

People Matter

NSW Public Sector
Employee Survey 2024

Organisational Unit Report Finance Services

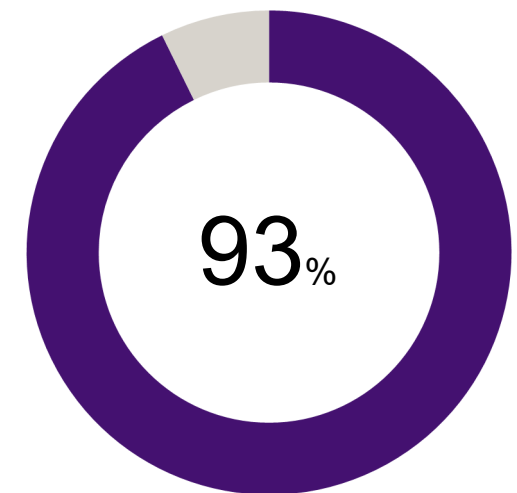
Parent unit: Sydney Local Health District

Survey period: 19 August to 13 September 2024

Completed surveys: 51

Response rate: 93% -13 compared to 2023

Response rate:



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

NSW public sector

- ▶ Health
 - ▶ Sydney Local Health District
 - ▶ Finance Services

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High level results

Discover key employee experience insights

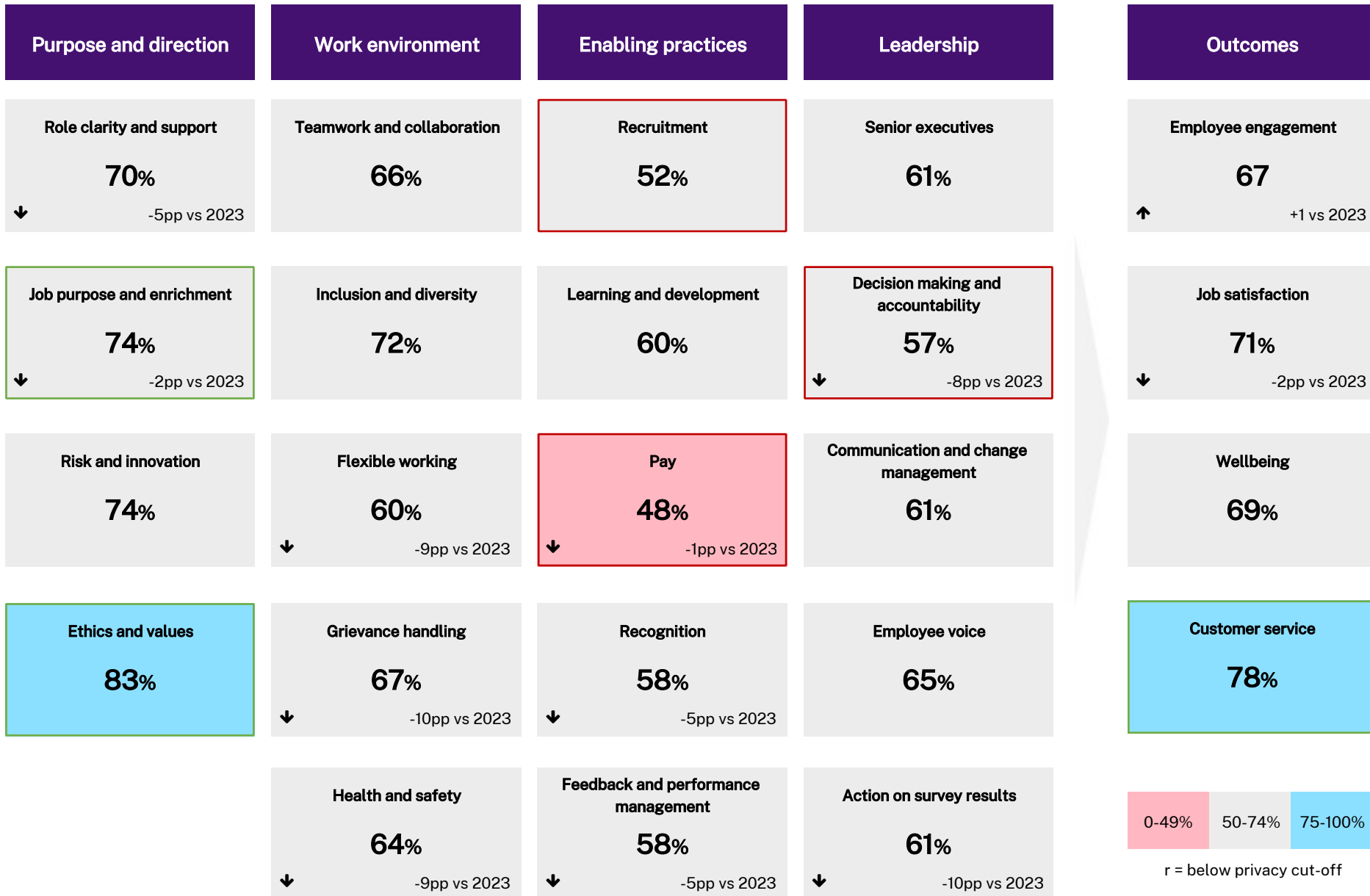
Headline results for key topics

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.



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			2024 % favourable	difference from 2023
Ethics and values	7s	I understand what ethical behaviour means within my workplace	98%	+9
Ethics and values	7p	I support my organisation's values	96%	+9
Wellbeing	1o	I am confident in my ability to overcome setbacks at work	94%	-
Ethics and values	7x	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	92%	-
Role clarity and support	1a	I understand what is expected of me to do well in my job	90%	-3
- Questions with the lowest favourable scores			2024 % favourable	difference from 2023
Wellbeing	1p	I feel burned out by my work (disagree)	39%	-2
Wellbeing	1q	I feel mentally exhausted by my work on most days (disagree)	47%	-
Pay	4	I am paid fairly for the work I do	48%	-1
Inclusion and diversity / Senior executives	6f	I feel my senior executives support my career advancement	48%	-
Recognition	7n	I receive adequate recognition for my contributions from my organisation	49%	-10

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			2024 % favourable	difference from 2023
Inclusion and diversity	2b	People in my workgroup treat each other with respect	88%	+10
Customer service	2c	People in my workgroup can explain how their work impacts customers	88%	+10
Ethics and values	7p	I support my organisation's values	96%	+9
Ethics and values	7s	I understand what ethical behaviour means within my workplace	98%	+9
Wellbeing	1i	The amount of stress in my job is manageable	75%	+7
- Least improved questions			2024 % favourable	difference from 2023
Employee engagement	7i	I would recommend my organisation as a great place to work	50%	-19
Communication and change management	7q	I am supported through changes that affect my work	55%	-17
Wellbeing	7u	I am satisfied with current workplace practices to help me manage my wellbeing	59%	-13
Decision making and accountability	5e	I have confidence in the decisions my manager makes	58%	-13
Health and safety	7y	There are effective resources in my organisation to support employee wellbeing	63%	-13

