

Public Service Commission



People Matter

NSW Public Sector
Employee Survey 2023

Organisational Unit Report

Concord Repatriation General Hospital

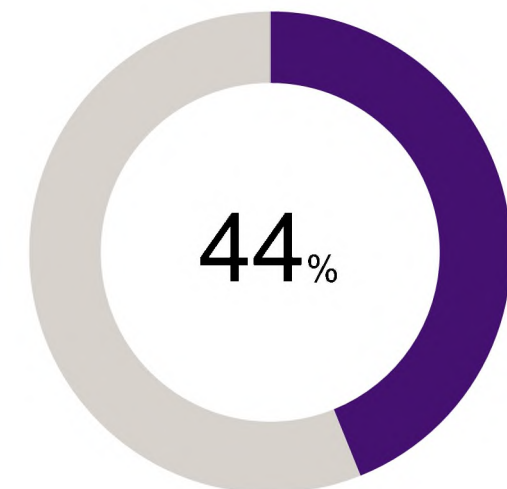
Parent unit: Sydney Local Health District

Survey period: 21 August to 15 September 2023

Completed surveys: 1,210

Response rate: 44% +2 compared to 2022

Response rate:



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

NSW public sector

- ▶ Health
 - ▶ Sydney Local Health District
 - ▶ Concord Repatriation General Hospital

High level results.....	4
Results by topic.....	9
Results by child unit and demographic group.....	40
Additional information about the survey.....	48

High level results

Discover key employee experience insights

People Matter

Headline results for key topics

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



We've flagged the top 3 (*) and bottom 3 (!) topics. Use these topics as a starting point for exploring your results.

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

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support 69% 2022 0 (69%)	Teamwork and collaboration 62% 2022 -2 (64%)	Recruitment 50% 2022 -	Senior managers 46% ! 2022 -4 (50%)	Employee engagement 65 2022 -2 (66)
Job purpose and enrichment 72% * 2022 -1 (74%)	Inclusion and diversity 67% 2022 -	Learning and development 61% 2022 0 (61%)	Decision making and accountability 63% 2022 -2 (65%)	Job satisfaction 68% 2022 -3 (71%)
Risk and innovation 72% * 2022 -2 (74%)	Flexible working 54% 2022 +2 (52%)	Pay 35% ! 2022 -2 (37%)	Communication and change management 58% 2022 -	Wellbeing 53% 2022 -
Ethics and values 74% * 2022 -	Grievance handling 61% 2022 -	Recognition 62% 2022 +1 (60%)	Employee voice 62% 2022 -	Customer service 69% 2022 -3 (72%)
	Health and safety 65% 2022 -4 (69%)	Feedback and performance management 62% 2022 -1 (63%)	Action on survey results 45% ! 2022 -3 (48%)	



r = below privacy cut-off

Highest and lowest scoring questions

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

+ Questions with the highest favourable scores			2023 % favourable	difference from 2022
Ethics and values	7u	I understand what ethical behaviour means within my workplace	90%	-
Role clarity and support	1a	I understand what is expected of me to do well in my job	89%	-1
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	85%	-1
Ethics and values	7r	I support my organisation's values	83%	0
Customer service	2d	My workgroup considers customer needs when planning our work	83%	-2

- Questions with the lowest favourable scores			2023 % favourable	difference from 2022
Wellbeing	1n	I feel burned out by my work (disagree)	32%	+3
Pay	4	I am paid fairly for the work I do	35%	-2
Employee voice / Senior managers	6e	Senior managers listen to employees	40%	-2
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	42%	-2
Recruitment	7g	My organisation makes fair promotion decisions	43%	-

Difference from (percentage point)

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

r = below privacy cut-off

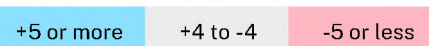
Most and least improved questions

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?

			2023 % favourable	difference from 2022
+ Most improved questions				
Recognition	7p	I receive adequate recognition for my contributions from my organisation	53%	+3
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do	75%	+3
Learning and development / Role clarity and support	3f	I have received the training and development I need to do my job well	74%	+3
Wellbeing	1n	I feel burned out by my work (disagree)	32%	+3
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	51%	+3
- Least improved questions				
Risk and innovation	7a	My organisation is making improvements to meet future challenges	54%	-8
Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly	67%	-8
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	46%	-7
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	45%	-6
Customer service	7i	The processes in my organisation are designed to support the best experience for customers	58%	-5

Difference from (percentage point)



r = below privacy cut-off

Key drivers of engagement

The key driver analysis identifies questions with the strongest influence on your employees' engagement.

