Public Service Commission

People Matter

NSW Public Sector Employee Survey 2023

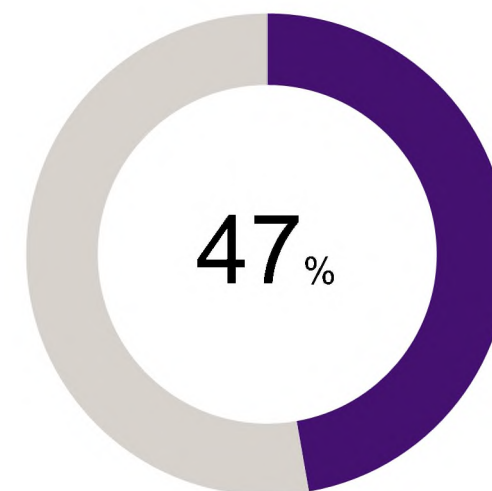**Portfolio Report**

Health

Survey period: 21 August to 15 September 2023

Completed surveys: 81,815

Response rate: 47%   +1 compared to 2022

Response rate:

47%

Ipsos

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Contents

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High level results
Discover key employee experience insights
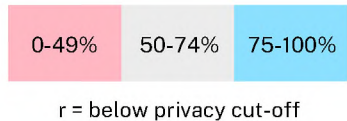
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Headline results for key topics

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

Role clarity and support
65%
2022   +1 (64%)

Job purpose and enrichment
69% *
2022   +1 (67%)

Risk and innovation
70% *
2022   +1 (69%)

Ethics and values
75% *
2022   -

Work environment

Teamwork and collaboration
59%
2022   +1 (58%)

Inclusion and diversity
66%
2022   -

Flexible working
57%
2022   +2 (55%)

Grievance handling
63%
2022   -

Health and safety
62%
2022   -2 (64%)

Enabling practices

Recruitment
45% ⊙
2022   -

Learning and development
55%
2022   +2 (54%)

Pay
35% ⊙
2022   -5 (40%)

Recognition
58%
2022   +3 (55%)

Feedback and performance management
55%
2022   +2 (54%)

Leadership

Senior managers
45%
2022   +1 (44%)

Decision making and accountability
57%
2022   +1 (57%)

Communication and change management
54%
2022   -

Employee voice
61%
2022   -

Action on survey results
40% ⊙
2022   +1 (39%)

Outcomes

Employee engagement
63
2022   +1 (62)

Job satisfaction
68%
2022   +1 (66%)

Wellbeing
51%
2022   -

Customer service
68%
2022   0 (67%)

| 0-49% | 50-74% | 75-100% |

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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		91%	-
Ethics and values	7r	I support my organisation's values		87%	+3
Role clarity and support	1a	I understand what is expected of me to do well in my job		86%	0
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		85%	0
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it		83%	-

➖ **Questions with the lowest favourable scores**

				2023 % favourable	difference from 2022
Wellbeing	1n	I feel burned out by my work (disagree)		32%	+2
Pay	4	I am paid fairly for the work I do		35%	-5
Recruitment	7g	My organisation makes fair promotion decisions		37%	-
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees		38%	+2
Employee voice / Senior managers	6e	Senior managers listen to employees		38%	+1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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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?

-5

-5

-1

➕ Most improved questions

			2023 % favourable	difference from 2022
Recognition	7p	I receive adequate recognition for my contributions from my organisation	49%	+5
Ethics and values	7q	My organisation shows a commitment to ethical behaviours	69%	+4
Ethics and values	7r	I support my organisation's values	87%	+3
Role clarity and support	1b	I get the support I need to do my job well	62%	+3
Role clarity and support	1d	I have the time to do my job well	52%	+2

➖ Least improved questions

			2023 % favourable	difference from 2022
Pay	4	I am paid fairly for the work I do	35%	-5
Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly	65%	-5
Risk and innovation	7a	My organisation is making improvements to meet future challenges	52%	-1
Recruitment	7h	My organisation generally selects capable people to do the job	51%	0
Role clarity and support	1a	I understand what is expected of me to do well in my job	86%	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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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
Learning and development	7e	My organisation is committed to developing its employees	49%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	52%	Improve
Wellbeing	7w	I am satisfied with current workplace practices to help me manage my wellbeing	55%	Improve
Communication and change management	7s	I am supported through changes that affect my work	57%	Improve
Recognition	7p	I receive adequate recognition for my contributions from my organisation	49%	Improve
Customer service	7i	The processes in my organisation are designed to support the best experience for customers	57%	Improve

