

# People Matter

NSW Public Sector  
Employee Survey 2022

Agency Report

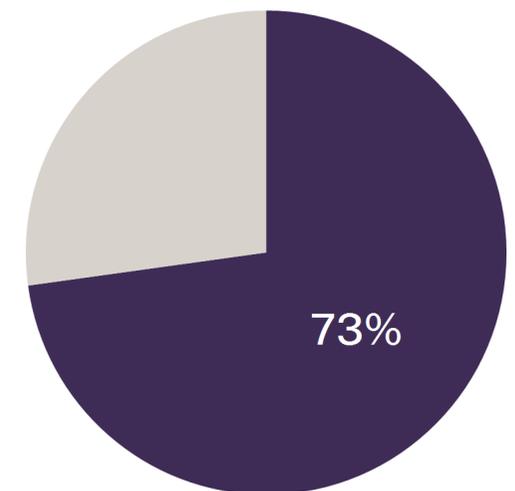
## Department of Planning and Environment

Survey period: 22 August to 16 September 2022

Completed surveys: 7,153

Response rate: 73%

Response rate:



### NSW public sector

- ▶ Planning and Environment
  - ▶ Department of Planning and Environment

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

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## High level results

Discover key results and patterns

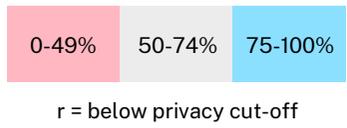
## Headline results for key topics

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'.

<span>+</span> Questions with the highest favourable scores			2022 % favourable	difference from 2021
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	91%	-1
Flexible working	8f	My manager supports flexible working in my team	89%	-1
Ethics and values	7q	I support my organisation's values	88%	-
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	87%	-1
Inclusion and diversity	2b	People in my workgroup treat each other with respect	87%	0
<span>-</span> Questions with the lowest favourable scores			2022 % favourable	difference from 2021
Communication and change management	7b	Change is managed well in my organisation	34%	-7
Burnout (disagree)	1n	I feel burned out by my work (disagree)	41%	-
Recruitment	7f	My organisation makes fair recruitment and promotion decisions	50%	-
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	50%	-3
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly	50%	0

### Difference from (percentage point)

+5 or more   +4 to -4   -5 or less

r = below privacy cut-off

## Most and least improved questions

### + Most improved questions

			2022 % favourable	difference from 2021
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	74%	+1
Customer service	1k	I am empowered to make the decisions needed to help customers and/or communities	71%	+1
Customer service	2c	People in my workgroup can explain how their work impacts customers	85%	+1
Customer service	2d	My workgroup considers customer needs when planning our work	86%	+1
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks	86%	+1

### - Least improved questions

			2022 % favourable	difference from 2021
Pay	4	I am paid fairly for the work I do	66%	-10
Risk and innovation	7a	My organisation is making improvements to meet future challenges	59%	-8
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	52%	-8
Action on survey results	9	I am confident my organisation will act on the results of this survey	53%	-7
Employee voice / Senior managers	6e	Senior managers listen to employees	52%	-7

#### Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

These are the most and least improved questions by difference from the previous year.

Consider why these scores have shifted. Was it due to actions you took in response to last year's survey results or something else?

## Key drivers 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	59%	Improve
Ethics and values	7p	My organisation shows a commitment to ethical behaviours	77%	Maintain
Risk and innovation	7a	My organisation is making improvements to meet future challenges	59%	Improve
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	61%	Improve
Employee voice / Senior managers	6e	Senior managers listen to employees	52%	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	60%	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>67</b>	-3	+3	0
7j I would recommend my organisation as a great place to work	71	18	11	71%	-5	+9	0
7k I am proud to tell others I work for my organisation	73	19	8	73%	-4	+4	-1
7l I feel a strong personal attachment to my organisation	61	25	14	61%	-4	0	-1
7m My organisation motivates me to help it achieve its goals	59	25	16	59%	-6	+5	0
7n My organisation inspires me to do the best in my job	59	26	15	59%	-6	+4	0

\*See 'Additional information about the survey' for more 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?		2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Less than 1 year		8%	+1	0	0
1 year to less than 2 years		10%	-1	+1	0
2 years to less than 5 years		24%	-1	+4	0
5 years to less than 10 years		27%	0	+3	0
10 years to less than 20 years		20%	+1	-3	0
More than 20 years		10%	+1	-5	0

