

# People Matter

NSW Public Sector  
Employee Survey 2023

Agency Report

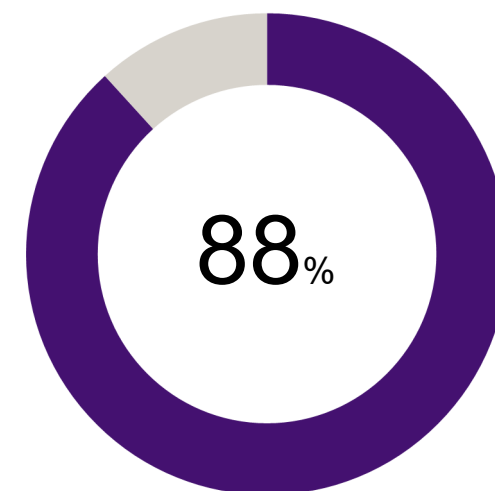
Sydney Opera House

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

**Completed surveys:** 616

**Response rate:** 88% +12 compared to 2022

Response rate:



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

### NSW public sector

- Enterprise, Investment and Trade
  - Sydney Opera House

High level results..... 4

Results by topic.....9

Results by child unit and demographic group..... 38

Additional information about the survey..... 46

## High level results

Discover key employee experience insights

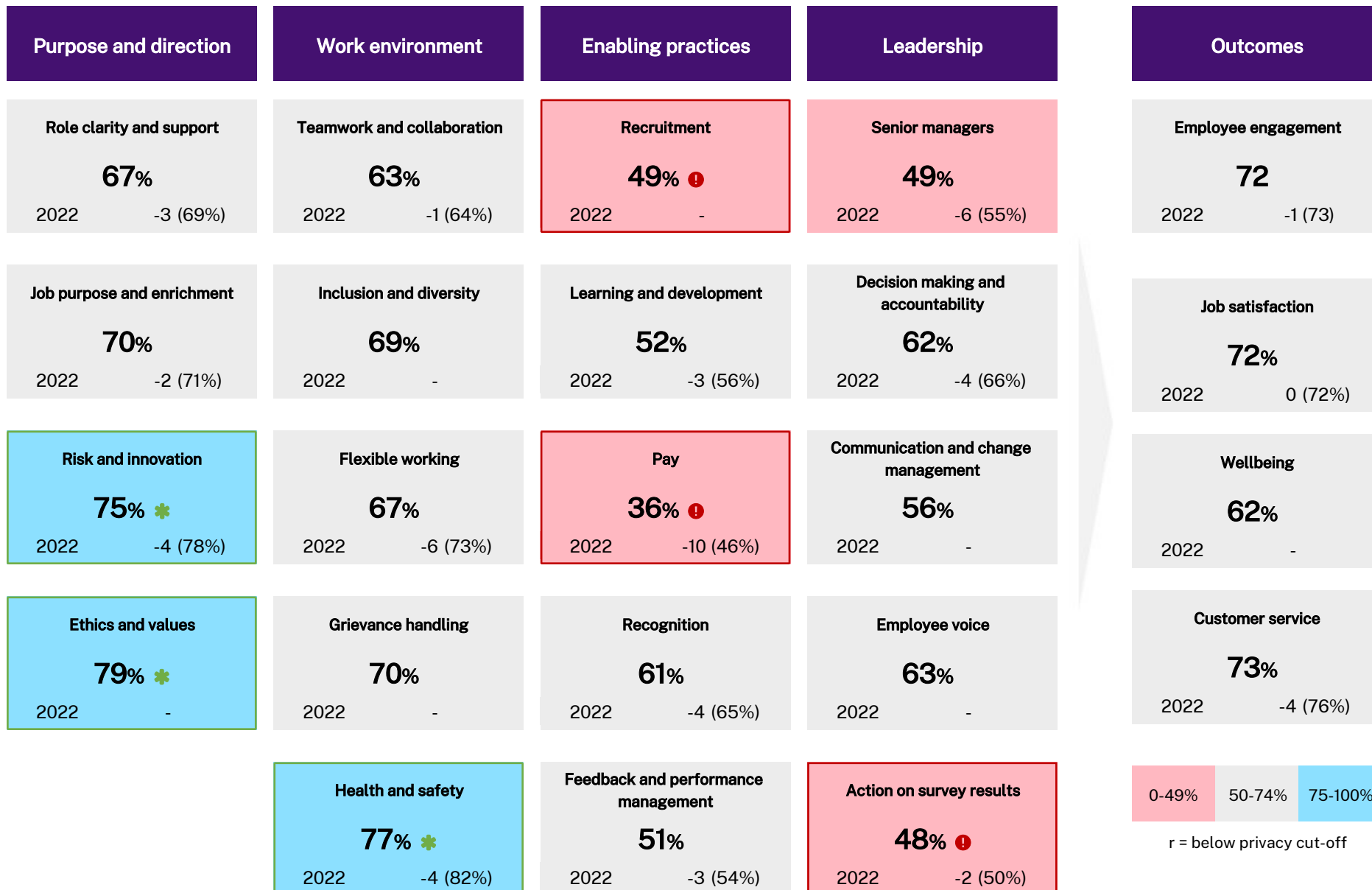
## Headline results for key topics

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'.

+ Questions with the highest favourable scores			2023 % favourable	difference from 2022
Ethics and values	7u	I understand what ethical behaviour means within my workplace	94%	-
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	90%	-1
Employee engagement	7l	I am proud to tell others I work for my organisation	89%	+1
Ethics and values	7r	I support my organisation's values	89%	+1
Customer service	2d	My workgroup considers customer needs when planning our work	86%	0

- Questions with the lowest favourable scores			2023 % favourable	difference from 2022
Pay	4	I am paid fairly for the work I do	36%	-10
Communication and change management	7b	Change is managed well in my organisation	37%	-4
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	37%	-7
Recruitment	7g	My organisation makes fair promotion decisions	37%	-
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	39%	-4

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
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals		85%	+4
Wellbeing	1m	In general, my sense of wellbeing is..		63%	+4
Job satisfaction	1i	I am satisfied with my job		73%	+3
Job satisfaction	1g	My job gives me a feeling of personal accomplishment		76%	+2
Wellbeing	1n	I feel burned out by my work (disagree)		41%	+2
- Least improved questions				2023 % favourable	difference from 2022
Pay	4	I am paid fairly for the work I do		36%	-10
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation		51%	-9
Customer service	7j	My organisation meets the needs of the communities, people, and/or businesses of NSW		65%	-8