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Results by topic
Discover more about your results

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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
Employee engagement (total score)*				**63**	+1	-2
7k I would recommend my organisation as a great place to work	60	23	18	60%	+2	-3
7l I am proud to tell others I work for my organisation	68	21	11	68%	+1	-2
7m I feel a strong personal attachment to my organisation	58	26	16	58%	0	-3
7n My organisation motivates me to help it achieve its goals	52	29	20	52%	+2	-3
7o My organisation inspires me to do the best in my job	53	28	19	53%	+1	-2

*See 'Additional information about the survey' for details on how we calculate the employee engagement score.
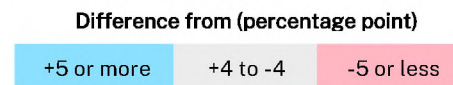
Difference from (percentage point)

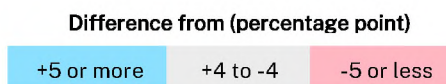| +5 or more	+4 to -4	-5 or less

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People Matter

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**
Less than 1 year	9%	0	+1
1 year to less than 2 years	10%	0	+1
2 years to less than 5 years	20%	+1	0
5 years to less than 10 years	25%	0	0
10 years to less than 20 years	22%	-1	0
More than 20 years	14%	0	-1

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

	2023 % respondents	difference from **2022**	difference from **Sector**
I am planning to retire	14%	-	+1
I am applying for/intend to apply for new roles in another NSW public sector organisation	34%	-	+1
I am applying for/intend to apply for roles in the private sector	17%	-	-2
I am applying for/intend to apply for new roles in the not for profit / community sector	4%	-	+1
It is the end of my non-ongoing, casual or contracted employment	6%	-	-3
Other	24%	-	+2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

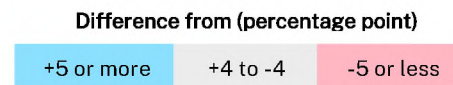r = below privacy cut-off

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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		28%	-	-2
Senior leadership is of a poor quality		24%	-	+1
I can receive a higher salary elsewhere		21%	-	+2
I am emotionally exhausted		16%	-	-1
I am expected to do more work than I reasonably can		16%	-	-2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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People Matter

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
Job satisfaction (total score)					**68%**	+1	-1
1g	My job gives me a feeling of personal accomplishment	72	16	12	72%	+1	0
1h	I feel motivated to contribute more than what is normally required at work	64	18	17	64%	+1	-1
1i	I am satisfied with my job	66	18	16	66%	+2	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Wellbeing

Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.
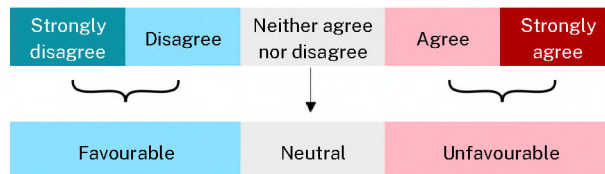
Burnout is typically characterised by ongoing feelings of:

• energy depletion / exhaustion

• negativity or cynicism about one's job

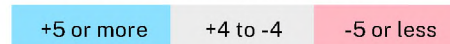• reduced professional effectiveness.

		Favourable	Neutral	Unfavourable	**2023** % favourable	difference from **2022**	difference from **Sector**
Wellbeing (total score)					**51**%	-	-2
1j	The amount of stress in my job is manageable	54	22	24	**54**%	-	0
1m	In general, my sense of wellbeing is...	57	31	12	**57**%	+1	-1
1n	I feel burned out by my work (disagree)	32	27	41	**32**%	+2	-2
7w	I am satisfied with current workplace practices to help me manage my wellbeing	55	23	22	**55**%	-	-4
7y	There are effective resources in my organisation to support employee wellbeing	60	22	18	**60**%	+1	-4

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.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

Favourable	Neutral	Unfavourable

Difference from (percentage point)

| +5 or more	+4 to -4	-5 or less

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Customer service

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)				**68**%	0	-2
1k	I am empowered to make the decisions needed to help customers and/or communities	71	18	11	**71**%	+1	+3
2c	People in my workgroup can explain how their work impacts customers	80	14		**80**%	0	-1
2d	My workgroup considers customer needs when planning our work	82	12		**82**%	+1	-1
6d	Senior managers communicate the importance of customers in our work	57	26	17	**57**%	0	-8
7i	The processes in my organisation are designed to support the best experience for customers	57	27	16	**57**%	0	+1
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	59	26	15	**59**%	0	-4