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). Look for ways to maintain your strengths and improve your priorities.

Topic	Engagement key driver questions		2023 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	53%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	54%	Improve
Communication and change management	7b	Change is managed well in my organisation	48%	Improve
Wellbeing	7w	I am satisfied with current workplace practices to help me manage my wellbeing	56%	Improve
Customer service	7i	The processes in my organisation are designed to support the best experience for customers	58%	Improve
Recruitment	7g	My organisation makes fair promotion decisions	43%	Improve

r = below privacy cut-off

Results by topic

Discover more about your results

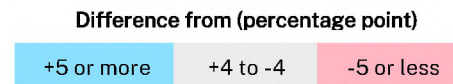
Employee engagement

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	difference from Parent
Employee engagement (total score)*					65	-2	0	+2	-2
7k	I would recommend my organisation as a great place to work	59	25	16	59%	-5	-4	-1	-5
7l	I am proud to tell others I work for my organisation	66	24	10	66%	-4	-4	-2	-6
7m	I feel a strong personal attachment to my organisation	61	27	13	61%	-4	0	+3	-3
7n	My organisation motivates me to help it achieve its goals	52	29	19	52%	-5	-2	+1	-5
7o	My organisation inspires me to do the best in my job	55	28	18	55%	-2	-1	+1	-4

*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	difference from Parent
Less than 1 year	8%	0	0	-1	+1
1 year to less than 2 years	10%	+2	+1	0	0
2 years to less than 5 years	18%	0	-2	-2	-1
5 years to less than 10 years	22%	-1	-3	-3	0
10 years to less than 20 years	23%	-2	0	0	+2
More than 20 years	20%	+2	+4	+5	-2

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

I am planning to retire	11%	-	-2	-4	-1
I am applying for/intend to apply for new roles in another NSW public sector organisation	43%	-	+10	+9	+1
I am applying for/intend to apply for roles in the private sector	21%	-	+2	+4	+4
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	16%	-	-6	-8	-3

Difference from (percentage point)

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

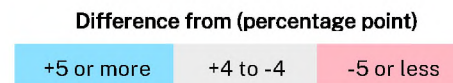
r = below privacy cut-off

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.

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	difference from Parent
There are a lack of future career opportunities in my organisation	28%	-	-2	0	+1
I am seeking a career change	24%	-	+14	+13	+7
I can receive a higher salary elsewhere	24%	-	+4	+3	+4
I am not able to access the flexible working arrangements that I require	19%	-	+10	+7	+5
I am not satisfied with the work	18%	-	+1	+2	+3

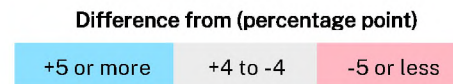


r = below privacy cut-off

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	difference from Parent
Job satisfaction (total score)					68%	-3	-1	0	-4
1g	My job gives me a feeling of personal accomplishment	73	17	10	73%	-2	+1	+1	-3
1h	I feel motivated to contribute more than what is normally required at work	64	19	17	64%	-4	-2	0	-5
1i	I am satisfied with my job	66	19	15	66%	-4	-2	0	-3



r = below privacy cut-off

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

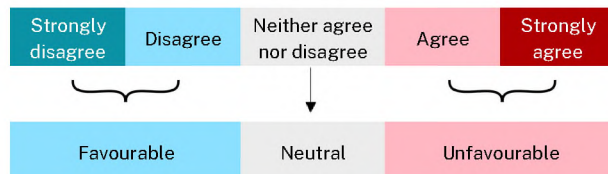
Burnout is typically characterised by ongoing feelings of:

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

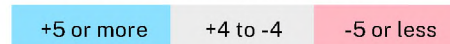
		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio	difference from Parent
Wellbeing (total score)					53%	-	0	+2	-3
1j	The amount of stress in my job is manageable	55	21	24	55%	-	+1	+1	-4
1m	In general, my sense of wellbeing is..	59	30	11	59%	0	+1	+2	-3
1n	I feel burned out by my work (disagree)	32	27	41	32%	+3	-2	0	-5
7w	I am satisfied with current workplace practices to help me manage my wellbeing	56	24	20	56%	-	-2	+1	-3
7y	There are effective resources in my organisation to support employee wellbeing	64	22	15	64%	0	0	+4	-1

