NSW GOVERNMENT

People Matter

NSW Public Sector Employee Survey 2023
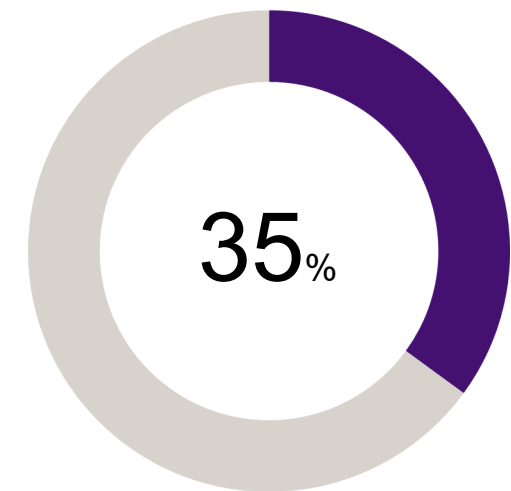
Agency Report

South Western Sydney Local Health District

Survey period: 21 August to 15 September 2023

Completed surveys: 5,888

Response rate: 35%   -10 compared to 2022

Response rate:

35%

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

NSW public sector

‣ Health

   ‣ South Western Sydney Local Health District

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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	Work environment	Enabling practices	Leadership		Outcomes
Role clarity and support **66%** 2022 0 (66%)	**Teamwork and collaboration** **59%** 2022 -1 (60%)	**Recruitment** **45%** ❗ 2022 -	**Senior managers** **46%** 2022 +1 (45%)		**Employee engagement** **61** 2022 -1 (62)
Job purpose and enrichment **69%** ✳ 2022 0 (70%)	**Inclusion and diversity** **65%** 2022 -	**Learning and development** **58%** 2022 0 (58%)	**Decision making and accountability** **57%** 2022 -1 (58%)		**Job satisfaction** **65%** 2022 -2 (67%)
Risk and innovation **69%** ✳ 2022 -1 (70%)	**Flexible working** **47%** 2022 -1 (48%)	**Pay** **32%** ❗ 2022 -6 (38%)	**Communication and change management** **55%** 2022 -		**Wellbeing** **48%** 2022 -
Ethics and values **74%** ✳ 2022 -	**Grievance handling** **61%** 2022 -	**Recognition** **57%** 2022 +3 (55%)	**Employee voice** **60%** 2022 -		**Customer service** **67%** 2022 -1 (69%)
	Health and safety **60%** 2022 -4 (65%)	**Feedback and performance management** **60%** 2022 0 (60%)	**Action on survey results** **38%** ❗ 2022 -2 (40%)		

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

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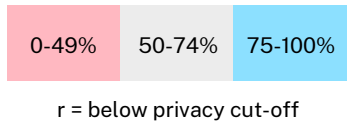
Highest and lowest scoring questions

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		89%	-
Role clarity and support	1a	I understand what is expected of me to do well in my job		86%	-2
Ethics and values	7r	I support my organisation's values		85%	+3
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		83%	-2
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it		81%	-

➖ **Questions with the lowest favourable scores**

				2023 % favourable	difference from 2022
Wellbeing	1n	I feel burned out by my work (disagree)		27%	+3
Pay	4	I am paid fairly for the work I do		32%	-6
Action on survey results	9	I am confident my organisation will act on the results of this survey		38%	-2
Employee voice / Senior managers	6e	Senior managers listen to employees		38%	0
Recruitment	7g	My organisation makes fair promotion decisions		39%	-

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?