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		2024 % favourable	Action
Communication and change management	7q	I am supported through changes that affect my work	55%	Improve
Employee voice	5d	My manager involves my workgroup in decisions about our work	72%	Maintain
Learning and development	3g	I am satisfied with the opportunities available for professional development in my organisation	54%	Improve
Health and safety	7y	There are effective resources in my organisation to support employee wellbeing	63%	Improve
Decision making and accountability	7e	People in my organisation take responsibility for their own actions	56%	Improve
Employee voice	5c	My manager encourages and values employee input	68%	Maintain

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Results by topic

Discover more about your results

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

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

	Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Employee engagement (total score)*				67	+1	+5	+7	+4
7i I would recommend my organisation as a great place to work	50	40	10	50%	-19	-8	-4	-4
7j I am proud to tell others I work for my organisation	72	26	2	72%	-2	+6	+9	+8
7k I feel a strong personal attachment to my organisation	66	30	4	66%	-4	+9	+13	+8
7l My organisation motivates me to help it achieve its goals	56	30	14	56%	-7	+5	+9	+6
7m My organisation inspires me to do the best in my job	58	30	12	58%	-7	+6	+9	+7

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



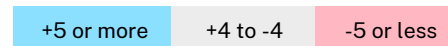
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Job satisfaction

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	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Job satisfaction (total score)					71%	-2	+1	+3	+2
1g	My job gives me a feeling of personal accomplishment	69	14	18	69%	-10	-3	-3	-4
1h	I am satisfied with my job	73	14	14	73%	+6	+6	+8	+8

Difference from (percentage point)



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

	Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Wellbeing (total score)				69%	-	+7	+9	+7
1i The amount of stress in my job is manageable	75	12	14	75%	+7	+20	+22	+20
1m In general, my sense of wellbeing is..	65	33		65%	-4	+8	+9	+7
1n I am able to adapt when changes occur	88	12		88%	-	+1	+1	+1
1o I am confident in my ability to overcome setbacks at work	94			94%	-	+12	+13	+12
1p I feel burned out by my work (disagree)	39	27	33	39%	-2	+3	+5	+3
7u I am satisfied with current workplace practices to help me manage my wellbeing	59	27	14	59%	-13	+4	+8	+7
7y There are effective resources in my organisation to support employee wellbeing	63	24	12	63%	-13	+1	+6	+3