Difference from (percentage point)

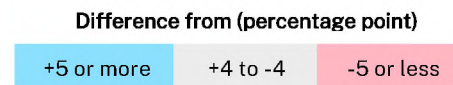| +5 or more	+4 to -4	-5 or less

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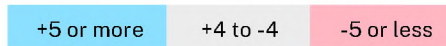
Role clarity and support
Purpose and direction

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)		**65%**	+1	0
1a I understand what is expected of me to do well in my job	86 / 9	**86%**	0	+2
1b I get the support I need to do my job well	62 / 18 / 21	**62%**	+3	-2
1c I have the tools and technology to do my job well	67 / 15 / 17	**67%**	+1	-1
1d I have the time to do my job well	52 / 19 / 28	**52%**	+2	0
3e My performance is assessed against clear criteria	57 / 26 / 17	**57%**	+1	+2
3f I have received the training and development I need to do my job well	67 / 19 / 14	**67%**	+1	+3

Difference from (percentage point)

+5 or more / +4 to -4 / -5 or less

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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
	Job purpose and enrichment (total score)				**69%**	+1	-2
1e	My job gives me opportunities to use a variety of skills	79	12	9	79%	+1	-1
1f	I have a choice in deciding how I carry out day to day work tasks	69	16	15	69%	+2	-3
3d	In the last 12 months, I have received feedback to help me improve my work	62	20	18	62%	+2	-3
5h	My manager communicates how my role contributes to my organisation's purpose	65	20	15	65%	+2	-3

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
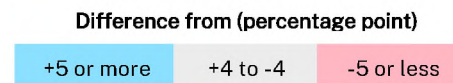
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Risk and innovation
Purpose and direction

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)					**70**%	+1	-3
1l	I am comfortable notifying my manager if I become aware of any risks at work	85	7	8	**85**%	0	-1
5a	My manager encourages people in my workgroup to keep improving the work they do	71	17	12	**71**%	+2	-4
7a	My organisation is making improvements to meet future challenges	52	29	19	**52**%	-1	-3

Difference from (percentage point)

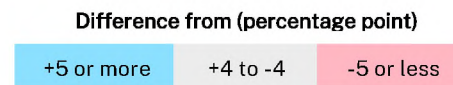| +5 or more	+4 to -4	-5 or less
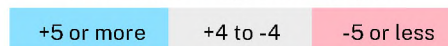
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Ethics and values
Purpose and direction

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)					**75**%	-	-4
6b	Senior managers model the values of my organisation	46	31	23	46%	+1	-9
7q	My organisation shows a commitment to ethical behaviours	69	20	11	69%	+4	-5
7r	I support my organisation's values	87	10		87%	+3	0
7u	I understand what ethical behaviour means within my workplace	91	7		91%	-	-2
7v	I would know how to report unethical behaviour if I became aware of it	83	10	7	83%	-	-3

Difference from (percentage point)

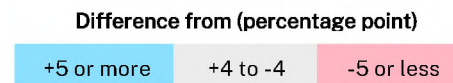| +5 or more	+4 to -4	-5 or less

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Teamwork and collaboration
Work environment

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**%	+1	-3
2a	My workgroup works collaboratively to achieve its goals	77	13	10	**77**%	0	-2
6c	Senior managers promote collaboration between my organisation and other organisations we work with	46	34	20	**46**%	+1	-7
7c	There is good co-operation between teams across my organisation	53	26	21	**53**%	0	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

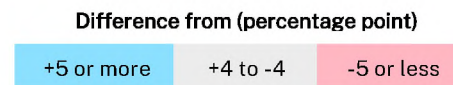r = below privacy cut-off

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Inclusion and diversity
Work environment

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.
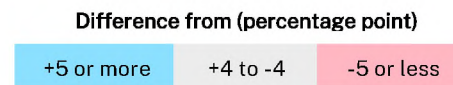
		Favourable	Neutral	Unfavourable	**2023** % favourable	difference from **2022**	difference from **Sector**
	Inclusion and diversity (total score)				**66**%	-	-3
2b	People in my workgroup treat each other with respect	76	13	11	**76**%	0	-4
6f	Senior managers support the career advancement of all employees	38	34	28	**38**%	+2	-7
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	77	14	9	**77**%	+1	-1
8b	I am comfortable sharing a different view to others in my organisation	67	18	15	**67**%	-	-1
8c	I feel that I belong in my organisation	69	19	11	**69**%	+1	-1

