

People Matter

NSW Public Sector
Employee Survey 2023

Agency Report

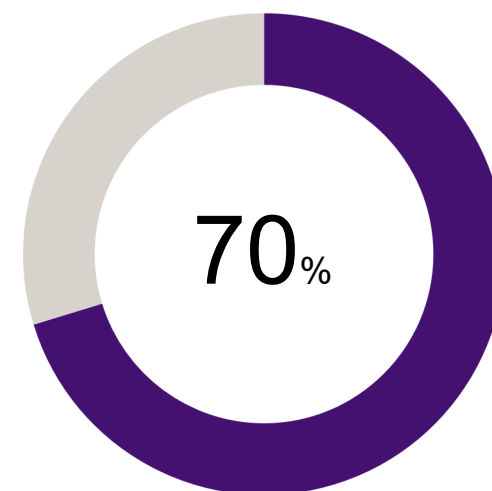
Health Care Complaints Commission

Survey period: 21 August to 15 September 2023

Completed surveys: 104

Response rate: 70% -10 compared to 2022

Response rate:



High level results..... 3

Results by topic.....8

Results by child unit and demographic group..... 37

Additional information about the survey..... 45

High level results

Discover key employee experience insights

Headline results for key topics

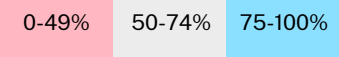
These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



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.

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
<div>Role clarity and support</div> <div>61%</div> <div>2022 -4 (65%)</div>	<div>Teamwork and collaboration</div> <div>59%</div> <div>2022 -10 (69%)</div>	<div>Recruitment</div> <div>43% !</div> <div>2022 -</div>	<div>Senior managers</div> <div>49%</div> <div>2022 -11 (59%)</div>	<div>Employee engagement</div> <div>58</div> <div>2022 -8 (66)</div>
<div>Job purpose and enrichment</div> <div>77% *</div> <div>2022 -3 (80%)</div>	<div>Inclusion and diversity</div> <div>65%</div> <div>2022 -</div>	<div>Learning and development</div> <div>44% !</div> <div>2022 -5 (49%)</div>	<div>Decision making and accountability</div> <div>59%</div> <div>2022 -13 (71%)</div>	<div>Job satisfaction</div> <div>64%</div> <div>2022 -9 (73%)</div>
<div>Risk and innovation</div> <div>78% *</div> <div>2022 -2 (80%)</div>	<div>Flexible working</div> <div>79% *</div> <div>2022 +1 (78%)</div>	<div>Pay</div> <div>53%</div> <div>2022 -9 (63%)</div>	<div>Communication and change management</div> <div>53%</div> <div>2022 -</div>	<div>Wellbeing</div> <div>53%</div> <div>2022 -</div>
<div>Ethics and values</div> <div>73%</div> <div>2022 -</div>	<div>Grievance handling</div> <div>56%</div> <div>2022 -</div>	<div>Recognition</div> <div>69%</div> <div>2022 +2 (67%)</div>	<div>Employee voice</div> <div>62%</div> <div>2022 -</div>	<div>Customer service</div> <div>65%</div> <div>2022 -9 (73%)</div>
	<div>Health and safety</div> <div>61%</div> <div>2022 -11 (72%)</div>	<div>Feedback and performance management</div> <div>58%</div> <div>2022 -2 (60%)</div>	<div>Action on survey results</div> <div>38% !</div> <div>2022 -13 (51%)</div>	



r = below privacy cut-off

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'.

+ Questions with the highest favourable scores				2023 % favourable	difference from 2022
Ethics and values	7r	I support my organisation's values		90%	-4
Ethics and values	7u	I understand what ethical behaviour means within my workplace		90%	-
Inclusion and diversity	2b	People in my workgroup treat each other with respect		89%	-2
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		88%	+1
Customer service	2c	People in my workgroup can explain how their work impacts customers		88%	+4
- Questions with the lowest favourable scores				2023 % favourable	difference from 2022
Communication and change management	7b	Change is managed well in my organisation		24%	-14
Learning and development	7e	My organisation is committed to developing its employees		30%	-19
Recruitment	7g	My organisation makes fair promotion decisions		32%	-
Customer service	7i	The processes in my organisation are designed to support the best experience for customers		36%	-12
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees		37%	-8

