NSW GOVERNMENT

People Matter

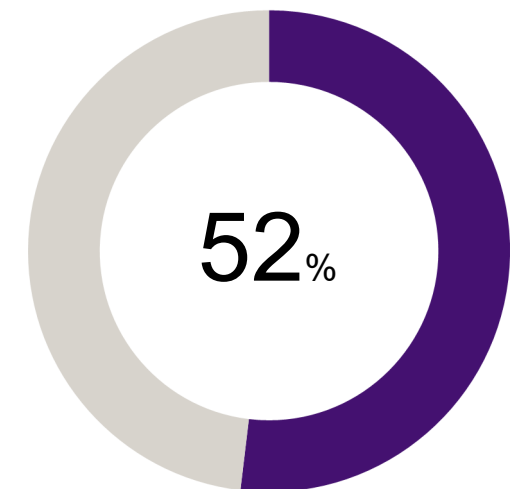## NSW Public Sector Employee Survey 2023

Agency Report

Office of the Director of Public Prosecutions

Survey period: 21 August to 15 September 2023

Completed surveys: 506

Response rate: 52% -8 compared to 2022

Response rate:

52%

Ipsos

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High level results
Discover key employee experience insights

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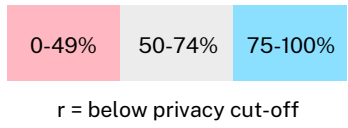# Headline results for key topics

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

| ✳ | ❗ |

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

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

Purpose and direction

Role clarity and support
49%
2022   -9 (58%)

Job purpose and enrichment
68% ✳
2022   -5 (73%)

Risk and innovation
64%
2022   -7 (70%)

Ethics and values
77% ✳
2022   -

Work environment

Teamwork and collaboration
53%
2022   -6 (58%)

Inclusion and diversity
62%
2022   -

Flexible working
77% ✳
2022   -4 (81%)

Grievance handling
53%
2022   -

Health and safety
41%
2022   -17 (58%)

Enabling practices

Recruitment
36% ❗
2022   -

Learning and development
43%
2022   -13 (56%)

Pay
38%
2022   -9 (47%)

Recognition
52%
2022   -7 (59%)

Feedback and performance management
45%
2022   -9 (54%)

Leadership

Senior managers
37%
2022   -8 (45%)

Decision making and accountability
54%
2022   -9 (63%)

Communication and change management
46%
2022   -

Employee voice
54%
2022   -

Action on survey results
27% ❗
2022   -10 (37%)

Outcomes

Employee engagement
60
2022   -6 (66)

Job satisfaction
66%
2022   -8 (74%)

Wellbeing
34% ❗
2022   -

Customer service
59%
2022   -7 (66%)

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

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Highest and lowest scoring questions

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

➕ Questions with the highest favourable scores

				2023 % favourable	difference from **2022**
Ethics and values	7u	I understand what ethical behaviour means within my workplace		96%	-
Ethics and values	7r	I support my organisation's values		88%	-4
Inclusion and diversity	2b	People in my workgroup treat each other with respect		87%	+2
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it		86%	-
Flexible working	8f	My manager supports flexible working in my team		83%	-4

➖ Questions with the lowest favourable scores

				2023 % favourable	difference from **2022**
Wellbeing	1n	I feel burned out by my work (disagree)		20%	-8
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees		27%	-11
Action on survey results	9	I am confident my organisation will act on the results of this survey		27%	-10
Role clarity and support	1d	I have the time to do my job well		27%	-7
Employee voice / Senior managers	6e	Senior managers listen to employees		29%	-8

Difference from (percentage point)

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

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Most and least improved questions

These are the most and least improved questions by **difference from the previous year**.

Consider why these scores have shifted. Was it due to actions you took in response to last year's survey results or something else?

