangements?	95			95%	+1	+34
8f	My manager supports flexible working in my team	98			98%	+3	+33

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		2022 % respondents	difference from 2021	difference from Sector
Flexible start and finish times		82%	-1	+37
Working more hours over fewer days		22%	+1	+12
Working additional hours to make up for time off		51%	+10	+33
Flexible scheduling for rostered workers		r	-	-
Part-time work		7%	-6	-5
Job sharing		r	-	-
Working from different locations		33%	+2	+13
Working from home		93%	-2	+45
Purchasing annual leave		r	-	-
Leave without pay		9%	+5	+1
Study leave		14%	-3	+10
Other		5%	-1	+2
None of the above		r	-	-

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
10	If I raised a grievance in my organisation, it would be handled in a fair and objective manner	79		16	79%	-	+26

\*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.

	<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	<div>2022</div> <div>% favourable</div>	<div>difference from</div> <div>2021</div>	<div>difference from</div> <div>Sector</div>
Health and safety (total score)				86%	-7	+17
7r I am confident work health and safety issues I raise will be addressed promptly	<div>89</div>	<div>7</div>		89%	-7	+15
7s There are effective resources in my organisation to support employee wellbeing	<div>83</div>	<div>13</div>		83%	-7	+19

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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.

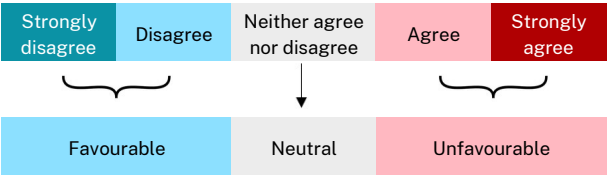
	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
1n I feel burned out by my work (disagree)	36	33	31	36%	-	+2

**Note on interpretation:**

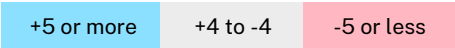
This question is negatively worded. It differs in interpretation from other questions in this survey, because disagreement is considered a positive response.

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
Recruitment (total score)						75%	-	+26
7f	My organisation makes fair recruitment and promotion decisions		72	20	8	72%	-	+28
7g	My organisation generally selects capable people to do the job		77	16	7	77%	+3	+24

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
Learning and development (total score)				76%	-1	+21
3f I have received the training and development I need to do my job well	78	15	7	78%	-2	+15
3g I am satisfied with the opportunities available for career development in my organisation	66	22	12	66%	-1	+17
7e My organisation is committed to developing its employees	84	11		84%	0	+32

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>2022</b> % respondents	difference from <b>2021</b>	difference from <b>Sector</b>
Yes	32%	-3	-9
No	68%	+3	+9

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

Lack of visible opportunities		15%	-11	-12
Lack of promotion opportunities		15%	-5	-12
Lack of support from my manager / supervisor		r	-	-
Geographic location considerations		9%	+2	-15
Personal / family considerations		25%	+1	-6
Insufficient training and development		r	-	-
Lack of required capabilities or experience		11%	+2	0
Lack of support for temporary assignments / secondments		10%	-1	-4
The application / recruitment process is too cumbersome or time consuming		17%	-1	-6
Other		8%	+2	-2
There are no major barriers to my career progression		42%	-1	+14

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
4 I am paid fairly for the work I do	61	21	18	61%	-2	+13

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	2022 % favourable	difference from 2021	difference from Sector
Recognition (total score)				80%	-2	+20
5f My manager provides recognition for the work I do	85	11		85%	-1	+14
7o I receive adequate recognition for my contributions from my organisation	75	17	8	75%	-4	+26

Difference from (percentage point)