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
Wellbeing	1n	I feel burned out by my work (disagree)	46%	+5
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks	86%	+4
Customer service	2c	People in my workgroup can explain how their work impacts customers	88%	+4
Recognition	7p	I receive adequate recognition for my contributions from my organisation	58%	+3
Employee voice	5c	My manager encourages and values employee input	81%	+3
- Least improved questions			2023 % favourable	difference from 2022
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	62%	-22
Recruitment	7h	My organisation generally selects capable people to do the job	55%	-19
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	44%	-19
Learning and development	7e	My organisation is committed to developing its employees	30%	-19
Employee engagement	7m	I feel a strong personal attachment to my organisation	47%	-18

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
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	46%	Improve
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	53%	Improve
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	62%	Improve
Employee voice / Senior managers	6e	Senior managers listen to employees	39%	Improve
Role clarity and support	1a	I understand what is expected of me to do well in my job	82%	Maintain
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work	67%	Maintain

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.

	<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>
Employee engagement (total score)*				58	-8	-6
7k I would recommend my organisation as a great place to work	53	20	27	53%	-5	-10
7l I am proud to tell others I work for my organisation	68	15	17	68%	-6	-2
7m I feel a strong personal attachment to my organisation	47	30	23	47%	-18	-13
7n My organisation motivates me to help it achieve its goals	49	23	28	49%	-4	-6
7o My organisation inspires me to do the best in my job	50	22	29	50%	-5	-6

*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
Less than 1 year	<div></div>	25%	+7	+17
1 year to less than 2 years	<div></div>	21%	+2	+12
2 years to less than 5 years	<div></div>	24%	-3	+3
5 years to less than 10 years	<div></div>	18%	-9	-7
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	<div></div>	54%	-	+21
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

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.

19p What is the primary reason behind your desire to leave your current organisation? (top 5 reasons)		2023 % respondents	difference from 2022	difference from Sector
There are a lack of future career opportunities in my organisation	<div></div>	58%	-	+28
Senior leadership is of a poor quality	<div></div>	46%	-	+22

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
Job satisfaction (total score)				64%	-9	-5
1g My job gives me a feeling of personal accomplishment	73	13	13	73%	-5	+1
1h I feel motivated to contribute more than what is normally required at work	57	15	28	57%	-18	-9
1i I am satisfied with my job	62	21	17	62%	-5	-6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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

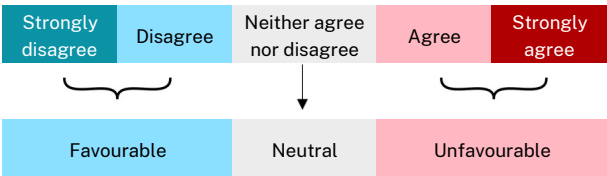
Burnout is typically characterised by ongoing feelings of:

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

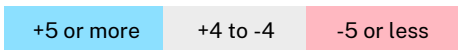
		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Wellbeing (total score)					53%	-	-1
1j	The amount of stress in my job is manageable	56	20	24	56%	-	+1
1m	In general, my sense of wellbeing is..	57	31	12	57%	-1	-1
1n	I feel burned out by my work (disagree)	46	15	38	46%	+5	+12
7w	I am satisfied with current workplace practices to help me manage my wellbeing	48	25	27	48%	-	-11
7y	There are effective resources in my organisation to support employee wellbeing	56	25	19	56%	-11	-7

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
Customer service (total score)					65%	-9	-5
1k	I am empowered to make the decisions needed to help customers and/or communities	60	20	20	60%	-14	-9
2c	People in my workgroup can explain how their work impacts customers	88	9		88%	+4	+6
2d	My workgroup considers customer needs when planning our work	76	16	8	76%	-11	-7
6d	Senior managers communicate the importance of customers in our work	67	18	15	67%	-10	+2
7i	The processes in my organisation are designed to support the best experience for customers	36	36	28	36%	-12	-20
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	60	24	16	60%	-9	-3

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
Role clarity and support (total score)				61%	-4	-4
1a I understand what is expected of me to do well in my job	82	11	8	82%	-6	-2
1b I get the support I need to do my job well	61	18	21	61%	-5	-3
1c I have the tools and technology to do my job well	55	14	31	55%	-7	-13
1d I have the time to do my job well	51	19	30	51%	-5	-2
3e My performance is assessed against clear criteria	54	20	25	54%	-3	-1
3f I have received the training and development I need to do my job well	61	18	20	61%	+2	-3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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	2023 % favourable	difference from 2022	difference from Sector
Job purpose and enrichment (total score)					77%	-3	+6
1e	My job gives me opportunities to use a variety of skills	73	12	15	73%	-13	-7
1f	I have a choice in deciding how I carry out day to day work tasks	86	8	7	86%	+4	+14
3d	In the last 12 months, I have received feedback to help me improve my work	77	13	10	77%	-1	+13
5h	My manager communicates how my role contributes to my organisation's purpose	72	17	11	72%	-4	+3