Difference from (percentage point)

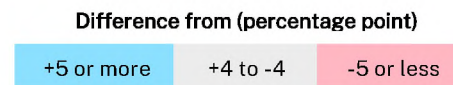| +5 or more	+4 to -4	-5 or less

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Flexible working
Work environment

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

		Favourable	Neutral	Unfavourable	**2023** % favourable	difference from **2022**	difference from **Sector**
Flexible working (total score)					**57**%	+2	-6
8e	How satisfied are you with your ability to access and use flexible working arrangements?	54	26	20	**54**%	+2	-6
8f	My manager supports flexible working in my team	60	24	17	**60**%	+2	-6

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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People Matter

Use of flexible working
Work environment

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

8d Type of flexible working		2023 % respondents	difference from 2022	difference from Sector
Flexible start and finish times		34%	+1	-10
Working more hours over fewer days		8%	0	-2
Working additional hours to make up for time off		16%	+1	-2
Flexible scheduling for rostered workers		10%	0	+3
Part-time work		18%	0	+6
Job sharing		4%	0	0
Working from different locations		13%	0	-7
Working from home		26%	-3	-16
Purchasing annual leave		2%	0	0
Leave without pay		9%	0	0
Study leave		10%	+1	+6
Other		3%	0	0
None of the above		32%	0	+3

Difference from (percentage point)

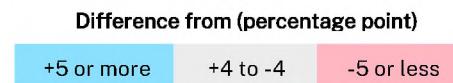| +5 or more	+4 to -4	-5 or less

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Grievance handling
Work environment

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	63	18	19	**63**%	-	-2

*See p.36 for related results on negative workplace behaviours.

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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People Matter

Health and safety
Work environment

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)					**62%**	-2	-4
7x	I am confident work health and safety issues I raise will be addressed promptly	65	20	15	65%	-5	-4
7y	There are effective resources in my organisation to support employee wellbeing	60	22	18	60%	+1	-4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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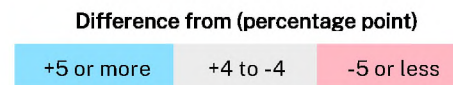
Recruitment
Enabling practices

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

-1

	Favourable	Neutral	Unfavourable	**2023** % favourable	difference from **2022**	difference from **Sector**
Recruitment (total score)				**45**%	-	-1
7f My organisation makes fair recruitment decisions	45	32	23	45%	-	0
7g My organisation makes fair promotion decisions	37	38	25	37%	-	-2
7h My organisation generally selects capable people to do the job	51	26	23	51%	0	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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Learning and development
Enabling practices
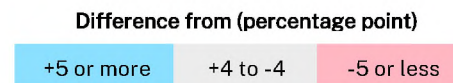
Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Learning and development (total score)					**55%**	+2	-1
3f	I have received the training and development I need to do my job well	67	19	14	67%	+1	+3
3g	I am satisfied with the opportunities available for career development in my organisation	50	24	27	50%	+2	-1
7e	My organisation is committed to developing its employees	49	29	22	49%	+2	-4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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People Matter
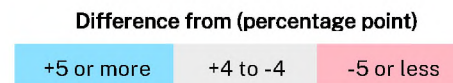
Mobility
Enabling practices

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	42%	-1	+1
No	58%	+1	-1

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

		2023 % respondents	difference from 2022	difference from Sector
Lack of visible opportunities		26%	-1	-1
Lack of promotion opportunities		26%	-1	-2
Lack of support from my manager / supervisor		12%	-1	+1
Geographic location considerations		23%	-1	-1
Personal / family considerations		32%	0	+1
Insufficient training and development		14%	-1	0
Lack of required capabilities or experience		11%	0	-1
Lack of support for temporary assignments / secondments		14%	-1	0
The application / recruitment process is too cumbersome or time consuming		18%	-1	-4
Other		10%	0	0
There are no major barriers to my career progression		28%	+1	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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People Matter

Pay
Enabling practices

-5   -11

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
4 I am paid fairly for the work I do	35	20	45	35%	-5	-11

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
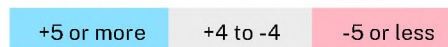
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People Matter

