

# People Matter

NSW Public Sector  
Employee Survey 2023

## Agency Report

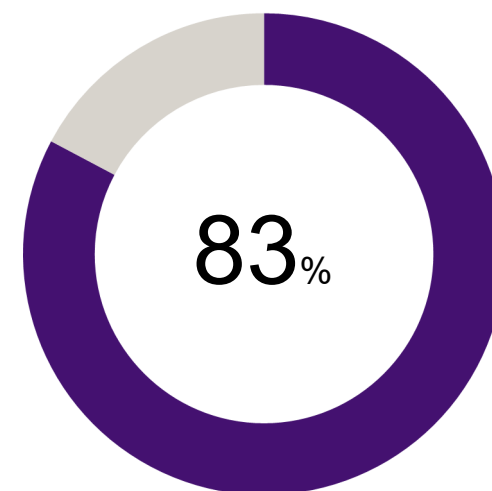
## Advocate for Children and Young People

**Survey period:** 21 August to 15 September 2023

**Completed surveys:** 24

**Response rate:** 83% +9 compared to 2022

Response rate:



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

### NSW public sector

- Stronger Communities
  - Advocate for Children and Young People

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## High level results

Discover key employee experience insights

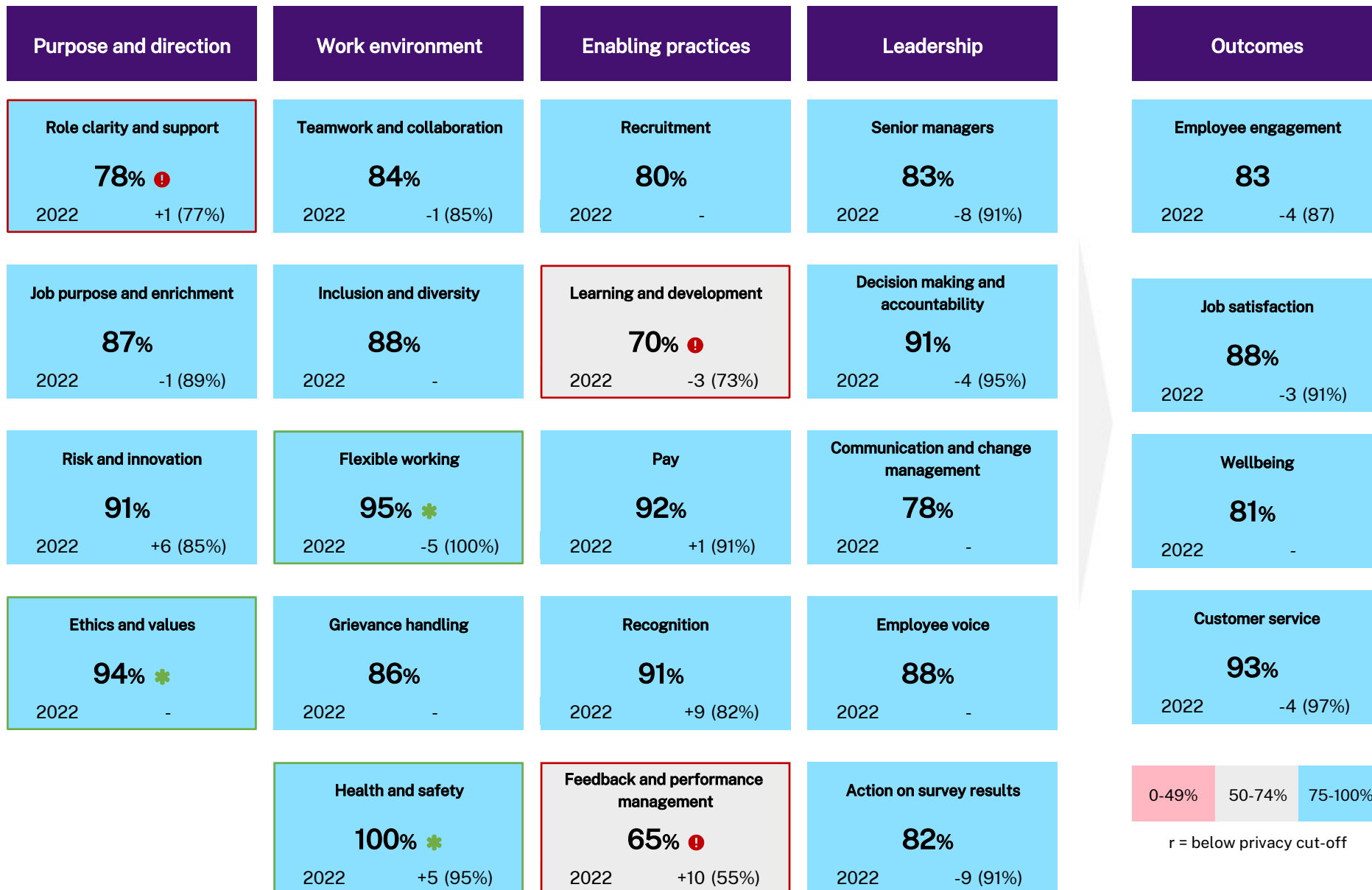
## Headline results for key topics

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. Use these topics as a starting point for exploring your results.

See 'Additional information about the survey' for interpretation guidance and details about the survey model.



## Highest and lowest scoring questions

These are the questions with the highest and lowest % favourable scores. % favourable is based on the respondents who selected 'strongly agree' or 'agree'.

<div> <div>+</div> Questions with the highest favourable scores </div>				<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>
Customer service	2d	My workgroup considers customer needs when planning our work		100%	0
Ethics and values	7r	I support my organisation's values		100%	0
Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly		100%	0
Wellbeing / Health and safety	7y	There are effective resources in my organisation to support employee wellbeing		100%	+9
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?		100%	0
<div> <div>-</div> Questions with the lowest favourable scores </div>				<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria		46%	0
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation		46%	0
Wellbeing	1n	I feel burned out by my work (disagree)		58%	+4
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly		61%	+15
Recruitment	7g	My organisation makes fair promotion decisions		64%	-

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			2023 % favourable	difference from 2022
Risk and innovation	7a	My organisation is making improvements to meet future challenges	91%	+18
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly	61%	+15
Feedback and performance management / Job purpose and enrichment	3d	In the last 12 months, I have received feedback to help me improve my work	88%	+15
Inclusion and diversity	2b	People in my workgroup treat each other with respect	96%	+14
Recognition	5f	My manager provides recognition for the work I do	96%	+14

- Least improved questions			2023 % favourable	difference from 2022
Communication and change management	5b	My manager communicates effectively with me	83%	-17
Job satisfaction	1h	I feel motivated to contribute more than what is normally required at work	83%	-17
