

People Matter

NSW Public Sector
Employee Survey 2022

Agency Report

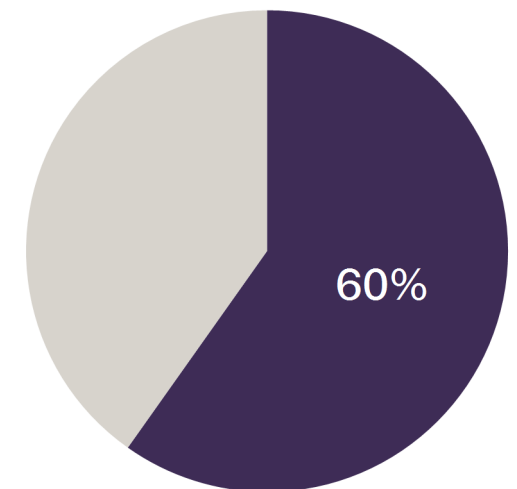
Office of the Director of Public Prosecutions

Survey period: 22 August to 16 September 2022

Completed surveys: 549

Response rate: 60%

Response rate:



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High level results

Discover key results and patterns

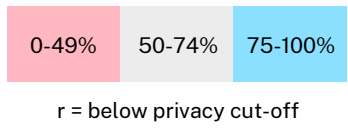
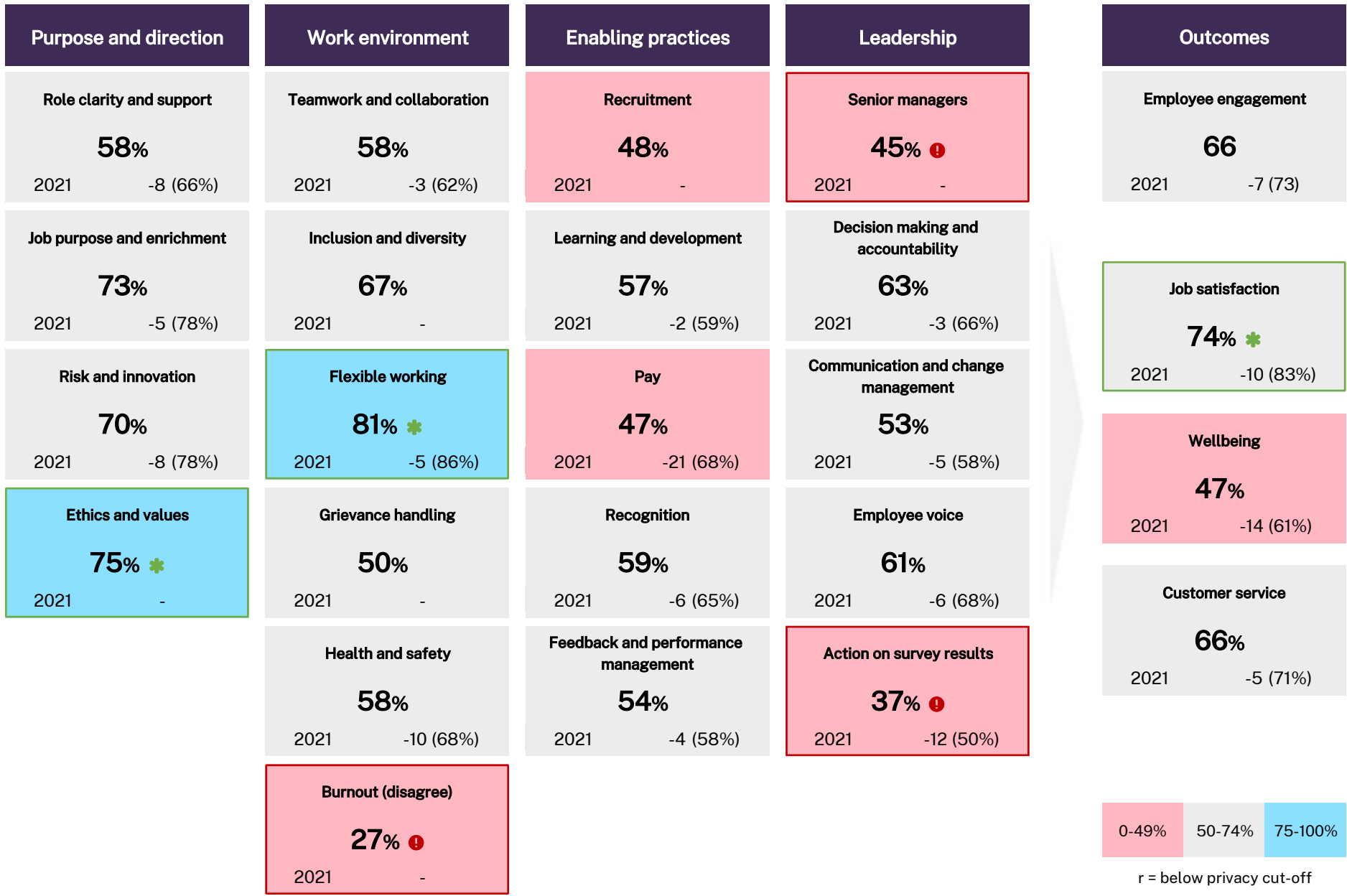
Headline results for key topics