-13

-12

➕ Most improved questions

				2023 % favourable	difference from 2022
Inclusion and diversity		2b	People in my workgroup treat each other with respect	87%	+2
Job purpose and enrichment		1f	I have a choice in deciding how I carry out day to day work tasks	78%	0

➖ Least improved questions

				2023 % favourable	difference from 2022
Health and safety		7x	I am confident work health and safety issues I raise will be addressed promptly	44%	-24
Learning and development		7e	My organisation is committed to developing its employees	42%	-17
Employee engagement		7k	I would recommend my organisation as a great place to work	45%	-14
Decision making and accountability		7d	People in my organisation take responsibility for their own actions	39%	-13
Learning and development		3g	I am satisfied with the opportunities available for career development in my organisation	40%	-12

Difference from (percentage point)

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

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Key drivers of engagement

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

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

Topic		Engagement key driver questions	2023 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	42%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	45%	Improve
Role clarity and support	1b	I get the support I need to do my job well	43%	Improve
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	42%	Improve
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	27%	Improve
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	36%	Improve

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Results by topic
Discover more about your results

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Employee engagement

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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Employee engagement (total score)*				**60**	-6	-5
7k I would recommend my organisation as a great place to work	45	27	28	45%	-14	-18
7l I am proud to tell others I work for my organisation	72	22		72%	-7	+2
7m I feel a strong personal attachment to my organisation	62	23	15	62%	-5	+1
7n My organisation motivates me to help it achieve its goals	44	29	27	44%	-11	-11
7o My organisation inspires me to do the best in my job	45	27	28	45%	-10	-10

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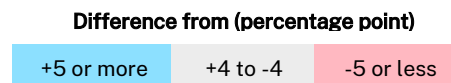
Difference from (percentage point)

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

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

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

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

		2023 % respondents	difference from **2022**	difference from **Sector**
Less than 1 year		9%	+1	+1
1 year to less than 2 years		13%	+4	+3
2 years to less than 5 years		23%	-1	+3
5 years to less than 10 years		29%	+2	+4
10 years to less than 20 years		17%	-4	-5
More than 20 years		9%	-3	-7

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

		2023	difference from 2022	difference from Sector
I am planning to retire		r	-	-
I am applying for/intend to apply for new roles in another NSW public sector organisation		43%	-	+10
I am applying for/intend to apply for roles in the private sector		20%	-	+1
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		23%	-	0

Difference from (percentage point)

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

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# People Matter

Intention to stay

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

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

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**
I am expected to do more work than I reasonably can	40%	-	+22
Senior leadership is of a poor quality	32%	-	+8
I am emotionally exhausted	30%	-	+13
There are a lack of future career opportunities in my organisation	29%	-	-2
I can receive a higher salary elsewhere	17%	-	-2

Difference from (percentage point)

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

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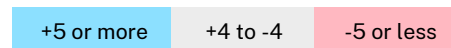
Job satisfaction

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	2023 % favourable	difference from 2022	difference from Sector
	Job satisfaction (total score)		**66%**	-8	-3
1g	My job gives me a feeling of personal accomplishment	77 / 13 / 10	77%	-3	+5
1h	I feel motivated to contribute more than what is normally required at work	62 / 17 / 22	62%	-9	-4
1i	I am satisfied with my job	59 / 21 / 21	59%	-11	-8

Difference from (percentage point)

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

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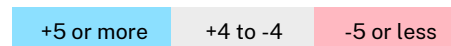
Wellbeing

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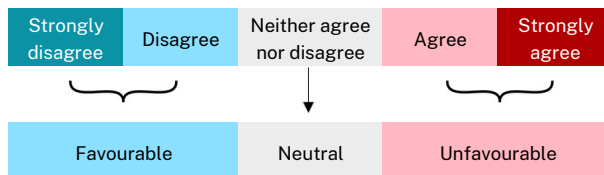
Burnout is typically characterised by ongoing feelings of:

• energy depletion / exhaustion

• negativity or cynicism about one's job

• reduced professional effectiveness.

		Favourable / Neutral / Unfavourable	**2023** % favourable	difference from **2022**	difference from **Sector**
	Wellbeing (total score)		**34**%	-	**-20**
1j	The amount of stress in my job is manageable	32 / 23 / 45	**32**%	-	**-22**
1m	In general, my sense of wellbeing is...	42 / 36 / 22	**42**%	**-7**	**-15**
1n	I feel burned out by my work (disagree)	20 / 21 / 60	**20**%	**-8**	**-14**
7w	I am satisfied with current workplace practices to help me manage my wellbeing	36 / 18 / 46	**36**%	-	**-23**
7y	There are effective resources in my organisation to support employee wellbeing	38 / 19 / 43	**38**%	**-10**	**-26**

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 <u>did not</u> feel burned out by their work.
The unfavourable score (red bar) shows the % of respondents that <u>did</u> feel burned out by their work.