-6

-3

➕ Most improved questions

				2023 % favourable	difference from 2022
Recognition	7p	I receive adequate recognition for my contributions from my organisation		49%	+4
Ethics and values	7q	My organisation shows a commitment to ethical behaviours		68%	+3
Ethics and values	7r	I support my organisation's values		85%	+3
Wellbeing	1n	I feel burned out by my work (disagree)		27%	+3
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees		41%	+2

➖ 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		63%	-7
Pay	4	I am paid fairly for the work I do		32%	-6
Customer service	7j	My organisation meets the needs of the communities, people, and/or businesses of NSW		57%	-3
Job satisfaction	1h	I feel motivated to contribute more than what is normally required at work		62%	-3
Role clarity and support	1a	I understand what is expected of me to do well in my job		86%	-2

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	51%	Improve
Wellbeing	7w	I am satisfied with current workplace practices to help me manage my wellbeing	52%	Improve
Communication and change management	7s	I am supported through changes that affect my work	58%	Improve
Recognition	7p	I receive adequate recognition for my contributions from my organisation	49%	Improve
Communication and change management	7b	Change is managed well in my organisation	42%	Improve
Recruitment	7g	My organisation makes fair promotion decisions	39%	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**	difference from **Cluster**
Employee engagement (total score)*					**61**	-1	-3	-2
7k	I would recommend my organisation as a great place to work	56	25	19	56%	0	-7	-4
7l	I am proud to tell others I work for my organisation	64	23	13	64%	0	-6	-4
7m	I feel a strong personal attachment to my organisation	56	26	18	56%	-2	-4	-1
7n	My organisation motivates me to help it achieve its goals	51	30	19	51%	+1	-4	-1
7o	My organisation inspires me to do the best in my job	52	29	19	52%	-1	-4	-1

*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

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

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

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

	2023 % respondents	difference from 2022	difference from Sector	difference from Cluster
Less than 1 year	9%	0	+1	0
1 year to less than 2 years	10%	0	0	0
2 years to less than 5 years	18%	+1	-2	-2
5 years to less than 10 years	24%	-1	-1	-1
10 years to less than 20 years	24%	0	+1	+2
More than 20 years	16%	-1	+1	+2

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

	2023 % respondents	difference from 2022	difference from Sector	difference from Cluster
I am planning to retire	11%	-	-2	-3
I am applying for/intend to apply for new roles in another NSW public sector organisation	46%	-	+13	+12
I am applying for/intend to apply for roles in the private sector	17%	-	-3	-1
I am applying for/intend to apply for new roles in the not for profit / community sector	2%	-	-1	-1
It is the end of my non-ongoing, casual or contracted employment	4%	-	-5	-2
Other	20%	-	-3	-5

Difference from (percentage point)

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

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Intention to stay

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

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

19p What is the primary reason behind your desire to leave your current organisation? (top 5 reasons)		2023 % respondents	difference from 2022	difference from Sector	difference from Cluster
There are a lack of future career opportunities in my organisation		27%	-	-3	-1
Senior leadership is of a poor quality		21%	-	-2	-3
I am not able to access the flexible working arrangements that I require		20%	-	+11	+8
I can receive a higher salary elsewhere		18%	-	-2	-4
I am expected to do more work than I reasonably can		18%	-	0	+2

Difference from (percentage point)

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

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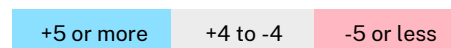
Job satisfaction

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	difference from Cluster
Job satisfaction (total score)					**65**%	-2	-4	-3
1g	My job gives me a feeling of personal accomplishment	70	16	14	**70**%	-2	-2	-2
1h	I feel motivated to contribute more than what is normally required at work	62	19	19	**62**%	-3	-4	-3
1i	I am satisfied with my job	63	20	17	**63**%	-2	-4	-3

Difference from (percentage point)

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

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

Burnout is typically characterised by ongoing feelings of:

• energy depletion / exhaustion

• negativity or cynicism about one's job

• reduced professional effectiveness.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
	Wellbeing (total score)				48%	-	-6	-4
1j	The amount of stress in my job is manageable	50	22	28	50%	-	-5	-5
1m	In general, my sense of wellbeing is…	53	34	14	53%	-2	-5	-4
1n	I feel burned out by my work (disagree)	27	29	44	27%	+3	-7	-5
7w	I am satisfied with current workplace practices to help me manage my wellbeing	52	25	23	52%	-	-6	-3
7y	There are effective resources in my organisation to support employee wellbeing	57	23	19	57%	-2	-6	-2