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
Risk and innovation (total score)					78%	-2	+5
1l	I am comfortable notifying my manager if I become aware of any risks at work	88			88%	+1	+2
5a	My manager encourages people in my workgroup to keep improving the work they do	78			78%	-1	+3
7a	My organisation is making improvements to meet future challenges	66			66%	-6	+11

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
Ethics and values (total score)				73%	-	-6
6b Senior managers model the values of my organisation	46	23	32	46%	-15	-9
7q My organisation shows a commitment to ethical behaviours	62	19	19	62%	-22	-11
7r I support my organisation's values	90	8		90%	-4	+3
7u I understand what ethical behaviour means within my workplace	90	7		90%	-	-3
7v I would know how to report unethical behaviour if I became aware of it	76	13	11	76%	-	-11

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
Teamwork and collaboration (total score)					59%	-10	-3
2a	My workgroup works collaboratively to achieve its goals	82 12 7			82%	-3	+3
6c	Senior managers promote collaboration between my organisation and other organisations we work with	50 22 28			50%	-15	-2
7c	There is good co-operation between teams across my organisation	45 17 38			45%	-13	-9

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.

	<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>
Inclusion and diversity (total score)				65%	-	-3
2b People in my workgroup treat each other with respect	89			89%	-2	+10
6f Senior managers support the career advancement of all employees	37	25	39	37%	-8	-8
8a Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	72	11	18	72%	-17	-7
8b I am comfortable sharing a different view to others in my organisation	63	15	23	63%	-	-6
8c I feel that I belong in my organisation	66	20	15	66%	-14	-5

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
Flexible working (total score)					79%	+1	+16
8e	How satisfied are you with your ability to access and use flexible working arrangements?	751510			75%	+1	+15
8f	My manager supports flexible working in my team	8313			83%	+1	+18

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

8d Type of flexible working		2023 % respondents	difference from 2022	difference from Sector
Flexible start and finish times	<div></div>	82%	0	+38
Working more hours over fewer days	<div></div>	23%	+1	+13
Working additional hours to make up for time off	<div></div>	31%	+1	+13
Flexible scheduling for rostered workers		r	-	-
Part-time work		r	-	-
Job sharing		r	-	-
Working from different locations	<div></div>	13%	+2	-7
Working from home	<div></div>	87%	+3	+45
Purchasing annual leave		r	-	-
Leave without pay	<div></div>	16%	+10	+7
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
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	56	19	25	56%	-	-8

*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.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Health and safety (total score)				61%	-11	-5
7x I am confident work health and safety issues I raise will be addressed promptly	65	12	23	65%	-10	-3
7y There are effective resources in my organisation to support employee wellbeing	56	25	19	56%	-11	-7

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
Recruitment (total score)								
7f	My organisation makes fair recruitment decisions		43	24	33	43%	-	-2
7g	My organisation makes fair promotion decisions		32	37	31	32%	-	-7
7h	My organisation generally selects capable people to do the job		55	21	24	55%	-19	+3

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
Learning and development (total score)				44%	-5	-12
3f I have received the training and development I need to do my job well	61	18	20	61%	+2	-3
3g I am satisfied with the opportunities available for career development in my organisation	39	19	42	39%	0	-11
7e My organisation is committed to developing its employees	30	36	33	30%	-19	-23

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know how' in an organisation and the NSW public sector more broadly.