Note on interpretation:

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



Difference from (percentage point)



r = below privacy cut-off

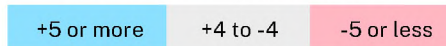
People Matter

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	difference from Portfolio	difference from Parent
Customer service (total score)					69%	-3	-1	+1	-4
1k	I am empowered to make the decisions needed to help customers and/or communities	72	19	10	72%	-2	+3	+1	-3
2c	People in my workgroup can explain how their work impacts customers	81	15		81%	-1	0	0	-2
2d	My workgroup considers customer needs when planning our work	83	12		83%	-2	0	+1	-2
6d	Senior managers communicate the importance of customers in our work	57	27	17	57%	-5	-8	0	-6
7i	The processes in my organisation are designed to support the best experience for customers	58	26	16	58%	-5	+3	+2	-5
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	61	27	11	61%	-5	-1	+3	-5

Difference from (percentage point)



r = below privacy cut-off

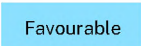
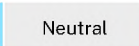
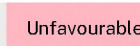






People Matter

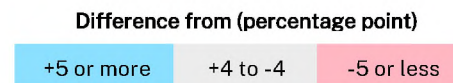
Role clarity and support

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	difference from Parent
Role clarity and support (total score)			69%	0	+5	+4	0
1a	I understand what is expected of me to do well in my job		89%	-1	+5	+4	+2
1b	I get the support I need to do my job well		64%	+1	+1	+2	-2
1c	I have the tools and technology to do my job well		70%	+1	+2	+3	0
1d	I have the time to do my job well		55%	0	+2	+2	-4
3e	My performance is assessed against clear criteria		65%	0	+10	+8	+3
3f	I have received the training and development I need to do my job well		74%	+3	+9	+7	+2



r = below privacy cut-off

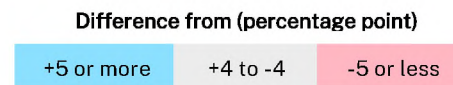
People Matter

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	difference from Parent
Job purpose and enrichment (total score)					72%	-1	+1	+3	-1
1e	My job gives me opportunities to use a variety of skills	82		12 7	82%	-3	+2	+3	0
1f	I have a choice in deciding how I carry out day to day work tasks	71		15 13	71%	+1	0	+2	-3
3d	In the last 12 months, I have received feedback to help me improve my work	66		20 14	66%	-3	+1	+4	0
5h	My manager communicates how my role contributes to my organisation's purpose	69		19 11	69%	0	0	+4	0



r = below privacy cut-off

People Matter

Risk and innovation

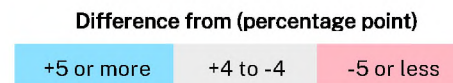
Purpose and direction

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	difference from Portfolio	difference from Parent
Risk and innovation (total score)					72%	-2	-1	+2	-2
1l	I am comfortable notifying my manager if I become aware of any risks at work	85		8 7	85%	-1	-1	0	-2
5a	My manager encourages people in my workgroup to keep improving the work they do	75		15 9	75%	+3	0	+4	+1
7a	My organisation is making improvements to meet future challenges	54		29 16	54%	-8	-1	+2	-5



r = below privacy cut-off

People Matter

Ethics and values

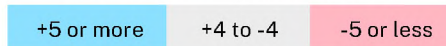
Purpose and direction

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	difference from Portfolio	difference from Parent
Ethics and values (total score)				74%	-	-5	-1	-3
6b Senior managers model the values of my organisation	46	33	22	46%	-7	-9	0	-6
7q My organisation shows a commitment to ethical behaviours	70	20	9	70%	-1	-3	+2	-3
7r I support my organisation's values	83	13	4	83%	0	-4	-4	-4
7u I understand what ethical behaviour means within my workplace	90	8	2	90%	-	-4	-2	-2
7v I would know how to report unethical behaviour if I became aware of it	82	12	6	82%	-	-5	-2	-2

