People Matter

NSW Public Sector Employee Survey 2024

Organisational Unit Report
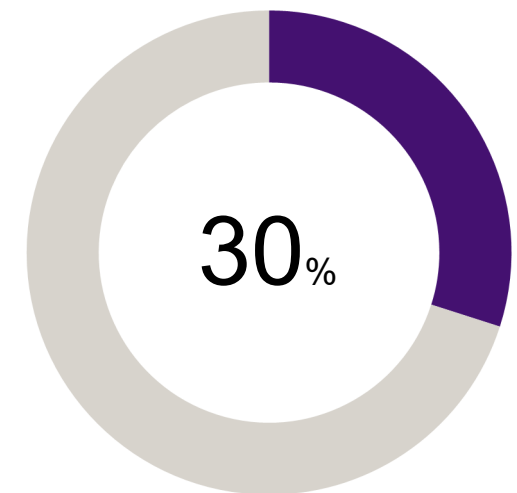
Royal Prince Alfred Hospital

Parent unit: Sydney Local Health District

Survey period: 19 August to 13 September 2024

Completed surveys: 1,468

Response rate: 30% -4 compared to 2023

Response rate:

30%

Organisational hierarchy

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

NSW public sector

‣ Health

  ‣ Sydney Local Health District

    ‣ Royal Prince Alfred Hospital

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High level results
Discover key employee experience insights
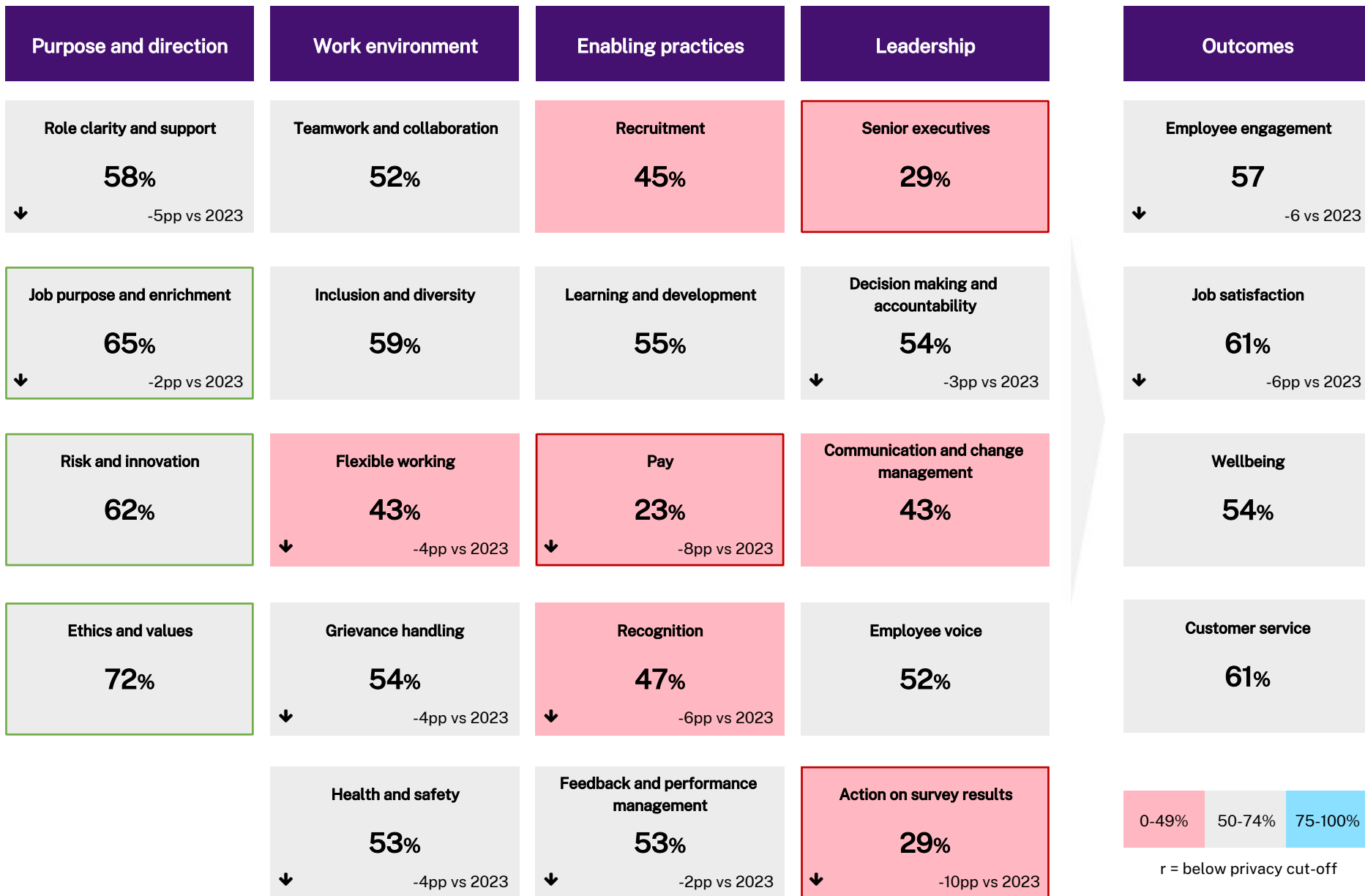
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Headline results for key topics