Senior managers / Teamwork and collaboration	6c	Senior managers promote collaboration between my organisation and other organisations we work with	86%	-14
Employee voice / Senior managers	6e	Senior managers listen to employees	77%	-14
Employee engagement	7m	I feel a strong personal attachment to my organisation	77%	-14

Difference from (percentage point)



r = below privacy cut-off

# Key drivers of engagement

The key driver analysis identifies questions with the strongest influence on your employees' 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		2023 % favourable	Action
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	78%	Maintain
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it	91%	Maintain
Wellbeing	1j	The amount of stress in my job is manageable	83%	Maintain
Role clarity and support	1a	I understand what is expected of me to do well in my job	83%	Maintain
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	46%	Improve
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	68%	Maintain

r = below privacy cut-off



## Results by topic

Discover more about your results

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, wellbeing, manager support, accountability, and flexible work to name a few.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Employee engagement (total score)*					83	-4	+19	+23
7k	I would recommend my organisation as a great place to work	<div><div>86</div><div>9</div></div>			86%	-5	+23	+32
7l	I am proud to tell others I work for my organisation	<div><div>86</div><div>9</div></div>			86%	-5	+16	+22
7m	I feel a strong personal attachment to my organisation	<div><div>77</div><div>18</div></div>			77%	-14	+17	+21
7n	My organisation motivates me to help it achieve its goals	<div><div>95</div><div></div></div>			95%	+5	+41	+49
7o	My organisation inspires me to do the best in my job	<div><div>91</div><div>9</div></div>			91%	0	+35	+44

\*See 'Additional information about the survey' for 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?	2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Less than 1 year	r	-	-	-
1 year to less than 2 years	r	-	-	-
2 years to less than 5 years	r	-	-	-
5 years to less than 10 years	r	-	-	-
10 years to less than 20 years	r	-	-	-
More than 20 years	r	-	-	-
19o What best describes your plans involved with leaving your current organisation?				
I am planning to retire	r	-	-	-
I am applying for/intend to apply for new roles in another NSW public sector organisation	r	-	-	-
I am applying for/intend to apply for roles in the private sector	r	-	-	-
I am applying for/intend to apply for new roles in the not for profit / community sector	r	-	-	-
It is the end of my non-ongoing, casual or contracted employment	r	-	-	-
Other	r	-	-	-

