People Matter

NSW Public Sector Employee Survey 2022

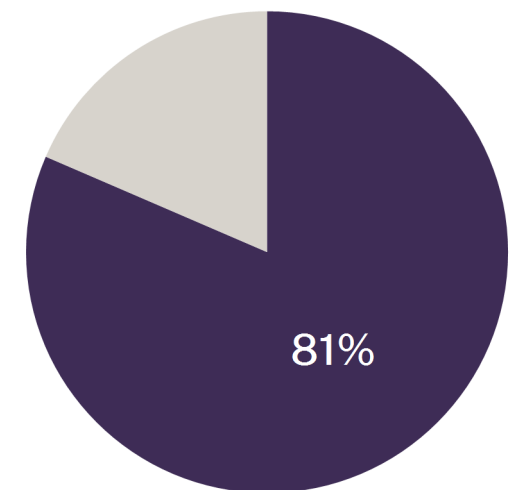**Agency Report**

Natural Resources Commission

Survey period: 22 August to 16 September 2022

Completed surveys: 22

Response rate: 81%

Response rate:

81%

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

NSW public sector

▸ Planning and Environment

 ▸ Natural Resources Commission

People Matter

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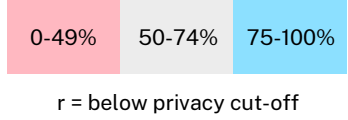
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Headline results for key topics

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

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

Purpose and direction

Role clarity and support
87%
2021   +4 (83%)

Job purpose and enrichment
91%
2021   +7 (84%)

Risk and innovation
94%
2021   +3 (91%)

Ethics and values
98% ✱
2021   -

Work environment

Teamwork and collaboration
83%
2021   0 (83%)

Inclusion and diversity
90%
2021   -

Flexible working
98% ✱
2021   +1 (97%)

Grievance handling
68% ⚠
2021   -

Health and safety
98% ✱
2021   +3 (95%)

Burnout (disagree)
64% ⚠
2021   -

Enabling practices

Recruitment
86%
2021   -

Learning and development
91%
2021   +10 (81%)

Pay
91%
2021   +4 (87%)

Recognition
91%
2021   +4 (86%)

Feedback and performance management
68% ⚠
2021   +6 (63%)

Leadership

Senior managers
91%
2021   -

Decision making and accountability
91%
2021   +8 (83%)

Communication and change management
86%
2021   +8 (79%)

Employee voice
94%
2021   +16 (78%)

Action on survey results
95%
2021   +9 (86%)

Outcomes

Employee engagement
80
2021   +4 (77)

Job satisfaction
91%
2021   +2 (89%)

Wellbeing
68%
2021   -12 (80%)

Customer service
92%
2021   +5 (87%)

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

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Highest and lowest questions

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

⊕ Questions with the highest favourable scores

				2022 % favourable	difference from 2021
Role clarity and support	1b	I get the support I need to do my job well		100%	+13
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks		100%	+7
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work		100%	+3
Employee voice	5c	My manager encourages and values employee input		100%	+20
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work		100%	+7

⊖ Questions with the lowest favourable scores

				2022 % favourable	difference from 2021
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria		59%	-4
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly		59%	+14
Wellbeing	1j	I can keep my work stress at an acceptable level		64%	-13
Burnout (disagree)	1n	I feel burned out by my work (disagree)		64%	-
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation		64%	-5

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?