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 for you. Use these topics as a starting point for exploring your results.

See 'Additional information about the survey' for interpretation guidance including the burnout (disagree) question and details about the survey model.



Highest and lowest 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			2022 % favourable	difference from 2021
Ethics and values	7q	I support my organisation's values	92%	-
Role clarity and support	1a	I understand what is expected of me to do well in my job	87%	-5
Flexible working	8f	My manager supports flexible working in my team	86%	-1
Inclusion and diversity	2b	People in my workgroup treat each other with respect	85%	-3
Job purpose and enrichment	1e	My job gives me opportunities to use a variety of skills	84%	-2
- Questions with the lowest favourable scores			2022 % favourable	difference from 2021
Burnout (disagree)	1n	I feel burned out by my work (disagree)	27%	-
Role clarity and support	1d	I have the time to do my job well	34%	-10
Employee voice / Senior managers	6e	Senior managers listen to employees	36%	-5
Communication and change management	7b	Change is managed well in my organisation	36%	-13
Action on survey results	9	I am confident my organisation will act on the results of this survey	37%	-12

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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Most and least improved questions

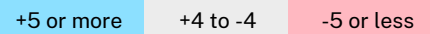
+ Most improved questions

			2022 % favourable	difference from 2021
Customer service	2c	People in my workgroup can explain how their work impacts customers	82%	+2
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	76%	-1
Learning and development	7e	My organisation is committed to developing its employees	59%	-1
Communication and change management	5b	My manager communicates effectively with me	77%	-1
Inclusion and diversity	8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	75%	-1

- Least improved questions

			2022 % favourable	difference from 2021
Pay	4	I am paid fairly for the work I do	47%	-21
Role clarity and support	1b	I get the support I need to do my job well	52%	-16
Wellbeing	1m	In general, my sense of wellbeing is..	50%	-16
Employee engagement	7j	I would recommend my organisation as a great place to work	59%	-15
Health and safety	7s	There are effective resources in my organisation to support employee wellbeing	48%	-15

Difference from (percentage point)



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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?

Key drivers for engagement

The key driver analysis identifies questions with the strongest influence on your employee 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	2022 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	59%	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	45%	Improve
Ethics and values	7p	My organisation shows a commitment to ethical behaviours	82%	Maintain
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	38%	Improve
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	51%	Improve
Employee voice / Senior managers	6e	Senior managers listen to employees	36%	Improve

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Results by topic

Discover more about your results

Employee engagement is about a person's connection to their organisation. It is a global measure of employee experience.