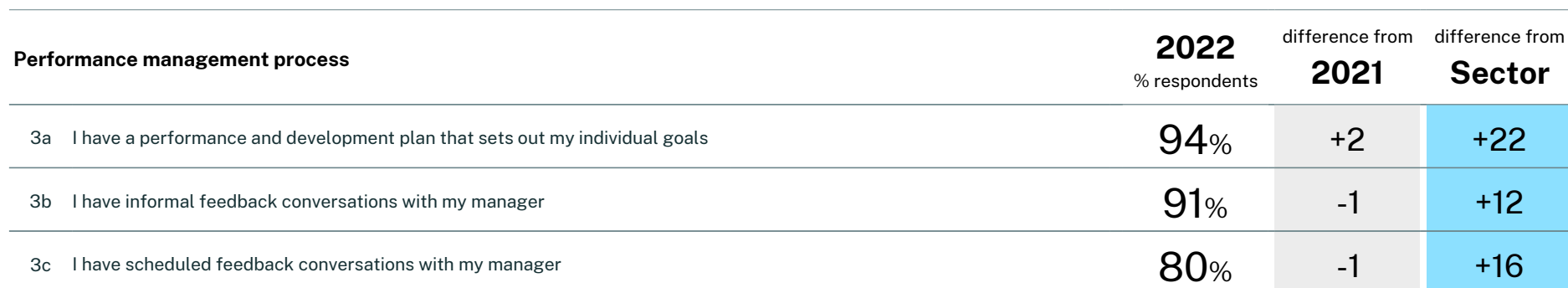
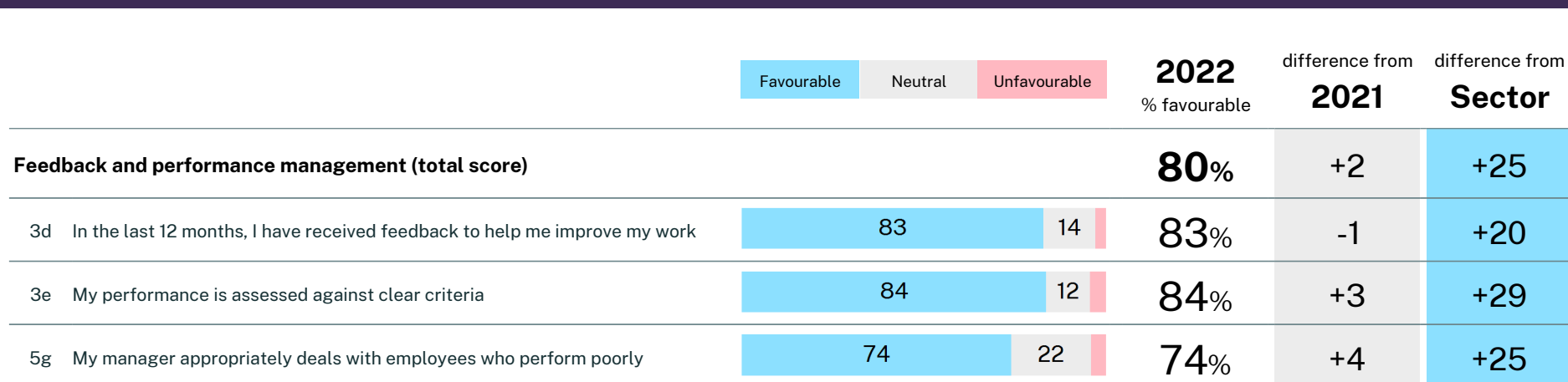
+5 or more

+4 to -4

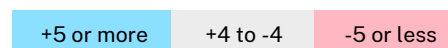
-5 or less

r = below privacy cut-off

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



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	2022 % favourable	difference from 2021	difference from Sector
<b>Senior managers (total score)</b>					<b>80%</b>	-	<b>+28</b>
6a	Senior managers provide clear direction for the future of the organisation	81	14		81%	-1	+31
6b	Senior managers model the values of my organisation	83	13		83%	+1	+29
6c	Senior managers promote collaboration between my organisation and other organisations we work with	80	15		80%	0	+28
6d	Senior managers communicate the importance of customers in our work	86	11		86%	0	+22
6e	Senior managers listen to employees	73	19	7	73%	-5	+29
6f	Senior managers support the career advancement of all employees	75	21		75%	-	+31