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

Favourable	Neutral	Unfavourable

Difference from (percentage point)

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

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Customer service

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Customer service (total score)					**59%**	-7	-10
1k	I am empowered to make the decisions needed to help customers and/or communities	52	23	24	52%	-12	-16
2c	People in my workgroup can explain how their work impacts customers	77	19		77%	-5	-4
2d	My workgroup considers customer needs when planning our work	73	19	8	73%	-2	-10
6d	Senior managers communicate the importance of customers in our work	53	25	22	53%	-5	-12
7i	The processes in my organisation are designed to support the best experience for customers	39	34	27	39%	-8	-17
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	60	26	14	60%	-11	-3

Difference from (percentage point)

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

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People Matter
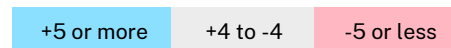
Role clarity and support
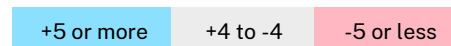## Purpose and direction

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
	Role clarity and support (total score)				**49%**	-9	-16
1a	I understand what is expected of me to do well in my job	79	12	10	79%	-8	-5
1b	I get the support I need to do my job well	43	20	38	43%	-9	-21
1c	I have the tools and technology to do my job well	54	20	26	54%	-8	-15
1d	I have the time to do my job well	27	15	58	27%	-7	-25
3e	My performance is assessed against clear criteria	44	27	29	44%	-12	-11
3f	I have received the training and development I need to do my job well	48	22	30	48%	-11	-16

Difference from (percentage point)

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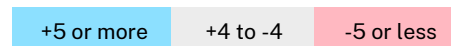
In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

		Favourable / Neutral / Unfavourable	2023 % favourable	difference from 2022	difference from Sector
	Job purpose and enrichment (total score)		**68%**	-5	-3
1e	My job gives me opportunities to use a variety of skills	79 / 11 / 10	79%	-5	-1
1f	I have a choice in deciding how I carry out day to day work tasks	78 / 10 / 12	78%	0	+6
3d	In the last 12 months, I have received feedback to help me improve my work	56 / 19 / 25	56%	-9	-9
5h	My manager communicates how my role contributes to my organisation's purpose	61 / 22 / 18	61%	-6	-8

Difference from (percentage point)

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

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Risk and innovation
Purpose and direction

Risk refers to the effect of uncertainty in achieving work goals and organisational objectives. Workplace risks can have negative or positive effects on your objectives.

Innovation means creating new and better products, processes services, and technologies to improve outcomes for the people of NSW.

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
	Risk and innovation (total score)				**64**%	-7	-9
1l	I am comfortable notifying my manager if I become aware of any risks at work	77	11	12	**77**%	-6	-9
5a	My manager encourages people in my workgroup to keep improving the work they do	68	20	12	**68**%	-8	-7
7a	My organisation is making improvements to meet future challenges	45	30	25	**45**%	-7	-10

Difference from (percentage point)

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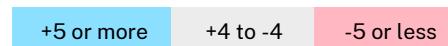
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Ethics and values
Purpose and direction

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
	Ethics and values (total score)				**77**%	-	-2
6b	Senior managers model the values of my organisation	42	30	28	42%	-9	-13
7q	My organisation shows a commitment to ethical behaviours	73	17	11	73%	-10	-1
7r	I support my organisation's values	88	11		88%	-4	0
7u	I understand what ethical behaviour means within my workplace	96			96%	-	+2
7v	I would know how to report unethical behaviour if I became aware of it	86	8		86%	-	0

Difference from (percentage point)

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

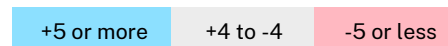r = below privacy cut-off

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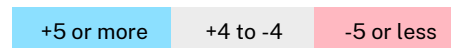
Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