Many factors influence engagement: leadership, a positive and inclusive work culture, wellbeing, manager support, accountability, and flexible work to name a few.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Employee engagement (total score)*				66	-7	+2
7j I would recommend my organisation as a great place to work	59	21	20	59%	-15	-3
7k I am proud to tell others I work for my organisation	80	16	4	80%	-8	+10
7l I feel a strong personal attachment to my organisation	67	21	12	67%	-6	+6
7m My organisation motivates me to help it achieve its goals	55	26	19	55%	-14	+1
7n My organisation inspires me to do the best in my job	55	26	19	55%	-14	0

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



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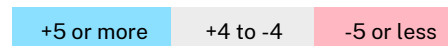
Intention to stay refers to an employee's desire and willingness to remain with their current organisation. Intention to stay can be influenced by many aspects of employee experience, including engagement.

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?

		2022 % respondents	difference from 2021	difference from Sector
Less than 1 year		8%	+3	0
1 year to less than 2 years		9%	+1	0
2 years to less than 5 years		24%	+3	+4
5 years to less than 10 years		27%	-3	+2
10 years to less than 20 years		21%	-2	-1
More than 20 years		11%	-2	-4

Difference from (percentage point)



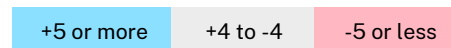
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Job satisfaction

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	2022 % favourable	difference from 2021	difference from Sector
Job satisfaction (total score)				74%	-10	+6
1g My job gives me a feeling of personal accomplishment	81	13		81%	-7	+9
1h I feel motivated to contribute more than what is normally required at work	71	16	13	71%	-11	+5
1i I am satisfied with my job	70	17	14	70%	-11	+3

Difference from (percentage point)

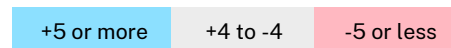


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Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Wellbeing (total score)				47%	-14	-11
1j I can keep my work stress at an acceptable level	44	19	36	44%	-13	-14
1m In general, my sense of wellbeing is..	50	36	15	50%	-16	-9

Difference from (percentage point)

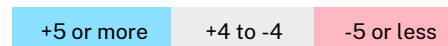


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Customer means the people who you or your organisation provide a service to.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Customer service (total score)					66%	-5	-4
1k	I am empowered to make the decisions needed to help customers and/or communities	64	20	16	64%	-10	-5
2c	People in my workgroup can explain how their work impacts customers	82	15		82%	+2	+1
2d	My workgroup considers customer needs when planning our work	74	18	7	74%	-4	-8
6d	Senior managers communicate the importance of customers in our work	58	26	16	58%	-2	-7
7h	The processes in my organisation are designed to support the best experience for customers	47	35	18	47%	-8	-10
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	71	21	8	71%	-5	+8

Difference from (percentage point)



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Role clarity and support

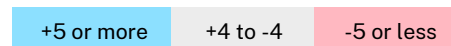
Purpose and direction

An employee has role clarity when they understand their goals, how to achieve these goals, and how the goals link to broader strategy.

Even when an employee does have role clarity, they need the right support to deliver. Support can come in the form of time, tools and technology, and training.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Role clarity and support (total score)				58%	-8	-6
1a I understand what is expected of me to do well in my job	87	7		87%	-5	+2
1b I get the support I need to do my job well	52	18	30	52%	-16	-11
1c I have the tools and technology to do my job well	61	18	21	61%	-9	-7
1d I have the time to do my job well	34	18	47	34%	-10	-18
3e My performance is assessed against clear criteria	57	24	20	57%	-5	+2
3f I have received the training and development I need to do my job well	59	21	20	59%	-2	-4

Difference from (percentage point)

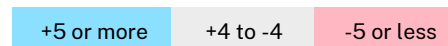


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In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Job purpose and enrichment (total score)				73%	-5	+3
1e My job gives me opportunities to use a variety of skills	84		10	84%	-2	+4
1f I have a choice in deciding how I carry out day to day work tasks	78	11	11	78%	-10	+6
3d In the last 12 months, I have received feedback to help me improve my work	65	17	18	65%	-4	+2
5h My manager communicates how my role contributes to my organisation's purpose	66	21	12	66%	-3	-2

Difference from (percentage point)



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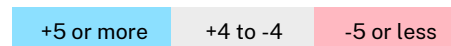
Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

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	2022 % favourable	difference from 2021	difference from Sector
Risk and innovation (total score)				70%	-8	-2
1l I am comfortable notifying my manager if I become aware of any risks at work	83	7	11	83%	-5	-4
5a My manager encourages people in my workgroup to keep improving the work they do	76	16	9	76%	-4	+2
7a My organisation is making improvements to meet future challenges	52	30	18	52%	-14	-5

Difference from (percentage point)



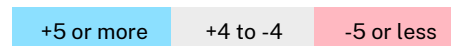
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Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours means behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.