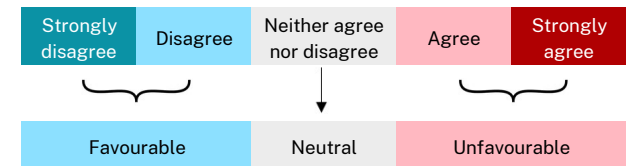
Note on interpretation:

The burnout question is negatively worded.

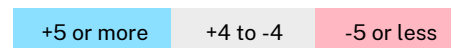
For consistency with other survey questions the results are displayed as follows:

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

The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.



Difference from (percentage point)



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Wellbeing - dimensions of burnout

The World Health Organisation has defined burnout as a syndrome resulting from chronic workplace stress which has not been properly managed.

These questions relate to the three dimensions of burnout: exhaustion, cynicism and reduced professional efficacy.

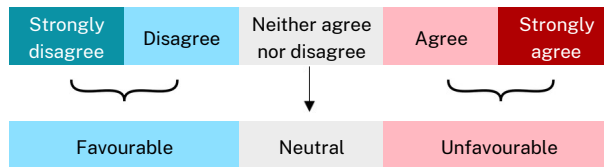
		Favourable	Neutral	Unfavourable	2024 % unfavourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Dimensions of burnout									
1q	I feel mentally exhausted by my work on most days (disagree)	47	22	31	31%	-	-8	-9	-8
1r	I am struggling to maintain enthusiasm for my work (disagree)	49	20	31	31%	-	-3	-4	-4
1s	I feel I am not as effective in my role as I used to be (disagree)	55	29	16	16%	-	-12	-12	-11
% respondents who experienced all three dimensions of burnout					10%	-	-8	-8	-9

Note on interpretation:

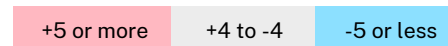
The dimensions of burnout questions are negatively worded. For consistency with other survey questions the results are displayed as follows:

- The favourable score (blue bar) shows the % of respondents that did not agree with the statement (e.g. did not feel mentally exhausted).
- The unfavourable score (red bar) shows the % of respondents that did agree with the statement (e.g. did feel mentally exhausted).

The 2024 scores displayed on this page are the unfavourable scores (i.e. respondents who experienced the dimension).



Difference from (percentage point)

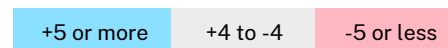


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Customer means the people who you or your organisation provide a service to.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Customer service (total score)					78%	-	+9	+11	+9
1k	I am empowered to make the decisions needed to help customers and/or communities	76	10	14	76%	-5	+10	+8	+6
2c	People in my workgroup can explain how their work impacts customers	88	10		88%	+10	+8	+9	+7
2d	My workgroup considers customer needs when planning our work	84	16		84%	+4	+3	+4	+2
6d	My senior executives communicate the importance of customers in our work	76	20		76%	-	+14	+24	+22
7g	The processes in my organisation are designed to support the best experience for customers	68	28		68%	-7	+12	+11	+9
7h	My organisation meets the needs of the communities, people, and/or businesses of NSW	72	22		72%	-8	+8	+13	+9

Difference from (percentage point)



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Role clarity and support

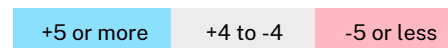
Purpose and direction

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

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	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Role clarity and support (total score)				70%	-5	+6	+6	+5
1a I understand what is expected of me to do well in my job	90			90%	-3	+6	+5	+4
1b I get the support I need to do my job well	73			73%	+3	+8	+11	+11
1c I have the tools and technology to do my job well	76			76%	-11	+8	+10	+11
1d I have the time to do my job well	69			69%	-8	+16	+17	+16
3e My performance is assessed against clear criteria	58			58%	-9	+2	+1	-3
3f I have received the training and development I need to do my job well	56			56%	-4	-7	-10	-12

Difference from (percentage point)

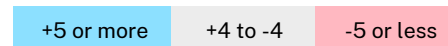


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In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

	Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Job purpose and enrichment (total score)				74%	-2	+3	+5	+3
1e My job gives me opportunities to use a variety of skills	73	12	16	73%	-8	-7	-6	-6
1f I have a choice in deciding how I carry out day to day work tasks	82	8	10	82%	-2	+11	+14	+12
3d In the last 12 months, I have received feedback to help me improve my work	64	24	12	64%	-1	0	+2	-1
5h My manager communicates how my role contributes to my organisation's purpose	76	16	8	76%	+1	+7	+11	+8

Difference from (percentage point)



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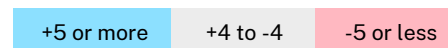
Risk refers to the effect of uncertainty in achieving work goals and organisational objectives. Workplace risks can have negative or positive effects on your objectives.

