

# Our leaders

Who they are and how we view them.

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The impact that leaders have on the performance of their organisations cannot be underestimated. Leadership is critical in setting direction, executing strategy, shaping culture and employee experience, lifting capability, inspiring purpose and delivering results for our customers.

## Executive numbers

Government sector senior executives (GSSEs) have formal executive roles within the Public Service and aligned government services, providing leadership, direction and accountability. A subgroup of these executives – known as Public Service senior executives (PSSEs) – work for Public Service agencies and are represented across all clusters.

An increase in the number of GSSEs in 2022 was mainly caused by a growing portfolio of major transport infrastructure projects in NSW requiring specialised executive support.

An increase in the number of PSSEs related to NSW Government investments in projects and programs to drive economic and social recovery in the wake of the COVID-19 pandemic, and the restructuring of government agencies.



## 4,059 government sector senior executives in 2022

up from 3,680 in 2021

Source: Workforce Profile (2021, 2022)

Source: Workforce Profile (2018–22)

### Senior executive headcount and FTE by service, 2022 vs 2021

Service	Senior executive headcount, 2022	Senior executive headcount, change from 2021 (%)	Senior executive FTE, 2022	Senior executive FTE, change from 2021 (%)
Public Service	2,484	8.9	2,399	8.3
NSW Health Service	198	-1.0	195	-1.7
NSW Police Force	67	-9.5	65	-10.0
Teaching Service	0	0.0	0	0.0
Transport Service	1,083	26.8	1,009	21.7
Other Crown services	227	-16.5	219	-18.5
<b>Total government sector</b>	<b>4,059</b>	<b>10.3</b>	<b>3,887</b>	<b>8.5</b>
State owned corporations	402	43.1	397	42.2
External to government sector	62	6.9	61	7.6
<b>Total public sector</b>	<b>4,523</b>	<b>12.5</b>	<b>4,344</b>	<b>10.9</b>

Source: Workforce Profile (2021, 2022)

Note: Senior executives in the Education cluster are employed under the GSE Act and are counted under Public Service in this table. The State owned corporations headcount increase is inflated due to Senior Executive numbers being understated in 2021. Taking this into account, the headcount increase for State owned corporations would be 12.8%.

## Employee perceptions of senior leaders

The People Matter survey asks employees about their perceptions of the senior managers that lead their organisations. Senior managers need to manage change well, set clear direction and work with people managers to lead the workforce and deliver for customers. By embodying the sector’s values, they can guide the evolution of their organisation’s culture to ensure employees experience a positive working environment.



**51.4% favourable overall**  
perception of senior leaders

Question	2022 (% favourable)	Change from 2021 (pp)
Senior managers provide clear direction for the future of the organisation	49.9	-5.0
Senior managers model the values of my organisation	53.5	-5.4
Senior managers promote collaboration between my organisation and other organisations we work with	52.0	-4.5
Senior managers communicate the importance of customers in our work	64.6	-5.6
Senior managers listen to employees	44.7	-4.7

Question	2022 (% favourable)	Change from 2021 (pp)
Senior managers support the career advancement of all employees	43.7	NA

Source: People Matter Employee Survey (2021, 2022)

Note: A comparison to the 2021 overall score is not possible because one question contributing to the 2022 overall score has changed.

Source: People Matter Employee Survey (2021, 2022)

## Communication and change management

Effective communication is proactive, timely and focuses on what employees need to know and how changes within their organisation will affect them. Good change management is vital for every organisation across the sector. Well-managed change minimises day-to-day disruptions to everyday work and lives.



### Employee perceptions of communication and change management

**54.6% favourable overall**

down from 57.9% in 2021

## Employee perceptions of communication and change management, 2022 vs 2021

Question	2022 (% favourable)	Change from 2021 (pp)
My manager communicates effectively with me	74.6	-0.6
Change is managed well in my organisation	38.8	-4.1

Question	2022 (%) favourable	Change from 2021 (pp)
Senior managers provide clear direction for the future of the organisation	49.9	-5.0

Source: People Matter Employee Survey (2021, 2022)

Note: The 2021 overall score has been recalculated to exclude a question that was not used in the 2022 People Matter survey.

## People management

Effective people managers are essential to high-performing organisations. They’re vital for achieving positive workforce outcomes and delivering a world class public service to the people of NSW. A high-performance culture is underpinned by an effective system for managing individual, team and organisational performance.



**71.3% of employees had a performance and development plan in place**

down from 73.4% in 2021



**63.1% of employees had formal feedback conversations**

down from 65.0% in 2021



**78.8% of employees had informal feedback conversations**

down from 80.2% in 2021

Source: People Matter Employee Survey (2021, 2022)



**55.4% favourable overall**

down from 57.2% in 2021

## Employee perceptions of feedback and performance management, 2022 vs 2021

Question	2022 (%) favourable	Change from 2021 (pp)
In the last 12 months, I have received feedback to help me improve my work	63.0	-1.8
My performance is assessed against clear criteria	54.5	-2.8
My manager appropriately deals with employees who perform poorly	48.4	-1.0

Source: People Matter Employee Survey (2021, 2022)

Note: The 2021 overall score has been recalculated to exclude one question that was not used in the 2022 People Matter survey.

## Employee perceptions of workplace recognition, 2022 vs 2021

Question	2022 (%) favourable	Change from 2021 (pp)
My manager provides recognition for the work I do	70.4	-2.2
I receive adequate recognition for my contributions from my organisation	49.5	-2.9

Source: People Matter Employee Survey (2021, 2022)

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**Next section: our organisations**

How we experience our organisations' practices.