Note on interpretation:

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

Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

Favourable	Neutral	Unfavourable

Difference from (percentage point)

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

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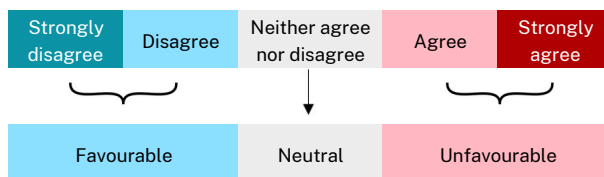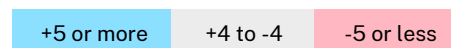
Customer service

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

		Favourable / Neutral / Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
	Customer service (total score)		**67%**	-1	-2	0
1k	I am empowered to make the decisions needed to help customers and/or communities	71 / 17 / 12	71%	-1	+2	0
2c	People in my workgroup can explain how their work impacts customers	79 / 15	79%	-2	-2	-1
2d	My workgroup considers customer needs when planning our work	80 / 13 / 7	80%	-1	-2	-2
6d	Senior managers communicate the importance of customers in our work	58 / 27 / 16	58%	0	-8	+1
7i	The processes in my organisation are designed to support the best experience for customers	58 / 27 / 15	58%	-1	+2	+1
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	57 / 27 / 16	57%	-3	-6	-2

Difference from (percentage point)

+5 or more | +4 to -4 | -5 or less
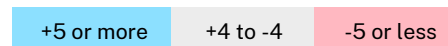
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Role clarity and support
Purpose and direction

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

Employees also need the right support to deliver what is expected in their role such as time to do their job well, tools and technology, and training.

		Favourable	Neutral	Unfavourable	**2023** % favourable	difference from **2022**	difference from **Sector**	difference from **Cluster**
	Role clarity and support (total score)				**66**%	0	+1	0
1a	I understand what is expected of me to do well in my job	86		8	**86**%	-2	+2	0
1b	I get the support I need to do my job well	61	18	21	**61**%	+1	-3	-1
1c	I have the tools and technology to do my job well	65	16	19	**65**%	0	-4	-3
1d	I have the time to do my job well	49	19	32	**49**%	0	-3	-3
3e	My performance is assessed against clear criteria	63	23	15	**63**%	0	+7	+6
3f	I have received the training and development I need to do my job well	69	18	12	**69**%	0	+5	+2

Difference from (percentage point)

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

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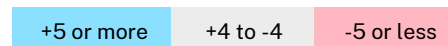
Job purpose and enrichment
Purpose and direction

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

		Favourable / Neutral / Unfavourable	**2023** % favourable	difference from **2022**	difference from **Sector**	difference from **Cluster**
	Job purpose and enrichment (total score)		**69**%	0	-2	+1
1e	My job gives me opportunities to use a variety of skills	78 / 12 / 9	**78**%	-1	-1	0
1f	I have a choice in deciding how I carry out day to day work tasks	67 / 16 / 16	**67**%	+1	-4	-2
3d	In the last 12 months, I have received feedback to help me improve my work	65 / 20 / 15	**65**%	0	+1	+4
5h	My manager communicates how my role contributes to my organisation's purpose	66 / 19 / 15	**66**%	-1	-2	+1

Difference from (percentage point)

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

r = below privacy cut-off

Risk and innovation
Purpose and direction

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

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

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
	Risk and innovation (total score)				**69**%	-1	-3	-1
1l	I am comfortable notifying my manager if I become aware of any risks at work	83	8	9	**83**%	-2	-3	-2
5a	My manager encourages people in my workgroup to keep improving the work they do	71	17	12	**71**%	0	-4	0
7a	My organisation is making improvements to meet future challenges	52	29	19	**52**%	-2	-4	0

Difference from (percentage point)

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

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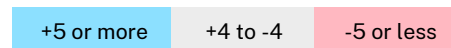
Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours means behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.