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	2022 % favourable	difference from 2021	difference from Sector
Ethics and values (total score)				75%	-	+6
6b Senior managers model the values of my organisation	51	31	18	51%	-4	-2
7p My organisation shows a commitment to ethical behaviours	82	11	8	82%	-	+12
7q I support my organisation's values	92	8	0	92%	-	+7

Difference from (percentage point)



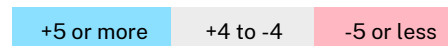
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Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Teamwork and collaboration (total score)				58%	-3	-4
2a My workgroup works collaboratively to achieve its goals	76	13	11	76%	-1	-3
6c Senior managers promote collaboration between my organisation and other organisations we work with	43	38	20	43%	-4	-9
7c There is good co-operation between teams across my organisation	56	21	24	56%	-5	+1

Difference from (percentage point)

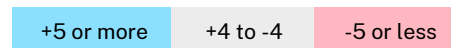


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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Inclusion and diversity (total score)				67%	-	0
2b People in my workgroup treat each other with respect	85			85%	-3	+5
6f Senior managers support the career advancement of all employees	38	31	31	38%	-	-6
8a Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	75			75%	-1	-3
8b I can speak up and share a different view to others in my organisation	66			66%	-6	-1
8c I feel that I belong in my organisation	73			73%	-9	+3

Difference from (percentage point)

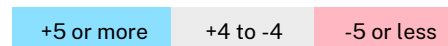


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Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

		Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Flexible working (total score)					81%	-5	+18
8e	How satisfied are you with your ability to access and use flexible working arrangements?	76	11	13	76%	-8	+15
8f	My manager supports flexible working in my team	86	8		86%	-1	+21

Difference from (percentage point)



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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		2022 % respondents	difference from 2021	difference from Sector
Flexible start and finish times		75%	-4	+30
Working more hours over fewer days		11%	-4	+2
Working additional hours to make up for time off		16%	-4	-2
Flexible scheduling for rostered workers		5%	0	-2
Part-time work		11%	+3	0
Job sharing		r	-	-
Working from different locations		17%	-1	-2
Working from home		90%	-4	+43
Purchasing annual leave		r	-	-
Leave without pay		5%	+2	-3
Study leave		2%	-2	-2
Other		3%	0	0
None of the above		2%	+1	-24

Difference from (percentage point)

+5 or more

+4 to -4

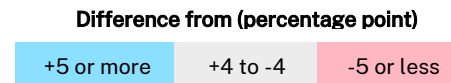
-5 or less

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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	2022 % favourable	difference from 2021	difference from Sector
10	If I raised a grievance in my organisation, it would be handled in a fair and objective manner	50	29	21	50%	-	-3

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

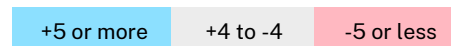


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Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Health and safety (total score)				58%	-10	-11
7r I am confident work health and safety issues I raise will be addressed promptly	68	16	16	68%	-5	-6
7s There are effective resources in my organisation to support employee wellbeing	48	20	31	48%	-15	-16

Difference from (percentage point)



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Burnout (disagree)

Work environment

Burnout is typically characterised by ongoing feelings of:

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
1n I feel burned out by my work (disagree)	27	24	49	27%	-	-6

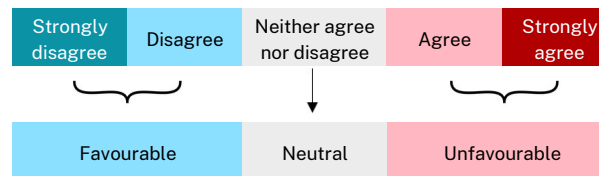
Note on interpretation:

This question is negatively worded. It differs in interpretation from other questions in this survey, because disagreement is considered a positive response.