Difference from (percentage point)

+5 or more

+4 to -4

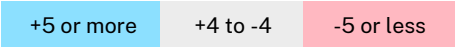
-5 or less

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Job satisfaction (total score)					88%	-3	+19	+23
1g	My job gives me a feeling of personal accomplishment	<div><div></div><div></div><div></div></div> 8813			88%	-3	+15	+20
1h	I feel motivated to contribute more than what is normally required at work	<div><div></div><div></div><div></div></div> 8313			83%	-17	+17	+22
1i	I am satisfied with my job	<div><div></div><div></div><div></div></div> 928			92%	+10	+24	+27

Difference from (percentage point)



r = below privacy cut-off

Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

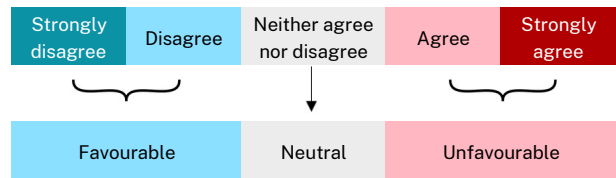
Burnout is typically characterised by ongoing feelings of:

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

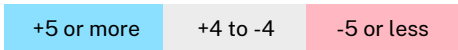
		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Wellbeing (total score)					81%	-	+27	+30
1j	The amount of stress in my job is manageable	83 8 8			83%	-	+29	+31
1m	In general, my sense of wellbeing is..	83 17			83%	+11	+26	+28
1n	I feel burned out by my work (disagree)	58 17 25			58%	+4	+24	+25
7w	I am satisfied with current workplace practices to help me manage my wellbeing	82 14			82%	-	+23	+28
7y	There are effective resources in my organisation to support employee wellbeing	100			100%	+9	+36	+40

Note on interpretation:

The burnout question is negatively worded. For consistency with other survey questions the results are displayed as follows:  
The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.  
The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.



Difference from (percentage point)



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Customer service (total score)					93%	-4	+23	+29
1k	I am empowered to make the decisions needed to help customers and/or communities	88		8	88%	+6	+19	+22
2c	People in my workgroup can explain how their work impacts customers	92		8	92%	-8	+11	+16
2d	My workgroup considers customer needs when planning our work	100			100%	0	+18	+23
6d	Senior managers communicate the importance of customers in our work	95			95%	-5	+30	+36
7i	The processes in my organisation are designed to support the best experience for customers	91			91%	-9	+35	+45
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	91			91%	-9	+28	+36

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Role clarity and support

Purpose and direction

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

Employees also need the right support to deliver what is expected in their role such as time to do their job well, tools and technology, and training.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Role clarity and support (total score)				78%	+1	+13	+18
1a I understand what is expected of me to do well in my job	83	8	8	83%	+2	-1	+2
1b I get the support I need to do my job well	92			92%	+1	+28	+33
1c I have the tools and technology to do my job well	92			92%	+10	+24	+30
1d I have the time to do my job well	75	17	8	75%	-7	+22	+23
3e My performance is assessed against clear criteria	46	38	17	46%	0	-9	-1
3f I have received the training and development I need to do my job well	79		17	79%	-3	+15	+22

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Job purpose and enrichment (total score)					87%	-1	+16	+21
1e	My job gives me opportunities to use a variety of skills	<div><div>92</div></div>			92%	+1	+12	+16
1f	I have a choice in deciding how I carry out day to day work tasks	<div><div>92</div></div>			92%	-8	+20	+25
3d	In the last 12 months, I have received feedback to help me improve my work	<div><div>88</div><div>8</div></div>			88%	+15	+23	+30
5h	My manager communicates how my role contributes to my organisation's purpose	<div><div>78</div><div>13</div><div>9</div></div>			78%	-13	+9	+15

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 and organisational objectives. Workplace risks 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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Risk and innovation (total score)					91%	+6	+19	+26
1l	I am comfortable notifying my manager if I become aware of any risks at work	96			96%	+5	+10	+14
5a	My manager encourages people in my workgroup to keep improving the work they do	879			87%	-4	+12	+17
7a	My organisation is making improvements to meet future challenges	919			91%	+18	+36	+46

