

# People Matter

NSW Public Sector  
Employee Survey 2022

## Sector Report

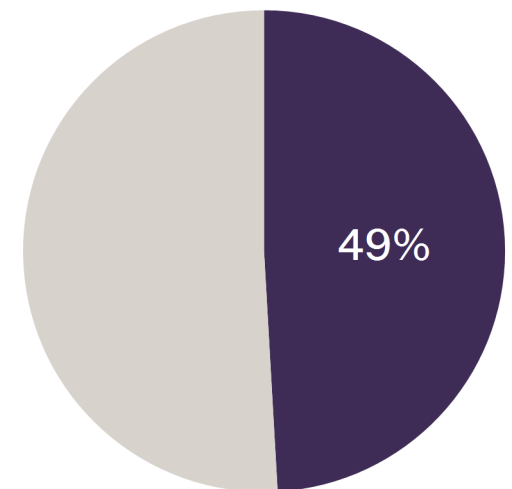
## 2022 NSW Public Sector

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

**Completed surveys:** 205,704

**Response rate:** 49%

Response rate:



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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<br>% favourable | difference from<br>2021 |
|--|----|--|----------------------|-------------------------|
| Risk and innovation                            | 1l | I am comfortable notifying my manager if I become aware of any risks at work | 86%                  | -1                      |
| Ethics and values                              | 7q | I support my organisation's values   | 84%                  | -                       |
| Role clarity and support                       | 1a | I understand what is expected of me to do well in my job                     | 84%                  | -1                      |
| Customer service                               | 2d | My workgroup considers customer needs when planning our work                 | 82%                  | -1                      |
| Customer service                               | 2c | People in my workgroup can explain how their work impacts customers          | 81%                  | 0                       |

| - Questions with the lowest favourable scores |    |   | 2022<br>% favourable | difference from<br>2021 |
|---|----|---|----------------------|-------------------------|
| Burnout (disagree)                            | 1n | I feel burned out by my work (disagree)                               | 34%                  | -                       |
| Communication and change management           | 7b | Change is managed well in my organisation                             | 39%                  | -4                      |
| Action on survey results                      | 9  | I am confident my organisation will act on the results of this survey | 44%                  | -3                      |
| Inclusion and diversity / Senior managers     | 6f | Senior managers support the career advancement of all employees       | 44%                  | -                       |
| Recruitment                                   | 7f | My organisation makes fair recruitment and promotion decisions        | 44%                  | -                       |

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<br>% favourable | difference from<br>2021 |
|-------------------------------------|----|--|----------------------|-------------------------|
| Job purpose and enrichment          | 5h | My manager communicates how my role contributes to my organisation's purpose | 68%                  | +1                      |
| Customer service                    | 2c | People in my workgroup can explain how their work impacts customers          | 81%                  | 0                       |
| Teamwork and collaboration          | 2a | My workgroup works collaboratively to achieve its goals                      | 79%                  | 0                       |
| Communication and change management | 5b | My manager communicates effectively with me                                  | 75%                  | -1                      |
| Inclusion and diversity             | 8c | I feel that I belong in my organisation                                      | 70%                  | -1                      |

### - Least improved questions

|                                    |    |  | 2022<br>% favourable | difference from<br>2021 |
|------------------------------------|----|--|----------------------|-------------------------|
| Pay                                | 4  | I am paid fairly for the work I do   | 48%                  | -11                     |
| Customer service                   | 7i | My organisation meets the needs of the communities, people, and/or businesses of NSW | 64%                  | -6                      |
| Health and safety                  | 7s | There are effective resources in my organisation to support employee wellbeing       | 64%                  | -6                      |
| Customer service / Senior managers | 6d | Senior managers communicate the importance of customers in our work                  | 65%                  | -6                      |
| Risk and innovation                | 7a | My organisation is making improvements to meet future challenges                     | 57%                  | -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<br>% favourable | Action   |
|-------------------------------------|---------------------------------|--|----------------------|----------|
| Learning and development            | 7e                              | My organisation is committed to developing its employees                                   | 52%                  | Improve  |
| Recognition                         | 7o                              | I receive adequate recognition for my contributions from my organisation                   | 49%                  | Improve  |
| Risk and innovation                 | 7a                              | My organisation is making improvements to meet future challenges                           | 57%                  | Improve  |
| Ethics and values                   | 7p                              | My organisation shows a commitment to ethical behaviours                                   | 70%                  | Maintain |
| Communication and change management | 7b                              | Change is managed well in my organisation  | 39%                  | Improve  |
| Customer service                    | 7h                              | The processes in my organisation are designed to support the best experience for customers | 57%                  | Improve  |