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

		Favourable / Neutral / Unfavourable	2023 % favourable	difference from 2022	difference from Sector
	Teamwork and collaboration (total score)		**53**%	-6	-9
2a	My workgroup works collaboratively to achieve its goals	75 / 15 / 11	**75**%	-2	-4
6c	Senior managers promote collaboration between my organisation and other organisations we work with	37 / 38 / 25	**37**%	-6	-16
7c	There is good co-operation between teams across my organisation	46 / 28 / 26	**46**%	-10	-8

Difference from (percentage point)

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

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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	2023 % favourable	difference from 2022	difference from Sector
	Inclusion and diversity (total score)		**62**%	-	-6
2b	People in my workgroup treat each other with respect	87 / 7	87%	+2	+7
6f	Senior managers support the career advancement of all employees	27 / 32 / 41	27%	-11	-18
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	70 / 15 / 15	70%	-5	-8
8b	I am comfortable sharing a different view to others in my organisation	59 / 19 / 22	59%	-	-9
8c	I feel that I belong in my organisation	66 / 20 / 13	66%	-7	-4

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
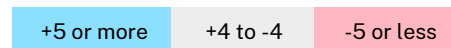
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Flexible working
Work environment

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
	Flexible working (total score)				**77%**	-4	+14
8e	How satisfied are you with your ability to access and use flexible working arrangements?	71	12	16	71%	-5	+11
8f	My manager supports flexible working in my team	83	11		83%	-4	+17

Difference from (percentage point)

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

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Use of flexible working
Work environment

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

8d Type of flexible working		2023 % respondents	difference from 2022	difference from Sector
Flexible start and finish times		73%	-2	+29
Working more hours over fewer days		12%	+1	+2
Working additional hours to make up for time off		21%	+6	+3
Flexible scheduling for rostered workers		5%	0	-2
Part-time work		12%	0	0
Job sharing		r	-	-
Working from different locations		16%	-1	-4
Working from home		89%	-2	+46
Purchasing annual leave		r	-	-
Leave without pay		5%	0	-3
Study leave		r	-	-
Other		3%	0	0
None of the above		4%	+2	-25

Difference from (percentage point)

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

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Grievance handling
Work environment

A grievance is any type of problem, concern, dispute, or complaint related to work or the work environment which cannot be resolved through usual communication.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	53	18	30	53%	-	-12

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

Difference from (percentage point)

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

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Health and safety
Work environment

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
	Health and safety (total score)				**41**%	-17	-25
7x	I am confident work health and safety issues I raise will be addressed promptly	44	21	35	**44**%	-24	-24
7y	There are effective resources in my organisation to support employee wellbeing	38	19	43	**38**%	-10	-26

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
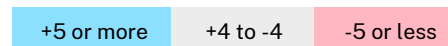
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Recruitment
Enabling practices

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

		Favourable	Neutral	Unfavourable	**2023** % favourable	difference from **2022**	difference from **Sector**
Recruitment (total score)					**36%**	-	-9
7f	My organisation makes fair recruitment decisions	31	33	36	31%	-	-14
7g	My organisation makes fair promotion decisions	29	34	37	29%	-	-10
7h	My organisation generally selects capable people to do the job	48	23	29	48%	-9	-4

Difference from (percentage point)

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

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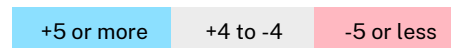
Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Learning and development (total score)					**43**%	-13	-13
3f	I have received the training and development I need to do my job well	48	22	30	48%	-11	-16
3g	I am satisfied with the opportunities available for career development in my organisation	40	24	37	40%	-12	-11
7e	My organisation is committed to developing its employees	42	29	29	42%	-17	-11

Difference from (percentage point)

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

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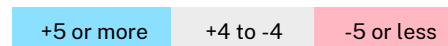
Mobility
Enabling practices

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

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

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?