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Ethics and values (total score)					94%	-	+15	+17
6b	Senior managers model the values of my organisation	91			91%	-9	+36	+41
7q	My organisation shows a commitment to ethical behaviours	91			91%	-9	+18	+23
7r	I support my organisation's values	100			100%	0	+12	+15
7u	I understand what ethical behaviour means within my workplace	95			95%	-	+2	+3
7v	I would know how to report unethical behaviour if I became aware of it	91			91%	-	+5	+4

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Teamwork and collaboration (total score)					84%	-1	+22	+26
2a	My workgroup works collaboratively to achieve its goals	92		8	92%	+10	+13	+16
6c	Senior managers promote collaboration between my organisation and other organisations we work with	86		14	86%	-14	+34	+37
7c	There is good co-operation between teams across my organisation	73		23	73%	0	+19	+25

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Inclusion and diversity (total score)					88%	-	+20	+25
2b	People in my workgroup treat each other with respect	96			96%	+14	+16	+19
6f	Senior managers support the career advancement of all employees	82			82%	+9	+37	+43
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	90			90%	-10	+12	+18
8b	I am comfortable sharing a different view to others in my organisation	86			86%	-	+18	+21
8c	I feel that I belong in my organisation	86			86%	-5	+16	+22

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Flexible working (total score)					95%	-5	+33	+37
8e	How satisfied are you with your ability to access and use flexible working arrangements?	100			100%	0	+40	+44
8f	My manager supports flexible working in my team	91			91%	-9	+26	+29

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Use of flexible working

## Work environment

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

8d Type of flexible working		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Flexible start and finish times	<div></div>	90%	-10	+46	+42
Working more hours over fewer days		r	-	-	-
Working additional hours to make up for time off		r	-	-	-
Flexible scheduling for rostered workers		r	-	-	-
Part-time work		r	-	-	-
Job sharing		r	-	-	-
Working from different locations	<div></div>	48%	+29	+28	+28
Working from home	<div></div>	90%	-10	+48	+49
Purchasing annual leave		r	-	-	-
Leave without pay		r	-	-	-
Study leave		r	-	-	-
Other		r	-	-	-
None of the above		r	-	-	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	86		9	86%	-	+22	+29

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

Difference from (percentage point)

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

Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Health and safety (total score)			100%	+5	+34	+40
7x	I am confident work health and safety issues I raise will be addressed promptly	100	100%	0	+31	+39
7y	There are effective resources in my organisation to support employee wellbeing	100	100%	+9	+36	+40

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Recruitment (total score)					80%	-	+35	+46
7f	My organisation makes fair recruitment decisions	82			82%	-	+37	+49
7g	My organisation makes fair promotion decisions	64			64%	-	+25	+34
7h	My organisation generally selects capable people to do the job	95			95%	-5	+44	+57

Difference from (percentage point)

+5 or more

+4 to -4

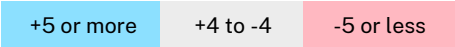
-5 or less

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Learning and development (total score)					70%	-3	+14	+22
3f	I have received the training and development I need to do my job well	79			79%	-3	+15	+22
3g	I am satisfied with the opportunities available for career development in my organisation	46	38	17	46%	0	-4	+1
7e	My organisation is committed to developing its employees	86			86%	-5	+33	+43

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.

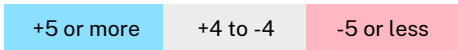
3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?

	2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Yes	29%	+2	-12	-13
No	71%	-2	+12	+13

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

Lack of visible opportunities	r	-	-	-	
Lack of promotion opportunities	r	-	-	-	
Lack of support from my manager / supervisor	r	-	-	-	
Geographic location considerations	r	-	-	-	
Personal / family considerations	r	-	-	-	
Insufficient training and development	r	-	-	-	
Lack of required capabilities or experience	r	-	-	-	
Lack of support for temporary assignments / secondments	r	-	-	-	
The application / recruitment process is too cumbersome or time consuming	r	-	-	-	
Other	r	-	-	-	
There are no major barriers to my career progression	<div></div>	42%	-4	+14	+18