Difference from (percentage point)



r = below privacy cut-off

People Matter

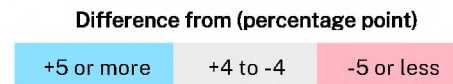
Teamwork and collaboration

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	difference from Portfolio	difference from Parent
Teamwork and collaboration (total score)					62%	-2	0	+3	-4
2a	My workgroup works collaboratively to achieve its goals	79	14	7	79%	-3	0	+2	-2
6c	Senior managers promote collaboration between my organisation and other organisations we work with	47	34	20	47%	-3	-6	+1	-6
7c	There is good co-operation between teams across my organisation	59	26	15	59%	-1	+5	+6	-3



r = below privacy cut-off

People Matter

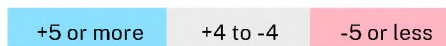
Inclusion and diversity

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	difference from Portfolio	difference from Parent
Inclusion and diversity (total score)					67%	-	-1	+2	-3
2b	People in my workgroup treat each other with respect	78		14 8	78%	-3	-2	+3	-3
6f	Senior managers support the career advancement of all employees	42	32	26	42%	-2	-2	+4	-3
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	77		15 8	77%	-3	-1	0	-3
8b	I am comfortable sharing a different view to others in my organisation	68		17 15	68%	-	-1	+1	-2
8c	I feel that I belong in my organisation	71		20 10	71%	-3	0	+1	-3

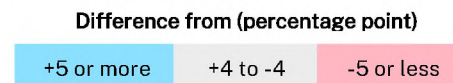
Difference from (percentage point)



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.

				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio	difference from Parent	
		Favourable	Neutral	Unfavourable					
Flexible working (total score)					54%	+2	-9	-3	-3
8e	How satisfied are you with your ability to access and use flexible working arrangements?	51	29	20	51%	+3	-9	-3	-3
8f	My manager supports flexible working in my team	57	27	16	57%	+1	-8	-3	-2

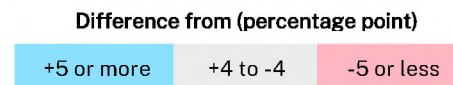


r = below privacy cut-off

Use of flexible working Work environment

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

8d Type of flexible working	2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio	difference from Parent
Flexible start and finish times	35%	+2	-10	+1	-2
Working more hours over fewer days	10%	+5	0	+2	0
Working additional hours to make up for time off	16%	+2	-2	0	-1
Flexible scheduling for rostered workers	15%	+1	+8	+5	+2
Part-time work	16%	0	+4	-2	+1
Job sharing	3%	-1	0	-1	0
Working from different locations	6%	-2	-14	-8	-6
Working from home	10%	-5	-33	-16	-12
Purchasing annual leave	3%	0	+1	+1	+1
Leave without pay	11%	+4	+2	+2	0
Study leave	19%	+6	+15	+9	0
Other	6%	+3	+3	+3	+1
None of the above	34%	-1	+5	+2	+4



r = below privacy cut-off

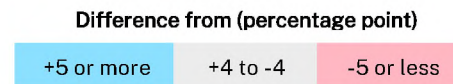
Grievance handling

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	difference from Portfolio	difference from Parent
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	61	20	18	61%	-	-3	-1	-4

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



r = below privacy cut-off

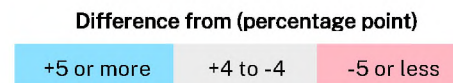
People Matter

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	difference from Portfolio	difference from Parent
Health and safety (total score)					65%	-4	-1	+3	-2
7x	I am confident work health and safety issues I raise will be addressed promptly	67	21	13	67%	-8	-2	+2	-2
7y	There are effective resources in my organisation to support employee wellbeing	64	22	15	64%	0	0	+4	-1



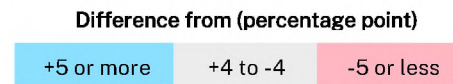
r = below privacy cut-off

People Matter

Recruitment Enabling practices

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

				2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio	difference from Parent	
		Favourable	Neutral	Unfavourable					
Recruitment (total score)					50%	-	+5	+6	-2
7f My organisation makes fair recruitment decisions		51	30	18	51%	-	+6	+6	-2
7g My organisation makes fair promotion decisions		43	36	21	43%	-	+4	+6	-2
7h My organisation generally selects capable people to do the job		56	25	19	56%	-4	+4	+5	-2



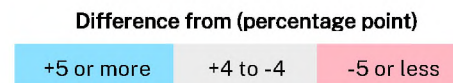
r = below privacy cut-off

People Matter

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	difference from Portfolio	difference from Parent
Learning and development (total score)					61%	0	+5	+6	-1
3f	I have received the training and development I need to do my job well	74	17	9	74%	+3	+9	+7	+2
3g	I am satisfied with the opportunities available for career development in my organisation	56	22	22	56%	-1	+6	+6	0
7e	My organisation is committed to developing its employees	53	28	18	53%	-2	0	+4	-4














r = below privacy cut-off

People Matter

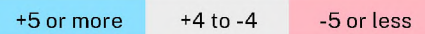
Mobility Enabling practices

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.