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.



Difference from (percentage point)

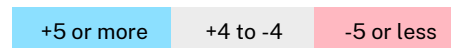
+5 or more	+4 to -4	-5 or less
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Recruitment refers to the process of attracting, screening, and onboarding people.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Recruitment (total score)				48%	-	0
7f My organisation makes fair recruitment and promotion decisions	39	28	33	39%	-	-5
7g My organisation generally selects capable people to do the job	57	24	19	57%	-8	+4

Difference from (percentage point)

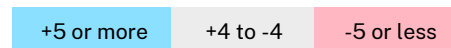


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Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Learning and development (total score)				57%	-2	+2
3f I have received the training and development I need to do my job well	59	21	20	59%	-2	-4
3g I am satisfied with the opportunities available for career development in my organisation	52	18	30	52%	-4	+3
7e My organisation is committed to developing its employees	59	21	21	59%	-1	+6

Difference from (percentage point)



r = below privacy cut-off

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

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

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?	2022 % respondents	difference from 2021	difference from Sector
Yes	39%	+10	-2
No	61%	-10	+2

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

Lack of visible opportunities		32%	+5	+5
Lack of promotion opportunities		33%	+3	+6
Lack of support from my manager / supervisor		10%	+3	-1
Geographic location considerations		30%	+2	+6
Personal / family considerations		36%	+6	+6
Insufficient training and development		11%	-4	-4
Lack of required capabilities or experience		9%	-4	-3
Lack of support for temporary assignments / secondments		19%	+4	+4
The application / recruitment process is too cumbersome or time consuming		23%	+4	0
Other		9%	+2	-1
There are no major barriers to my career progression		25%	-4	-3

Difference from (percentage point)

+5 or more

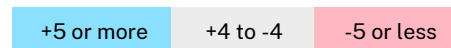
+4 to -4

-5 or less

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	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
4 I am paid fairly for the work I do	47	18	35	47%	-21	-1

Difference from (percentage point)



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Recognition involves recognising employees' contributions and achievements in the workplace through formal and informal channels.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Recognition (total score)				59%	-6	-1
5f My manager provides recognition for the work I do	72	14	14	72%	-4	+2
7o I receive adequate recognition for my contributions from my organisation	45	28	27	45%	-8	-4

Difference from (percentage point)

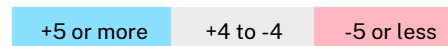


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Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Feedback and performance management (total score)				54%	-4	-1
3d In the last 12 months, I have received feedback to help me improve my work	65	17	18	65%	-4	+2
3e My performance is assessed against clear criteria	57	24	20	57%	-5	+2
5g My manager appropriately deals with employees who perform poorly	41	37	22	41%	-2	-8
Performance management process						
				2022 % respondents	difference from 2021	difference from Sector
3a I have a performance and development plan that sets out my individual goals				78%	-5	+7
3b I have informal feedback conversations with my manager				77%	-3	-2
3c I have scheduled feedback conversations with my manager				59%	-6	-5

Difference from (percentage point)



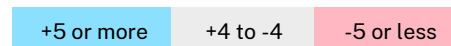
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Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Senior managers (total score)				45%	-	-6
6a Senior managers provide clear direction for the future of the organisation	44	30	25	44%	-1	-5
6b Senior managers model the values of my organisation	51	31	18	51%	-4	-2
6c Senior managers promote collaboration between my organisation and other organisations we work with	43	38	20	43%	-4	-9
6d Senior managers communicate the importance of customers in our work	58	26	16	58%	-2	-7
6e Senior managers listen to employees	36	28	36	36%	-5	-9
6f Senior managers support the career advancement of all employees	38	31	31	38%	-	-6

Difference from (percentage point)



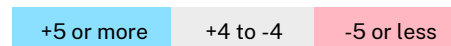
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Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

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	2022 % favourable	difference from 2021	difference from Sector
Decision making and accountability (total score)				63%	-3	+2
5e I have confidence in the decisions my manager makes	73	14	13	73%	-4	+1
7d People in my organisation take responsibility for their own actions	52	29	19	52%	-2	+3