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	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Risk and innovation (total score)				74%	-	+4	+7	+5
1l I know how to manage risks related to my role	88			88%	-	+7	+7	+5
5a My manager encourages people in my workgroup to keep improving the work they do	68			68%	-7	-6	-3	-5
7a My organisation is making improvements to meet future challenges	64			64%	-5	+12	+17	+16

Difference from (percentage point)



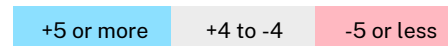
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Ethics refer to the standards for morally right and wrong conduct. Ethical behaviours means behaving in ways that are ethical, lawful, build trust, and demonstrate the sector's core values.

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Ethics and values (total score)					83%	-	+3	+6	+5
6b	My senior executives model the values of my organisation	64	26	10	64%	-	+13	+22	+21
7o	My organisation shows a commitment to ethical behaviours	76	18	6	76%	-2	+5	+10	+7
7p	I support my organisation's values	96	3	1	96%	+9	+8	+9	+9
7s	I understand what ethical behaviour means within my workplace	98	1	1	98%	+9	+4	+6	+6
7t	I would know how to report unethical behaviour if I became aware of it	76	14	10	76%	-11	-12	-9	-9
7x	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	92	6	2	92%	-	-2	0	-1

Difference from (percentage point)



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

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Teamwork and collaboration (total score)					66%	-	+5	+9	+6
2a	My workgroup works collaboratively to achieve its goals	78	14	8	78%	+2	+1	+3	0
6c	My senior executives promote collaboration between my organisation and other organisations we work with	64	26	10	64%	-	+15	+23	+22
7d	There is good co-operation between teams across my organisation	56	22	22	56%	-11	+1	+2	-4

Difference from (percentage point)

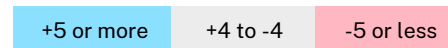


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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

	Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Inclusion and diversity (total score)				72%	-	+6	+9	+6
2b People in my workgroup treat each other with respect	88			88%	+10	+10	+14	+10
6f I feel my senior executives support my career advancement	48	34	18	48%	-	+10	+17	+16
8a I am comfortable sharing a different view to others in my organisation	71	18	10	71%	-3	+4	+5	+4
8b I feel that I belong in my organisation	69	24		69%	0	+3	+5	+3
8c I feel culturally safe at work	86			86%	-	+9	+10	+7
8d If I chose to, I would feel safe sharing personal aspects about myself at work	67	20	12	67%	-	0	+2	-1

Difference from (percentage point)

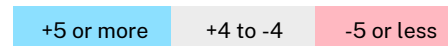


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Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Flexible working (total score)					60%	-9	-5	+2	+5
8g	How satisfied are you with your ability to access and use flexible working arrangements?	61	20	18	61%	-9	-1	+6	+9
8h	My manager supports flexible working in my team	59	20	20	59%	-9	-8	-2	+2

Difference from (percentage point)



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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.

8f Type of flexible working	2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Flexible start and finish times	55%	+7	+8	+19	+19
Working more hours over fewer days	r	-	-	-	-
Working additional hours to make up for time off	24%	0	+5	+8	+7
Flexible scheduling for rostered workers	r	-	-	-	-
Part-time work	r	-	-	-	-
Job sharing	r	-	-	-	-
Working from different locations	r	-	-	-	-
Working from home	53%	-2	+9	+26	+31
Purchasing annual leave	r	-	-	-	-
Leave without pay	r	-	-	-	-
Study leave	r	-	-	-	-
Other	r	-	-	-	-
I did not use any flexible working arrangements	20%	0	-6	-10	-12

r = below privacy cut-off

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	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
10 If I experienced a grievance at work, I would be comfortable in raising it with my organisation	67	24	8	67%	-10	+4	+6	+4

*See p.35 for related results on negative workplace behaviours.