Recognition
Enabling practices

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)				**58**%	+3	-4
5f My manager provides recognition for the work I do	66	17	16	66%	+1	-5
7p I receive adequate recognition for my contributions from my organisation	49	26	25	49%	+5	-4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
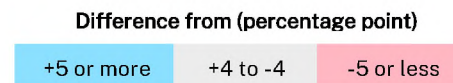
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Feedback and performance management
Enabling practices

People Matter

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)				**55**%	+2	-1
3d	In the last 12 months, I have received feedback to help me improve my work	62	20	18	**62**%	+2	-3
3e	My performance is assessed against clear criteria	57	26	17	**57**%	+1	+2
5g	My manager appropriately deals with employees who perform poorly	47	30	23	**47**%	+2	-2

		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	**75**%	+2	+1
3b	I have informal feedback conversations with my manager	**77**%	+1	-3
3c	I have scheduled feedback conversations with my manager	**64**%	+3	-2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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People Matter
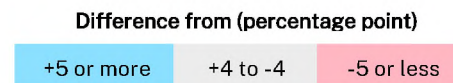
Senior managers
Leadership

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)					**45%**	+1	-8
6a	Senior managers provide clear direction for the future of the organisation	43	32	25	43%	0	-7
6b	Senior managers model the values of my organisation	46	31	23	46%	+1	-9
6c	Senior managers promote collaboration between my organisation and other organisations we work with	46	34	20	46%	+1	-7
6d	Senior managers communicate the importance of customers in our work	57	26	17	57%	0	-8
6e	Senior managers listen to employees	38	31	32	38%	+1	-8
6f	Senior managers support the career advancement of all employees	38	34	28	38%	+2	-7

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter
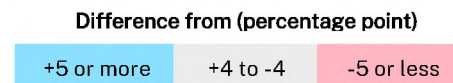
Decision making and accountability
Leadership

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)				**57%**	+1	-2
5e	I have confidence in the decisions my manager makes	68	18	14	**68%**	+1	-4
7d	People in my organisation take responsibility for their own actions	47	30	23	**47%**	0	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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People Matter
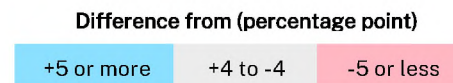
Communication and change management
Leadership

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)					**54%**	-	-2
5b	My manager communicates effectively with me	72	14	14	**72%**	+1	-3
6a	Senior managers provide clear direction for the future of the organisation	43	32	25	**43%**	0	-7
7b	Change is managed well in my organisation	40	31	29	**40%**	+1	+1
7s	I am supported through changes that affect my work	57	25	17	**57%**	-	-1
7t	I have the opportunity to provide feedback on change processes that directly affect me	60	21	19	**60%**	-	0

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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People Matter

Employee voice
Leadership
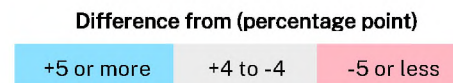
Ensuring employees feel like they can share a different view to others and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Employee voice (total score)				**61**%	-	-4
5c My manager encourages and values employee input	71	15	13	71%	+1	-4
5d My manager involves my workgroup in decisions about our work	67	17	16	67%	+2	-4
6e Senior managers listen to employees	38	31	32	38%	+1	-8
8b I am comfortable sharing a different view to others in my organisation	67	18	15	67%	-	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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People Matter
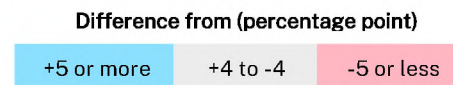
Action on survey results
Leadership

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	40	27	33	40%	+1	-4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

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People Matter
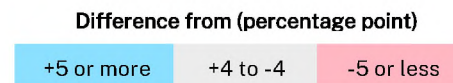
Negative workplace behaviours

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		17%	-2	+2
witnessed bullying		26%	-2	+5
experienced bullying		16%	-1	+3
witnessed sexual harassment		3%	0	+1
experienced sexual harassment		7%	0	+2
experienced threats or physical harm		12%	0	+3
experienced discrimination		12%	0	+1
experienced racism		6%	0	+1

Definitions

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

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

- **Sexual harassment:** unwelcome behaviour of a sexual nature that would offend, humiliate or intimidate someone

- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics

- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter
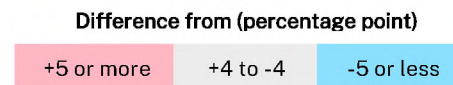
Health questions