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	difference from Cluster
	Ethics and values (total score)				**74%**	-	-5	-1
6b	Senior managers model the values of my organisation	48	32	21	48%	+1	-7	+2
7q	My organisation shows a commitment to ethical behaviours	68	21	10	68%	+3	-5	0
7r	I support my organisation's values	85	12		85%	+3	-3	-3
7u	I understand what ethical behaviour means within my workplace	89	8		89%	-	-4	-2
7v	I would know how to report unethical behaviour if I became aware of it	81	11	8	81%	-	-5	-2

Difference from (percentage point)

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

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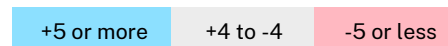
Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

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

		Favourable	Neutral	Unfavourable	**2023** % favourable	difference from **2022**	difference from **Sector**	difference from **Cluster**
	Teamwork and collaboration (total score)				**59**%	-1	-3	0
2a	My workgroup works collaboratively to achieve its goals	76	14	10	**76**%	-1	-3	-1
6c	Senior managers promote collaboration between my organisation and other organisations we work with	47	35	19	**47**%	+1	-6	+1
7c	There is good co-operation between teams across my organisation	52	27	20	**52**%	-1	-1	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
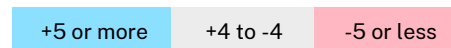
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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

		Favourable / Neutral / Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
	Inclusion and diversity (total score)		**65%**	-	-4	-1
2b	People in my workgroup treat each other with respect	75 / 14 / 11	**75%**	-2	-5	-1
6f	Senior managers support the career advancement of all employees	41 / 34 / 25	**41%**	+2	-4	+3
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	75 / 14 / 11	**75%**	-1	-4	-3
8b	I am comfortable sharing a different view to others in my organisation	66 / 19 / 15	**66%**	-	-2	-1
8c	I feel that I belong in my organisation	67 / 21 / 13	**67%**	-1	-4	-2

Difference from (percentage point)

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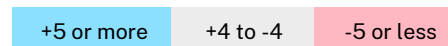
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Flexible working

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	difference from Cluster
	Flexible working (total score)				**47**%	-1	-16	-10
8e	How satisfied are you with your ability to access and use flexible working arrangements?	44	30	26	**44**%	-1	-17	-11
8f	My manager supports flexible working in my team	51	28	22	**51**%	-1	-14	-9

Difference from (percentage point)

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

r = below privacy cut-off

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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	difference from Cluster
Flexible start and finish times		25%	0	-19	-9
Working more hours over fewer days		6%	-1	-4	-3
Working additional hours to make up for time off		12%	+1	-6	-4
Flexible scheduling for rostered workers		8%	0	+1	-2
Part-time work		16%	-1	+4	-2
Job sharing		3%	0	0	-1
Working from different locations		9%	0	-11	-4
Working from home		17%	-3	-25	-9
Purchasing annual leave		2%	0	0	0
Leave without pay		7%	-1	-2	-2
Study leave		12%	+1	+7	+2
Other		3%	0	0	0
None of the above		39%	+3	+10	+7

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.

Grievance handling
Work environment

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	61	20	19	61%	-	-3	-1

*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	difference from Cluster
Health and safety (total score)					**60%**	-4	-6	-2
7x	I am confident work health and safety issues I raise will be addressed promptly	63	21	16	63%	-7	-5	-2
7y	There are effective resources in my organisation to support employee wellbeing	57	23	19	57%	-2	-6	-2

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	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
Recruitment (total score)					**45**%	-	0	+1
7f	My organisation makes fair recruitment decisions	47	31	22	47%	-	+2	+2
7g	My organisation makes fair promotion decisions	39	38	23	39%	-	0	+2
7h	My organisation generally selects capable people to do the job	50	27	22	50%	-2	-2	-1

Difference from (percentage point)