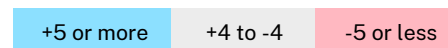


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Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Health and safety (total score)					64%	-9	-1	+4	+1
7y	There are effective resources in my organisation to support employee wellbeing	63	24	12	63%	-13	+1	+6	+3
7z	I am confident work health and safety issues I raise will be addressed promptly	65	24	10	65%	-5	-2	+2	-1

Difference from (percentage point)

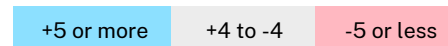


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Recruitment refers to the process of attracting, screening, and onboarding people.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Recruitment (total score)					52%	-	+1	+3	-2
7f	My organisation generally selects capable people to do the job	52	30	18	52%	-5	-1	0	-4
7v	My organisation follows a merit-based recruitment process	55	30	15	55%	-	+2	+4	-1
7w	My organisation follows a merit-based promotion process	49	31	20	49%	-	+2	+6	0

Difference from (percentage point)



r = below privacy cut-off

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	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Learning and development (total score)				60%	-	0	-1	-3
1j I have the opportunity to develop the skills that I need to do my job well	69	18	14	69%	-	+3	+3	+2
3f I have received the training and development I need to do my job well	56	26	18	56%	-4	-7	-10	-12
3g I am satisfied with the opportunities available for professional development in my organisation	54	26	20	54%	-2	+3	+3	0








Difference from (percentage point)



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

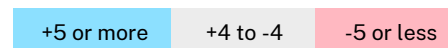
Mobility is regarded as one of the best ways to develop leadership capability, provide enriching careers, and build and retain 'know how' in an organisation and the NSW public sector more broadly.

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?		2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Yes		52%	-3	+11	+10	+8
No		48%	+3	-11	-10	-8
3i Are there barriers preventing you from moving to another role? If so, what are they?						
Lack of visible opportunities		20%	-10	-9	-8	-10
Lack of promotion opportunities		41%	+9	+12	+14	+11
Lack of support from my manager / supervisor		22%	r	+11	+10	+10
Geographic location considerations		22%	0	-4	-3	0
Personal / family considerations		r	-	-	-	-
Insufficient training and development		20%	r	+7	+7	+7
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		20%	+2	-1	+2	+5
Other		r	-	-	-	-
There are no major barriers to my career progression		24%	r	-2	-3	-5

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	Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
4 I am paid fairly for the work I do	48	18	34	48%	-1	+4	+17	+19

Difference from (percentage point)

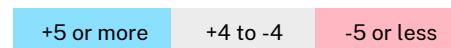


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Recognition involves recognising employees' contributions and achievements in the workplace through formal and informal channels.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Recognition (total score)					58%	-5	-3	+2	0
5f	My manager provides recognition for the work I do	66	14	20	66%	+1	-4	+1	-1
7n	I receive adequate recognition for my contributions from my organisation	49	31	20	49%	-10	-1	+4	+2

Difference from (percentage point)



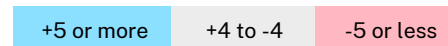
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Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Feedback and performance management (total score)					58%	-5	+2	+3	-1
3d	In the last 12 months, I have received feedback to help me improve my work	64	24	12	64%	-1	0	+2	-1
3e	My performance is assessed against clear criteria	58	26	16	58%	-9	+2	+1	-3
5g	My manager appropriately deals with employees who perform poorly	52	32	16	52%	-4	+3	+6	0

		2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
3a	I have a performance and development plan that sets out my individual goals	94%	+12	+18	+17	+11
3b	I have informal feedback conversations with my manager	82%	+5	+2	+6	+6
3c	I have scheduled feedback conversations with my manager	71%	+19	+5	+7	+5

Difference from (percentage point)



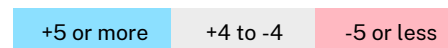
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Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Senior executives (total score)					61%	-	+12	+21	+20
6a	My senior executives provide clear direction for the future of the organisation	62	26	12	62%	-	+15	+23	+21
6b	My senior executives model the values of my organisation	64	26	10	64%	-	+13	+22	+21
6c	My senior executives promote collaboration between my organisation and other organisations we work with	64	26	10	64%	-	+15	+23	+22
6d	My senior executives communicate the importance of customers in our work	76	20		76%	-	+14	+24	+22
6e	My senior executives listen to employees	50	32	18	50%	-	+8	+17	+15
6f	I feel my senior executives support my career advancement	48	34	18	48%	-	+10	+17	+16

Difference from (percentage point)



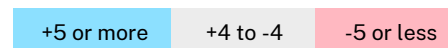
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Decision making is the process of making choices by identifying a decision, gathering information, and assessing alternative resolutions.