r = below privacy cut-off

## Results by topic

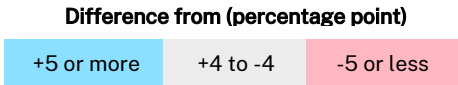
Discover more about your results

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<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| Employee engagement (total score)*                            |            |         |              | 64                   | -3                      |
| 7j I would recommend my organisation as a great place to work | 62         | 21      | 17           | 62%                  | -5                      |
| 7k I am proud to tell others I work for my organisation       | 69         | 19      | 11           | 69%                  | -4                      |
| 7l I feel a strong personal attachment to my organisation     | 61         | 24      | 15           | 61%                  | -4                      |
| 7m My organisation motivates me to help it achieve its goals  | 54         | 27      | 19           | 54%                  | -5                      |
| 7n My organisation inspires me to do the best in my job       | 55         | 26      | 18           | 55%                  | -5                      |

\*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<br>% respondents | difference from<br>2021 |
|---|-------------|-----------------------|-------------------------|
| Less than 1 year  | <div></div> | 8%                    | +1                      |
| 1 year to less than 2 years   | <div></div> | 9%                    | 0                       |
| 2 years to less than 5 years  | <div></div> | 20%                   | 0                       |
| 5 years to less than 10 years   | <div></div> | 25%                   | 0                       |
| 10 years to less than 20 years  | <div></div> | 22%                   | -1                      |
| More than 20 years  | <div></div> | 15%                   | 0                       |

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| <b>Job satisfaction (total score)</b>   |            |         |              | <b>68%</b>           | <b>-4</b>               |
| 1g My job gives me a feeling of personal accomplishment                       | 72         | 15      | 13           | 72%                  | -4                      |
| 1h I feel motivated to contribute more than what is normally required at work | 66         | 17      | 17           | 66%                  | -5                      |
| 1i I am satisfied with my job   | 67         | 17      | 16           | 67%                  | -4                      |

### 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.

|   | Favourable | Neutral | Unfavourable | 2022<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| Wellbeing (total score)                             |            |         |              | 58%                  | -4                      |
| 1j I can keep my work stress at an acceptable level | 58         | 19      | 23           | 58%                  | -3                      |
| 1m In general, my sense of wellbeing is..           | 58         | 30      | 11           | 58%                  | -5                      |

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<br>% favourable | difference from<br>2021 |
|---------------------------------------|--|------------|---------|--------------|----------------------|-------------------------|
| <b>Customer service (total score)</b> |  |            |         |              | <b>70%</b>           | <b>-3</b>               |
| 1k                                    | I am empowered to make the decisions needed to help customers and/or communities           | 69         | 18      | 13           | 69%                  | -2                      |
| 2c                                    | People in my workgroup can explain how their work impacts customers                        | 81         | 13      |              | 81%                  | 0                       |
| 2d                                    | My workgroup considers customer needs when planning our work                               | 82         | 11      |              | 82%                  | -1                      |
| 6d                                    | Senior managers communicate the importance of customers in our work                        | 65         | 22      | 14           | 65%                  | -6                      |
| 7h                                    | The processes in my organisation are designed to support the best experience for customers | 57         | 26      | 17           | 57%                  | -4                      |
| 7i                                    | My organisation meets the needs of the communities, people, and/or businesses of NSW       | 64         | 23      | 13           | 64%                  | -6                      |

Difference from (percentage point)

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

r = below privacy cut-off

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<br>% favourable | difference from<br>2021 |
|--|------------|---------|--------------|----------------------|-------------------------|
| Role clarity and support (total score)                                   |            |         |              | 64%                  | -3                      |
| 1a I understand what is expected of me to do well in my job              | 84         | 9       |              | 84%                  | -1                      |
| 1b I get the support I need to do my job well                            | 63         | 17      | 20           | 63%                  | -3                      |
| 1c I have the tools and technology to do my job well                     | 68         | 15      | 17           | 68%                  | -3                      |
| 1d I have the time to do my job well                                     | 52         | 18      | 30           | 52%                  | -4                      |
| 3e My performance is assessed against clear criteria                     | 55         | 27      | 18           | 55%                  | -3                      |
| 3f I have received the training and development I need to do my job well | 63         | 21      | 16           | 63%                  | -2                      |