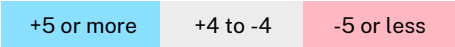
Difference from (percentage point)



r = below privacy cut-off

	<div>Favourable</div>	<div>Neutral</div>	<div>Unfavourable</div>	<div>2023</div> <div>% favourable</div>	<div>difference from</div> <div>2022</div>	<div>difference from</div> <div>Sector</div>	<div>difference from</div> <div>Portfolio</div>
4 I am paid fairly for the work I do	<div><div>92</div></div>			92%	+1	+46	+42

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Recognition (total score)					91%	+9	+29	+35
5f	My manager provides recognition for the work I do	96			96%	+14	+25	+29
7p	I receive adequate recognition for my contributions from my organisation	86 9			86%	+5	+33	+41

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

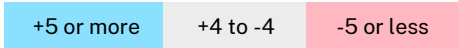
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Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Feedback and performance management (total score)					65%	+10	+8	+15
3d	In the last 12 months, I have received feedback to help me improve my work	88		8	88%	+15	+23	+30
3e	My performance is assessed against clear criteria	46	38	17	46%	0	-9	-1
5g	My manager appropriately deals with employees who perform poorly	61	26	13	61%	+15	+12	+15

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Performance management process					
3a	I have a performance and development plan that sets out my individual goals	54%	+18	-20	-2
3b	I have informal feedback conversations with my manager	92%	-8	+12	+19
3c	I have scheduled feedback conversations with my manager	71%	+25	+6	+19

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Senior managers (total score)					83%	-8	+31	+37
6a	Senior managers provide clear direction for the future of the organisation	68	23	9	68%	-14	+19	+26
6b	Senior managers model the values of my organisation	91	9		91%	-9	+36	+41
6c	Senior managers promote collaboration between my organisation and other organisations we work with	86	14		86%	-14	+34	+37
6d	Senior managers communicate the importance of customers in our work	95			95%	-5	+30	+36
6e	Senior managers listen to employees	77	23		77%	-14	+32	+38
6f	Senior managers support the career advancement of all employees	82	18		82%	+9	+37	+43

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Decision making and accountability (total score)					91%	-4	+31	+39
5e	I have confidence in the decisions my manager makes	91			91%	-9	+19	+23
7d	People in my organisation take responsibility for their own actions	91			91%	0	+44	+55

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Communication and change management (total score)					78%	-	+22	+30
5b	My manager communicates effectively with me	83			83%	-17	+8	+12
6a	Senior managers provide clear direction for the future of the organisation	68			68%	-14	+19	+26
7b	Change is managed well in my organisation	68			68%	-14	+29	+39
7s	I am supported through changes that affect my work	82			82%	-	+24	+32
7t	I have the opportunity to provide feedback on change processes that directly affect me	91			91%	-	+32	+41

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Employee voice (total score)					88%	-	+23	+28
5c	My manager encourages and values employee input	96			96%	+5	+20	+26
5d	My manager involves my workgroup in decisions about our work	919			91%	0	+21	+26
6e	Senior managers listen to employees	7723			77%	-14	+32	+38
8b	I am comfortable sharing a different view to others in my organisation	869			86%	-	+18	+21

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
9	I am confident my organisation will act on the results of this survey	82		18	82%	-9	+38	+47

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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...	2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
been aware of any misconduct in your organisation	r	-	-	-
witnessed bullying	r	-	-	-
experienced bullying	r	-	-	-
witnessed sexual harassment	r	-	-	-
experienced sexual harassment	r	-	-	-
experienced threats or physical harm	r	-	-	-
experienced discrimination	r	-	-	-
experienced racism	r	-	-	-

Definitions

- **Misconduct:** behaviour that is unethical, illegal, corrupt, 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 would offend, humiliate or intimidate someone
- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics
- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Stronger Communities questions

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Portfolio
My manager communicates the importance of the people to whom we provide a service in achieving our objectives	100			100%	0	+28
I am equipped to provide advice and service that helps empower the people to whom we deliver our services	100			100%	+18	+25
I understand how my work links to the strategic outcomes in my organisation	95			95%	+4	+19
All things considered, I feel my organisation provides good support for my mental health and well-being	95			95%	+4	+37
My manager is committed to, and supportive of, diverse workgroups	95			95%	-5	+21
My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment	95			95%	-5	+29
In my workplace, I feel comfortable and respected in expressing my culture, cultural practice, and knowledge	100			100%	0	+30
Our workplace respects different cultures and adapts its services accordingly	100			100%	0	+27

