

# People Matter

NSW Public Sector  
Employee Survey 2022

**Sector Report**

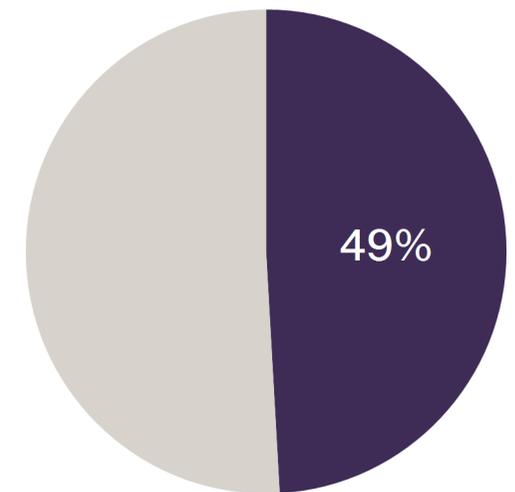
## 2022 NSW Public Sector

**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

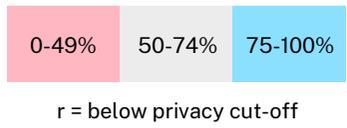
These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



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.

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
<b>Role clarity and support</b> <b>64%</b> 2021 -3 (67%)	<b>Teamwork and collaboration</b> <b>62%</b> 2021 -2 (64%)	<b>Recruitment</b> <b>48%</b> 2021 -	<b>Senior managers</b> <b>51%</b> 2021 -	<b>Employee engagement</b> <b>64</b> 2021 -3 (67)
<b>Job purpose and enrichment</b> <b>70% *</b> 2021 -1 (72%)	<b>Inclusion and diversity</b> <b>68%</b> 2021 -	<b>Learning and development</b> <b>55%</b> 2021 -2 (57%)	<b>Decision making and accountability</b> <b>60%</b> 2021 -1 (61%)	<b>Job satisfaction</b> <b>68%</b> 2021 -4 (73%)
<b>Risk and innovation</b> <b>73% *</b> 2021 -3 (75%)	<b>Flexible working</b> <b>63%</b> 2021 -4 (66%)	<b>Pay</b> <b>48% !</b> 2021 -11 (59%)	<b>Communication and change management</b> <b>55%</b> 2021 -3 (58%)	<b>Wellbeing</b> <b>58%</b> 2021 -4 (62%)
<b>Ethics and values</b> <b>69%</b> 2021 -	<b>Grievance handling</b> <b>53%</b> 2021 -	<b>Recognition</b> <b>60%</b> 2021 -3 (63%)	<b>Employee voice</b> <b>64%</b> 2021 -2 (67%)	<b>Customer service</b> <b>70% *</b> 2021 -3 (73%)
	<b>Health and safety</b> <b>69%</b> 2021 -4 (73%)	<b>Feedback and performance management</b> <b>55%</b> 2021 -2 (57%)	<b>Action on survey results</b> <b>44% !</b> 2021 -3 (47%)	
	<b>Burnout (disagree)</b> <b>34% !</b> 2021 -			



## 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	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
<span>-</span> Questions with the lowest favourable scores			2022 % favourable	difference from 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

+ 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	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 % favourable	difference from 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

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	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 % favourable	difference from 2021
<b>Employee engagement (total score)*</b>				<b>64</b>	<b>-3</b>
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.

### Difference from (percentage point)

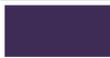


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Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

Intention to stay is a leading indicator for turnover. However, intention doesn't always translate into action.

### 19n How long do you think you will continue to work in your current organisation?

		2022 % respondents	difference from 2021
Less than 1 year		8%	+1
1 year to less than 2 years		9%	0
2 years to less than 5 years		20%	0
5 years to less than 10 years		25%	0
10 years to less than 20 years		22%	-1
More than 20 years		15%	0

#### Difference from (percentage point)



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 % favourable	difference from 2021
<b>Job satisfaction (total score)</b>				<b>68%</b>	-4
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)**



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
<b>Wellbeing (total score)</b>				<b>58%</b>	<b>-4</b>
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)**



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
<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)**



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 % favourable	difference from 2021
<b>Role clarity and support (total score)</b>				<b>64%</b>	<b>-3</b>
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)



r = below privacy cut-off

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
<b>Job purpose and enrichment (total score)</b>				<b>70%</b>	<b>-1</b>
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)



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
<b>Risk and innovation (total score)</b>				<b>73%</b>	<b>-3</b>
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)



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
<b>Ethics and values (total score)</b>				<b>69%</b>	-
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)**



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
<b>Teamwork and collaboration (total score)</b>					<b>62%</b>	<b>-2</b>
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)



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
<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)



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
<b>Flexible working (total score)</b>					<b>63%</b>	<b>-4</b>
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)



r = below privacy cut-off

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

8d Type of flexible working		2022 % respondents	difference from 2021
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 % favourable	difference from 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.



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
<b>Health and safety (total score)</b>				<b>69%</b>	<b>-4</b>
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)**



r = below privacy cut-off

## Burnout (disagree)

### Work environment

Burnout is typically characterised by ongoing feelings of:

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021
1n I feel burned out by my work (disagree)	34	28	38	34%	-

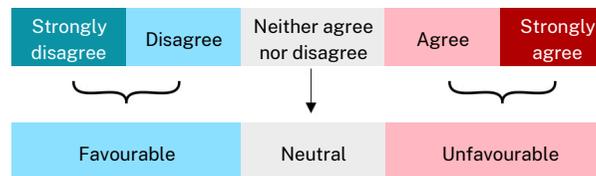
#### Note on interpretation:

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
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r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021
<b>Recruitment (total score)</b>				<b>48%</b>	-
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 % favourable	difference from 2021
<b>Learning and development (total score)</b>				<b>55%</b>	<b>-2</b>
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)



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 % respondents	difference from 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 % favourable	difference from 2021
4 I am paid fairly for the work I do	48	19	34	48%	-11

**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
<b>Recognition (total score)</b>				<b>60%</b>	<b>-3</b>
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)



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
<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 % respondents	difference from 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)



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
<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)



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
<b>Decision making and accountability (total score)</b>				<b>60%</b>	-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)



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
<b>Communication and change management (total score)</b>				<b>55%</b>	<b>-3</b>
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)**



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
<b>Employee voice (total score)</b>				<b>64%</b>	<b>-2</b>
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)



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
9 I am confident my organisation will act on the results of this survey	44	26	30	44%	-3



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
been aware of any misconduct in your organisation		15%	0
witnessed bullying		21%	-1
experienced bullying		14%	-1
witnessed sexual harassment		3%	0
experienced sexual harassment		5%	0
experienced threats or physical harm		8%	+1
experienced discrimination		10%	0
experienced racism		5%	0

### Definitions

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

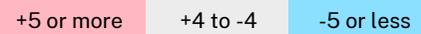
- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers

- **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

### 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.

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

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

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## Selected key topic results by child unit

This shows some key topic scores for the organisational units that sit one level below the report unit. These units are called child units.

	Report total	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 LGBTIQ+	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.

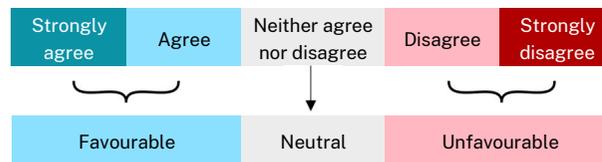


## Privacy

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.

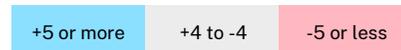


% favourable scores are colour coded based on these ranges:



## 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.

 <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.				