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Job purpose and enrichment

Purpose and direction

In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

|   | Favourable | Neutral | Unfavourable | 2022<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| Job purpose and enrichment (total score)  |            |         |              | 70%                  | -1                      |
| 1e My job gives me opportunities to use a variety of skills                     | 79         | 11      | 9            | 79%                  | -2                      |
| 1f I have a choice in deciding how I carry out day to day work tasks            | 71         | 15      | 14           | 71%                  | -2                      |
| 3d In the last 12 months, I have received feedback to help me improve my work   | 63         | 20      | 17           | 63%                  | -2                      |
| 5h My manager communicates how my role contributes to my organisation's purpose | 68         | 19      | 13           | 68%                  | +1                      |

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<br>% favourable | difference from<br>2021 |
|--|------------|---------|--------------|----------------------|-------------------------|
| Risk and innovation (total score)  |            |         |              | 73%                  | -3                      |
| 1l I am comfortable notifying my manager if I become aware of any risks at work    | 86         |         | 7            | 86%                  | -1                      |
| 5a My manager encourages people in my workgroup to keep improving the work they do | 74         | 16      | 10           | 74%                  | -2                      |
| 7a My organisation is making improvements to meet future challenges                | 57         | 26      | 17           | 57%                  | -5                      |

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<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| Ethics and values (total score)                             |            |         |              | 69%                  | -                       |
| 6b Senior managers model the values of my organisation      | 54         | 27      | 19           | 54%                  | -5                      |
| 7p My organisation shows a commitment to ethical behaviours | 70         | 19      | 11           | 70%                  | -                       |
| 7q I support my organisation's values                       | 84         |         | 12           | 84%                  | -                       |

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<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| Teamwork and collaboration (total score)  |            |         |              | 62%                  | -2                      |
| 2a My workgroup works collaboratively to achieve its goals  | 79         | 12      | 9            | 79%                  | 0                       |
| 6c Senior managers promote collaboration between my organisation and other organisations we work with | 52         | 31      | 17           | 52%                  | -5                      |
| 7c There is good co-operation between teams across my organisation                                    | 54         | 25      | 21           | 54%                  | -2                      |

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<br>% favourable | difference from<br>2021 |
|--|--|------------|---------|--------------|----------------------|-------------------------|
| <b>Inclusion and diversity (total score)</b> |  |            |         |              | <b>68%</b>           | -                       |
| 2b   | People in my workgroup treat each other with respect   | 80         | 11      | 9            | 80%                  | -1                      |
| 6f   | Senior managers support the career advancement of all employees  | 44         | 31      | 25           | 44%                  | -                       |
| 8a   | Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender) | 78         | 13      | 9            | 78%                  | -2                      |
| 8b   | I can speak up and share a different view to others in my organisation   | 67         | 18      | 15           | 67%                  | -3                      |
| 8c   | I feel that I belong in my organisation  | 70         | 19      | 11           | 70%                  | -1                      |

#### Difference from (percentage point)

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

r = below privacy cut-off

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














|                                |  |  | Favourable | Neutral | Unfavourable | 2022<br>% favourable | difference from<br>2021 |
|--------------------------------|--|--|------------|---------|--------------|----------------------|-------------------------|
| Flexible working (total score) |  |  |            |         |              | 63%                  | -4                      |
| 8e                             | How satisfied are you with your ability to access and use flexible working arrangements? |  | 60         | 23      | 17           | 60%                  | -4                      |
| 8f                             | My manager supports flexible working in my team  |  | 65         | 21      | 14           | 65%                  | -3                      |

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<br>% respondents | difference from<br>2021 |
|--|---|-----------------------|-------------------------|
| Flexible start and finish times                  |    | 44%                   | 0                       |
| Working more hours over fewer days               |    | 10%                   | 0                       |
| Working additional hours to make up for time off |    | 18%                   | +1                      |
| Flexible scheduling for rostered workers         |    | 7%                    | 0                       |
| Part-time work                                   |    | 12%                   | 0                       |
| Job sharing                                      |    | 3%                    | 0                       |
| Working from different locations                 |    | 20%                   | +3                      |
| Working from home                                |    | 48%                   | -11                     |
| Purchasing annual leave                          |    | 2%                    | 0                       |
| Leave without pay                                |    | 8%                    | +2                      |
| Study leave                                      |   | 4%                    | +1                      |
| Other  |  | 3%                    | 0                       |
| None of the above                                |  | 26%                   | +5                      |

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<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| 10 If I raised a grievance in my organisation, it would be handled in a fair and objective manner | 53         | 29      | 18           | 53%                  | -                       |

\*See p.36 for related results on negative workplace behaviours.