	2023 % respondents	difference from 2022	difference from Sector
Yes	46%	+7	+5
No	54%	-7	-5

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

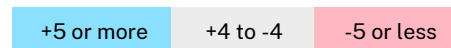|	2023 % respondents	difference from 2022	difference from Sector
Lack of visible opportunities	35%	+4	+8
Lack of promotion opportunities	39%	+5	+12
Lack of support from my manager / supervisor	13%	+3	+2
Geographic location considerations	37%	+8	+13
Personal / family considerations	36%	-1	+5
Insufficient training and development	15%	+5	+1
Lack of required capabilities or experience	11%	+2	0
Lack of support for temporary assignments / secondments	26%	+7	+12
The application / recruitment process is too cumbersome or time consuming	31%	+8	+9
Other	8%	0	-2
There are no major barriers to my career progression	17%	-7	-11

Difference from (percentage point)

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

r = below privacy cut-off

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
4	I am paid fairly for the work I do	38	17	44	38%	-9	-7

Difference from (percentage point)

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

r = below privacy cut-off

Recognition
Enabling practices

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

		Favourable	Neutral	Unfavourable	**2023** % favourable	difference from **2022**	difference from **Sector**
Recognition (total score)					**52**%	-7	-11
5f	My manager provides recognition for the work I do	67	13	20	**67**%	-6	-4
7p	I receive adequate recognition for my contributions from my organisation	36	29	35	**36**%	-9	-17

Difference from (percentage point)

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

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**
Feedback and performance management (total score)					**45**%	-9	-12
3d	In the last 12 months, I have received feedback to help me improve my work	56	19	25	**56**%	-9	-9
3e	My performance is assessed against clear criteria	44	27	29	**44**%	-12	-11
5g	My manager appropriately deals with employees who perform poorly	33	37	30	**33**%	-8	-16

		2023 % respondents	difference from **2022**	difference from **Sector**
Performance management process				
3a	I have a performance and development plan that sets out my individual goals	**68**%	-10	-6
3b	I have informal feedback conversations with my manager	**72**%	-5	-8
3c	I have scheduled feedback conversations with my manager	**51**%	-8	-15

Difference from (percentage point)

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

r = below privacy cut-off
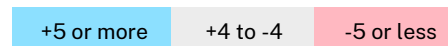
Senior managers
Leadership
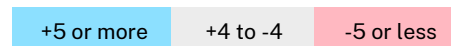
Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Senior managers (total score)				**37%**	-8	-15
6a Senior managers provide clear direction for the future of the organisation	36	31	33	36%	-9	-14
6b Senior managers model the values of my organisation	42	30	28	42%	-9	-13
6c Senior managers promote collaboration between my organisation and other organisations we work with	37	38	25	37%	-6	-16
6d Senior managers communicate the importance of customers in our work	53	25	22	53%	-5	-12
6e Senior managers listen to employees	29	27	45	29%	-8	-17
6f Senior managers support the career advancement of all employees	27	32	41	27%	-11	-18

Difference from (percentage point)

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

r = below privacy cut-off

People Matter

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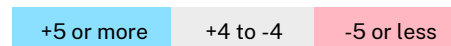
Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

Accountability is one of the four core NSW public sector values. It is about taking responsibility for decisions and actions. Accountability can add meaning to work and foster engagement.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Decision making and accountability (total score)				**54**%	-9	-6
5e I have confidence in the decisions my manager makes	68	16	16	**68**%	-5	-4
7d People in my organisation take responsibility for their own actions	39	30	31	**39**%	-13	-8

Difference from (percentage point)

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

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
	Communication and change management (total score)				**46%**	-	-10
5b	My manager communicates effectively with me	74	12	14	**74%**	-3	-1
6a	Senior managers provide clear direction for the future of the organisation	36	31	33	**36%**	-9	-14
7b	Change is managed well in my organisation	31	29	40	**31%**	-6	-8
7s	I am supported through changes that affect my work	44	31	25	**44%**	-	-14
7t	I have the opportunity to provide feedback on change processes that directly affect me	45	24	31	**45%**	-	-14

Difference from (percentage point)

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

r = below privacy cut-off

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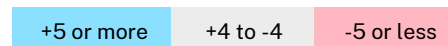
Ensuring employees feel like they can share a different view to others and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
Employee voice (total score)					**54%**	-	-11
5c	My manager encourages and values employee input	71	14	15	71%	-4	-5
5d	My manager involves my workgroup in decisions about our work	59	20	21	59%	-8	-12
6e	Senior managers listen to employees	29	27	45	29%	-8	-17
8b	I am comfortable sharing a different view to others in my organisation	59	19	22	59%	-	-9