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

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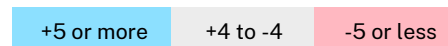
Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
	Learning and development (total score)				**58%**	0	+2	+2
3f	I have received the training and development I need to do my job well	69	18	12	**69%**	0	+5	+2
3g	I am satisfied with the opportunities available for career development in my organisation	52	23	25	**52%**	0	+2	+3
7e	My organisation is committed to developing its employees	51	29	21	**51%**	+1	-2	+2

Difference from (percentage point)

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

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People Matter
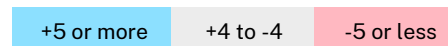
Mobility
Enabling practices

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

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

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?	2023 % respondents	difference from 2022	difference from Sector	difference from Cluster
Yes	46%	-2	+5	+4
No	54%	+2	-5	-4

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

	2023	difference from 2022	difference from Sector	difference from Cluster
Lack of visible opportunities	26%	+1	-2	0
Lack of promotion opportunities	24%	0	-3	-1
Lack of support from my manager / supervisor	13%	-1	+2	+1
Geographic location considerations	23%	-1	-1	0
Personal / family considerations	31%	0	0	-1
Insufficient training and development	14%	-1	0	0
Lack of required capabilities or experience	11%	-1	-1	0
Lack of support for temporary assignments / secondments	14%	-1	0	0
The application / recruitment process is too cumbersome or time consuming	17%	0	-5	-1
Other	10%	0	0	0
There are no major barriers to my career progression	27%	+1	-1	-1

Difference from (percentage point)

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

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Pay
Enabling practices

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
4	I am paid fairly for the work I do	32	21	47	32%	-6	-14	-3

Difference from (percentage point)

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

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People Matter
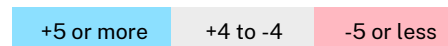
Recognition
Enabling practices

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
Recognition (total score)					**57**%	+3	-5	-1
5f	My manager provides recognition for the work I do	65	18	17	**65**%	+1	-6	-1
7p	I receive adequate recognition for my contributions from my organisation	49	27	25	**49**%	+4	-4	-1

Difference from (percentage point)

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

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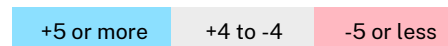
Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

| Favourable | Neutral | Unfavourable |

		Favourable / Neutral / Unfavourable	**2023** % favourable	difference from **2022**	difference from **Sector**	difference from **Cluster**
	Feedback and performance management (total score)		**60%**	0	+3	+4
3d	In the last 12 months, I have received feedback to help me improve my work	65 / 20 / 15	**65%**	0	+1	+4
3e	My performance is assessed against clear criteria	63 / 23 / 15	**63%**	0	+7	+6
5g	My manager appropriately deals with employees who perform poorly	51 / 28 / 21	**51%**	0	+1	+4

		2023 % respondents	difference from **2022**	difference from **Sector**	difference from **Cluster**
	Performance management process				
3a	I have a performance and development plan that sets out my individual goals	**82%**	-1	+8	+7
3b	I have informal feedback conversations with my manager	**78%**	-1	-2	+1
3c	I have scheduled feedback conversations with my manager	**69%**	+1	+4	+5

Difference from (percentage point)

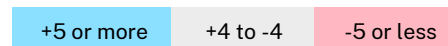| +5 or more | +4 to -4 | -5 or less |

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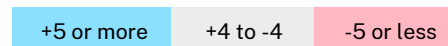
Senior managers
Leadership

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
	Senior managers (total score)				**46**%	+1	-6	+1
6a	Senior managers provide clear direction for the future of the organisation	45	33	22	45%	+1	-5	+2
6b	Senior managers model the values of my organisation	48	32	21	48%	+1	-7	+2
6c	Senior managers promote collaboration between my organisation and other organisations we work with	47	35	19	47%	+1	-6	+1
6d	Senior managers communicate the importance of customers in our work	58	27	16	58%	0	-8	+1
6e	Senior managers listen to employees	38	31	30	38%	0	-7	0
6f	Senior managers support the career advancement of all employees	41	34	25	41%	+2	-4	+3

Difference from (percentage point)