Difference from (percentage point)

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

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<br>% favourable | difference from<br>2021 |
|--|------------|---------|--------------|----------------------|-------------------------|
| Health and safety (total score)  |            |         |              | 69%                  | -4                      |
| 7r I am confident work health and safety issues I raise will be addressed promptly | 74         | 14      | 11           | 74%                  | -2                      |
| 7s There are effective resources in my organisation to support employee wellbeing  | 64         | 19      | 16           | 64%                  | -6                      |

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.

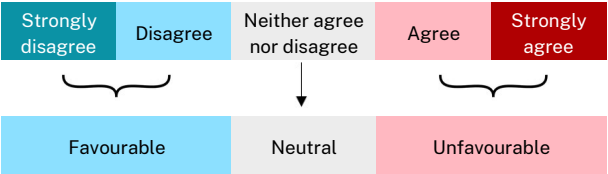
|  | Favourable | Neutral | Unfavourable | 2022<br>% favourable | difference from<br>2021 |
|--|------------|---------|--------------|----------------------|-------------------------|
| In I feel burned out by my work (disagree) | 34         | 28      | 38           | 34%                  | -                       |

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)

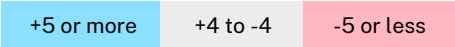
|            |          |            |
|------------|----------|------------|
| +5 or more | +4 to -4 | -5 or less |
|------------|----------|------------|

r = below privacy cut-off

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

|                           |  |  | Favourable | Neutral | Unfavourable | 2022<br>% favourable | difference from<br>2021 |
|---------------------------|--|--|------------|---------|--------------|----------------------|-------------------------|
| Recruitment (total score) |  |  |            |         |              | 48%                  | -                       |
| 7f                        | My organisation makes fair recruitment and promotion decisions |  | 44         | 30      | 26           | 44%                  | -                       |
| 7g                        | My organisation generally selects capable people to do the job |  | 53         | 25      | 23           | 53%                  | -2                      |

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<br>% favourable | difference from<br>2021 |
|--|------------|---------|--------------|----------------------|-------------------------|
| Learning and development (total score)   |            |         |              | 55%                  | -2                      |
| 3f I have received the training and development I need to do my job well                     | 63         | 21      | 16           | 63%                  | -2                      |
| 3g I am satisfied with the opportunities available for career development in my organisation | 49         | 24      | 27           | 49%                  | -1                      |
| 7e My organisation is committed to developing its employees                                  | 52         | 27      | 21           | 52%                  | -4                      |

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? |   | 2022<br>% respondents | difference from<br>2021 |
|--|---|-----------------------|-------------------------|
| Yes  |   | 41%                   | +3                      |
| No   |   | 59%                   | -3                      |
| 3i Are there barriers preventing you from moving to another role? If so, what are they?  |   |                       |                         |
| Lack of visible opportunities  |    | 27%                   | -2                      |
| Lack of promotion opportunities  |    | 27%                   | -1                      |
| Lack of support from my manager / supervisor   |    | 11%                   | 0                       |
| Geographic location considerations   |    | 24%                   | 0                       |
| Personal / family considerations   |    | 31%                   | +2                      |
| Insufficient training and development  |    | 15%                   | 0                       |
| Lack of required capabilities or experience  |    | 12%                   | 0                       |
| Lack of support for temporary assignments / secondments  |  | 14%                   | +1                      |
| The application / recruitment process is too cumbersome or time consuming  |  | 23%                   | +1                      |
| Other  |  | 10%                   | 0                       |
| There are no major barriers to my career progression   |  | 28%                   | -1                      |

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

|                                      | Favourable | Neutral | Unfavourable | 2022<br>% favourable | difference from<br>2021 |
|--------------------------------------|------------|---------|--------------|----------------------|-------------------------|
| 4 I am paid fairly for the work I do | 48         | 19      | 34           | 48%                  | -11                     |