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Decision making and accountability (total score)					57%	-8	-3	0	-5
5e	I have confidence in the decisions my manager makes	58	34	8	58%	-13	-13	-9	-11
7e	People in my organisation take responsibility for their own actions	56	26	18	56%	-3	+7	+8	+1

Difference from (percentage point)

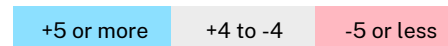


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Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

	Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Communication and change management (total score)				61%	-	+8	+10	+9
5b My manager communicates effectively with me	70	18	12	70%	+3	-4	-1	-2
6a My senior executives provide clear direction for the future of the organisation	62	26	12	62%	-	+15	+23	+21
7b Change is managed well in my organisation	56	26	18	56%	-7	+21	+22	+18
7q I am supported through changes that affect my work	55	31	14	55%	-17	0	+2	0
7r I have the opportunity to provide feedback on change processes that directly affect me	61	22	16	61%	-2	+5	+6	+5

Difference from (percentage point)

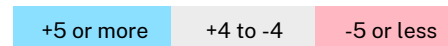


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Ensuring employees feel like they can share a different view to others and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

	Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Employee voice (total score)				65%	-	+2	+6	+5
5c My manager encourages and values employee input	68	10	22	68%	+3	-7	-3	-4
5d My manager involves my workgroup in decisions about our work	72	16	12	72%	+3	+2	+6	+4
6e My senior executives listen to employees	50	32	18	50%	-	+8	+17	+15
8a I am comfortable sharing a different view to others in my organisation	71	18	10	71%	-3	+4	+5	+4

Difference from (percentage point)



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Negative workplace behaviours

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

In the last 12 months, have you...	2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
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	-	-	-	-
witnessed discrimination	r	-	-	-	-
experienced discrimination	r	-	-	-	-
witnessed racism	r	-	-	-	-
experienced racism	r	-	-	-	-

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

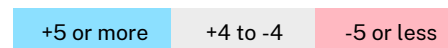
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To improve employee experience, leaders at all levels should take on board employee feedback and act on the survey results.

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
9	I am confident my organisation will act on the results of this survey	61	27	12	61%	-10	+19	+22	+20

Difference from (percentage point)



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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.

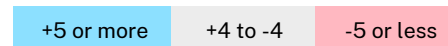
19n How long do you think you will continue to work in your current organisation?	2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Less than 1 year	r	-	-	-	-
1 year to less than 2 years	r	-	-	-	-
2 years to less than 5 years	r	-	-	-	-
5 years to less than 10 years	40%	+14	+16	+16	+19
10 years to less than 20 years	r	-	-	-	-
More than 20 years	21%	r	+6	+8	+3
19o What best describes your plans involved with leaving your current organisation?					
I am planning to retire	r	-	-	-	-
I am applying for/intend to apply for new roles in another NSW public sector organisation	r	-	-	-	-
I am applying for/intend to apply for roles in the private sector	r	-	-	-	-
I am applying for/intend to apply for new roles in the not for profit / community sector	r	-	-	-	-
It is the end of my non-ongoing, casual or contracted employment	r	-	-	-	-
Other	r	-	-	-	-

r = below privacy cut-off

Health questions

	Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Portfolio	difference from Parent
I believe I am valued for what I can offer at my workplace	66	19	15	66%	-13	+3	0
In my workplace, we recognise our successes and innovations	64	26	11	64%	-8	+2	-2
Overall, I have confidence in the decisions made by my senior managers	64	23	13	64%	-4	+12	+9
I have a say in decisions which affect my work	60	28	13	60%	-6	+9	+5
Where I work, we share the lessons learnt when mistakes are made	74	23	3	74%	+7	+7	+4
My team's objectives/work plans are clearly outlined	80	15	5	80%	+4	+13	+9
Our objectives/work plans help us to deliver a quality service	79	17	4	79%	+1	+10	+7
There is good team spirit in my workgroup	74	15	11	74%	+1	+6	+4
Overall, I believe the culture at my workplace has improved in the last 12 months	60	36	4	60%	-6	+16	+13
I support my organisation taking action to improve environmental sustainability	81	13	6	81%	+5	+5	+1

Difference from (percentage point)



r = below privacy cut-off

Health questions

Which of the following best describes your current role? (grouped)	2024 % respondents	difference from 2023	difference from Portfolio	difference from Parent
Medical	r	-	-	-
Nursing and Midwifery	r	-	-	-
Clinical Support Workers	r	-	-	-
Corporate Support	71%	+7	+59	+60
Allied Health	r	-	-	-
Other Health Professionals	r	-	-	-
Scientific and Technical	r	-	-	-
Oral Health	r	-	-	-
Ambulance	r	-	-	-
Health Manager	r	-	-	-
Patient Support Services	r	-	-	-
Maintenance and Trades	r	-	-	-
Other	r	-	-	-

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Results by child unit and demographic group

Discover if employees in different groups have different views

Respondent profile

This is a snapshot of survey takers.