Role clarity and support	1c	I have the tools and technology to do my job well		68%	-8
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees		37%	-7

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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
Risk and innovation	7a	My organisation is making improvements to meet future challenges	62%	Improve
Recognition	7p	I receive adequate recognition for my contributions from my organisation	51%	Improve
Communication and change management	7s	I am supported through changes that affect my work	58%	Improve
Recruitment	7h	My organisation generally selects capable people to do the job	61%	Improve
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	52%	Improve
Learning and development	7e	My organisation is committed to developing its employees	51%	Improve

r = below privacy cut-off



## Results by topic

Discover more about your results

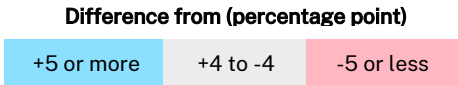
Employee engagement

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)*					72	-1	+8	+4
7k	I would recommend my organisation as a great place to work	73 15 12			73%	-1	+10	+4
7l	I am proud to tell others I work for my organisation	89 7 1			89%	+1	+19	+10
7m	I feel a strong personal attachment to my organisation	75 17 9			75%	-4	+14	+8
7n	My organisation motivates me to help it achieve its goals	62 24 14			62%	-6	+7	+1
7o	My organisation inspires me to do the best in my job	67 20 13			67%	-2	+12	+5

\*See 'Additional information about the survey' for details on how we calculate the employee engagement score.



r = below privacy cut-off

Intention to stay

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

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

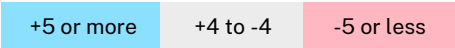
19n How long do you think you will continue to work in your current organisation?

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Less than 1 year	<div></div>	10%	+1	+2	-2
1 year to less than 2 years	<div></div>	15%	+1	+6	+2
2 years to less than 5 years	<div></div>	28%	-1	+7	-2
5 years to less than 10 years	<div></div>	25%	-1	+1	+2
10 years to less than 20 years	<div></div>	15%	+3	-7	0
More than 20 years	<div></div>	7%	-2	-8	+1

19o What best describes your plans involved with leaving your current organisation?