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<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| Recognition (total score)   |            |         |              | 60%                  | -3                      |
| 5f My manager provides recognition for the work I do                        | 70         | 16      | 14           | 70%                  | -2                      |
| 7o I receive adequate recognition for my contributions from my organisation | 49         | 26      | 24           | 49%                  | -3                      |

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<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| <b>Feedback and performance management (total score)</b>                      |            |         |              | <b>55%</b>           | <b>-2</b>               |
| 3d In the last 12 months, I have received feedback to help me improve my work | 63         | 20      | 17           | 63%                  | -2                      |
| 3e My performance is assessed against clear criteria                          | 55         | 27      | 18           | 55%                  | -3                      |
| 5g My manager appropriately deals with employees who perform poorly           | 48         | 32      | 20           | 48%                  | -1                      |

|  | 2022<br>% respondents | difference from<br>2021 |
|--|-----------------------|-------------------------|
| <b>Performance management process</b>  |                       |                         |
| 3a I have a performance and development plan that sets out my individual goals | 71%                   | -2                      |
| 3b I have informal feedback conversations with my manager                      | 79%                   | -1                      |
| 3c I have scheduled feedback conversations with my manager                     | 63%                   | -2                      |

Difference from (percentage point)

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

r = below privacy cut-off

Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

The term ‘senior managers’ refers to the group of senior managers in your organisation, not an individual manager.

|                                      |  | Favourable | Neutral | Unfavourable | 2022<br>% favourable | difference from<br>2021 |
|--------------------------------------|--|------------|---------|--------------|----------------------|-------------------------|
| <b>Senior managers (total score)</b> |  |            |         |              | <b>51%</b>           | -                       |
| 6a                                   | Senior managers provide clear direction for the future of the organisation                         | 50         | 28      | 23           | 50%                  | -5                      |
| 6b                                   | Senior managers model the values of my organisation  | 54         | 27      | 19           | 54%                  | -5                      |
| 6c                                   | Senior managers promote collaboration between my organisation and other organisations we work with | 52         | 31      | 17           | 52%                  | -5                      |
| 6d                                   | Senior managers communicate the importance of customers in our work                                | 65         | 22      | 14           | 65%                  | -6                      |
| 6e                                   | Senior managers listen to employees  | 45         | 28      | 28           | 45%                  | -5                      |
| 6f                                   | Senior managers support the career advancement of all employees                                    | 44         | 31      | 25           | 44%                  | -                       |

Difference from (percentage point)

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

r = below privacy cut-off

Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.

|  | Favourable | Neutral | Unfavourable | 2022<br>% favourable | difference from<br>2021 |
|--|------------|---------|--------------|----------------------|-------------------------|
| Decision making and accountability (total score)                       |            |         |              | 60%                  | -1                      |
| 5e I have confidence in the decisions my manager makes                 | 72         | 16      | 12           | 72%                  | -1                      |
| 7d People in my organisation take responsibility for their own actions | 48         | 29      | 23           | 48%                  | -1                      |

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

|   | Favourable | Neutral | Unfavourable | 2022<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| Communication and change management (total score)                             |            |         |              | 55%                  | -3                      |
| 5b My manager communicates effectively with me                                | 75         | 13      | 12           | 75%                  | -1                      |
| 6a Senior managers provide clear direction for the future of the organisation | 50         | 28      | 23           | 50%                  | -5                      |
| 7b Change is managed well in my organisation                                  | 39         | 30      | 31           | 39%                  | -4                      |

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| Employee voice (total score)  |            |         |              | 64%                  | -2                      |
| 5c My manager encourages and values employee input                        | 75         | 14      | 11           | 75%                  | -1                      |
| 5d My manager involves my workgroup in decisions about our work           | 70         | 16      | 14           | 70%                  | -1                      |
| 6e Senior managers listen to employees                                    | 45         | 28      | 28           | 45%                  | -5                      |
| 8b I can speak up and share a different view to others in my organisation | 67         | 18      | 15           | 67%                  | -3                      |

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

|   | Favourable | Neutral | Unfavourable | 2022<br>% favourable | difference from<br>2021 |
|---|------------|---------|--------------|----------------------|-------------------------|
| 9 I am confident my organisation will act on the results of this survey | 44         | 26      | 30           | 44%                  | -3                      |

Difference from (percentage point)