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

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

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

Purpose and direction	Work environment	Enabling practices	Leadership		Outcomes
Role clarity and support 58% ↓ -5pp vs 2023	**Teamwork and collaboration** 52%	**Recruitment** 45%	**Senior executives** 29%		**Employee engagement** 57 ↓ -6 vs 2023
Job purpose and enrichment 65% ↓ -2pp vs 2023	**Inclusion and diversity** 59%	**Learning and development** 55%	**Decision making and accountability** 54% ↓ -3pp vs 2023		**Job satisfaction** 61% ↓ -6pp vs 2023
Risk and innovation 62%	**Flexible working** 43% ↓ -4pp vs 2023	**Pay** 23% ↓ -8pp vs 2023	**Communication and change management** 43%		**Wellbeing** 54%
Ethics and values 72%	**Grievance handling** 54% ↓ -4pp vs 2023	**Recognition** 47% ↓ -6pp vs 2023	**Employee voice** 52%		**Customer service** 61%
	Health and safety 53% ↓ -4pp vs 2023	**Feedback and performance management** 53% ↓ -2pp vs 2023	**Action on survey results** 29% ↓ -10pp vs 2023		

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

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Highest and lowest scoring questions

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

⊕ Questions with the highest favourable scores

			2024 % favourable	difference from 2023
Ethics and values	7x	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	92%	-
Ethics and values	7s	I understand what ethical behaviour means within my workplace	91%	+2
Wellbeing	1n	I am able to adapt when changes occur	86%	-
Ethics and values	7p	I support my organisation's values	83%	-1
Role clarity and support	1a	I understand what is expected of me to do well in my job	83%	-3

⊖ Questions with the lowest favourable scores

			2024 % favourable	difference from 2023
Inclusion and diversity / Senior executives	6f	I feel my senior executives support my career advancement	22%	-
Employee voice / Senior executives	6e	My senior executives listen to employees	22%	-
Pay	4	I am paid fairly for the work I do	23%	-8
Wellbeing	1p	I feel burned out by my work (disagree)	27%	-5
Action on survey results	9	I am confident my organisation will act on the results of this survey	29%	-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?

- -2
- -11

➕ Most improved questions

				2024 % favourable	difference from 2023
Ethics and values	7s	I understand what ethical behaviour means within my workplace		91%	+2
Employee voice / Inclusion and diversity	8a	I am comfortable sharing a different view to others in my organisation		65%	+1
Ethics and values	7t	I would know how to report unethical behaviour if I became aware of it		80%	0
Feedback and performance management / Job purpose and enrichment	3d	In the last 12 months, I have received feedback to help me improve my work		60%	0

➖ Least improved questions

			2024 % favourable	difference from 2023
Risk and innovation	7a	My organisation is making improvements to meet future challenges	41%	-12
Employee engagement	7j	I am proud to tell others I work for my organisation	58%	-11
Communication and change management	7r	I have the opportunity to provide feedback on change processes that directly affect me	43%	-11
Communication and change management	7b	Change is managed well in my organisation	30%	-10
Employee engagement	7i	I would recommend my organisation as a great place to work	44%	-10

Difference from (percentage point)

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

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Key drivers of engagement

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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
Wellbeing	7u	I am satisfied with current workplace practices to help me manage my wellbeing	40%	Improve
Inclusion and diversity / Senior executives	6f	I feel my senior executives support my career advancement	22%	Improve
Communication and change management	7b	Change is managed well in my organisation	30%	Improve
Ethics and values / Senior executives	6b	My senior executives model the values of my organisation	29%	Improve
Role clarity and support	1b	I get the support I need to do my job well	49%	Improve
Senior executives / Teamwork and collaboration	6c	My senior executives promote collaboration between my organisation and other organisations we work with	29%	Improve

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Results by topic
Discover more about your results