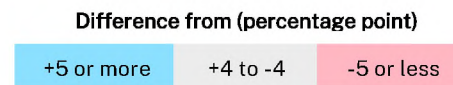
3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio	difference from Parent
Yes		40%	-1	-1	-2	0
No		60%	+1	+1	+2	0
3i Are there barriers preventing you from moving to another role? If so, what are they?						
Lack of visible opportunities		26%	+2	-1	0	+1
Lack of promotion opportunities		24%	+2	-3	-2	0
Lack of support from my manager / supervisor		10%	0	-1	-2	-1
Geographic location considerations		20%	+1	-4	-3	+1
Personal / family considerations		29%	+1	-2	-3	+2
Insufficient training and development		13%	+1	-1	-1	+1
Lack of required capabilities or experience		13%	+2	+2	+2	+2
Lack of support for temporary assignments / secondments		12%	0	-2	-2	0
The application / recruitment process is too cumbersome or time consuming		16%	-1	-6	-2	+1
Other		10%	+2	0	0	-1
There are no major barriers to my career progression		31%	-2	+3	+3	0

Difference from (percentage point)



r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio	difference from Parent
4 I am paid fairly for the work I do	35	21	44	35%	-2	-10	+1	-3



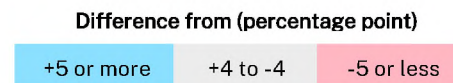
r = below privacy cut-off

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	difference from Portfolio	difference from Parent
Recognition (total score)					62%	+1	-1	+4	-1
5f	My manager provides recognition for the work I do	70	16	14	70%	-1	-1	+4	0
7p	I receive adequate recognition for my contributions from my organisation	53	25	23	53%	+3	-1	+3	-3



r = below privacy cut-off

People Matter

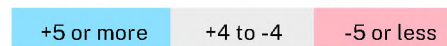
Feedback and performance management

Enabling practices

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	difference from Parent
Feedback and performance management (total score)					62%	-1	+6	+7	+2
3d	In the last 12 months, I have received feedback to help me improve my work	66	20	14	66%	-3	+1	+4	0
3e	My performance is assessed against clear criteria	65	22	13	65%	0	+10	+8	+3
5g	My manager appropriately deals with employees who perform poorly	56	29	16	56%	0	+6	+9	+2
Performance management process					2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio	difference from Parent
3a	I have a performance and development plan that sets out my individual goals				81%	-4	+7	+5	+1
3b	I have informal feedback conversations with my manager				78%	+2	-1	+2	0
3c	I have scheduled feedback conversations with my manager				69%	+3	+4	+5	+2

Difference from (percentage point)



r = below privacy cut-off

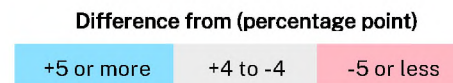
People Matter

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	difference from Portfolio	difference from Parent
Senior managers (total score)					46%	-4	-6	+2	-5
6a	Senior managers provide clear direction for the future of the organisation	45	32	23	45%	-6	-5	+2	-6
6b	Senior managers model the values of my organisation	46	33	22	46%	-7	-9	0	-6
6c	Senior managers promote collaboration between my organisation and other organisations we work with	47	34	20	47%	-3	-6	+1	-6
6d	Senior managers communicate the importance of customers in our work	57	27	17	57%	-5	-8	0	-6
6e	Senior managers listen to employees	40	29	31	40%	-2	-6	+2	-5
6f	Senior managers support the career advancement of all employees	42	32	26	42%	-2	-2	+4	-3



r = below privacy cut-off

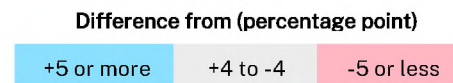
Decision making and accountability

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	difference from Portfolio	difference from Parent
Decision making and accountability (total score)					63%	-2	+4	+6	-1
5e	I have confidence in the decisions my manager makes	72	18	10	72%	0	0	+4	0
7d	People in my organisation take responsibility for their own actions	55	27	18	55%	-3	+7	+8	-1



