

PMES Topic definitions and resources

Topic	Definition	Resources
Survey Overview	The People Matter Employee Survey asks employees about their experience and perceptions of a range of workplace domains and employee experience, including management and leadership, service delivery, employee engagement, diversity and inclusion, public sector values, and unacceptable conduct. Many of these categories are also workplace psychosocial risk factors. The supplied resources are tools and information for addressing all psychosocial risk in the workplace.	<ul style="list-style-type: none"> • People at Work: Psychosocial risk assessment tool • People At Work: Example control measures to address psychosocial hazards • Code of Practice: Managing psychosocial hazards at work • WorksafeAct Psychosocial hazards • 2023 Employee Experience Trends report
Purpose and direction		
Role clarity and support	An employee has role clarity when they understand their goals, how to achieve these goals, and how the goals link to broader strategy. Employees also need the right support to deliver what is expected in their role such time to do their job well, tools and technology, and training.	SafeWork NSW's tips for improving role clarity and support
Job purpose and enrichment	Job enrichment means enriching jobs with characteristics such as skill variety, autonomy, and job feedback. Job purpose and enrichment are associated with positive employee outcomes.	<ul style="list-style-type: none"> • Public Service Commission Performance Development Framework • People At Work: Example control measures to address psychosocial hazards
Risk and innovation	Risk refers to the effect of uncertainty in achieving work goals and organisational objectives. Workplace risk can have negative or positive effects on your objectives. Innovation means creating new and better products, processes, services, and technologies to improve outcomes for the people of NSW. A healthy risk appetite can help foster innovation.	<ul style="list-style-type: none"> • NSW Treasury's risk management toolkit • Public Service Commission's The Spark Podcast - Smarter ways of working: curating responsive, flexible & resilient organisational cultures and work practices for ongoing change

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Ethics and Values	<p>Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours mean behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.</p> <p>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.</p>	<ul style="list-style-type: none"> • <u>Behaving Ethically: A guide for NSW government sector employees</u> • <u>Government Sector Employment Act 2013: Ethical framework for the government sector</u>
Work environment		
Teamwork and collaboration	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.	<ul style="list-style-type: none"> • <u>Public Service Commission's Collaboration Blueprint</u> • <u>State of the NSW Public Sector Report 2022 – section on collaboration</u>
Inclusion and diversity	An inclusive workplace is one where all employees can participate and contribute. It is where everyone feels valued, accepted, and supported to thrive at work.	<ul style="list-style-type: none"> • <u>Public Service Commission's resources for inclusion in the sector</u> • <u>Public Service Commission's resources for inclusive leadership</u> • <u>Public Service Commission's research paper on diversity and inclusion in the NSW public sector</u>
Flexible working	Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.	<ul style="list-style-type: none"> • <u>Public Service Commission's flexible teams resources for managers</u>
Grievance handling	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.	<ul style="list-style-type: none"> • <u>Australian Human Rights Commission's good practice guidelines for internal complaint processes</u> • <u>SafeWork SA's resources on grievance and complaint resolution</u>

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Health and safety	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.	<ul style="list-style-type: none"> • SafeWork NSW's Easy to do WHS Business Toolkit • Code of Practice: Managing psychosocial hazards at work • NSW Government's resources on mental health at work
Enabling practices		
Recruitment	Recruitment and selection refer to the process of attracting, screening, selecting, and onboarding people.	<ul style="list-style-type: none"> • NSW public sector's recruitment and selection guide • The Spark Podcast: Smarter ways of working: leading digital workforce transformation
Learning and development	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.	<ul style="list-style-type: none"> • Public Service Commission's Performance Development Framework • Public Service Commission's Performance and talent management guide • NSW Public Sector Capability Framework • Public Service Commission's The Spark Podcast - Smarter ways of working: talent management and the future of work
Mobility	Having a mobile workforce makes it easier to redeploy resources to match priorities and respond to emerging workforce needs. 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.	<ul style="list-style-type: none"> • Public Service Commission's Mobility and Employment Guidelines • State of the NSW Public Sector Report 2022 – section on mobility
Pay	Perception of pay fairness is assessed.	<ul style="list-style-type: none"> • SafeWork NSW's tip sheet on recognition and reward • SA Government's rewards and recognition good practice guide
Recognition	Recognition means recognising employees' contributions and achievements in the workplace through formal and informal mechanisms.	
Feedback and performance management	Underpinning a high-performance culture is an effective system for managing individual, team, and organisational performance.	<ul style="list-style-type: none"> • Public Service Commission's Performance Development Framework • People At Work: Example control measures to address psychosocial hazards