⊕ Most improved questions

			2022 % favourable	difference from 2021
Employee voice	5c	My manager encourages and values employee input	100%	+20
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	82%	+18
Employee voice / Senior managers	6e	Senior managers listen to employees	91%	+18
Employee engagement	7n	My organisation inspires me to do the best in my job	95%	+16
Employee voice / Inclusion and diversity	8b	I can speak up and share a different view to others in my organisation	95%	+15

⊖ Least improved questions

			2022 % favourable	difference from 2021
Wellbeing	1j	I can keep my work stress at an acceptable level	64%	-13
Wellbeing	1m	In general, my sense of wellbeing is...	73%	-11
Inclusion and diversity	8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	91%	-6
Teamwork and collaboration	7c	There is good co-operation between teams across my organisation	64%	-5
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	59%	-4

Difference from (percentage point)

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

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Key drivers for engagement

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

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

Topic		Engagement key driver questions	2022 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	95%	Maintain
Role clarity and support	1c	I have the tools and technology to do my job well	95%	Maintain
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	86%	Maintain
Risk and innovation	7a	My organisation is making improvements to meet future challenges	86%	Maintain
Flexible working	8e	How satisfied are you with your ability to access and use flexible working arrangements?	95%	Maintain
Ethics and values	7q	I support my organisation's values	100%	Maintain

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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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Employee engagement (total score)*				**80**	+4	+16	+13
7j I would recommend my organisation as a great place to work	91		9	91%	+5	+29	+20
7k I am proud to tell others I work for my organisation	95			95%	+9	+26	+22
7l I feel a strong personal attachment to my organisation	82		18	82%	+9	+21	+20
7m My organisation motivates me to help it achieve its goals	95			95%	+13	+41	+36
7n My organisation inspires me to do the best in my job	95			95%	+16	+40	+36

*See 'Additional information about the survey' for more 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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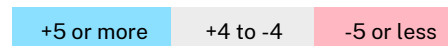
Intention to stay

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?	2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Less than 1 year	r	-	-	-
1 year to less than 2 years	r	-	-	-
2 years to less than 5 years	r	-	-	-
5 years to less than 10 years	r	-	-	-
10 years to less than 20 years	r	-	-	-
More than 20 years	r	-	-	-

Difference from (percentage point)

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

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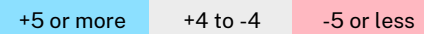
Job satisfaction

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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Job satisfaction (total score)					**91**%	+2	+23	+19
1g	My job gives me a feeling of personal accomplishment	91			**91**%	+1	+19	+16
1h	I feel motivated to contribute more than what is normally required at work	86	14		**86**%	0	+20	+15
1i	I am satisfied with my job	95			**95**%	+5	+29	+24

Difference from (percentage point)

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

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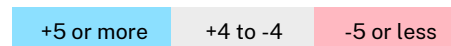
Wellbeing

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

	Favourable	Neutral	Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
Wellbeing (total score)				**68%**	-12	+10	+5
1j I can keep my work stress at an acceptable level	64	27	9	**64%**	-13	+5	+1
1m In general, my sense of wellbeing is...	73	27		**73%**	-11	+14	+10

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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
	Customer service (total score)				**92**%	**+5**	**+22**	**+20**
1k	I am empowered to make the decisions needed to help customers and/or communities	86		14	86%	+13	+18	+16
2c	People in my workgroup can explain how their work impacts customers	95			95%	+2	+14	+11
2d	My workgroup considers customer needs when planning our work	95			95%	+2	+13	+10
6d	Senior managers communicate the importance of customers in our work	100			100%	+7	+35	+30
7h	The processes in my organisation are designed to support the best experience for customers	86		14	86%	+4	+30	+35
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	86		14	86%	0	+23	+21

Difference from (percentage point)

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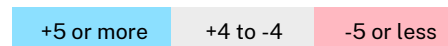
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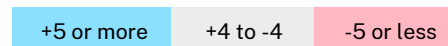
Role clarity and support
Purpose and direction

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

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

		Favourable / Neutral / Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**	difference from **Cluster**
	Role clarity and support (total score)		**87**%	+4	+23	+22
1a	I understand what is expected of me to do well in my job	95	95%	+9	+11	+14
1b	I get the support I need to do my job well	100	100%	+13	+37	+31
1c	I have the tools and technology to do my job well	95	95%	+2	+28	+28
1d	I have the time to do my job well	77 / 9 / 14	77%	+1	+25	+21
3e	My performance is assessed against clear criteria	59 / 36	59%	-4	+5	+5
3f	I have received the training and development I need to do my job well	95	95%	+2	+32	+33