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Stronger Communities questions

When completing this survey, I believed that the term "Senior Managers" referred to the following people	2023 % respondents	difference from 2022	difference from Portfolio
The Secretary and Deputy Secretaries	r	-	-
My Executive Director and above	r	-	-
My Director and above	52%	-20	+26
My Manager's Manager and above	r	-	-
My Manager and above	r	-	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Stronger Communities questions

What is your role?	2023 % respondents	difference from 2022	difference from Portfolio
Administration	r	-	-
Business Enabler (Legal, IT, Finance, HR, Procurement, Training & other corporate services)	r	-	-
Custodial Officer	r	-	-
Youth Worker	r	-	-
Sheriff's Officer	r	-	-
Community Corrections Officer	r	-	-
Child Protection Caseworker	r	-	-
Caseworker - Joint Child Protection Response (JCPR) / Joint Investigation Response Team (JIRT)	r	-	-
Caseworker - Helpline	r	-	-
Casework Support Worker	r	-	-
Casework Specialist	r	-	-
Manager - Child Protection (Manager Casework and Manager Client Services)	r	-	-
Permanency Co-ordinator	r	-	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Stronger Communities questions

What is your role?	2023 % respondents	difference from 2022	difference from Portfolio
Asset or Property Management	r	-	-
Client Liaison Officer / Client Service Officer (field and HCC)	r	-	-
Housing Manager / Housing Team Leader	r	-	-
Disability Case Manager	r	-	-
Indirect Disability Services (Trades, Laundry Manager, Head Chef, Transport)	r	-	-
Coordinator Accommodation and Respite	r	-	-
Manager / Residential Unit Nurse Manager / Nurse Unit Manager	r	-	-
Large Residential Centre (LRC) Manager	r	-	-
Legal officer or other legal professional (Legal support, Paralegal)	r	-	-
Disability Clinician	r	-	-
Disability Team Leader	r	-	-
Disability Support Worker	r	-	-
Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)	r	-	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



## Stronger Communities questions

What is your role?	2023 % respondents	difference from 2022	difference from Portfolio
Psychologist	r	-	-
Teacher	r	-	-
Policy/Program/Project Officer	r	-	-
Policy/Program/Project Manager	r	-	-
Senior Manager	r	-	-
Senior Executive Band 1	r	-	-
Senior Executive Band 2 and 3	r	-	-
Permanent Fire fighter	r	-	-
Retained Fire fighter	r	-	-
Tradesperson (e.g. engineer, mechanic, technician)	r	-	-
NSW SES Zone Commander/Deputy Zone Commander	r	-	-
Other	r	-	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Results by child unit and demographic group

Discover if employees in different groups have different views

This page cannot be shown due to privacy reasons.

This is a snapshot of survey takers.

Use the snapshot to see if the survey takers are representative of your organisation or team.

## Selected key topic results by child unit

This page cannot be shown due to privacy reasons.

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

## Selected key topic results by select demographics

This page cannot be shown due to privacy reasons.

## **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 more than 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.

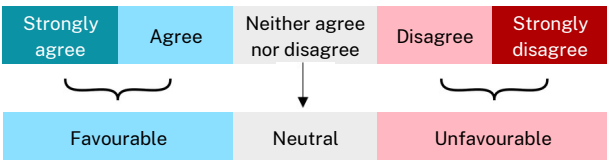


Privacy

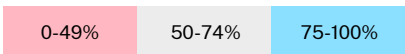
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% 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:



A '-' represents there is no applicable comparison available.

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%.

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.

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

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). We recommend looking for ways to maintain your strengths and improve your priority areas.




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.



# Action planning

We are all responsible for building a world class public service. Improving employee experience is one 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.

 <div>CELEBRATE</div> <div>The things we do well:</div> <div><div></div><div></div><div></div></div> <div>Think about how we can build on our strengths and learn from what we are good at.</div>	 <div>INVESTIGATE FURTHER WITH OUR TEAMS</div> <div>Are there any other opportunities coming out of the results that we want to explore further?</div> <div><div></div><div></div><div></div></div> <div>How could we investigate? Through looking at the data in in more detail or through discussions with staff?</div>	 <div>OPPORTUNITIES</div> <div>Areas we need to focus on and turn into action plans:</div> <div><div></div><div></div><div></div></div> <div>What are the key things we need to improve to make working here better?</div>
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PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				