Difference from (percentage point)



r = below privacy cut-off

## Job satisfaction

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Job satisfaction (total score)</b>				<b>72%</b>	-2	+4	0
1g My job gives me a feeling of personal accomplishment	75	14	11	75%	0	+3	0
1h I feel motivated to contribute more than what is normally required at work	71	16	13	71%	-3	+5	0
1i I am satisfied with my job	71	16	13	71%	-2	+4	0

### Difference from (percentage point)



r = below privacy cut-off

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
<b>Wellbeing (total score)</b>				<b>63%</b>	-1	+5	0
1j I can keep my work stress at an acceptable level	63	18	19	63%	-1	+5	+1
1m In general, my sense of wellbeing is..	63	28	9	63%	-1	+5	0

**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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Customer service (total score)</b>					<b>71%</b>	-2	+1	0
1k	I am empowered to make the decisions needed to help customers and/or communities	71	18	11	71%	+1	+2	0
2c	People in my workgroup can explain how their work impacts customers	85	11		85%	+1	+3	0
2d	My workgroup considers customer needs when planning our work	86	9		86%	+1	+4	0
6d	Senior managers communicate the importance of customers in our work	70	20	10	70%	-5	+5	0
7h	The processes in my organisation are designed to support the best experience for customers	50	30	20	50%	-3	-7	-1
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	65	25	10	65%	-4	+2	-1

**Difference from (percentage point)**



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	difference from Cluster
<b>Role clarity and support (total score)</b>				<b>66%</b>	-1	+2	+1
1a I understand what is expected of me to do well in my job	82	11	7	82%	-1	-3	0
1b I get the support I need to do my job well	70	15	15	70%	-1	+7	+1
1c I have the tools and technology to do my job well	69	14	17	69%	-1	+1	+1
1d I have the time to do my job well	57	18	25	57%	-1	+5	+1
3e My performance is assessed against clear criteria	55	27	18	55%	0	0	+1
3f I have received the training and development I need to do my job well	63	23	14	63%	0	0	+1

#### Difference from (percentage point)



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
<b>Job purpose and enrichment (total score)</b>					<b>78%</b>	0	+7	+1
1e	My job gives me opportunities to use a variety of skills	82		10 8	82%	0	+3	0
1f	I have a choice in deciding how I carry out day to day work tasks	86		8	86%	+1	+15	+1
3d	In the last 12 months, I have received feedback to help me improve my work	68		18 13	68%	-1	+5	+1
5h	My manager communicates how my role contributes to my organisation's purpose	74		16 10	74%	+1	+6	+1

#### Difference from (percentage point)



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
<b>Risk and innovation (total score)</b>					<b>77%</b>	-3	+4	0
1l	I am comfortable notifying my manager if I become aware of any risks at work	91			91%	-1	+5	0
5a	My manager encourages people in my workgroup to keep improving the work they do	80	13	7	80%	-1	+6	+1
7a	My organisation is making improvements to meet future challenges	59	27	14	59%	-8	+2	0

#### Difference from (percentage point)



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>75%</b>	-	+6	0
6b	Senior managers model the values of my organisation	61	24	16	61%	-7	+7	0
7p	My organisation shows a commitment to ethical behaviours	77	15	8	77%	-	+7	0
7q	I support my organisation's values	88		9	88%	-	+4	0

**Difference from (percentage point)**



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
<b>Teamwork and collaboration (total score)</b>				<b>67%</b>	-2	+5	0
2a My workgroup works collaboratively to achieve its goals	84	9	7	84%	0	+5	0
6c Senior managers promote collaboration between my organisation and other organisations we work with	60	26	14	60%	-5	+8	0
7c There is good co-operation between teams across my organisation	58	22	20	58%	-1	+4	0

#### Difference from (percentage point)



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>73%</b>	-	+5	0
2b People in my workgroup treat each other with respect				87%	0	+7	0
6f Senior managers support the career advancement of all employees				52%	-	+8	+1
8a Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)				79%	-4	+1	-1
8b I can speak up and share a different view to others in my organisation				75%	-2	+8	0
8c I feel that I belong in my organisation				73%	-3	+3	0

#### Difference from (percentage point)



r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Flexible working (total score)</b>				<b>88%</b>	-1	+25	+2
8e How satisfied are you with your ability to access and use flexible working arrangements?	87			87%	-1	+27	+2
8f My manager supports flexible working in my team	89			89%	-1	+23	+2

#### Difference from (percentage point)



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	78%	+1	+34	+4
Working more hours over fewer days	17%	-1	+7	+1
Working additional hours to make up for time off	31%	+1	+13	+1
Flexible scheduling for rostered workers	6%	0	-1	0
Part-time work	9%	0	-3	-1
Job sharing	2%	0	-1	0
Working from different locations	39%	+10	+19	+2
Working from home	87%	-3	+39	+5
Purchasing annual leave	1%	0	-1	0
Leave without pay	7%	+2	-2	0
Study leave	2%	0	-2	0
Other	3%	0	0	0
None of the above	4%	0	-22	-3

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	57	30	13	57%	-	+4	0

\*See p.37 for related results on negative workplace behaviours.