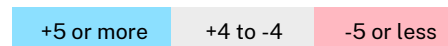| +5 or more	+4 to -4	-5 or less

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Decision making and accountability
Leadership

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
	Decision making and accountability (total score)				**57**%	-1	-3	-1
5e	I have confidence in the decisions my manager makes	66	20	15	**66**%	-2	-6	-2
7d	People in my organisation take responsibility for their own actions	47	30	23	**47**%	-1	0	+1

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	difference from Cluster
	Communication and change management (total score)		55%	-	-1	+1
5b	My manager communicates effectively with me	71 / 15 / 14	71%	-1	-4	-1
6a	Senior managers provide clear direction for the future of the organisation	45 / 33 / 22	45%	+1	-5	+2
7b	Change is managed well in my organisation	42 / 32 / 26	42%	0	+3	+2
7s	I am supported through changes that affect my work	58 / 25 / 18	58%	-	0	+1
7t	I have the opportunity to provide feedback on change processes that directly affect me	59 / 22 / 19	59%	-	0	0

Difference from (percentage point)

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

r = below privacy cut-off

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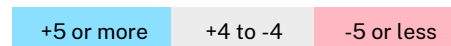
Ensuring employees feel like they can share a different view to others and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
	Employee voice (total score)				**60**%	-	-5	-1
5c	My manager encourages and values employee input	70	16	14	**70**%	0	-6	-2
5d	My manager involves my workgroup in decisions about our work	67	18	15	**67**%	0	-4	0
6e	Senior managers listen to employees	38	31	30	**38**%	0	-7	0
8b	I am comfortable sharing a different view to others in my organisation	66	19	15	**66**%	-	-2	-1

Difference from (percentage point)

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

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People Matter
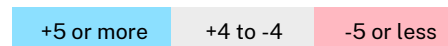
Action on survey results
Leadership

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Cluster
9	I am confident my organisation will act on the results of this survey	38	28	34	38%	-2	-6	-2

Difference from (percentage point)

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

r = below privacy cut-off

People Matter
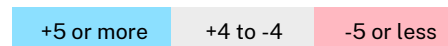
Negative workplace behaviours

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**	difference from **Cluster**
been aware of any misconduct in your organisation		15%	0	+1	-2
witnessed bullying		25%	0	+4	-1
experienced bullying		16%	0	+3	0
witnessed sexual harassment		3%	+1	0	0
experienced sexual harassment		7%	0	+2	0
experienced threats or physical harm		12%	+1	+2	-1
experienced discrimination		14%	+1	+4	+3
experienced racism		10%	+1	+5	+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

	Favourable / Neutral / Unfavourable	2023 % favourable	difference from 2022	difference from Cluster
I believe I am valued for what I can offer at my workplace	64 / 18 / 18	64%	-1	-1
In my workplace, we recognise our successes and innovations	64 / 22 / 15	64%	+2	0
Overall, I have confidence in the decisions made by my senior managers	55 / 25 / 21	55%	+1	+1
I have a say in decisions which affect my work	53 / 24 / 22	53%	+1	+1
Where I work, we share the lessons learnt when mistakes are made	70 / 17 / 12	70%	+1	+2
My team's objectives/work plans are clearly outlined	70 / 19 / 11	70%	+1	+2
Our objectives/work plans help us to deliver a quality service	70 / 20 / 10	70%	-1	0
There is good team spirit in my workgroup	68 / 16 / 15	68%	0	0
Overall, I believe the culture at my workplace has improved in the last 12 months	47 / 31 / 22	47%	+2	+2
How often do you feel culturally safe in the workplace?	80 / 13 / 7	80%	+4	-3
I support my organisation taking action to improve environmental sustainability	77 / 18 /	77%	-	-3

Difference from (percentage point)

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

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Health questions
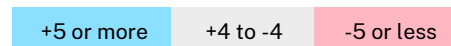
Which of the following best describes your current role? (grouped)