	Favourable / Neutral / Unfavourable	2023 % favourable	difference from 2022
I believe I am valued for what I can offer at my workplace	66 / 17 / 17	66%	+1
In my workplace, we recognise our successes and innovations	64 / 21 / 15	64%	+2
Overall, I have confidence in the decisions made by my senior managers	53 / 25 / 22	53%	+1
I have a say in decisions which affect my work	53 / 24 / 23	53%	+1
Where I work, we share the lessons learnt when mistakes are made	68 / 19 / 13	68%	+2
My team's objectives/work plans are clearly outlined	68 / 20 / 12	68%	+2
Our objectives/work plans help us to deliver a quality service	69 / 21 / 10	69%	+2
There is good team spirit in my workgroup	69 / 16 / 15	69%	+2
Overall, I believe the culture at my workplace has improved in the last 12 months	45 / 31 / 23	45%	+4
How often do you feel culturally safe in the workplace?	83 / 11	83%	+3
I support my organisation taking action to improve environmental sustainability	80 / 15	80%	-

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter
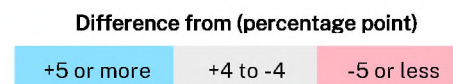
Health questions

Which of the following best describes your current role? (grouped)		2023 % respondents	difference from 2022
Medical		5%	0
Nursing and Midwifery		31%	-1
Clinical Support Workers		3%	-1
Corporate Support		12%	-2
Allied Health		12%	0
Other Health Professionals		2%	0
Scientific and Technical		5%	0
Oral Health		1%	0
Ambulance		4%	0
Health Manager		9%	+5
Patient Support Services		7%	0
Maintenance and Trades		1%	0
Other		8%	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

People Matter
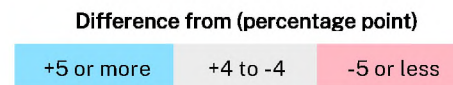
Results by child unit and demographic group
Discover if employees in different groups have different views

People Matter

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
Woman	69
Man	22
Non-binary	1
Use a different term	0
Prefer not to say	9

Age	
15-34 years	24
35-54 years	44
55+ years	18
Prefer not to say	14

Aboriginal and/or Torres Strait Islander	
Yes	3
No	91
Prefer not to say	6

Cultural background	
Oceanian	80
North-West European	9
Southern and Eastern European	4
North African and Middle Eastern	2
South-East Asian	5
North-East Asian	4
Southern and Central Asian	8
Peoples of the Americas	1
Sub-Saharan African	1

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

Disability	% respondents
Yes	6
No	89
Prefer not to say	5

LGBTIQ+	
Yes	6
No	85
Prefer not to say	9

LOTE spoken at home	
Yes	25
No	69
Prefer not to say	6

Working arrangement	
Full-time	70
Part-time	30

Employment status	
Senior executive	2
Ongoing / permanent	76
Temporary	6
Casual	5
Contract-non-executive	5
Labour hire	1
Other	1
Don't know	4

Type of work	% respondents
Service delivery involving direct contact with the public	54
Other service delivery work	8
Administrative support	10
Corporate services	8
Policy	1
Research	1
Program and project management support	4
Legal	0
Other	13

Organisation tenure	
Less than 1 year	14
1 year to less than 2 years	10
2 years to less than 5 years	19
5 years to less than 10 years	21
10 years to less than 20 years	22
More than 20 years	14

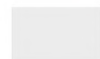| Salary	
$93,294 and below	48
$93,295 - $120,858	23
$120,859 - $161,662	11
$161,663 and above	4
Prefer not to say	13

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People Matter

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	Agency for Clinical Innovation	Bureau of Health Information	Cancer Institute NSW	Central Coast Local Health District	Clinical Excellence Commission	eHealth NSW	Far West Local Health District	Health Education & Training Institute	Health Infrastructure	Health Professional Councils Authority	HealthShare NSW	Hunter New England Local Health District	Illawarra Shoalhaven Local Health District
Employee engagement	63	72	67	67	60	78	75	62	70	75	64	66	62	59
Wellbeing	51%	62%	71%	62%	48%	75%	71%	53%	67%	71%	53%	61%	50%	47%
Role clarity and support	65%	72%	70%	69%	64%	82%	77%	68%	74%	72%	63%	73%	64%	63%
Inclusion and diversity	66%	74%	72%	68%	64%	82%	80%	63%	78%	76%	72%	69%	64%	63%
Teamwork and collaboration	59%	77%	82%	67%	55%	84%	74%	56%	75%	79%	66%	63%	56%	53%
Learning and development	55%	68%	56%	48%	54%	71%	69%	57%	71%	58%	48%	64%	55%	50%
Senior managers	45%	64%	76%	58%	37%	77%	67%	43%	65%	70%	49%	56%	41%	37%
Communication and change management	54%	64%	67%	61%	51%	78%	72%	54%	60%	69%	55%	64%	52%	49%
Employee voice	61%	74%	66%	69%	58%	85%	78%	61%	75%	75%	66%	67%	59%	58%