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?		2023 % respondents	difference from 2022	difference from Sector
Yes		51%	+4	+10
No		49%	-4	-10
3i Are there barriers preventing you from moving to another role? If so, what are they?				
Lack of visible opportunities	<div></div>	45%	+21	+18
Lack of promotion opportunities	<div></div>	52%	+13	+25
Lack of support from my manager / supervisor	<div></div>	12%	+4	+1
Geographic location considerations		r	-	-
Personal / family considerations	<div></div>	24%	+10	-7
Insufficient training and development	<div></div>	18%	+9	+4
Lack of required capabilities or experience	<div></div>	18%	+8	+6
Lack of support for temporary assignments / secondments	<div></div>	23%	+12	+9
The application / recruitment process is too cumbersome or time consuming	<div></div>	18%	-1	-4
Other		r	-	-
There are no major barriers to my career progression	<div></div>	22%	-10	-6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
4 I am paid fairly for the work I do	53	21	25	53%	-9	+8

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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
Recognition (total score)				69%	+2	+7
5f My manager provides recognition for the work I do	80	14	7	80%	0	+9
7p I receive adequate recognition for my contributions from my organisation	58	18	24	58%	+3	+5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Feedback and performance management (total score)				58%	-2	+2
3d In the last 12 months, I have received feedback to help me improve my work	77	13	10	77%	-1	+13
3e My performance is assessed against clear criteria	54	20	25	54%	-3	-1
5g My manager appropriately deals with employees who perform poorly	43	34	23	43%	-1	-7

	2023 % respondents	difference from 2022	difference from Sector
Performance management process			
3a I have a performance and development plan that sets out my individual goals	80%	-12	+6
3b I have informal feedback conversations with my manager	89%	+3	+10
3c I have scheduled feedback conversations with my manager	73%	-7	+8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Senior managers (total score)					49%	-11	-3
6a	Senior managers provide clear direction for the future of the organisation	53	15	32	53%	-8	+4
6b	Senior managers model the values of my organisation	46	23	32	46%	-15	-9
6c	Senior managers promote collaboration between my organisation and other organisations we work with	50	22	28	50%	-15	-2
6d	Senior managers communicate the importance of customers in our work	67	18	15	67%	-10	+2
6e	Senior managers listen to employees	39	24	37	39%	-8	-7
6f	Senior managers support the career advancement of all employees	37	25	39	37%	-8	-8

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
Decision making and accountability (total score)				59%	-13	-1
5e I have confidence in the decisions my manager makes	73	14	14	73%	-6	+1
7d People in my organisation take responsibility for their own actions	44	29	27	44%	-19	-3

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
Communication and change management (total score)				53%	-	-4
5b My manager communicates effectively with me	80	8	13	80%	0	+5
6a Senior managers provide clear direction for the future of the organisation	53	15	32	53%	-8	+4
7b Change is managed well in my organisation	24	32	43	24%	-14	-15
7s I am supported through changes that affect my work	49	26	25	49%	-	-9
7t I have the opportunity to provide feedback on change processes that directly affect me	56	25	19	56%	-	-3

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
Employee voice (total score)				62%	-	-3
5c My manager encourages and values employee input	81	9	11	81%	+3	+5
5d My manager involves my workgroup in decisions about our work	66	20	14	66%	+2	-5
6e Senior managers listen to employees	39	24	37	39%	-8	-7
8b I am comfortable sharing a different view to others in my organisation	63	15	23	63%	-	-6

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
9 I am confident my organisation will act on the results of this survey	38	29	33	38%	-13	-6

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
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



r = below privacy cut-off

Results by child unit and demographic group

Discover if employees in different groups have different views

Respondent profile

This is a snapshot of survey takers.

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

Gender	% respondents	Disability	% respondents	Type of work	% respondents
Woman	42	Yes	r	Service delivery involving direct contact with the public	31
Man	r	No	85	Other service delivery work	r
Non-binary	r	Prefer not to say	r	Administrative support	r
Use a different term	r			Corporate services	r
Prefer not to say	29	LGBTIQ+		Policy	r
		Yes	r	Research	r
Age		No	67	Program and project management support	r
15-34 years	r	Prefer not to say	r	Legal	17
35-54 years	43			Other	25
55+ years	r	LOTE spoken at home			
Prefer not to say	33	Yes	18	Organisation tenure	
		No	71	Less than 1 year	39
Aboriginal and/or Torres Strait Islander		Prefer not to say	11	1 year to less than 2 years	19
Yes	r			2 years to less than 5 years	19
No	87	Working arrangement		5 years to less than 10 years	r
Prefer not to say	r	Full-time	r	10 years to less than 20 years	r
		Part-time	r	More than 20 years	r
Cultural background		Employment status		Salary	
Oceanian	84	Senior executive	r	\$93,294 and below	r
North-West European	16	Ongoing / permanent	69	\$93,295 - \$120,858	33
Southern and Eastern European	r	Temporary	15	\$120,859 - \$161,662	24
North African and Middle Eastern	r	Casual	r	\$161,663 and above	r
South-East Asian	r	Contract-non-executive	r	Prefer not to say	20
North-East Asian	r	Labour hire	r		
Southern and Central Asian	r	Other	r		
Peoples of the Americas	r	Don't know	r		
Sub-Saharan African	r				