		2023 % respondents	difference from 2022	difference from Cluster
Medical		8%	-1	+3
Nursing and Midwifery		38%	+2	+7
Clinical Support Workers		4%	0	+1
Corporate Support		14%	-2	+2
Allied Health		16%	0	+3
Other Health Professionals		2%	0	0
Scientific and Technical		2%	0	-3
Oral Health		1%	0	0
Ambulance		r	-	-
Health Manager		5%	+3	-4
Patient Support Services		2%	-2	-5
Maintenance and Trades		r	-	-
Other		6%	-2	-2

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
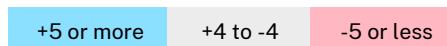
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Results by child unit and demographic group
Discover if employees in different groups have different views

People Matter

Respondent profile

This is a snapshot of survey takers.

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

Gender	% respondents
Woman	72
Man	18
Non-binary	1
Use a different term	0
Prefer not to say	9

Age	
15-34 years	26
35-54 years	45
55+ years	15
Prefer not to say	14

Aboriginal and/or Torres Strait Islander	
Yes	3
No	91
Prefer not to say	7

Cultural background	
Oceanian	70
North-West European	7
Southern and Eastern European	6
North African and Middle Eastern	4
South-East Asian	10
North-East Asian	5
Southern and Central Asian	15
Peoples of the Americas	2
Sub-Saharan African	2

Disability	% respondents
Yes	4
No	91
Prefer not to say	5

LGBTIQ+	
Yes	4
No	87
Prefer not to say	9

LOTE spoken at home	
Yes	40
No	52
Prefer not to say	8

Working arrangement	
Full-time	74
Part-time	26

Employment status	
Senior executive	3
Ongoing / permanent	77
Temporary	6
Casual	4
Contract-non-executive	4
Labour hire	r
Other	r
Don't know	5

Type of work	% respondents
Service delivery involving direct contact with the public	59
Other service delivery work	4
Administrative support	12
Corporate services	6
Policy	r
Research	1
Program and project management support	3
Legal	r
Other	14

Organisation tenure	
Less than 1 year	14
1 year to less than 2 years	11
2 years to less than 5 years	19
5 years to less than 10 years	21
10 years to less than 20 years	22
More than 20 years	14

Salary	
$93,294 and below	48
$93,295 - $120,858	25
$120,859 - $161,662	10
$161,663 and above	3
Prefer not to say	13

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

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People Matter

Selected key topic results by child unit

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

	Report total	Bankstown-Lidcombe Hospital	Bowral & District Hospital	Camden Hospital	Campbelltown Hospital	District Services	Drug Health	Fairfield Hospital	Liverpool Hospital	Mental Health	Oral Health	Population Health	Primary & Community Health
Employee engagement	61	64	67	66	58	63	57	61	60	64	53	68	61
Wellbeing	48%	50%	57%	54%	42%	56%	47%	46%	44%	52%	41%	66%	48%
Role clarity and support	65%	68%	72%	76%	61%	68%	64%	68%	63%	70%	53%	72%	65%
Inclusion and diversity	65%	70%	72%	69%	58%	69%	62%	65%	64%	66%	54%	70%	65%
Teamwork and collaboration	59%	65%	66%	58%	53%	63%	50%	58%	57%	62%	46%	69%	60%
Learning and development	58%	62%	65%	58%	54%	55%	58%	61%	56%	64%	45%	61%	55%
Senior managers	46%	53%	54%	39%	42%	51%	41%	44%	45%	46%	46%	54%	40%
Communication and change management	55%	62%	65%	56%	50%	58%	51%	56%	53%	56%	45%	62%	51%
Employee voice	60%	65%	68%	63%	54%	67%	57%	62%	58%	63%	54%	65%	59%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