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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
<b>Health and safety (total score)</b>					<b>78%</b>	-3	+9	+1
7r	I am confident work health and safety issues I raise will be addressed promptly	82		12	82%	-2	+8	+1
7s	There are effective resources in my organisation to support employee wellbeing	75		16	75%	-5	+10	+1

**Difference from (percentage point)**



r = below privacy cut-off

## Burnout (disagree)

### Work environment

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
1n I feel burned out by my work (disagree)	41	29	30	41%	-	+7	0

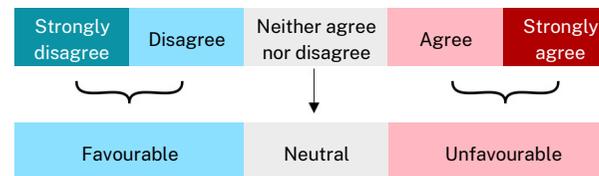
#### Note on interpretation:

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

Burnout is typically characterised by ongoing feelings of:

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

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>56%</b>	-	+8	0
7f	My organisation makes fair recruitment and promotion decisions	50	29	21	50%	-	+6	0
7g	My organisation generally selects capable people to do the job	62	22	16	62%	-1	+10	0

**Difference from (percentage point)**



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>59%</b>	-2	+4	+1
3f	I have received the training and development I need to do my job well	63	23	14	63%	0	0	+1
3g	I am satisfied with the opportunities available for career development in my organisation	53	23	23	53%	-1	+4	+1
7e	My organisation is committed to developing its employees	59	25	16	59%	-4	+7	+1

#### Difference from (percentage point)



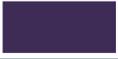
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Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging issues.

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?	2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Yes	44%	+4	+3	+1
No	56%	-4	-3	-1

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

Lack of visible opportunities	 26%	-3	-1	-1
Lack of promotion opportunities	 27%	-2	0	-1
Lack of support from my manager / supervisor	 9%	+1	-3	0
Geographic location considerations	 25%	0	0	+1
Personal / family considerations	 29%	+1	-1	0
Insufficient training and development	 11%	-1	-4	-1
Lack of required capabilities or experience	 12%	-1	0	0
Lack of support for temporary assignments / secondments	 13%	+1	-1	0
The application / recruitment process is too cumbersome or time consuming	 25%	+2	+2	+1
Other	 10%	+1	0	0
There are no major barriers to my career progression	 29%	0	+1	0

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	66	17	17	66%	-10	+19	+2

**Difference from (percentage point)**



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
<b>Recognition (total score)</b>				<b>70%</b>	-2	+10	+1
5f My manager provides recognition for the work I do	79	12	9	79%	-2	+9	+1
7o I receive adequate recognition for my contributions from my organisation	60	24	16	60%	-3	+11	+1

**Difference from (percentage point)**



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>58%</b>	0	+3	+1
3d	In the last 12 months, I have received feedback to help me improve my work	68	18	13	68%	-1	+5	+1
3e	My performance is assessed against clear criteria	55	27	18	55%	0	0	+1
5g	My manager appropriately deals with employees who perform poorly	50	36	14	50%	0	+2	0

		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	72%	0	+1	+2
3b	I have informal feedback conversations with my manager	84%	-1	+6	+1
3c	I have scheduled feedback conversations with my manager	70%	0	+7	+2

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	difference from Cluster
<b>Senior managers (total score)</b>				<b>58%</b>	-	+6	0
6a Senior managers provide clear direction for the future of the organisation	52	26	22	52%	-8	+2	-1
6b Senior managers model the values of my organisation	61	24	16	61%	-7	+7	0
6c Senior managers promote collaboration between my organisation and other organisations we work with	60	26	14	60%	-5	+8	0
6d Senior managers communicate the importance of customers in our work	70	20	10	70%	-5	+5	0
6e Senior managers listen to employees	52	27	21	52%	-7	+8	0
6f Senior managers support the career advancement of all employees	52	29	19	52%	-	+8	+1

Difference from (percentage point)



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>68%</b>	0	+7	0
5e	I have confidence in the decisions my manager makes	78	13	9	78%	-1	+7	+1
7d	People in my organisation take responsibility for their own actions	57	26	17	57%	0	+8	0