Difference from (percentage point)

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

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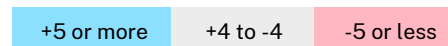
In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

		Favourable / Neutral / Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**	difference from **Cluster**
	Job purpose and enrichment (total score)		**91**%	+7	+20	+14
1e	My job gives me opportunities to use a variety of skills	95	**95**%	+9	+16	+13
1f	I have a choice in deciding how I carry out day to day work tasks	100	**100**%	+7	+29	+14
3d	In the last 12 months, I have received feedback to help me improve my work	86 / 14	**86**%	+7	+23	+19
5h	My manager communicates how my role contributes to my organisation's purpose	82 / 18	**82**%	+5	+14	+8

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. Risk can relate to many things in the workplace.

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

A healthy risk appetite can help foster innovation.

		Favourable / Neutral / Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
	Risk and innovation (total score)		**94**%	+3	+21	+17
1l	I am comfortable notifying my manager if I become aware of any risks at work	100	**100**%	+3	+14	+9
5a	My manager encourages people in my workgroup to keep improving the work they do	95	**95**%	+5	+21	+16
7a	My organisation is making improvements to meet future challenges	86 / 14	**86**%	0	+30	+27

Difference from (percentage point)

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

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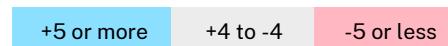
Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours means behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.

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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
	Ethics and values (total score)		**98**%	-	+29	+23
6b	Senior managers model the values of my organisation	95	95%	+9	+42	+35
7p	My organisation shows a commitment to ethical behaviours	100	100%	-	+30	+23
7q	I support my organisation's values	100	100%	-	+16	+12

Difference from (percentage point)

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

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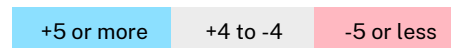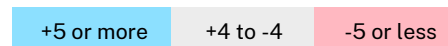
Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

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

		Favourable / Neutral / Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**	difference from **Cluster**
	Teamwork and collaboration (total score)		**83**%	0	+21	+16
2a	My workgroup works collaboratively to achieve its goals	91 / 9	**91**%	-2	+12	+7
6c	Senior managers promote collaboration between my organisation and other organisations we work with	95	**95**%	+9	+43	+36
7c	There is good co-operation between teams across my organisation	64 / 32	**64**%	-5	+9	+5

Difference from (percentage point)

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

r = below privacy cut-off

Inclusion and diversity
Work environment

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

		Favourable / Neutral / Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
	Inclusion and diversity (total score)		**90%**	-	+22	+17
2b	People in my workgroup treat each other with respect	95	95%	+2	+15	+9
6f	Senior managers support the career advancement of all employees	77 / 23	77%	-	+34	+26
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	91 / 9	91%	-6	+13	+12
8b	I can speak up and share a different view to others in my organisation	95	95%	+15	+29	+21
8c	I feel that I belong in my organisation	91 / 9	91%	+8	+21	+18

Difference from (percentage point)
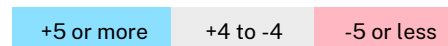
+5 or more	+4 to -4	-5 or less

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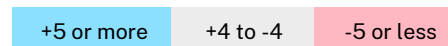
Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

		Favourable / Neutral / Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**	difference from **Cluster**
	Flexible working (total score)		**98**%	+1	+35	+12
8e	How satisfied are you with your ability to access and use flexible working arrangements?	95	**95**%	-1	+35	+10
8f	My manager supports flexible working in my team	100	**100**%	+3	+35	+13

Difference from (percentage point)