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
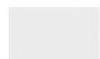
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People Matter

Selected key topic results by child unit (continued)

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	Justice Health & Forensic Mental Health Network	Mental Health Commission	Mental Health Review Tribunal	Mid North Coast Local Health District	Ministry of Health	Murrumbidgee Local Health District	Nepean Blue Mountains LHD	Northern NSW Local Health District	Northern Sydney Local Health District	NSW Ambulance	NSW Health Pathology	South Eastern Sydney Local Health District	South Western Sydney Local Health District
Employee engagement	63	66	51	r	58	73	62	60	57	65	50	59	66	61
Wellbeing	51%	55%	47%	r	48%	65%	52%	48%	46%	52%	39%	44%	53%	48%
Role clarity and support	65%	69%	55%	48%	60%	71%	63%	65%	60%	66%	47%	60%	67%	65%
Inclusion and diversity	66%	67%	59%	75%	61%	76%	63%	63%	61%	67%	55%	63%	69%	65%
Teamwork and collaboration	59%	60%	62%	r	53%	75%	56%	55%	52%	61%	46%	55%	62%	59%
Learning and development	55%	60%	46%	r	49%	61%	54%	55%	46%	57%	31%	47%	59%	58%
Senior managers	45%	50%	50%	43%	35%	68%	42%	40%	33%	46%	29%	40%	48%	46%
Communication and change management	54%	59%	45%	r	48%	67%	53%	51%	45%	56%	35%	50%	57%	55%
Employee voice	61%	65%	54%	64%	57%	76%	60%	59%	55%	61%	47%	58%	63%	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

People Matter

Selected key topic results by child unit (continued)

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	Southern NSW Local Health District	Sydney Children's Hospitals Network	Sydney Local Health District	Western NSW Local Health District	Western Sydney Local Health District
Employee engagement	63	60	65	67	64	61
Wellbeing	51%	48%	45%	56%	52%	47%
Role clarity and support	65%	62%	61%	69%	67%	64%
Inclusion and diversity	66%	63%	64%	70%	66%	62%
Teamwork and collaboration	59%	56%	56%	65%	59%	55%
Learning and development	55%	52%	51%	62%	59%	54%
Senior managers	45%	37%	40%	51%	46%	40%
Communication and change management	54%	50%	50%	60%	56%	51%
Employee voice	61%	59%	59%	65%	62%	57%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

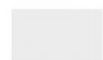At least 5 percentage points lower than report unit

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People Matter

Selected key topic results by select demographics

	Report total	Woman	Man	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTIQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	63	64	64	55	64	58	62	68	64	64	65
Wellbeing	51%	53%	56%	39%	51%	41%	48%	59%	51%	55%	57%
Role clarity and support	65%	67%	67%	55%	66%	57%	63%	73%	67%	67%	69%
Inclusion and diversity	66%	67%	69%	50%	63%	56%	64%	70%	69%	68%	68%
Teamwork and collaboration	59%	60%	62%	47%	58%	51%	57%	66%	62%	61%	59%
Learning and development	55%	58%	57%	44%	56%	46%	54%	63%	60%	58%	57%
Senior managers	45%	46%	49%	34%	47%	37%	43%	54%	47%	48%	45%
Communication and change management	54%	56%	58%	42%	55%	46%	52%	64%	58%	57%	55%
Employee voice	61%	62%	65%	49%	61%	54%	60%	68%	64%	64%	62%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

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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	63	60	65	66	69	71	68	71	70	62
Wellbeing	51%	47%	57%	59%	63%	63%	63%	66%	62%	52%
Role clarity and support	65%	62%	69%	71%	71%	69%	71%	73%	65%	66%
Inclusion and diversity	66%	64%	68%	68%	75%	75%	71%	75%	73%	63%
Teamwork and collaboration	59%	56%	61%	61%	69%	74%	69%	71%	68%	57%
Learning and development	55%	54%	57%	56%	61%	64%	58%	63%	57%	54%
Senior managers	45%	39%	51%	49%	60%	66%	55%	63%	55%	46%
Communication and change management	54%	50%	59%	59%	65%	64%	62%	65%	62%	54%
Employee voice	61%	58%	65%	63%	73%	75%	71%	75%	70%	60%