#### Difference from (percentage point)



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>55%</b>	-5	+1	0
5b My manager communicates effectively with me	79	11	10	79%	-1	+5	+1
6a Senior managers provide clear direction for the future of the organisation	52	26	22	52%	-8	+2	-1
7b Change is managed well in my organisation	34	32	34	34%	-7	-5	-1

Difference from (percentage point)



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>72%</b>	-3	+8	+1
5c My manager encourages and values employee input	83	10	7	83%	-1	+8	+1
5d My manager involves my workgroup in decisions about our work	79	12	9	79%	-2	+9	+1
6e Senior managers listen to employees	52	27	21	52%	-7	+8	0
8b I can speak up and share a different view to others in my organisation	75	14	11	75%	-2	+8	0

**Difference from (percentage point)**



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	53	26	21	53%	-7	+9	0

#### Difference from (percentage point)



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		11%	+1	-4	0
witnessed bullying		15%	0	-6	0
experienced bullying		10%	+1	-4	0
witnessed sexual harassment		2%	0	-1	0
experienced sexual harassment		3%	0	-2	0
experienced threats or physical harm		1%	0	-7	0
experienced discrimination		8%	+1	-2	0
experienced racism		3%	0	-2	0

### 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)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Planning and Environment questions

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Cluster
I feel the senior managers in my business group effectively lead and manage change	53	25	22	53%	-8	0
My manager fosters a work environment of innovation and creativity	70	18	12	70%	-3	+1
I am aware of our organisation's grievance handling procedure and I know where to find the required information should I need it	69	19	11	69%	-	+1
My organisation focuses on improving the work we do	69	21	11	69%	-7	0
I am empowered to do my job well	72	17	11	72%	-3	+1
Overall, I believe the culture in my business group has improved over the last 12 months	45	35	20	45%	-10	0
My manager and I have agreed on my annual performance and development plan and we review it at least once per year	66	18	15	66%	-	+2
My manager supports my career development and communicates opportunities to me (acting up, secondments, mentoring etc)	70	18	12	70%	-	+1
My business group strives to improve customer satisfaction	76	18	6	76%	-3	0
I feel comfortable providing feedback to senior managers	67	16	17	67%	-1	+1

Difference from (percentage point)



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	48	Yes	7	Service delivery involving direct contact with the public	11
Man	40	No	87	Other service delivery work	11
Non-binary	1	Prefer not to say	6	Administrative support	7
Use a different term	0			Corporate services	15
Prefer not to say	11	<b>LGBTIQ+</b>		Policy	8
		Yes	6	Research	3
<b>Age</b>		No	84	Program and project management support	25
15-34 years	20	Prefer not to say	10	Legal	3
35-54 years	49			Other	17
55+ years	14	<b>LOTE spoken at home</b>			
Prefer not to say	17	Yes	19	<b>Organisation tenure</b>	
		No	76	Less than 1 year	17
<b>Aboriginal and/or Torres Strait Islander</b>		Prefer not to say	6	1 year to less than 2 years	14
Yes	5			2 years to less than 5 years	26
No	88	<b>Working arrangement</b>		5 years to less than 10 years	19
Prefer not to say	7	Full-time	90	10 years to less than 20 years	14
		Part-time	10	More than 20 years	10
<b>Cultural background</b>		<b>Employment status</b>			
Oceanian	79	Senior executive	5	<b>Salary</b>	
North-West European	14	Ongoing / permanent	70	\$87,492 and below	16
Southern and Eastern European	5	Temporary	13	\$87,493 - \$113,342	30
North African and Middle Eastern	2	Casual	1	\$113,343 - \$151,608	33
South-East Asian	3	Contract-non-executive	5	\$151,609 and above	9
North-East Asian	4	Labour hire	3	Prefer not to say	12
Southern and Central Asian	6	Other	0		
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	Corporate Services	Crown Lands and Office of Local Government	Environment and Heritage	Governance & Legal	Homes, Property and Development	Office of the Secretary	Planning	Water Group
Employee engagement	67	69	63	68	70	66	62	69	65
Wellbeing	63%	66%	60%	60%	68%	64%	60%	70%	63%
Role clarity and support	66%	72%	60%	63%	69%	67%	62%	71%	66%
Inclusion and diversity	73%	77%	72%	71%	74%	72%	69%	78%	74%
Teamwork and collaboration	67%	69%	64%	64%	74%	67%	61%	74%	71%
Learning and development	59%	63%	54%	58%	65%	54%	52%	63%	61%
Senior managers	58%	62%	55%	51%	65%	61%	53%	65%	62%
Communication and change management	55%	59%	52%	50%	60%	57%	54%	61%	58%
Employee voice	72%	75%	70%	69%	75%	71%	70%	77%	75%