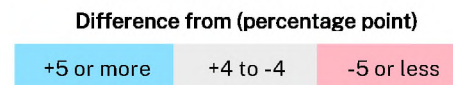
r = below privacy cut-off

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	difference from Portfolio	difference from Parent
Communication and change management (total score)				58%	-	+2	+4	-2
5b My manager communicates effectively with me	76	14	10	76%	+1	+1	+4	+1
6a Senior managers provide clear direction for the future of the organisation	45	32	23	45%	-6	-5	+2	-6
7b Change is managed well in my organisation	48	30	22	48%	-1	+9	+9	-1
7s I am supported through changes that affect my work	59	27	14	59%	-	+1	+2	-3
7t I have the opportunity to provide feedback on change processes that directly affect me	62	21	17	62%	-	+3	+2	-2



r = below privacy cut-off

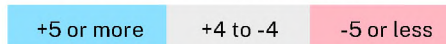
People Matter

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	difference from Portfolio	difference from Parent
Employee voice (total score)				62%	-	-3	+2	-3
5c My manager encourages and values employee input	73	17	10	73%	-3	-2	+2	-1
5d My manager involves my workgroup in decisions about our work	68	20	11	68%	-3	-2	+2	-3
6e Senior managers listen to employees	40	29	31	40%	-2	-6	+2	-5
8b I am comfortable sharing a different view to others in my organisation	68	17	15	68%	-	-1	+1	-2

Difference from (percentage point)



r = below privacy cut-off

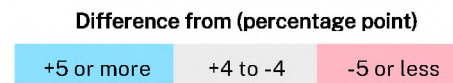
Action on survey results

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	difference from Portfolio	difference from Parent
9	I am confident my organisation will act on the results of this survey	45	24	32	45%	-3	+1	+5	-3



r = below privacy cut-off

Negative workplace behaviours

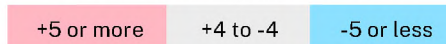
In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

In the last 12 months, have you...	2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio	difference from Parent
been aware of any misconduct in your organisation	12%	+2	-2	-4	0
witnessed bullying	20%	0	-1	-6	-1
experienced bullying	13%	0	-1	-4	-1
witnessed sexual harassment	2%	-1	0	-1	0
experienced sexual harassment	7%	0	+2	0	0
experienced threats or physical harm	13%	0	+3	0	+2
experienced discrimination	10%	0	0	-2	-1
experienced racism	8%	+2	+3	+2	+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

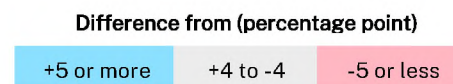
Difference from (percentage point)



r = below privacy cut-off

Health questions

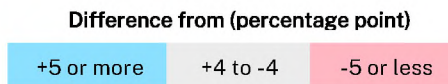
	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Portfolio	difference from Parent
I believe I am valued for what I can offer at my workplace	68	17	15	68%	0	+3	-3
In my workplace, we recognise our successes and innovations	65	21	14	65%	-1	+1	-5
Overall, I have confidence in the decisions made by my senior managers	57	25	18	57%	-3	+3	-3
I have a say in decisions which affect my work	56	25	19	56%	0	+3	-3
Where I work, we share the lessons learnt when mistakes are made	74	18	9	74%	0	+5	0
My team's objectives/work plans are clearly outlined	72	20	8	72%	+1	+4	-1
Our objectives/work plans help us to deliver a quality service	73	20	7	73%	0	+4	-1
There is good team spirit in my workgroup	71	16	12	71%	0	+3	-3
Overall, I believe the culture at my workplace has improved in the last 12 months	50	30	21	50%	+2	+4	-3
How often do you feel culturally safe in the workplace?	84	10		84%	+5	+1	-1
I support my organisation taking action to improve environmental sustainability	81	14		81%	-	+2	-2



r = below privacy cut-off

Health questions

Which of the following best describes your current role? (grouped)		2023 % respondents	difference from 2022	difference from Portfolio	difference from Parent
Medical		10%	0	+5	+3
Nursing and Midwifery		33%	-2	+2	+2
Clinical Support Workers		6%	0	+3	+2
Corporate Support		12%	0	0	0
Allied Health		16%	0	+3	+1
Other Health Professionals		r	-	-	-
Scientific and Technical		6%	0	+1	+1
Oral Health		r	-	-	-
Ambulance		r	-	-	-
Health Manager		r	-	-	-
Patient Support Services		5%	-1	-2	+2
Maintenance and Trades		r	-	-	-
Other		8%	0	-1	0