I am planning to retire	<div></div>	8%	-	-5	+3
I am applying for/intend to apply for new roles in another NSW public sector organisation	<div></div>	15%	-	-17	-18
I am applying for/intend to apply for roles in the private sector	<div></div>	38%	-	+18	+17
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	<div></div>	29%	-	+7	+8

Difference from (percentage point)



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Intention to stay

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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	difference from Portfolio
There are a lack of future career opportunities in my organisation		58%	-	+28	+11
I can receive a higher salary elsewhere		55%	-	+36	+33
I have achieved all I can in my current position		28%	-	+19	+9

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Job satisfaction

Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Job satisfaction (total score)					72%	0	+4	-1
1g	My job gives me a feeling of personal accomplishment	761410			76%	+2	+4	0
1h	I feel motivated to contribute more than what is normally required at work	681814			68%	-5	+2	-3
1i	I am satisfied with my job	731412			73%	+3	+6	+1

Difference from (percentage point)

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

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

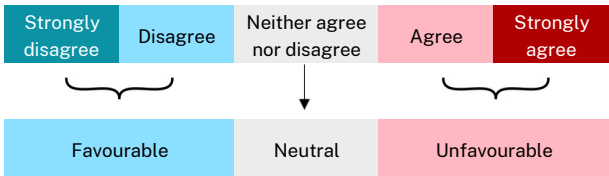
Burnout is typically characterised by ongoing feelings of:

- 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)					62%	-	+9	+2
1j	The amount of stress in my job is manageable	68	18	14	68%	-	+14	+2
1m	In general, my sense of wellbeing is..	63	27	10	63%	+4	+5	0
1n	I feel burned out by my work (disagree)	41	27	32	41%	+2	+7	-2
7w	I am satisfied with current workplace practices to help me manage my wellbeing	63	23	14	63%	-	+4	0
7y	There are effective resources in my organisation to support employee wellbeing	76	15	8	76%	-3	+13	+9

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)

+5 or more	+4 to -4	-5 or less
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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)					73%	-4	+3	0
1k	I am empowered to make the decisions needed to help customers and/or communities	72	21	7	72%	-6	+4	+3
2c	People in my workgroup can explain how their work impacts customers	84	13		84%	-1	+3	-2
2d	My workgroup considers customer needs when planning our work	86	12		86%	0	+4	-1
6d	Senior managers communicate the importance of customers in our work	64	25	11	64%	-4	-1	-4
7i	The processes in my organisation are designed to support the best experience for customers	63	25	12	63%	-4	+7	+6
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	65	28	7	65%	-8	+3	-3

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)				67%	-3	+2	0
1a I understand what is expected of me to do well in my job	86	9		86%	-1	+2	+3
1b I get the support I need to do my job well	69	17	14	69%	-1	+5	-1
1c I have the tools and technology to do my job well	68	18	14	68%	-8	0	-4
1d I have the time to do my job well	64	18	18	64%	+1	+11	+2
3e My performance is assessed against clear criteria	47	30	23	47%	-7	-8	-6
3f I have received the training and development I need to do my job well	67	20	13	67%	0	+3	+6

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)					70%	-2	-2	-5
1e	My job gives me opportunities to use a variety of skills	79129			79%	0	0	+1
1f	I have a choice in deciding how I carry out day to day work tasks	711811			71%	-4	0	-9
3d	In the last 12 months, I have received feedback to help me improve my work	592120			59%	0	-5	-7
5h	My manager communicates how my role contributes to my organisation's purpose	682011			68%	-2	0	-5

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)					75%	-4	+3	-1
1l	I am comfortable notifying my manager if I become aware of any risks at work	90			90%	-1	+4	-1
5a	My manager encourages people in my workgroup to keep improving the work they do	72 18 10			72%	-4	-3	-6
7a	My organisation is making improvements to meet future challenges	62 23 15			62%	-6	+7	+5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours means behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.

Values are beliefs that guide and motivate attitudes and actions. An organisation's values are a set of guiding beliefs upon which the organisation is based. They help people function together as one and shape the way employees should operate and achieve outcomes.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Ethics and values (total score)				79%	-	0	-1
6b Senior managers model the values of my organisation	52	33	15	52%	-4	-3	-5
7q My organisation shows a commitment to ethical behaviours	77	16	8	77%	-2	+4	0
7r I support my organisation's values	89	9		89%	+1	+1	+1
7u I understand what ethical behaviour means within my workplace	94			94%	-	+1	-1
7v I would know how to report unethical behaviour if I became aware of it	86	9		86%	-	-1	+1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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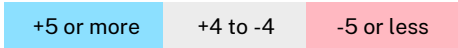
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Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

Well executed collaboration enables agencies to share knowledge ideas, resources, skills, networks, and assets, leading to better outcomes for customers.