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	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Employee engagement (total score)*					**57**	-6	-6	-4	-6
7i	I would recommend my organisation as a great place to work	44	27	29	44%	-10	-14	-10	-10
7j	I am proud to tell others I work for my organisation	58	26	15	58%	-11	-7	-4	-6
7k	I feel a strong personal attachment to my organisation	52	25	23	52%	-5	-5	-1	-6
7l	My organisation motivates me to help it achieve its goals	39	31	30	39%	-10	-11	-7	-11
7m	My organisation inspires me to do the best in my job	41	31	28	41%	-10	-11	-8	-10

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

Difference from (percentage point)

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

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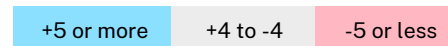
Job satisfaction

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)					**61**%	-6	-9	-7	-8
1g	My job gives me a feeling of personal accomplishment	66	17	17	**66**%	-6	-6	-6	-7
1h	I am satisfied with my job	55	20	24	**55**%	-7	-11	-9	-9

Difference from (percentage point)

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

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Wellbeing - overall

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)				**54%**	-	-8	-6	-8
1i	The amount of stress in my job is manageable	44	20	36	44%	-7	-10	-9	-10
1m	In general, my sense of wellbeing is...	47	35	18	47%	-7	-9	-8	-10
1n	I am able to adapt when changes occur	86	10		86%	-	-1	-2	-1
1o	I am confident in my ability to overcome setbacks at work	79	15		79%	-	-3	-2	-3
1p	I feel burned out by my work (disagree)	27	20	53	27%	-5	-9	-7	-10
7u	I am satisfied with current workplace practices to help me manage my wellbeing	40	23	37	40%	-9	-15	-11	-12
7y	There are effective resources in my organisation to support employee wellbeing	51	21	28	51%	-5	-11	-7	-10

Note on interpretation:

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

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

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
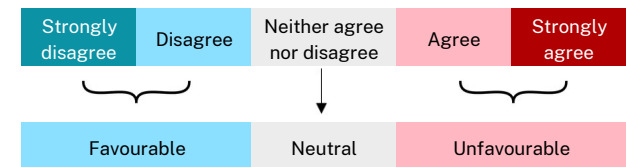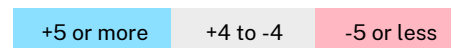
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Wellbeing - dimensions of burnout

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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.
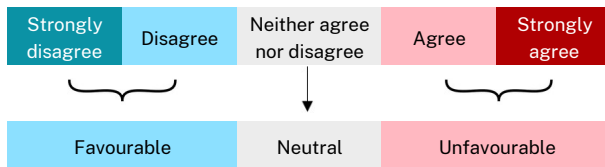
		Favourable / Neutral / Unfavourable	2024 % unfavourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Dimensions of burnout							
1q	I feel mentally exhausted by my work on most days (disagree)	30 / 17 / 53	53%	-	+14	+12	+14
1r	I am struggling to maintain enthusiasm for my work (disagree)	35 / 19 / 46	46%	-	+12	+10	+11
1s	I feel I am not as effective in my role as I used to be (disagree)	46 / 19 / 35	35%	-	+7	+7	+8
	% respondents who experienced all three dimensions of burnout		26%	-	+9	+8	+8

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).

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

Difference from (percentage point)

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

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Customer service

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
	Customer service (total score)				**61%**	-	-7	-5	-7
1k	I am empowered to make the decisions needed to help customers and/or communities	65	19	17	65%	-5	-2	-4	-6
2c	People in my workgroup can explain how their work impacts customers	78	15		78%	-3	-2	-1	-3
2d	My workgroup considers customer needs when planning our work	76	15	9	76%	-6	-5	-4	-6
6d	My senior executives communicate the importance of customers in our work	43	28	29	43%	-	-19	-9	-11
7g	The processes in my organisation are designed to support the best experience for customers	49	29	23	49%	-6	-8	-8	-10
7h	My organisation meets the needs of the communities, people, and/or businesses of NSW	55	28	17	55%	-3	-9	-4	-8

Difference from (percentage point)

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

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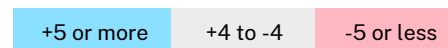
Role clarity and support
Purpose and direction

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

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

		Favourable / Neutral / Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
	Role clarity and support (total score)		**58%**	-5	-7	-7	-8
1a	I understand what is expected of me to do well in my job	83 / 10 / 7	83%	-3	-1	-2	-3
1b	I get the support I need to do my job well	49 / 20 / 30	49%	-7	-15	-12	-12
1c	I have the tools and technology to do my job well	54 / 16 / 30	54%	-5	-14	-12	-11
1d	I have the time to do my job well	42 / 18 / 40	42%	-8	-11	-9	-11
3e	My performance is assessed against clear criteria	54 / 23 / 23	54%	-2	-1	-2	-7
3f	I have received the training and development I need to do my job well	63 / 20 / 17	63%	-4	0	-2	-5