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

Gender	% respondents	Disability	% respondents	Type of work	% respondents
Woman or female	53	Yes	r	Service delivery involving direct contact with the public	r
Man or male	r	No	r	Other service delivery work	r
Non-binary	r	Prefer not to answer	r	Administrative support	r
Use a different term	r			Corporate services	68
Prefer not to answer	r	LGBTIQA+		Policy	r
		Yes	r	Research	r
Age		No	70	Program and project management support	r
15-34 years	r	I don't know	r	Legal	r
35-54 years	51	Prefer not to answer	r	Other	r
55+ years	26				
Prefer not to answer	r	Trans or gender diverse			
		Yes	r	Organisation tenure	
Aboriginal and/or Torres Strait Islander		No	r	Less than 1 year	r
Yes	r	I don't know	r	1 year to less than 2 years	r
No	r	Prefer not to answer	r	2 years to less than 5 years	r
Prefer not to answer	r			5 years to less than 10 years	32
		Person with an intersex variation		10 years to less than 20 years	r
LOTE spoken at home		Yes	r	More than 20 years	23
Yes	77	No	r		
No	r	Prefer not to answer	r	Salary	
Prefer not to answer	r			\$93,294 and below	50
		Care for a child		\$93,295 - \$120,858	22
Cultural background		Yes	r	\$120,859 - \$161,662	r
Oceanian	36	No	68	\$161,663 and above	r
North-West European	r	Prefer not to answer	r	Prefer not to answer	r
Southern and Eastern European	r				
North African and Middle Eastern	r	Working arrangement		Employment status	
South-East Asian	r	Full-time	100	Senior executive	r
North-East Asian	30	Part-time	r	Ongoing / permanent	r
Southern and Central Asian	r			Temporary	r
Peoples of the Americas	r			Casual	r
Sub-Saharan African	r			Contract-non-executive	r
				Labour hire	r
				Other	r
				Don't know	r

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

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Selected key topic results by child unit


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

Selected key topic results by select demographics

	Report total	Woman or female	Man or male	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTQIA+	People who speak a language other than English	15-34 years	35-54 years	55+ years	Carers
Employee engagement	67	68	r	r	r	r	r	68	r	73	65	71
Wellbeing	69%	67%	r	r	r	r	r	68%	r	79%	64%	70%
Role clarity and support	70%	72%	r	r	r	r	r	69%	r	81%	67%	75%
Inclusion and diversity	72%	71%	r	r	r	r	r	75%	r	83%	63%	78%
Teamwork and collaboration	66%	67%	r	r	r	r	r	67%	r	74%	64%	71%
Learning and development	60%	60%	r	r	r	r	r	57%	r	71%	58%	65%
Senior executives	61%	61%	r	r	r	r	r	62%	r	72%	47%	71%
Communication and change management	61%	61%	r	r	r	r	r	61%	r	71%	52%	68%
Employee voice	65%	61%	r	r	r	r	r	68%	r	80%	52%	73%

 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	Frontline	Non-frontline
Employee engagement	67	r	r	r	69	r	r	r	r	r	r	r
Wellbeing	69%	r	r	r	75%	r	r	r	r	r	r	r
Role clarity and support	70%	r	r	r	75%	r	r	r	r	r	r	r
Inclusion and diversity	72%	r	r	r	83%	r	r	r	r	r	r	r
Teamwork and collaboration	66%	r	r	r	74%	r	r	r	r	r	r	r
Learning and development	60%	r	r	r	66%	r	r	r	r	r	r	r
Senior executives	61%	r	r	r	69%	r	r	r	r	r	r	r
Communication and change management	61%	r	r	r	69%	r	r	r	r	r	r	r
Employee voice	65%	r	r	r	77%	r	r	r	r	r	r	r

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points lower than report unit


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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	67	r	r	r	80	r	60
Wellbeing	69%	r	r	r	84%	r	52%
Role clarity and support	70%	r	r	r	83%	r	56%
Inclusion and diversity	72%	r	r	r	92%	r	62%
Teamwork and collaboration	66%	r	r	r	78%	r	58%
Learning and development	60%	r	r	r	78%	r	42%
Senior executives	61%	r	r	r	79%	r	42%
Communication and change management	61%	r	r	r	75%	r	53%
Employee voice	65%	r	r	r	88%	r	55%