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
Decision making and accountability (total score)				83%	+2	+23
5e I have confidence in the decisions my manager makes	86	10		86%	+1	+15
7d People in my organisation take responsibility for their own actions	80	14		80%	+3	+32

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
Communication and change management (total score)				80%	-2	+26
5b My manager communicates effectively with me	86	10		86%	-2	+12
6a Senior managers provide clear direction for the future of the organisation	81	14		81%	-1	+31
7b Change is managed well in my organisation	73	18	9	73%	-5	+34

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
Employee voice (total score)				84%	-1	+20
5c My manager encourages and values employee input	90	8		90%	-1	+15
5d My manager involves my workgroup in decisions about our work	89	8		89%	+1	+19
6e Senior managers listen to employees	73	19	7	73%	-5	+29
8b I can speak up and share a different view to others in my organisation	83	11	7	83%	0	+16

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.

	<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	<div>2022</div> <div>% favourable</div>	<div>difference from</div> <div>2021</div>	<div>difference from</div> <div>Sector</div>
9 I am confident my organisation will act on the results of this survey	79	15		79%	+2	+36

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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# 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
been aware of any misconduct in your organisation	r	-	-
witnessed bullying	4%	+1	-17
experienced bullying	r	-	-
witnessed sexual harassment	r	-	-
experienced sexual harassment	r	-	-
experienced threats or physical harm	r	-	-
experienced discrimination	r	-	-
experienced racism	r	-	-

Definitions

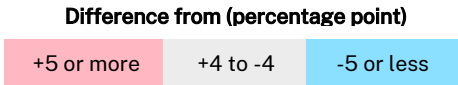
- **Misconduct:** behaviour that is unethical or illegal, or that breaches your organisation's code of conduct

- **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



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## 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	48	Yes	r	Service delivery involving direct contact with the public	r
Man	38	No	r	Other service delivery work	5
Non-binary	r	Prefer not to say	5	Administrative support	r
Use a different term	r	LGBTIQ+		Corporate services	36
Prefer not to say	r			Policy	r
				Research	5
				Program and project management support	r
				Legal	r
				Other	43
		Yes	6		
Age		No	85		
15-34 years	37	Prefer not to say	8		
35-54 years	38				
55+ years	r	LOTE spoken at home			
Prefer not to say	r	Yes	48		
		No	45		
Aboriginal and/or Torres Strait Islander		Prefer not to say	7	Organisation tenure	
Yes	r			Less than 1 year	28
No	92	Working arrangement		1 year to less than 2 years	14
Prefer not to say	r	Full-time	94	2 years to less than 5 years	19
		Part-time	6	5 years to less than 10 years	21
				10 years to less than 20 years	13
Cultural background				More than 20 years	5
Oceanian	43	Employment status			
North-West European	8	Senior executive	11		
Southern and Eastern European	6	Ongoing / permanent	78	Salary	
North African and Middle Eastern	r	Temporary	r	\$87,492 and below	19
South-East Asian	14	Casual	r	\$87,493 - \$113,342	27
North-East Asian	24	Contract-non-executive	r	\$113,343 - \$151,608	14
Southern and Central Asian	17	Labour hire	4	\$151,609 and above	22
Peoples of the Americas	r	Other	r	Prefer not to say	18
Sub-Saharan African	r	Don't know	r		

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

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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	Corporate Services	Financial Audit	Office of the Auditor-General	Performance Audit
Employee engagement	75	82	72	76	77
Wellbeing	60%	76%	53%	68%	68%
Role clarity and support	78%	82%	74%	87%	85%
Inclusion and diversity	84%	85%	84%	90%	82%
Teamwork and collaboration	82%	87%	80%	82%	83%
Learning and development	76%	73%	75%	86%	77%
Senior managers	80%	84%	78%	84%	79%
Communication and change management	80%	88%	77%	83%	85%
Employee voice	84%	87%	81%	92%	87%