Difference from (percentage point)

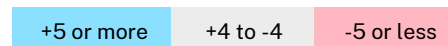


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Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Communication and change management (total score)				53%	-5	-2
5b My manager communicates effectively with me	77	10	13	77%	-1	+3
6a Senior managers provide clear direction for the future of the organisation	44	30	25	44%	-1	-5
7b Change is managed well in my organisation	36	35	28	36%	-13	-2

Difference from (percentage point)

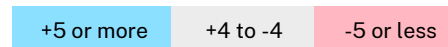


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Ensuring employees feel like they can speak up and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
Employee voice (total score)				61%	-6	-3
5c My manager encourages and values employee input	75	12	12	75%	-7	0
5d My manager involves my workgroup in decisions about our work	67	18	15	67%	-7	-3
6e Senior managers listen to employees	36	28	36	36%	-5	-9
8b I can speak up and share a different view to others in my organisation	66	18	16	66%	-6	-1

Difference from (percentage point)



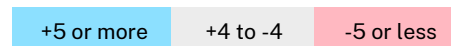
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To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

Employees can become disengaged if they are asked their opinion and then no action takes place as a result.

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector
9 I am confident my organisation will act on the results of this survey	37	28	35	37%	-12	-6

Difference from (percentage point)



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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...		2022 % respondents	difference from 2021	difference from Sector
been aware of any misconduct in your organisation		13%	0	-2
witnessed bullying		19%	-2	-2
experienced bullying		12%	0	-1
witnessed sexual harassment		4%	-2	+2
experienced sexual harassment		7%	-1	+2
experienced threats or physical harm		r	-	-
experienced discrimination		9%	+3	-1
experienced racism		2%	-1	-2

Definitions

- **Misconduct:** behaviour that is unethical or illegal, 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 may make a person feel offended, humiliated, or intimidated

- **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

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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	63	Yes	7	Service delivery involving direct contact with the public	9
Man	27	No	87	Other service delivery work	r
Non-binary	r	Prefer not to say	6	Administrative support	12
Use a different term	r			Corporate services	6
Prefer not to say	r	LGBTIQ+		Policy	r
		Yes	9	Research	r
Age		No	83	Program and project management support	r
15-34 years	35	Prefer not to say	8	Legal	68
35-54 years	40			Other	r
55+ years	10	LOTE spoken at home			
Prefer not to say	15	Yes	11	Organisation tenure	
		No	85	Less than 1 year	13
Aboriginal and/or Torres Strait Islander		Prefer not to say	5	1 year to less than 2 years	8
Yes	r			2 years to less than 5 years	23
No	93	Working arrangement		5 years to less than 10 years	22
Prefer not to say	r	Full-time	90	10 years to less than 20 years	19
		Part-time	10	More than 20 years	14
Cultural background		Employment status			
Oceanian	88	Senior executive	r	Salary	
North-West European	12	Ongoing / permanent	73	\$87,492 and below	21
Southern and Eastern European	4	Temporary	18	\$87,493 - \$113,342	23
North African and Middle Eastern	r	Casual	r	\$113,343 - \$151,608	31
South-East Asian	2	Contract-non-executive	4	\$151,609 and above	17
North-East Asian	3	Labour hire	r	Prefer not to say	9
Southern and Central Asian	3	Other	r		
Peoples of the Americas	r	Don't know	3		
Sub-Saharan African	r				


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


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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	Corporate Services	Crown Prosecutors & Crown Support	Directors Chambers	Solicitors Office
Employee engagement	66	71	65	82	65
Wellbeing	47%	73%	47%	72%	44%
Role clarity and support	58%	75%	53%	84%	57%
Inclusion and diversity	67%	75%	69%	88%	66%
Teamwork and collaboration	58%	63%	56%	79%	58%
Learning and development	56%	67%	64%	84%	53%
Senior managers	45%	57%	52%	85%	41%
Communication and change management	53%	63%	53%	79%	51%
Employee voice	61%	75%	55%	89%	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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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	66	68	64	r	r	63	66	69	67	67	67
Wellbeing	47%	50%	49%	r	r	42%	43%	56%	46%	51%	58%
Role clarity and support	58%	62%	56%	r	r	50%	47%	60%	58%	63%	64%
Inclusion and diversity	67%	71%	69%	r	r	59%	66%	61%	70%	71%	70%
Teamwork and collaboration	58%	62%	56%	r	r	53%	52%	50%	58%	62%	68%
Learning and development	56%	58%	58%	r	r	44%	39%	48%	56%	61%	55%
Senior managers	45%	48%	44%	r	r	35%	38%	40%	43%	49%	59%
Communication and change management	53%	56%	52%	r	r	45%	51%	50%	55%	54%	61%
Employee voice	61%	64%	63%	r	r	49%	58%	57%	64%	63%	67%