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

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<br>% respondents | difference from<br>2021 |
|---|-------------|-----------------------|-------------------------|
| been aware of any misconduct in your organisation | <div></div> | 15%                   | 0                       |
| witnessed bullying                                | <div></div> | 21%                   | -1                      |
| experienced bullying                              | <div></div> | 14%                   | -1                      |
| witnessed sexual harassment                       | <div></div> | 3%                    | 0                       |
| experienced sexual harassment                     | <div></div> | 5%                    | 0                       |
| experienced threats or physical harm              | <div></div> | 8%                    | +1                      |
| experienced discrimination                        | <div></div> | 10%                   | 0                       |
| experienced racism                                | <div></div> | 5%                    | 0                       |

Definitions

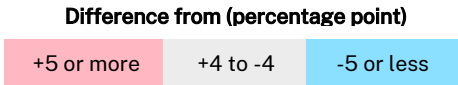
- **Misconduct:** behaviour that is unethical or illegal, or that breaches your organisation's code of conduct

- **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



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   | 58            | Yes                        | 6             | Service delivery involving direct contact with the public | 45            |
| Man   | 31            | No                         | 89            |   |               |
| Non-binary                                      | 1             | Prefer not to say          | 5             |   |               |
| Use a different term                            | 0             |                            |               |   |               |
| Prefer not to say                               | 9             | <b>LGBTIQ+</b>             |               | Administrative support                                    | 9             |
|   |               |                            |               | Corporate services  | 10            |
|   |               | Yes                        | 6             | Policy  | 2             |
| <b>Age</b>                                      |               | No                         | 85            | Research  | 1             |
| 15-34 years                                     | 22            | Prefer not to say          | 9             | Program and project management support                    | 8             |
| 35-54 years                                     | 47            |                            |               | Legal   | 1             |
| 55+ years                                       | 16            | <b>LOTE spoken at home</b> |               | Other   | 15            |
| Prefer not to say                               | 15            | Yes                        | 22            |   |               |
|   |               | No                         | 72            | <b>Organisation tenure</b>                                |               |
| <b>Aboriginal and/or Torres Strait Islander</b> |               | Prefer not to say          | 5             | Less than 1 year  | 14            |
| Yes   | 3             |                            |               | 1 year to less than 2 years                               | 10            |
| No  | 90            | <b>Working arrangement</b> |               | 2 years to less than 5 years                              | 20            |
| Prefer not to say                               | 7             | Full-time                  | 81            | 5 years to less than 10 years                             | 20            |
|   |               | Part-time                  | 19            | 10 years to less than 20 years                            | 21            |
| <b>Cultural background</b>                      |               |                            |               | More than 20 years  | 14            |
| Oceanian  | 75            | <b>Employment status</b>   |               |   |               |
| North-West European                             | 12            | Senior executive           | 4             | <b>Salary</b>   |               |
| Southern and Eastern European                   | 6             | Ongoing / permanent        | 72            | \$87,492 and below  | 33            |
| North African and Middle Eastern                | 3             | Temporary                  | 9             | \$87,493 - \$113,342                                      | 27            |
| South-East Asian                                | 4             | Casual                     | 4             | \$113,343 - \$151,608                                     | 19            |
| North-East Asian                                | 4             | Contract-non-executive     | 5             | \$151,609 and above                                       | 8             |
| Southern and Central Asian                      | 8             | Labour hire                | 2             | Prefer not to say   | 13            |
| Peoples of the Americas                         | 2             | Other                      | 1             |   |               |
| Sub-Saharan African                             | 1             | Don't know                 | 3             |   |               |