Difference from (percentage point)

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

r = below privacy cut-off

People Matter
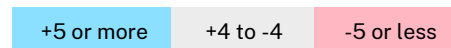
Action on survey results
Leadership

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector
9	I am confident my organisation will act on the results of this survey	27	24	49	27%	-10	-17

Difference from (percentage point)

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

r = below privacy cut-off

People Matter

Negative workplace behaviours

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

In the last 12 months, have you...		2023 % respondents	difference from 2022	difference from Sector
been aware of any misconduct in your organisation		15%	+3	+1
witnessed bullying		24%	+5	+4
experienced bullying		14%	+2	+1
witnessed sexual harassment		r	-	-
experienced sexual harassment		5%	-1	0
experienced threats or physical harm		2%	+1	-7
experienced discrimination		11%	+2	+1
experienced racism		2%	0	-3

Definitions

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

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

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

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

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

Difference from (percentage point)

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

r = below privacy cut-off

Results by child unit and demographic group

Discover if employees in different groups have different views

People Matter

This is a snapshot of survey takers.

Use the snapshot to see if the survey takers are representative of your organisation or team.

Gender	% respondents
Woman	60
Man	25
Non-binary	r
Use a different term	r
Prefer not to say	r

Age	
15-34 years	36
35-54 years	37
55+ years	8
Prefer not to say	19

Aboriginal and/or Torres Strait Islander	
Yes	r
No	94
Prefer not to say	r

Cultural background	
Oceanian	89
North-West European	10
Southern and Eastern European	7
North African and Middle Eastern	r
South-East Asian	r
North-East Asian	4
Southern and Central Asian	2
Peoples of the Americas	r
Sub-Saharan African	r

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

Disability	% respondents
Yes	10
No	84
Prefer not to say	6

LGBTIQ+	
Yes	8
No	80
Prefer not to say	12

LOTE spoken at home	
Yes	10
No	86
Prefer not to say	4

Working arrangement	
Full-time	89
Part-time	11

Employment status	
Senior executive	3
Ongoing / permanent	70
Temporary	18
Casual	r
Contract-non-executive	4
Labour hire	r
Other	r
Don't know	r

Type of work	% respondents
Service delivery involving direct contact with the public	7
Other service delivery work	r
Administrative support	11
Corporate services	7
Policy	r
Research	r
Program and project management support	r
Legal	71
Other	r

Organisation tenure	
Less than 1 year	11
1 year to less than 2 years	11
2 years to less than 5 years	19
5 years to less than 10 years	28
10 years to less than 20 years	19
More than 20 years	12

| Salary	
$93,294 and below	23
$93,295 - $120,858	23
$120,859 - $161,662	25
$161,663 and above	15
Prefer not to say	14

r = below privacy cut-off

Selected key topic results by child unit

This shows some key topic scores for the organisational units that sit one level below the report unit. These units are called child units.

	Report total	Corporate Services	Crown Prosecutors & Crown Support	Directors Chambers	Solicitors Office
Employee engagement	60	68	54	64	60
Wellbeing	34%	58%	32%	r	31%
Role clarity and support	49%	69%	45%	66%	47%
Inclusion and diversity	62%	79%	60%	57%	61%
Teamwork and collaboration	53%	70%	40%	r	53%
Learning and development	43%	55%	39%	61%	42%
Senior managers	37%	67%	37%	56%	34%
Communication and change management	46%	67%	40%	58%	45%
Employee voice	54%	77%	45%	66%	53%