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

r = below privacy cut-off

Selected key topic results by child unit

This 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

	Report total	Woman	Man	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	58	66	r	r	r	r	r	61	r	62	r
Wellbeing	53%	65%	r	r	r	r	r	56%	r	58%	r
Role clarity and support	61%	68%	r	r	r	r	r	70%	r	62%	r
Inclusion and diversity	65%	75%	r	r	r	r	r	68%	r	77%	r
Teamwork and collaboration	59%	63%	r	r	r	r	r	59%	r	72%	r
Learning and development	44%	55%	r	r	r	r	r	47%	r	49%	r
Senior managers	49%	58%	r	r	r	r	r	52%	r	60%	r
Communication and change management	53%	64%	r	r	r	r	r	54%	r	62%	r
Employee voice	62%	67%	r	r	r	r	r	68%	r	74%	r

 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	58	44	r	r	r	r	r	r	53	58
Wellbeing	53%	30%	r	r	r	r	r	r	65%	47%
Role clarity and support	61%	44%	r	r	r	r	r	r	58%	52%
Inclusion and diversity	65%	48%	r	r	r	r	r	r	61%	62%
Teamwork and collaboration	59%	42%	r	r	r	r	r	r	48%	54%
Learning and development	44%	28%	r	r	r	r	r	r	50%	33%
Senior managers	49%	26%	r	r	r	r	r	r	52%	41%
Communication and change management	53%	32%	r	r	r	r	r	r	56%	42%
Employee voice	62%	49%	r	r	r	r	r	r	64%	52%

 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	58	65	57	61	r	r	r
Wellbeing	53%	69%	54%	58%	r	r	r
Role clarity and support	61%	71%	63%	55%	r	r	r
Inclusion and diversity	65%	76%	60%	62%	r	r	r
Teamwork and collaboration	59%	69%	51%	61%	r	r	r
Learning and development	44%	59%	43%	43%	r	r	r
Senior managers	49%	64%	46%	47%	r	r	r
Communication and change management	53%	69%	47%	45%	r	r	r
Employee voice	62%	79%	60%	53%	r	r	r

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	58	55	r	r	r	r	r	r	r
Wellbeing	53%	50%	r	r	r	r	r	r	r
Role clarity and support	61%	58%	r	r	r	r	r	r	r
Inclusion and diversity	65%	64%	r	r	r	r	r	r	r
Teamwork and collaboration	59%	57%	r	r	r	r	r	r	r
Learning and development	44%	43%	r	r	r	r	r	r	r
Senior managers	49%	47%	r	r	r	r	r	r	r
Communication and change management	53%	51%	r	r	r	r	r	r	r
Employee voice	62%	62%	r	r	r	r	r	r	r

 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	58	r	r	r	r	r	r	r	r	r
Wellbeing	53%	r	r	r	r	r	r	r	r	r
Role clarity and support	61%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	65%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	59%	r	r	r	r	r	r	r	r	r
Learning and development	44%	r	r	r	r	r	r	r	r	r
Senior managers	49%	r	r	r	r	r	r	r	r	r
Communication and change management	53%	r	r	r	r	r	r	r	r	r
Employee voice	62%	r	r	r	r	r	r	r	r	r

 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 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.

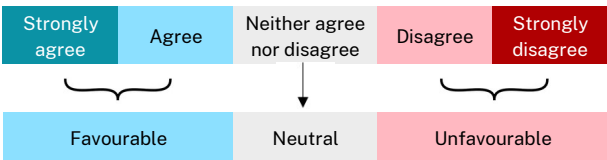


Privacy

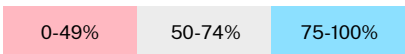
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

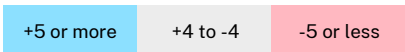


% favourable scores are colour coded based on these ranges:



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.



CELEBRATE

The things we do well:


Think about how we can build on our strengths and learn from what we are good at.



INVESTIGATE FURTHER
WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

How could we investigate? Through looking at the data in in more detail or through discussions with staff?



OPPORTUNITIES

Areas we need to focus on and turn into action plans:

What are the key things we need to improve to make working here better?

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				