 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	67	70	68	59	70	64	68	71	73	69	69
Wellbeing	63%	66%	65%	50%	68%	51%	60%	71%	71%	64%	67%
Role clarity and support	66%	69%	67%	59%	68%	61%	67%	72%	72%	68%	68%
Inclusion and diversity	73%	77%	75%	47%	72%	66%	74%	76%	78%	77%	75%
Teamwork and collaboration	67%	71%	68%	50%	68%	62%	68%	73%	73%	70%	68%
Learning and development	59%	63%	61%	44%	61%	53%	61%	61%	66%	62%	59%
Senior managers	58%	62%	59%	30%	60%	52%	60%	66%	64%	62%	58%
Communication and change management	55%	59%	56%	41%	58%	50%	56%	64%	61%	58%	56%
Employee voice	72%	75%	75%	54%	71%	67%	75%	76%	78%	76%	72%

 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	67	66	64	72	68	69	69	69	73	64
Wellbeing	63%	57%	59%	72%	65%	68%	62%	63%	68%	62%
Role clarity and support	66%	59%	62%	73%	69%	71%	70%	66%	69%	64%
Inclusion and diversity	73%	70%	67%	77%	76%	78%	79%	75%	77%	69%
Teamwork and collaboration	67%	60%	62%	73%	68%	75%	72%	69%	77%	63%
Learning and development	59%	56%	53%	65%	61%	65%	66%	60%	69%	54%
Senior managers	58%	51%	51%	63%	61%	64%	62%	60%	68%	54%
Communication and change management	55%	50%	49%	62%	59%	59%	56%	56%	63%	52%
Employee voice	72%	67%	67%	75%	75%	79%	75%	75%	78%	69%

 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	67	75	70	67	65	65	65
Wellbeing	63%	77%	68%	64%	59%	57%	55%
Role clarity and support	66%	71%	69%	68%	66%	63%	61%
Inclusion and diversity	73%	81%	77%	74%	72%	68%	71%
Teamwork and collaboration	67%	76%	69%	68%	67%	64%	62%
Learning and development	59%	67%	63%	60%	57%	55%	56%
Senior managers	58%	69%	62%	59%	56%	52%	50%
Communication and change management	55%	67%	60%	56%	53%	50%	48%
Employee voice	72%	81%	76%	74%	71%	67%	68%

 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	67	67	69	69	68	68	69	69	68
Wellbeing	63%	64%	67%	60%	58%	63%	60%	66%	56%
Role clarity and support	66%	65%	70%	66%	65%	65%	66%	67%	61%
Inclusion and diversity	73%	72%	76%	76%	80%	73%	75%	75%	77%
Teamwork and collaboration	67%	69%	71%	64%	65%	66%	70%	70%	69%
Learning and development	59%	57%	61%	64%	55%	61%	61%	66%	59%
Senior managers	58%	58%	62%	54%	62%	58%	59%	56%	60%
Communication and change management	55%	54%	59%	53%	57%	57%	56%	54%	56%
Employee voice	72%	72%	76%	76%	76%	70%	73%	73%	75%

 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	67	72	65	66	65	67	71	70	60	66
Wellbeing	63%	65%	58%	63%	61%	64%	57%	68%	58%	73%
Role clarity and support	66%	72%	58%	69%	63%	67%	63%	68%	54%	70%
Inclusion and diversity	73%	82%	67%	77%	69%	76%	75%	77%	68%	74%
Teamwork and collaboration	67%	70%	56%	68%	61%	69%	72%	74%	59%	73%
Learning and development	59%	67%	51%	67%	54%	63%	64%	70%	46%	60%
Senior managers	58%	63%	55%	63%	54%	58%	56%	60%	49%	62%
Communication and change management	55%	56%	49%	60%	53%	55%	54%	59%	45%	65%
Employee voice	72%	81%	66%	77%	68%	75%	74%	78%	64%	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

## **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.

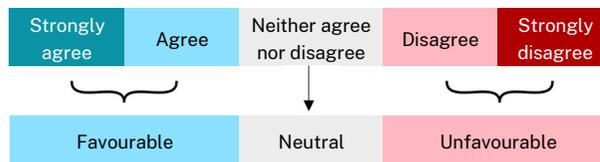


### Privacy

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.

 <b>CELEBRATE</b>	 <b>INVESTIGATE FURTHER WITH OUR TEAMS</b>	 <b>OPPORTUNITIES</b>
<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.				