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

r = below privacy cut-off

Use of flexible working
Work environment

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

8d Type of flexible working		2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Flexible start and finish times		91%	+8	+47	+16
Working more hours over fewer days		r	-	-	-
Working additional hours to make up for time off		r	-	-	-
Flexible scheduling for rostered workers		r	-	-	-
Part-time work		r	-	-	-
Job sharing		r	-	-	-
Working from different locations		45%	+18	+26	+9
Working from home		100%	+7	+52	+18
Purchasing annual leave		r	-	-	-
Leave without pay		r	-	-	-
Study leave		r	-	-	-
Other		r	-	-	-
None of the above		r	-	-	-

Difference from (percentage point)

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

r = below privacy cut-off

Grievance handling
Work environment

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

		Favourable	Neutral	Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**	difference from **Cluster**
10	If I raised a grievance in my organisation, it would be handled in a fair and objective manner	68	27		**68**%	-	+15	+11

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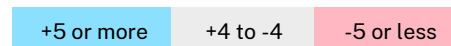
Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

Health and safety
Work environment

		Favourable / Neutral / Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
	Health and safety (total score)		**98%**	+3	+28	+20
7r	I am confident work health and safety issues I raise will be addressed promptly	100	100%	+3	+26	+19
7s	There are effective resources in my organisation to support employee wellbeing	95	95%	+2	+31	+22

Difference from (percentage point)

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

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Burnout (disagree)
Work environment

Burnout is typically characterised by ongoing feelings of:

• energy depletion / exhaustion

• negativity or cynicism about one's job

• reduced professional effectiveness.

		Favourable	Neutral	Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**	difference from **Cluster**
1n	I feel burned out by my work (disagree)	64	14	23	**64**%	-	+30	+23

Note on interpretation:

This question is negatively worded. It differs in interpretation from other questions in this survey, because disagreement is considered a positive response.
The score provided for the burnout question indicates the % favourable responses (i.e. 'strongly disagree' and 'disagree' responses).

The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.
The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.
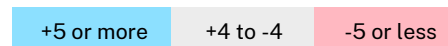
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree

Favourable	Neutral	Unfavourable

Difference from (percentage point)

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

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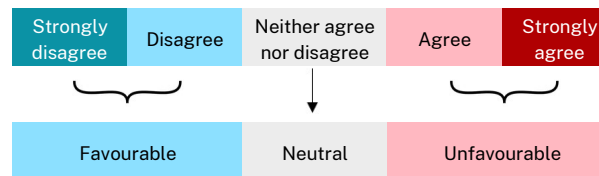
Recruitment
Enabling practices

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

		Favourable / Neutral / Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**	difference from **Cluster**
	Recruitment (total score)		**86**%	-	**+38**	**+30**
7f	My organisation makes fair recruitment and promotion decisions	77 | 23	**77**%	-	**+33**	**+28**
7g	My organisation generally selects capable people to do the job	95	**95**%	**+13**	**+43**	**+33**

Difference from (percentage point)

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

r = below privacy cut-off

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	**2022** % favourable	difference from **2021**	difference from **Sector**	difference from **Cluster**
	Learning and development (total score)		**91**%	+10	+36	+33
3f	I have received the training and development I need to do my job well	95	**95**%	+2	+32	+33
3g	I am satisfied with the opportunities available for career development in my organisation	82 / 14	**82**%	+18	+33	+30
7e	My organisation is committed to developing its employees	95	**95**%	+9	+43	+37

Difference from (percentage point)

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

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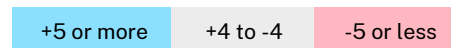
Mobility
Enabling practices

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?	2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Yes	5%	-20	-37	-39
No	95%	+20	+37	+39

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

	2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
Lack of visible opportunities	r	–	–	–
Lack of promotion opportunities	r	–	–	–
Lack of support from my manager / supervisor	r	–	–	–
Geographic location considerations	r	–	–	–
Personal / family considerations	r	–	–	–
Insufficient training and development	r	–	–	–
Lack of required capabilities or experience	r	–	–	–
Lack of support for temporary assignments / secondments	r	–	–	–
The application / recruitment process is too cumbersome or time consuming	r	–	–	–
Other	r	–	–	–
There are no major barriers to my career progression	r	–	–	–