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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	61	62	64	50	64	51	59	65	63	63	65
Wellbeing	48%	49%	54%	32%	47%	36%	40%	52%	47%	51%	55%
Role clarity and support	65%	67%	70%	52%	65%	53%	61%	70%	68%	67%	70%
Inclusion and diversity	65%	67%	69%	46%	62%	50%	59%	68%	68%	68%	68%
Teamwork and collaboration	59%	60%	62%	50%	57%	46%	53%	63%	62%	61%	61%
Learning and development	58%	59%	62%	38%	55%	45%	56%	62%	63%	59%	61%
Senior managers	46%	47%	52%	31%	51%	35%	42%	51%	47%	50%	49%
Communication and change management	55%	56%	60%	40%	57%	41%	52%	61%	59%	58%	58%
Employee voice	60%	62%	67%	39%	63%	48%	58%	65%	64%	64%	63%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

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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	61	60	62	63	64	r	64	66	r	63
Wellbeing	48%	45%	53%	54%	55%	r	60%	61%	r	52%
Role clarity and support	65%	64%	67%	70%	71%	r	71%	71%	r	69%
Inclusion and diversity	65%	65%	63%	64%	70%	r	71%	73%	r	65%
Teamwork and collaboration	59%	58%	56%	59%	64%	r	68%	69%	r	61%
Learning and development	58%	58%	54%	56%	57%	r	58%	60%	r	61%
Senior managers	46%	44%	44%	50%	52%	r	56%	56%	r	50%
Communication and change management	55%	54%	55%	58%	61%	r	58%	60%	r	58%
Employee voice	60%	60%	61%	61%	68%	r	73%	69%	r	62%

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	61	68	63	60	58	59	63
Wellbeing	48%	60%	51%	46%	45%	45%	51%
Role clarity and support	65%	74%	69%	64%	64%	64%	68%
Inclusion and diversity	65%	74%	67%	65%	63%	63%	67%
Teamwork and collaboration	59%	71%	61%	57%	55%	56%	61%
Learning and development	58%	69%	63%	56%	55%	53%	59%
Senior managers	46%	60%	50%	45%	43%	43%	48%
Communication and change management	55%	68%	59%	53%	53%	52%	55%
Employee voice	60%	72%	64%	60%	59%	58%	61%

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 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	61	64	61	r	r	r	r	r	r
Wellbeing	48%	52%	48%	r	r	r	r	r	r
Role clarity and support	65%	69%	66%	r	r	r	r	r	r
Inclusion and diversity	65%	71%	66%	r	r	r	r	r	r
Teamwork and collaboration	59%	64%	59%	r	r	r	r	r	r
Learning and development	58%	62%	58%	r	r	r	r	r	r
Senior managers	46%	50%	47%	r	r	r	r	r	r
Communication and change management	55%	61%	55%	r	r	r	r	r	r
Employee voice	60%	66%	62%	r	r	r	r	r	r

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

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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	61	r	r	r	r	r	r	r	69	r
Wellbeing	48%	r	r	r	r	r	r	r	60%	r
Role clarity and support	65%	r	r	r	r	r	r	r	74%	r
Inclusion and diversity	65%	r	r	r	r	r	r	r	76%	r
Teamwork and collaboration	59%	r	r	r	r	r	r	r	70%	r
Learning and development	58%	r	r	r	r	r	r	r	66%	r
Senior managers	46%	r	r	r	r	r	r	r	55%	r
Communication and change management	55%	r	r	r	r	r	r	r	66%	r
Employee voice	60%	r	r	r	r	r	r	r	72%	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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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.

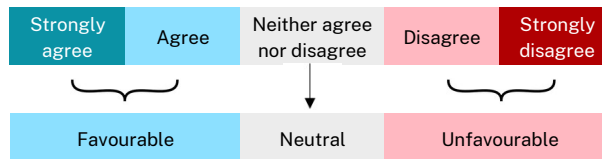| Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Teamwork and collaboration	Recruitment	Senior managers	Employee engagement
Job purpose and enrichment	Inclusion and diversity	Learning and development	Decision making and accountability	
Risk and 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.
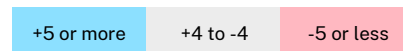
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Favourable		Neutral	Unfavourable	

% 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.

Action planning

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

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

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

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