 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	Illawarra	Mid North Coast
Employee engagement	67	r	r	r	r	r	r	r	r	r	r
Wellbeing	69%	r	r	r	r	r	r	r	r	r	r
Role clarity and support	70%	r	r	r	r	r	r	r	r	r	r
Inclusion and diversity	72%	r	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	66%	r	r	r	r	r	r	r	r	r	r
Learning and development	60%	r	r	r	r	r	r	r	r	r	r
Senior executives	61%	r	r	r	r	r	r	r	r	r	r
Communication and change management	61%	r	r	r	r	r	r	r	r	r	r
Employee voice	65%	r	r	r	r	r	r	r	r	r	r

 At least 5 percentage points higher than report unit


 Within 5 percentage points of the report unit


 At least 5 percentage points lower than report unit


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Selected key topic results by geographic region (continued)

	Report total	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW	Metro	Regional
Employee engagement	67	r	r	r	r	r	r	r	r	r
Wellbeing	69%	r	r	r	r	r	r	r	r	r
Role clarity and support	70%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	72%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	66%	r	r	r	r	r	r	r	r	r
Learning and development	60%	r	r	r	r	r	r	r	r	r
Senior executives	61%	r	r	r	r	r	r	r	r	r
Communication and change management	61%	r	r	r	r	r	r	r	r	r
Employee voice	65%	r	r	r	r	r	r	r	r	r

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

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Additional information about the survey

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

Survey model

The People Matter Employee Survey provides an important opportunity for 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.



Privacy

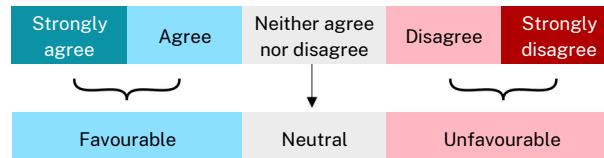
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

Headline Results - Key Topics

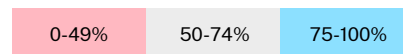
Due to changes in the survey questions some topics do not have a comparison to the previous year. Where a comparison is available, the change is displayed within the box.

% favourable calculation

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

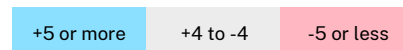


% favourable scores are colour coded based on these ranges:



Difference scores

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



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

Rounding

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

Burnout (disagree) questions

The score provided for the burnout questions 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.

Metro and Regional

The survey collects suburb and postcode data which is mapped to the Statistical Areas 4 (SA4) geographical from the Australian Bureau of Statistics (ABS) geographical framework. They are the largest sub-state regions in the Australian Statistical Geography Standard.

Metro includes all Sydney SA4s and is divided into Sydney East and Sydney West.

Sydney East includes Sydney - City and Inner South, Sydney - Eastern Suburbs, Sydney - Inner South West, Sydney - Inner West, Sydney - North Sydney and Hornsby, Sydney - Northern Beaches, Sydney - Ryde and Sydney - Sutherland SA4s.

Sydney West includes Sydney - Baulkham Hills and Hawkesbury, Sydney - Blacktown, Sydney - Outer South West, Sydney - Outer West and Blue Mountains, Sydney - Parramatta and Sydney - South West SA4s.

Regional includes Capital Region; Central Coast; Central West; Coffs Harbour - Grafton, Far West and Orana; Hunter Valley excluding Newcastle; Illawarra; Mid North Coast; Murray; New England and North West; Newcastle and Lake Macquarie; Richmond - Tweed; Riverina; and Southern Highlands and Shoalhaven SA4s.

Frontline and Non-frontline

Frontline and non-frontline are derived from the question 'Which of the following best describes the work you do'.

Frontline is defined as 'Service delivery involving direct contact with the public (e.g., teaching, nursing, policing, shopfront / counter service, train driver, customer service)'.

Non-frontline includes all other types of work:

- Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g., maintenance, technical support catering, cleaning, laundry)
- Administrative support (e.g., executive / personal assistant, receptionist)
- Corporate services (e.g., HR, finance, IT, ministerial or parliamentary processes)
- Policy
- Research
- Program and project management support
- Legal (including developing and/or reviewing legislation) or
- Other

Cultural backgrounds

The Australian Standard Classification of Cultural and Ethnic Groups (ASCCG) is used to classify cultural backgrounds. The survey data is collected at the most detailed level (278 cultural and ethnic groups) and the results are reported at the highest level (9 broad groups).

Carers




Carers are employees who respond 'yes' to either of the following questions:

- Do you provide care outside of work for a child or adult who needs support due to disability, chronic illness, mental illness, dementia, frail age, or other circumstances?
- Do you provide care for a child outside of work?

Action planning

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

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

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

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