Difference from (percentage point)

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

r = below privacy cut-off

		Favourable	Neutral	Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**	difference from **Cluster**
4	I am paid fairly for the work I do	91		9	**91**%	+4	+43	+27

Difference from (percentage point)

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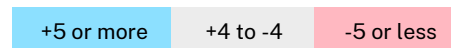
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Recognition
Enabling practices

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

		Favourable / Neutral / Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
	Recognition (total score)		**91%**	+4	+31	+22
5f	My manager provides recognition for the work I do	95	**95%**	+9	+25	+17
7o	I receive adequate recognition for my contributions from my organisation	86 / 14	**86%**	0	+37	+27

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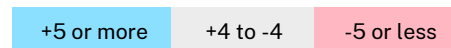
Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

		Favourable / Neutral / Unfavourable	**2022** % favourable	difference from **2021**	difference from **Sector**	difference from **Cluster**
	Feedback and performance management (total score)		**68%**	+6	+13	+11
3d	In the last 12 months, I have received feedback to help me improve my work	86 / 14	86%	+7	+23	+19
3e	My performance is assessed against clear criteria	59 / 36	59%	-4	+5	+5
5g	My manager appropriately deals with employees who perform poorly	59 / 36	59%	+14	+11	+9

		2022 % respondents	difference from **2021**	difference from **Sector**	difference from **Cluster**
	Performance management process				
3a	I have a performance and development plan that sets out my individual goals	100%	+7	+29	+29
3b	I have informal feedback conversations with my manager	95%	-1	+17	+12
3c	I have scheduled feedback conversations with my manager	100%	+7	+37	+32

Difference from (percentage point)

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

r = below privacy cut-off

People Matter

Senior managers
Leadership

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

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

		Favourable / Neutral / Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
	Senior managers (total score)		91%	-	+40	+33
6a	Senior managers provide clear direction for the future of the organisation	86 / 14	86%	+3	+37	+33
6b	Senior managers model the values of my organisation	95	95%	+9	+42	+35
6c	Senior managers promote collaboration between my organisation and other organisations we work with	95	95%	+9	+43	+36
6d	Senior managers communicate the importance of customers in our work	100	100%	+7	+35	+30
6e	Senior managers listen to employees	91 / 9	91%	+18	+46	+39
6f	Senior managers support the career advancement of all employees	77 / 23	77%	-	+34	+26

Difference from (percentage point)

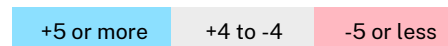| +5 or more	+4 to -4	-5 or less
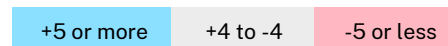
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Decision making and accountability
Leadership

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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
	Decision making and accountability (total score)				**91**%	+8	+31	+24
5e	I have confidence in the decisions my manager makes	95			**95**%	+5	+24	+18
7d	People in my organisation take responsibility for their own actions	86	14		**86**%	+11	+38	+30

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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
	Communication and change management (total score)				**86%**	+8	+32	+31
5b	My manager communicates effectively with me	86	9		86%	+10	+12	+8
6a	Senior managers provide clear direction for the future of the organisation	86	14		86%	+3	+37	+33
7b	Change is managed well in my organisation	86	9		86%	+11	+48	+51

Difference from (percentage point)

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

r = below privacy cut-off

People Matter

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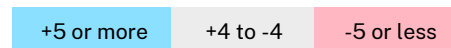
Ensuring employees feel like they can speak up and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