 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	66	66	r	71	73	r	r	r	65	r
Wellbeing	47%	59%	r	62%	78%	r	r	r	42%	r
Role clarity and support	58%	67%	r	74%	78%	r	r	r	54%	r
Inclusion and diversity	67%	67%	r	73%	77%	r	r	r	68%	r
Teamwork and collaboration	58%	57%	r	72%	64%	r	r	r	56%	r
Learning and development	56%	55%	r	59%	71%	r	r	r	56%	r
Senior managers	45%	51%	r	66%	63%	r	r	r	39%	r
Communication and change management	53%	57%	r	62%	66%	r	r	r	50%	r
Employee voice	61%	70%	r	68%	77%	r	r	r	59%	r

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit


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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	66	73	74	61	60	67	69
Wellbeing	47%	57%	56%	45%	41%	48%	51%
Role clarity and support	58%	61%	67%	52%	57%	60%	65%
Inclusion and diversity	67%	75%	76%	63%	62%	70%	73%
Teamwork and collaboration	58%	68%	73%	50%	50%	59%	68%
Learning and development	56%	63%	67%	48%	58%	58%	55%
Senior managers	45%	56%	57%	36%	40%	43%	55%
Communication and change management	53%	65%	64%	49%	50%	48%	56%
Employee voice	61%	69%	75%	58%	55%	58%	67%

 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 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	66	64	67	r	72	r	r	62	r
Wellbeing	47%	46%	47%	r	58%	r	r	44%	r
Role clarity and support	58%	54%	58%	r	71%	r	r	64%	r
Inclusion and diversity	67%	65%	70%	r	74%	r	r	67%	r
Teamwork and collaboration	58%	53%	61%	r	81%	r	r	64%	r
Learning and development	56%	52%	58%	r	67%	r	r	54%	r
Senior managers	45%	41%	44%	r	54%	r	r	63%	r
Communication and change management	53%	47%	53%	r	63%	r	r	72%	r
Employee voice	61%	57%	62%	r	76%	r	r	78%	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


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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	66	72	r	r	r	71	62	r	r	r
Wellbeing	47%	66%	r	r	r	53%	39%	r	r	r
Role clarity and support	58%	75%	r	r	r	59%	60%	r	r	r
Inclusion and diversity	67%	80%	r	r	r	72%	60%	r	r	r
Teamwork and collaboration	58%	74%	r	r	r	61%	63%	r	r	r
Learning and development	56%	76%	r	r	r	58%	63%	r	r	r
Senior managers	45%	65%	r	r	r	43%	52%	r	r	r
Communication and change management	53%	76%	r	r	r	51%	56%	r	r	r
Employee voice	61%	76%	r	r	r	59%	57%	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

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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 almost 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

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

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

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

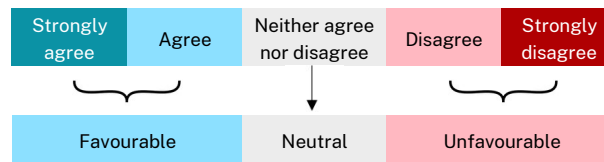


Privacy

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

% favourable calculation

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

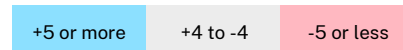


% favourable scores are colour coded based on these ranges:



Difference scores

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



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

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.

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%.

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




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.

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

Action planning

We are all responsible for building a world class public service. Improving employee experience is a 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 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.				