	<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>
<b>Teamwork and collaboration (total score)</b>				<b>63%</b>	-1	+1	-3
2a My workgroup works collaboratively to achieve its goals	<div><div>85</div><div>9</div></div>			85%	+4	+6	-1
6c Senior managers promote collaboration between my organisation and other organisations we work with	<div><div>49</div><div>33</div><div>18</div></div>			49%	-5	-3	-6
7c There is good co-operation between teams across my organisation	<div><div>53</div><div>24</div><div>23</div></div>			53%	-1	-1	-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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Inclusion and diversity (total score)					69%	-	+1	-1
2b	People in my workgroup treat each other with respect	83107			83%	-3	+4	-4
6f	Senior managers support the career advancement of all employees	373528			37%	-7	-7	-5
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	79129			79%	-2	+1	-2
8b	I am comfortable sharing a different view to others in my organisation	691913			69%	-	0	-1
8c	I feel that I belong in my organisation	77158			77%	0	+7	+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.

				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			
Flexible working (total score)				67%	-6	+4	-11
8e	How satisfied are you with your ability to access and use flexible working arrangements?	66	2311	66%	-5	+5	-10
8f	My manager supports flexible working in my team	68	239	68%	-7	+3	-11

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		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Flexible start and finish times	<div></div>	47%	-8	+3	-24
Working more hours over fewer days	<div></div>	11%	-3	+1	-2
Working additional hours to make up for time off	<div></div>	20%	-1	+2	-6
Flexible scheduling for rostered workers	<div></div>	15%	+5	+8	+7
Part-time work	<div></div>	12%	+4	0	+1
Job sharing	<div></div>	3%	+2	0	0
Working from different locations	<div></div>	18%	-6	-2	-9
Working from home	<div></div>	50%	-14	+7	-17
Purchasing annual leave	<div></div>	3%	+1	+1	+1
Leave without pay	<div></div>	16%	+6	+7	+5
Study leave	<div></div>	2%	+1	-3	0
Other	<div></div>	3%	+1	0	0
None of the above	<div></div>	23%	+2	-6	+13

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	70	15	15	70%	-	+5	+1

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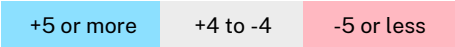
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Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>			
Health and safety (total score)				77%	-4	+11	+6
7x	I am confident work health and safety issues I raise will be addressed promptly	<div><div>78</div><div>14</div><div>8</div></div>		78%	-5	+9	+3
7y	There are effective resources in my organisation to support employee wellbeing	<div><div>76</div><div>15</div><div>8</div></div>		76%	-3	+13	+9

Difference from (percentage point)



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)					49%	-	+4	-2
7f	My organisation makes fair recruitment decisions	50	31	19	50%	-	+5	-2
7g	My organisation makes fair promotion decisions	37	39	24	37%	-	-2	-3
7h	My organisation generally selects capable people to do the job	61	20	18	61%	-3	+10	-1

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)					52%	-3	-4	0
3f	I have received the training and development I need to do my job well	67	20	13	67%	0	+3	+6
3g	I am satisfied with the opportunities available for career development in my organisation	39	29	32	39%	-4	-11	-5
7e	My organisation is committed to developing its employees	51	28	21	51%	-6	-2	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	37%	+4	-5	-3
No	63%	-4	+5	+3

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

Lack of visible opportunities	<div></div>	34%	0	+7	-2
Lack of promotion opportunities	<div></div>	40%	+3	+12	+2
Lack of support from my manager / supervisor	<div></div>	13%	+1	+2	+3
Geographic location considerations	<div></div>	10%	+3	-14	-6
Personal / family considerations	<div></div>	19%	-1	-11	-2
Insufficient training and development	<div></div>	16%	+4	+2	+2
Lack of required capabilities or experience	<div></div>	11%	0	-1	-2
Lack of support for temporary assignments / secondments	<div></div>	14%	+2	0	-1
The application / recruitment process is too cumbersome or time consuming	<div></div>	16%	+2	-6	-2
Other	<div></div>	10%	0	0	+1
There are no major barriers to my career progression	<div></div>	28%	-4	0	+1

Difference from (percentage point)



r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
4 I am paid fairly for the work I do	36	21	43	36%	-10	-10	-23

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.