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	60	61	63	r	r	55	56	60	60	64	66
Wellbeing	34%	34%	41%	r	r	20%	22%	39%	27%	40%	55%
Role clarity and support	49%	50%	53%	r	r	37%	42%	51%	45%	54%	61%
Inclusion and diversity	62%	64%	67%	r	r	46%	57%	58%	61%	70%	69%
Teamwork and collaboration	53%	55%	59%	r	r	44%	45%	54%	51%	61%	64%
Learning and development	43%	44%	50%	r	r	27%	37%	43%	42%	49%	54%
Senior managers	37%	39%	46%	r	r	25%	31%	43%	33%	46%	60%
Communication and change management	46%	47%	51%	r	r	31%	34%	51%	44%	53%	59%
Employee voice	54%	57%	60%	r	r	44%	45%	53%	54%	62%	69%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

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	60	61	r	59	68	r	r	r	59	r
Wellbeing	34%	43%	r	45%	58%	r	r	r	28%	r
Role clarity and support	49%	51%	r	61%	67%	r	r	r	45%	r
Inclusion and diversity	62%	61%	r	57%	79%	r	r	r	62%	r
Teamwork and collaboration	53%	59%	r	51%	69%	r	r	r	52%	r
Learning and development	43%	41%	r	41%	55%	r	r	r	42%	r
Senior managers	37%	43%	r	41%	61%	r	r	r	34%	r
Communication and change management	46%	54%	r	43%	67%	r	r	r	43%	r
Employee voice	54%	65%	r	54%	74%	r	r	r	52%	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 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	60	69	64	60	53	57	68
Wellbeing	34%	57%	30%	27%	26%	33%	49%
Role clarity and support	49%	64%	44%	43%	47%	47%	64%
Inclusion and diversity	62%	65%	65%	65%	57%	62%	70%
Teamwork and collaboration	53%	69%	58%	45%	44%	56%	63%
Learning and development	43%	61%	45%	38%	40%	38%	49%
Senior managers	37%	50%	41%	30%	32%	40%	49%
Communication and change management	46%	63%	51%	40%	41%	44%	55%
Employee voice	54%	67%	57%	54%	49%	55%	60%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	60	58	60	r	66	r	r	71	r
Wellbeing	34%	30%	31%	r	27%	r	r	49%	r
Role clarity and support	49%	48%	49%	r	52%	r	r	66%	r
Inclusion and diversity	62%	61%	62%	r	74%	r	r	67%	r
Teamwork and collaboration	53%	48%	57%	r	62%	r	r	69%	r
Learning and development	43%	39%	47%	r	50%	r	r	58%	r
Senior managers	37%	36%	34%	r	37%	r	r	53%	r
Communication and change management	46%	44%	45%	r	54%	r	r	71%	r
Employee voice	54%	55%	52%	r	69%	r	r	65%	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

People Matter

	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	60	62	r	r	r	66	61	66	r	r
Wellbeing	34%	50%	r	r	r	33%	49%	58%	r	r
Role clarity and support	49%	61%	r	r	r	47%	54%	63%	r	r
Inclusion and diversity	62%	68%	r	r	r	62%	57%	66%	r	r
Teamwork and collaboration	53%	67%	r	r	r	53%	56%	69%	r	r
Learning and development	43%	56%	r	r	r	52%	39%	59%	r	r
Senior managers	37%	42%	r	r	r	37%	47%	73%	r	r
Communication and change management	46%	63%	r	r	r	42%	55%	65%	r	r
Employee voice	54%	64%	r	r	r	56%	54%	75%	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

People Matter

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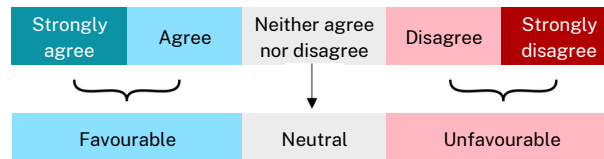
Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Teamwork and collaboration	Recruitment	Senior managers	Employee engagement
Job purpose and enrichment	Inclusion and diversity	Learning and development	Decision making and accountability	
Risk and innovation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

People Matter

Privacy

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

% favourable calculation

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

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

% favourable scores are colour coded based on these ranges:

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

Difference scores

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

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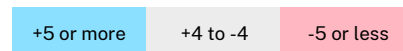
A '-' represents there is no applicable comparison available.

Rounding

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

Burnout (disagree) question

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

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

Employee engagement score calculation

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

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

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

Key driver analysis

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

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

People Matter

Action planning

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

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

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

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