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	75	78	74	r	r	r	74	76	74	77	r
Wellbeing	60%	66%	58%	r	r	r	65%	60%	55%	65%	r
Role clarity and support	78%	83%	77%	r	r	r	81%	78%	79%	79%	r
Inclusion and diversity	84%	90%	84%	r	r	r	82%	87%	86%	89%	r
Teamwork and collaboration	82%	89%	81%	r	r	r	84%	86%	87%	83%	r
Learning and development	76%	84%	72%	r	r	r	82%	78%	76%	82%	r
Senior managers	80%	88%	77%	r	r	r	78%	84%	82%	84%	r
Communication and change management	80%	86%	79%	r	r	r	82%	85%	81%	83%	r
Employee voice	84%	89%	83%	r	r	r	85%	87%	83%	89%	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 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	75	r	67	r	73	r	77	r	r	76
Wellbeing	60%	r	31%	r	57%	r	79%	r	r	61%
Role clarity and support	78%	r	71%	r	76%	r	82%	r	r	78%
Inclusion and diversity	84%	r	82%	r	85%	r	83%	r	r	85%
Teamwork and collaboration	82%	r	74%	r	79%	r	81%	r	r	85%
Learning and development	76%	r	82%	r	74%	r	81%	r	r	78%
Senior managers	80%	r	77%	r	78%	r	79%	r	r	81%
Communication and change management	80%	r	72%	r	77%	r	81%	r	r	81%
Employee voice	84%	r	81%	r	81%	r	92%	r	r	83%

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

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# 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	75	79	82	74	71	68	83
Wellbeing	60%	76%	64%	60%	48%	53%	50%
Role clarity and support	78%	81%	83%	79%	74%	73%	87%
Inclusion and diversity	84%	89%	88%	84%	82%	79%	92%
Teamwork and collaboration	82%	89%	86%	81%	81%	72%	87%
Learning and development	76%	81%	86%	71%	76%	70%	82%
Senior managers	80%	88%	82%	80%	78%	66%	91%
Communication and change management	80%	86%	81%	84%	81%	67%	85%
Employee voice	84%	90%	86%	82%	81%	77%	90%

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


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## 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	75	76	r	r	r	r	r	r	r
Wellbeing	60%	61%	r	r	r	r	r	r	r
Role clarity and support	78%	80%	r	r	r	r	r	r	r
Inclusion and diversity	84%	85%	r	r	r	r	r	r	r
Teamwork and collaboration	82%	84%	r	r	r	r	r	r	r
Learning and development	76%	79%	r	r	r	r	r	r	r
Senior managers	80%	82%	r	r	r	r	r	r	r
Communication and change management	80%	81%	r	r	r	r	r	r	r
Employee voice	84%	84%	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


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# 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	75	r	r	r	r	r	r	r	r	r
Wellbeing	60%	r	r	r	r	r	r	r	r	r
Role clarity and support	78%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	84%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	82%	r	r	r	r	r	r	r	r	r
Learning and development	76%	r	r	r	r	r	r	r	r	r
Senior managers	80%	r	r	r	r	r	r	r	r	r
Communication and change management	80%	r	r	r	r	r	r	r	r	r
Employee voice	84%	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 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.

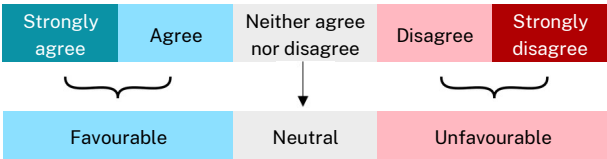


Privacy

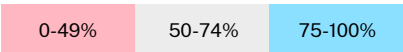
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

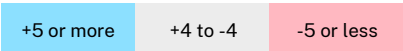


% favourable scores are colour coded based on these ranges:



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.				