At least 5 percentage points higher than report unit
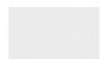
Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

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People Matter

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	63	70	66	63	61	60	62
Wellbeing	51%	65%	56%	51%	50%	48%	50%
Role clarity and support	65%	74%	69%	65%	64%	62%	64%
Inclusion and diversity	66%	74%	69%	66%	64%	63%	65%
Teamwork and collaboration	59%	70%	64%	58%	57%	55%	56%
Learning and development	55%	68%	61%	55%	53%	51%	53%
Senior managers	45%	58%	50%	45%	43%	40%	41%
Communication and change management	54%	67%	60%	54%	52%	50%	51%
Employee voice	61%	72%	66%	62%	59%	57%	59%

■ At least 5 percentage points higher than report unit
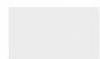
■ Within 5 percentage points of the report unit

■ At least 5 percentage points lower than report unit

r = below privacy cut-off

People Matter

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	63	68	62	59	61	62	55	65	60
Wellbeing	51%	58%	50%	48%	49%	52%	45%	55%	48%
Role clarity and support	65%	69%	65%	62%	64%	66%	55%	68%	63%
Inclusion and diversity	66%	71%	65%	63%	65%	65%	59%	67%	63%
Teamwork and collaboration	59%	66%	58%	55%	56%	58%	50%	60%	54%
Learning and development	55%	60%	55%	51%	54%	56%	44%	60%	53%
Senior managers	45%	53%	44%	37%	38%	42%	30%	48%	38%
Communication and change management	54%	60%	54%	49%	51%	53%	43%	57%	50%
Employee voice	61%	67%	61%	59%	59%	61%	55%	63%	58%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit
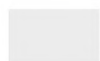
At least 5 percentage points lower than report unit

r = below privacy cut-off

People Matter

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	63	59	59	62	62	64	56	61	61	67
Wellbeing	51%	48%	50%	55%	50%	53%	47%	50%	50%	59%
Role clarity and support	65%	62%	62%	67%	65%	66%	59%	60%	63%	71%
Inclusion and diversity	66%	63%	62%	63%	65%	67%	61%	62%	65%	69%
Teamwork and collaboration	59%	53%	53%	56%	56%	60%	52%	55%	56%	64%
Learning and development	55%	48%	51%	58%	55%	57%	46%	51%	52%	58%
Senior managers	45%	38%	37%	47%	42%	46%	32%	41%	40%	52%
Communication and change management	54%	49%	50%	58%	53%	55%	45%	50%	52%	62%
Employee voice	61%	58%	58%	62%	60%	61%	55%	58%	60%	69%

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

People Matter

Additional information about the survey
Discover more about how the survey works and how to act on results

People Matter

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.
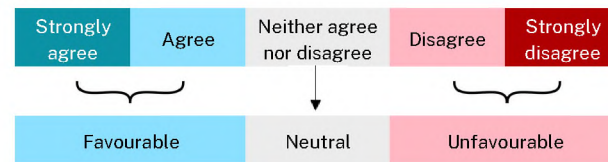
Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Teamwork and collaboration	Recruitment	Senior managers	Employee engagement
Job purpose and enrichment	Inclusion and diversity	Learning and development	Decision making and accountability	
Risk and innovation	Flexible working	Pay	Communication and change management	Job satisfaction
Ethics and values	Grievance handling	Recognition	Employee voice	Wellbeing
	Health and safety	Feedback and performance management	Action on survey results	Customer service

Interpretation guide

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.

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Favourable		Neutral	Unfavourable	

% favourable scores are colour coded based on these ranges:

0-49%	50-74%	75-100%

Difference scores

Difference scores are displayed as a percentage point where available. Differences are colour coded based on these ranges:

+5 or more	+4 to -4	-5 or less
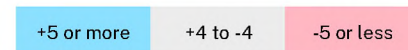
A '-' represents there is no applicable comparison available.

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.

People Matter

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	INVESTIGATE FURTHER WITH OUR TEAMS	OPPORTUNITIES
The things we do well:	Are there any other opportunities coming out of the results that we want to explore further?	Areas we need to focus on and turn into action plans:
Think about how we can build on our strengths and learn from what we are good at.	How could we investigate? Through looking at the data in in more detail or through discussions with staff?	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.				