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	<b>2023</b> % favourable	difference from <b>2022</b>	difference from <b>Sector</b>	difference from <b>Portfolio</b>
<b>Recognition (total score)</b>					<b>61%</b>	-4	-1	-8
5f	My manager provides recognition for the work I do			<div><div>71</div><div>17</div><div>12</div></div>	<b>71%</b>	-5	0	-8
7p	I receive adequate recognition for my contributions from my organisation			<div><div>51</div><div>27</div><div>22</div></div>	<b>51%</b>	-3	-2	-9

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	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Feedback and performance management (total score)					51%	-3	-6	-6
3d	In the last 12 months, I have received feedback to help me improve my work	59	21	20	59%	0	-5	-7
3e	My performance is assessed against clear criteria	47	30	23	47%	-7	-8	-6
5g	My manager appropriately deals with employees who perform poorly	46	32	22	46%	-2	-3	-4

		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	49%	-18	-25	-22
3b	I have informal feedback conversations with my manager	78%	-2	-2	-5
3c	I have scheduled feedback conversations with my manager	50%	-8	-16	-18

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)					49%	-6	-3	-4
6a	Senior managers provide clear direction for the future of the organisation	51	30	20	51%	-9	+1	-1
6b	Senior managers model the values of my organisation	52	33	15	52%	-4	-3	-5
6c	Senior managers promote collaboration between my organisation and other organisations we work with	49	33	18	49%	-5	-3	-6
6d	Senior managers communicate the importance of customers in our work	64	25	11	64%	-4	-1	-4
6e	Senior managers listen to employees	44	30	26	44%	-5	-2	-5
6f	Senior managers support the career advancement of all employees	37	35	28	37%	-7	-7	-5

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.

				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
				FavourableNeutralUnfavourable			
Decision making and accountability (total score)				62%	-4	+2	-4
5e	I have confidence in the decisions my manager makes			72171172%	-6	0	-5
7d	People in my organisation take responsibility for their own actions			51301951%	-2	+4	-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	difference from Portfolio
Communication and change management (total score)					56%	-	0	-1
5b	My manager communicates effectively with me	761212			76%	-2	+1	-2
6a	Senior managers provide clear direction for the future of the organisation	513020			51%	-9	+1	-1
7b	Change is managed well in my organisation	373528			37%	-4	-2	+1
7s	I am supported through changes that affect my work	582913			58%	-	0	-1
7t	I have the opportunity to provide feedback on change processes that directly affect me	602120			60%	-	+1	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)					63%	-	-2	-6
5c	My manager encourages and values employee input	73 17 10			73%	-7	-2	-8
5d	My manager involves my workgroup in decisions about our work	66 19 15			66%	-6	-4	-9
6e	Senior managers listen to employees	44 30 26			44%	-5	-2	-5
8b	I am comfortable sharing a different view to others in my organisation	69 19 13			69%	-	0	-1

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	48	28	24	48%	-2	+4	-2

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	<div></div>	13%	0	-1	+2
witnessed bullying	<div></div>	18%	+2	-3	+2
experienced bullying	<div></div>	10%	0	-3	0
witnessed sexual harassment	<div></div>	2%	0	0	+1
experienced sexual harassment	<div></div>	7%	+2	+1	+3
experienced threats or physical harm		r	-	-	-
experienced discrimination	<div></div>	8%	0	-2	0
experienced racism	<div></div>	2%	-1	-3	0

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	52	Yes	8	Service delivery involving direct contact with the public	28		
Man	36	No	84	Other service delivery work	18		
Non-binary	r	Prefer not to say	7	Administrative support	r		
Use a different term	r	LGBTIQ+		Corporate services	16		
Prefer not to say	9			Policy	r		
Age				Yes	17	Research	r
				No	70	Program and project management support	10
				Prefer not to say	13	Legal	r
		LOTE spoken at home		Other	21		
				Yes	20	Organisation tenure	
No	73						
Prefer not to say	7						
Aboriginal and/or Torres Strait Islander				Less than 1 year	21		
		Yes	r	1 year to less than 2 years	16		
		No	93	2 years to less than 5 years	20		
		Prefer not to say	r	5 years to less than 10 years	23		
		Cultural background		10 years to less than 20 years	14		
Oceanian	79			More than 20 years	7		
North-West European	20			Salary			
Southern and Eastern European	6					\$93,294 and below	57
North African and Middle Eastern	r					\$93,295 - \$120,858	21
South-East Asian	r	\$120,859 - \$161,662	10				
North-East Asian	6	\$161,663 and above	4				
Southern and Central Asian	4	Labour hire	r	Prefer not to say	8		
Peoples of the Americas	3	Other	r				
Sub-Saharan African	r	Don't know	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 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	Building Safety and Security	Chief Executive, Legal, Risk and Audit, Strategic Engagement	Corporate Services	People and Government	Production and Events	Programming	Visitor Experience and Engagement
Employee engagement	72	72	86	71	85	66	74	74
Wellbeing	62%	66%	73%	61%	76%	50%	52%	66%
Role clarity and support	67%	70%	78%	65%	77%	58%	64%	69%
Inclusion and diversity	69%	70%	88%	67%	89%	62%	69%	69%
Teamwork and collaboration	63%	64%	67%	62%	82%	63%	66%	60%
Learning and development	52%	58%	65%	56%	66%	42%	56%	50%
Senior managers	49%	55%	73%	50%	76%	34%	53%	49%
Communication and change management	56%	62%	76%	58%	85%	42%	49%	58%
Employee voice	63%	66%	87%	70%	90%	52%	66%	60%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off