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Leadership		
Senior managers	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.	<ul style="list-style-type: none"> • Public Service Commission's Leadership Framework • Public Service Commission's Senior Executive Fundamentals
Communication and change management	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?	<ul style="list-style-type: none"> • Public Service Commission's Leading Change Guidelines • SafeWork NSW's tips for managing change • Public Service Commission's The Spark Podcast - Smarter ways of working: curating responsive, flexible & resilient organisational cultures and work practices for ongoing change
Decision making and accountability	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.	<ul style="list-style-type: none"> • Public Service Commission's Behaving Ethically Guide • Public Service Commission's The Spark Podcast - People analytics: trends in establishing and maturing the people analytics team
Employee voice	Ensuring employees feel like they can share a different view to others and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.	SafeWork NSW's tips for increasing autonomy and giving employees a voice
Action on survey results	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.	<ul style="list-style-type: none"> • Public Service Commission's The Spark Podcast - People analytics: taking an evidence-based approach to all things customer, people and culture • Public Service Commission's The Spark Podcast - People analytics: sourcing workplace and people insights – starting with the basics

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Negative workplace behaviours		
Misconduct	Misconduct is behaviour that is unethical, illegal, corrupt, or that breaches your organisation's code of conduct.	<ul style="list-style-type: none"> • <u>Public Service Commission's Behaving Ethically Guide</u>
Bullying	Workplace bullying is repeated unreasonable behaviour directed towards a worker or group of workers. Examples of bullying include shouting, spreading rumours and deliberately excluding someone from work activities.	<ul style="list-style-type: none"> • <u>Public Service Commission's Workplace Culture Guide</u> • <u>SafeWork NSW's Workplace Bullying guide</u> • <u>SafeWork NSW's guide on sexual harassment</u> • <u>Australian Human Rights Commission's Violence, Harassment and Bullying Fact Sheet</u>
Sexual harassment	Sexual harassment is unwelcome behaviour of a sexual nature that would offend, humiliate or intimidate someone.	<ul style="list-style-type: none"> • <u>Australian Human Rights Commission's ending workplace sexual harassment guide</u> • <u>WorksafeAct's guide on work-related sexual harassment</u>
Racism	Racism is prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin.	<ul style="list-style-type: none"> • <u>Australian Human Rights Commission's Sexual Discrimination Know Your Rights Guide</u>
Discrimination	Discrimination refers to 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 ¹ .	<ul style="list-style-type: none"> • <u>Australian Human Rights Commission's Race Discrimination Guides</u> • <u>Fair Work Ombudsman's Workplace discrimination fact sheet</u>
Threats or physical harm	Threats refers to intentional behaviours designed to make a person fear that they will be harmed or injured while physical harm refers to intentional attempts, using violence or physical force, to injure or harm another person.	<ul style="list-style-type: none"> • <u>SafeWork NSW's Violence in the workplace guide</u> • <u>Australian Human Rights Commission's Workplace Cultural Diversity Tool</u> • <u>Australian Human Rights Commission's Racism. It Stops With Me campaign resource hub</u> • <u>WorksafeAct's workplace safety posters</u>

¹ 'Quick Guide: Discrimination' *Australian Human Rights Commission* <https://humanrights.gov.au/quick-guide/12030>

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Outcomes		
Employee engagement	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, manager support, accountability, and flexible work to name a few.	<ul style="list-style-type: none"> • <u>State of the Sector Report 2022 – section on employee engagement</u> • <u>2023 Employee Experience Trends</u>
Intention to stay	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.	
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. Role clarity and support, autonomy and feedback are some factors that impact job satisfaction.	<u>Public Service Commission's Performance Development Framework</u>
Customer service	Customer service means providing the people of NSW a great customer experience when they interact with the NSW Government.	<ul style="list-style-type: none"> • <u>Department of Customer Services' Customer Commitments, case studies and other useful resources</u> • <u>State of the NSW Public Sector Report 2022 – section on customer satisfaction</u> • <u>Public Service Commission's The Spark Podcast: People analytics: taking an evidence-based approach to all things customer, people and culture</u>

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Wellbeing	Wellbeing is a complex combination of a person's physical, mental, emotional and social health factors. Wellbeing is strongly linked to happiness and life satisfaction. ²	<ul style="list-style-type: none"> • NSW Government Mental Health at Work Resources • Beyond Blue's Mental Health Resources • Heads Up: Better mental health in the workplace • Black Dog Institute's training on mental health at work NSW • iCare Social Connections Toolkit • World Health Organization's definition of burnout • SafeWork NSW's guide on workplace stress

² 'Wellbeing' *Better Health* <https://www.betterhealth.vic.gov.au/health/healthyliving/wellbeing>