		Favourable / Neutral / Unfavourable	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
	Employee voice (total score)		94%	+16	+30	+23
5c	My manager encourages and values employee input	100	100%	+20	+25	+17
5d	My manager involves my workgroup in decisions about our work	91	91%	+11	+21	+13
6e	Senior managers listen to employees	91 / 9	91%	+18	+46	+39
8b	I can speak up and share a different view to others in my organisation	95	95%	+15	+29	+21

Difference from (percentage point)

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

r = below privacy cut-off

People Matter
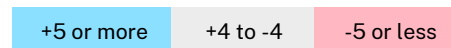
Action on survey results
Leadership

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	2022 % favourable	difference from 2021	difference from Sector	difference from Cluster
9	I am confident my organisation will act on the results of this survey	95	95%	+9	+52	+42

Difference from (percentage point)

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

r = below privacy cut-off

People Matter
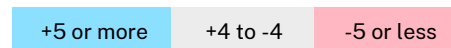
Negative workplace behaviours

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...	2022 % respondents	difference from 2021	difference from Sector	difference from Cluster
been aware of any misconduct in your organisation	r	-	-	-
witnessed bullying	r	-	-	-
experienced bullying	r	-	-	-
witnessed sexual harassment	r	-	-	-
experienced sexual harassment	r	-	-	-
experienced threats or physical harm	r	-	-	-
experienced discrimination	r	-	-	-
experienced racism	r	-	-	-

Definitions

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

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

- **Sexual harassment:** unwelcome behaviour of a sexual nature that may make a person feel offended, humiliated, or intimidated

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

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

Difference from (percentage point)

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

r = below privacy cut-off

Planning and Environment questions

	Favourable / Neutral / Unfavourable	2022 % favourable	difference from 2021	difference from Cluster
I feel the senior managers in my business group effectively lead and manage change	90	90%	+20	+37
My manager fosters a work environment of innovation and creativity	80 / 20	80%	-1	+11
I am aware of our organisation's grievance handling procedure and I know where to find the required information should I need it	95	95%	-	+26
My organisation focuses on improving the work we do	90	90%	-3	+22
I am empowered to do my job well	95	95%	+2	+24
Overall, I believe the culture in my business group has improved over the last 12 months	75 / 25	75%	+5	+30
My manager and I have agreed on my annual performance and development plan and we review it at least once per year	95	95%	-	+30
My manager supports my career development and communicates opportunities to me (acting up, secondments, mentoring etc)	90 / 10	90%	-	+22
My business group strives to improve customer satisfaction	85 / 15	85%	0	+9
I feel comfortable providing feedback to senior managers	85 / 15	85%	+7	+18

Difference from (percentage point)

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

r = below privacy cut-off

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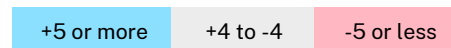
Results by child unit and demographic group
Discover if employees in different groups have different views

This page cannot be shown due to privacy reasons.

This is a snapshot of survey takers.

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

People Matter

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

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

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

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

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

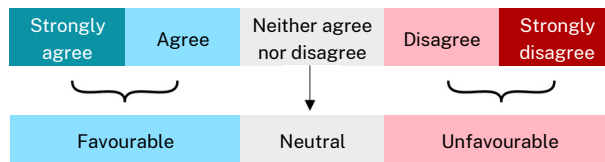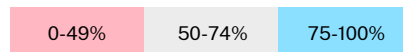| Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Teamwork and collaboration	Recruitment	Senior managers	Employee engagement
Job purpose and enrichment	Inclusion and diversity	Learning and development	Decision making and accountability	
Risk and 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
	Burnout			

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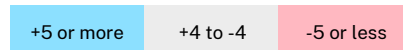
Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Favourable		Neutral	Unfavourable	

% 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 clour coded based on these ranges:

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

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

Burnout (disagree) question

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

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

Rounding

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

Employee engagement score calculation

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

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

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

Key driver analysis

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

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

People Matter

Action planning

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

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

CELEBRATE	INVESTIGATE FURTHER WITH OUR TEAMS	OPPORTUNITIES
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.				