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 | Customer Service | Education | Enterprise, Investment and Trade | Health | Planning and Environment | Premier and Cabinet | Regional NSW | Stronger Communities | Transport | Treasury |
|-------------------------------------|--------------|------------------|-----------|----------------------------------|--------|--------------------------|---------------------|--------------|----------------------|-----------|----------|
| Employee engagement                 | 64           | 74               | 63        | 69                               | 62     | 67                       | 71                  | 69           | 62                   | 66        | 71       |
| Wellbeing                           | 58%          | 72%              | 49%       | 62%                              | 57%    | 63%                      | 68%                 | 65%          | 59%                  | 66%       | 71%      |
| Role clarity and support            | 64%          | 74%              | 60%       | 65%                              | 64%    | 65%                      | 71%                 | 69%          | 61%                  | 68%       | 73%      |
| Inclusion and diversity             | 68%          | 79%              | 70%       | 71%                              | 64%    | 73%                      | 75%                 | 75%          | 64%                  | 70%       | 78%      |
| Teamwork and collaboration          | 62%          | 74%              | 63%       | 66%                              | 58%    | 67%                      | 73%                 | 70%          | 59%                  | 63%       | 75%      |
| Learning and development            | 55%          | 67%              | 54%       | 51%                              | 54%    | 58%                      | 59%                 | 63%          | 49%                  | 57%       | 64%      |
| Senior managers                     | 51%          | 68%              | 57%       | 55%                              | 44%    | 58%                      | 65%                 | 63%          | 48%                  | 55%       | 67%      |
| Communication and change management | 55%          | 69%              | 58%       | 57%                              | 51%    | 56%                      | 62%                 | 61%          | 50%                  | 55%       | 66%      |
| Employee voice                      | 64%          | 77%              | 66%       | 70%                              | 59%    | 72%                      | 76%                 | 74%          | 60%                  | 68%       | 79%      |

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                 | 64           | 66    | 65  | 52         | 65  | 60                     | 63                            | 69   | 67          | 66          | 65        |
| Wellbeing                           | 58%          | 59%   | 63% | 44%        | 57%   | 47%                    | 54%                           | 67%  | 60%         | 61%         | 63%       |
| Role clarity and support            | 64%          | 66%   | 66% | 52%        | 65%   | 58%                    | 62%                           | 72%  | 67%         | 66%         | 67%       |
| Inclusion and diversity             | 68%          | 70%   | 70% | 48%        | 64%   | 60%                    | 66%                           | 72%  | 72%         | 71%         | 68%       |
| Teamwork and collaboration          | 62%          | 64%   | 63% | 46%        | 60%   | 56%                    | 60%                           | 69%  | 66%         | 64%         | 61%       |
| Learning and development            | 55%          | 58%   | 55% | 40%        | 55%   | 48%                    | 54%                           | 62%  | 61%         | 57%         | 55%       |
| Senior managers                     | 51%          | 54%   | 53% | 34%        | 51%   | 46%                    | 49%                           | 60%  | 56%         | 55%         | 49%       |
| Communication and change management | 55%          | 57%   | 55% | 41%        | 54%   | 48%                    | 52%                           | 63%  | 59%         | 57%         | 54%       |
| Employee voice                      | 64%          | 66%   | 67% | 48%        | 63%   | 59%                    | 63%                           | 70%  | 69%         | 68%         | 63%       |

 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                 | 64           | 60  | 65                          | 69                     | 70                 | 71     | 69       | 71                                     | 69  | 64    |
| Wellbeing                           | 58%          | 51%   | 63%                         | 66%                    | 68%                | 69%    | 65%      | 69%                                    | 60%   | 60%   |
| Role clarity and support            | 64%          | 60%   | 66%                         | 71%                    | 71%                | 71%    | 68%      | 69%                                    | 65%   | 65%   |
| Inclusion and diversity             | 68%          | 65%   | 68%                         | 71%                    | 77%                | 77%    | 74%      | 77%                                    | 73%   | 65%   |
| Teamwork and collaboration          | 62%          | 58%   | 61%                         | 66%                    | 71%                | 75%    | 68%      | 72%                                    | 67%   | 60%   |
| Learning and development            | 55%          | 52%   | 55%                         | 58%                    | 61%                | 65%    | 59%      | 61%                                    | 58%   | 54%   |
| Senior managers                     | 51%          | 45%   | 51%                         | 57%                    | 64%                | 67%    | 59%      | 64%                                    | 58%   | 51%   |
| Communication and change management | 55%          | 50%   | 54%                         | 60%                    | 63%                | 62%    | 58%      | 61%                                    | 60%   | 54%   |
| Employee voice                      | 64%          | 60%   | 65%                         | 67%                    | 75%                | 79%    | 72%      | 76%                                    | 71%   | 63%   |