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	69	Yes	5	Service delivery involving direct contact with the public	57
Man	25	No	91	Other service delivery work	9
Non-binary	r	Prefer not to say	4	Administrative support	16
Use a different term	r			Corporate services	r
Prefer not to say	5	LGBTIQ+		Policy	r
		Yes	7	Research	3
Age		No	87	Program and project management support	r
15-34 years	34	Prefer not to say	6	Legal	r
35-54 years	42			Other	13
55+ years	16	LOTE spoken at home			
Prefer not to say	8	Yes	46	Organisation tenure	
		No	49	Less than 1 year	14
Aboriginal and/or Torres Strait Islander		Prefer not to say	6	1 year to less than 2 years	9
Yes	2			2 years to less than 5 years	21
No	94	Working arrangement		5 years to less than 10 years	19
Prefer not to say	4	Full-time	76	10 years to less than 20 years	21
		Part-time	24	More than 20 years	16
Cultural background		Employment status			
Oceania	68	Senior executive	2	Salary	
North-West European	6	Ongoing / permanent	79	\$93,294 and below	52
Southern and Eastern European	9	Temporary	5	\$93,295 - \$120,858	25
North African and Middle Eastern	4	Casual	4	\$120,859 - \$161,662	6
South-East Asian	11	Contract-non-executive	3	\$161,663 and above	4
North-East Asian	13	Labour hire	r	Prefer not to say	12
Southern and Central Asian	13	Other	r		
Peoples of the Americas	2	Don't know	5		
Sub-Saharan African	1				

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


r = below privacy cut-off

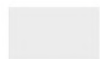
People Matter


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	Allied Health & Pharmacy Services	Anaesthesia & Pain Management	Bone, Joint, Connective Tissue & Neuroscience Services	Cancer Services	Cardiovascular Services	Clinical Support Services	Critical Care & Respiratory Services	Gastroenterology & Liver Services	Inpatient - Aged Chronic Care & Rehabilitation	Medical Imaging	Operating Theatres	Renal Medicine & Urology
Employee engagement	65	66	92	63	60	61	72	56	71	70	57	64	76
Wellbeing	53%	52%	83%	54%	47%	44%	60%	35%	66%	59%	50%	57%	62%
Role clarity and support	69%	72%	96%	70%	65%	63%	74%	56%	77%	78%	67%	71%	72%
Inclusion and diversity	67%	72%	96%	68%	64%	65%	72%	55%	74%	74%	61%	62%	79%
Teamwork and collaboration	62%	67%	93%	62%	56%	55%	69%	48%	65%	70%	55%	58%	71%
Learning and development	61%	63%	93%	62%	59%	59%	69%	50%	68%	73%	56%	59%	67%
Senior managers	46%	47%	81%	38%	41%	49%	62%	27%	55%	58%	38%	45%	57%
Communication and change management	58%	58%	88%	52%	53%	55%	72%	42%	64%	67%	52%	54%	77%
Employee voice	62%	64%	88%	58%	60%	56%	71%	53%	69%	68%	53%	56%	77%

 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 LGBTIQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	65	66	66	r	78	63	70	68	64	67	66
Wellbeing	53%	55%	57%	r	70%	47%	54%	59%	52%	55%	60%
Role clarity and support	69%	70%	73%	r	83%	68%	72%	75%	71%	71%	69%
Inclusion and diversity	67%	68%	71%	r	80%	58%	69%	71%	69%	69%	68%
Teamwork and collaboration	62%	62%	66%	r	77%	57%	62%	67%	63%	63%	60%
Learning and development	61%	62%	64%	r	71%	56%	66%	66%	61%	64%	58%
Senior managers	46%	47%	48%	r	69%	39%	50%	53%	46%	50%	42%
Communication and change management	58%	59%	61%	r	74%	51%	63%	66%	60%	60%	56%
Employee voice	62%	63%	66%	r	78%	55%	64%	67%	64%	65%	60%