## Selected key topic results by select demographics

	Report total	Woman	Man	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	72	77	71	r	r	73	72	73	74	73	80
Wellbeing	62%	68%	62%	r	r	59%	63%	68%	63%	64%	75%
Role clarity and support	67%	72%	66%	r	r	68%	71%	73%	67%	69%	76%
Inclusion and diversity	69%	74%	70%	r	r	68%	69%	72%	71%	72%	77%
Teamwork and collaboration	63%	67%	63%	r	r	61%	63%	70%	65%	64%	66%
Learning and development	52%	57%	51%	r	r	50%	54%	61%	53%	53%	65%
Senior managers	49%	56%	48%	r	r	47%	48%	55%	55%	50%	54%
Communication and change management	56%	63%	55%	r	r	58%	58%	63%	62%	56%	63%
Employee voice	63%	68%	63%	r	r	64%	63%	66%	70%	66%	61%

 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	72	71	67	r	76	r	r	78	r	71
Wellbeing	62%	63%	53%	r	69%	r	r	59%	r	61%
Role clarity and support	67%	67%	62%	r	69%	r	r	68%	r	65%
Inclusion and diversity	69%	67%	65%	r	77%	r	r	70%	r	70%
Teamwork and collaboration	63%	56%	64%	r	70%	r	r	63%	r	63%
Learning and development	52%	48%	47%	r	63%	r	r	49%	r	51%
Senior managers	49%	45%	44%	r	66%	r	r	51%	r	47%
Communication and change management	56%	53%	50%	r	67%	r	r	53%	r	55%
Employee voice	63%	53%	61%	r	78%	r	r	66%	r	64%

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	72	77	76	74	67	71	72
Wellbeing	62%	72%	71%	63%	51%	61%	59%
Role clarity and support	67%	76%	68%	71%	57%	66%	67%
Inclusion and diversity	69%	74%	74%	73%	62%	65%	78%
Teamwork and collaboration	63%	68%	65%	67%	56%	59%	66%
Learning and development	52%	61%	56%	57%	41%	49%	52%
Senior managers	49%	56%	53%	55%	41%	47%	48%
Communication and change management	56%	66%	62%	61%	48%	51%	48%
Employee voice	63%	71%	64%	70%	59%	57%	60%

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	72	r	r	r	r	r	r	r	r
Wellbeing	62%	r	r	r	r	r	r	r	r
Role clarity and support	67%	r	r	r	r	r	r	r	r
Inclusion and diversity	69%	r	r	r	r	r	r	r	r
Teamwork and collaboration	63%	r	r	r	r	r	r	r	r
Learning and development	52%	r	r	r	r	r	r	r	r
Senior managers	49%	r	r	r	r	r	r	r	r
Communication and change management	56%	r	r	r	r	r	r	r	r
Employee voice	63%	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

# 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	72	r	r	r	r	r	r	r	r	r
Wellbeing	62%	r	r	r	r	r	r	r	r	r
Role clarity and support	67%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	69%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	63%	r	r	r	r	r	r	r	r	r
Learning and development	52%	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	56%	r	r	r	r	r	r	r	r	r
Employee voice	63%	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.

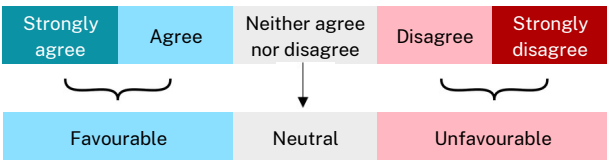


Privacy

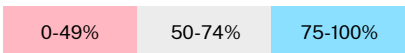
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

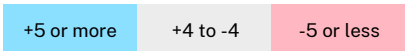


% favourable scores are colour coded based on these ranges:



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.

 <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.				