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                 | 64           | 73               | 69                          | 65                           | 62                            | 60                             | 61                 |
| Wellbeing                           | 58%          | 74%              | 65%                         | 59%                          | 55%                           | 54%                            | 54%                |
| Role clarity and support            | 64%          | 73%              | 69%                         | 65%                          | 62%                           | 61%                            | 62%                |
| Inclusion and diversity             | 68%          | 79%              | 74%                         | 69%                          | 66%                           | 64%                            | 65%                |
| Teamwork and collaboration          | 62%          | 74%              | 68%                         | 63%                          | 59%                           | 58%                            | 58%                |
| Learning and development            | 55%          | 68%              | 62%                         | 56%                          | 52%                           | 50%                            | 51%                |
| Senior managers                     | 51%          | 67%              | 59%                         | 53%                          | 49%                           | 46%                            | 46%                |
| Communication and change management | 55%          | 69%              | 61%                         | 56%                          | 52%                           | 49%                            | 49%                |
| Employee voice                      | 64%          | 77%              | 71%                         | 66%                          | 62%                           | 60%                            | 59%                |

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                 | 64           | 67          | 65          | 62             | 64            | 64           | 62                      | 65                 | 62                                |
| Wellbeing                           | 58%          | 63%         | 60%         | 56%            | 57%           | 56%          | 55%                     | 59%                | 54%                               |
| Role clarity and support            | 64%          | 67%         | 66%         | 61%            | 64%           | 65%          | 60%                     | 65%                | 61%                               |
| Inclusion and diversity             | 68%          | 72%         | 70%         | 67%            | 69%           | 69%          | 67%                     | 67%                | 66%                               |
| Teamwork and collaboration          | 62%          | 66%         | 64%         | 59%            | 62%           | 61%          | 60%                     | 60%                | 58%                               |
| Learning and development            | 55%          | 58%         | 57%         | 54%            | 56%           | 57%          | 52%                     | 57%                | 52%                               |
| Senior managers                     | 51%          | 57%         | 54%         | 47%            | 52%           | 52%          | 48%                     | 51%                | 48%                               |
| Communication and change management | 55%          | 58%         | 57%         | 51%            | 56%           | 54%          | 51%                     | 54%                | 51%                               |
| Employee voice                      | 64%          | 69%         | 67%         | 63%            | 65%           | 65%          | 63%                     | 63%                | 62%                               |

 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                 | 64           | 64        | 60              | 65     | 61                         | 64                           | 60               | 64       | 60                                | 68             |
| Wellbeing                           | 58%          | 57%       | 52%             | 56%    | 54%                        | 58%                          | 54%              | 55%      | 54%                               | 69%            |
| Role clarity and support            | 64%          | 63%       | 60%             | 64%    | 61%                        | 64%                          | 58%              | 63%      | 59%                               | 68%            |
| Inclusion and diversity             | 68%          | 69%       | 64%             | 70%    | 66%                        | 69%                          | 64%              | 68%      | 64%                               | 74%            |
| Teamwork and collaboration          | 62%          | 62%       | 56%             | 63%    | 58%                        | 62%                          | 56%              | 61%      | 56%                               | 68%            |
| Learning and development            | 55%          | 54%       | 50%             | 58%    | 52%                        | 55%                          | 47%              | 56%      | 50%                               | 57%            |
| Senior managers                     | 51%          | 51%       | 44%             | 56%    | 47%                        | 51%                          | 41%              | 53%      | 45%                               | 59%            |
| Communication and change management | 55%          | 55%       | 49%             | 56%    | 50%                        | 54%                          | 47%              | 55%      | 48%                               | 61%            |
| Employee voice                      | 64%          | 65%       | 61%             | 67%    | 61%                        | 65%                          | 58%              | 64%      | 59%                               | 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

## 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.

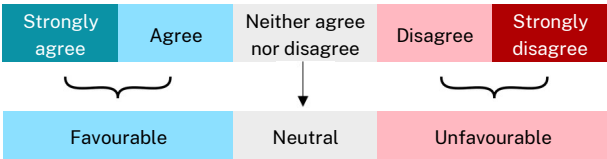


Privacy

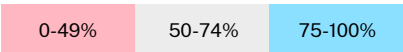
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

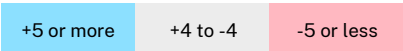


% favourable scores are colour coded based on these ranges:



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<br>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<br>REQUIRED | TARGET / SUCCESS<br>MEASURE |
|-------------------------------|------------|-------|-----------------------|-----------------------------|
| 01.                           |            |       |                       |                             |
| 02.                           |            |       |                       |                             |
| 03.                           |            |       |                       |                             |