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit

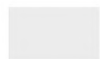
 At least 5 percentage points lower than report unit


r = below privacy cut-off

Selected key topic results by 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	65	63	73	68	r	r	68	r	r	65
Wellbeing	53%	50%	63%	62%	r	r	65%	r	r	54%
Role clarity and support	69%	67%	73%	77%	r	r	77%	r	r	69%
Inclusion and diversity	67%	67%	71%	71%	r	r	76%	r	r	67%
Teamwork and collaboration	62%	59%	68%	64%	r	r	75%	r	r	64%
Learning and development	61%	59%	68%	65%	r	r	72%	r	r	59%
Senior managers	46%	41%	59%	49%	r	r	63%	r	r	53%
Communication and change management	58%	54%	70%	67%	r	r	73%	r	r	57%
Employee voice	62%	60%	72%	67%	r	r	73%	r	r	63%

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit

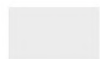
 At least 5 percentage points lower than report unit


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	65	70	68	62	67	64	63
Wellbeing	53%	64%	61%	48%	56%	49%	54%
Role clarity and support	69%	79%	76%	66%	70%	65%	67%
Inclusion and diversity	67%	73%	71%	65%	70%	63%	67%
Teamwork and collaboration	62%	71%	69%	56%	66%	55%	59%
Learning and development	61%	74%	66%	57%	62%	56%	57%
Senior managers	46%	56%	53%	41%	56%	38%	41%
Communication and change management	58%	68%	65%	55%	63%	51%	51%
Employee voice	62%	70%	66%	61%	68%	57%	56%

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit

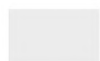
 At least 5 percentage points lower than report unit


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	65	r	r	r	r	r	r	r	r
Wellbeing	53%	r	r	r	r	r	r	r	r
Role clarity and support	69%	r	r	r	r	r	r	r	r
Inclusion and diversity	67%	r	r	r	r	r	r	r	r
Teamwork and collaboration	62%	r	r	r	r	r	r	r	r
Learning and development	61%	r	r	r	r	r	r	r	r
Senior managers	46%	r	r	r	r	r	r	r	r
Communication and change management	58%	r	r	r	r	r	r	r	r
Employee voice	62%	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

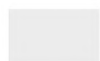
 At least 5 percentage points lower than report unit


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	65	r	r	r	r	r	r	r	r	r
Wellbeing	53%	r	r	r	r	r	r	r	r	r
Role clarity and support	69%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	67%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	62%	r	r	r	r	r	r	r	r	r
Learning and development	61%	r	r	r	r	r	r	r	r	r
Senior managers	46%	r	r	r	r	r	r	r	r	r
Communication and change management	58%	r	r	r	r	r	r	r	r	r
Employee voice	62%	r	r	r	r	r	r	r	r	r

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

Additional information about the survey

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

Survey model

The People Matter Employee Survey provides an important opportunity for more than 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

The survey asks employees about their experiences with their work, workgroup, managers, and organisation. Their experiences are grouped into management practices and reported under 4 domains:

- Purpose and direction
- Work environment
- Enabling practices
- Leadership

All of these practices positively contribute towards employee and organisational outcomes, including employee engagement, job satisfaction, wellbeing, and customer service.



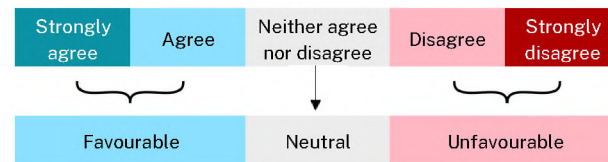
Interpretation guide

Privacy

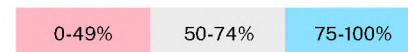
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

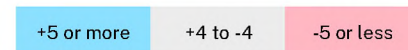


% favourable scores are colour coded based on these ranges:



Difference scores

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



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

Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

Burnout (disagree) question

The score provided for the burnout question indicates the % favourable responses (i.e. 'strongly disagree' and 'disagree' responses).

The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work. The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.

Employee engagement score calculation

Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

100 to 'strongly agree'
75 to 'agree'
50 to 'neither agree nor disagree'
25 to 'disagree'
0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the 5 question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

Key driver analysis




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

Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson's correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Action planning

We are all responsible for building a world class public service. Improving employee experience is one way to work towards this goal.

Survey communication and action planning: Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

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

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