Difference from (percentage point)

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

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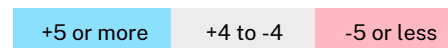
Job purpose and enrichment
Purpose and direction

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	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
	Job purpose and enrichment (total score)		65%	-2	-6	-4	-6
1e	My job gives me opportunities to use a variety of skills	77 / 12 / 11	77%	-3	-3	-2	-2
1f	I have a choice in deciding how I carry out day to day work tasks	63 / 17 / 20	63%	-3	-9	-5	-7
3d	In the last 12 months, I have received feedback to help me improve my work	60 / 19 / 22	60%	0	-5	-2	-6
5h	My manager communicates how my role contributes to my organisation's purpose	60 / 21 / 19	60%	-2	-9	-5	-8

Difference from (percentage point)

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

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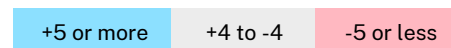
Risk refers to the effect of uncertainty in achieving work goals and organisational objectives. Workplace risks can have negative or positive effects on your objectives.

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)				**62**%	-	-8	-5	-6
1l	I know how to manage risks related to my role	78	13	9	**78**%	-	-3	-3	-5
5a	My manager encourages people in my workgroup to keep improving the work they do	66	20	14	**66**%	-2	-8	-5	-7
7a	My organisation is making improvements to meet future challenges	41	29	31	**41**%	-12	-11	-7	-8

Difference from (percentage point)

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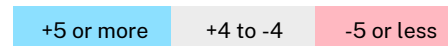
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Ethics and values
Purpose and direction

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	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
	Ethics and values (total score)				**72%**	-	-9	-5	-6
6b	My senior executives model the values of my organisation	29	34	37	29%	-	-22	-12	-14
7o	My organisation shows a commitment to ethical behaviours	60	22	18	60%	-7	-11	-6	-9
7p	I support my organisation's values	83	13		83%	-1	-4	-4	-4
7s	I understand what ethical behaviour means within my workplace	91	7		91%	+2	-3	-1	-1
7t	I would know how to report unethical behaviour if I became aware of it	80	11	9	80%	0	-8	-5	-4
7x	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	92			92%	-	-2	0	-1

Difference from (percentage point)

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

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Teamwork and collaboration
Work environment

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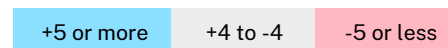
Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

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)				**52**%	-	-9	-5	-9
2a	My workgroup works collaboratively to achieve its goals	72	15	13	72%	-4	-5	-3	-6
6c	My senior executives promote collaboration between my organisation and other organisations we work with	29	37	34	29%	-	-20	-12	-13
7d	There is good co-operation between teams across my organisation	52	27	21	52%	-2	-3	-2	-8

Difference from (percentage point)

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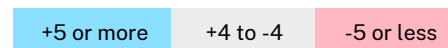
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An inclusive workplace is one where all employees can participate and contribute. It is one where everyone feels valued, accepted, and supported to thrive at work.

		Favourable / Neutral / Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
	Inclusion and diversity (total score)		**59%**	-	-7	-4	-6
2b	People in my workgroup treat each other with respect	71 / 15 / 14	71%	-4	-7	-3	-7
6f	I feel my senior executives support my career advancement	22 / 33 / 45	22%	-	-16	-9	-11
8a	I am comfortable sharing a different view to others in my organisation	65 / 18 / 17	65%	+1	-3	-2	-3
8b	I feel that I belong in my organisation	59 / 25 / 16	59%	-9	-7	-5	-7
8c	I feel culturally safe at work	74 / 15 / 11	74%	-	-3	-2	-5
8d	If I chose to, I would feel safe sharing personal aspects about myself at work	63 / 20 / 17	63%	-	-4	-2	-5

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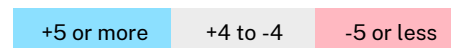
+5 or more	+4 to -4	-5 or less

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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	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Flexible working (total score)					**43**%	-4	-22	-16	-12
8g	How satisfied are you with your ability to access and use flexible working arrangements?	40	27	33	40%	-5	-22	-15	-12
8h	My manager supports flexible working in my team	45	27	27	45%	-3	-22	-16	-12

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
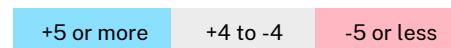
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Use of flexible working
Work environment

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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.

8f Type of flexible working		**2024** % respondents	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
Flexible start and finish times		28%	-1	-20	-8	-8
Working more hours over fewer days		6%	-5	-4	-2	0
Working additional hours to make up for time off		16%	0	-4	-1	-2
Flexible scheduling for rostered workers		13%	-2	+6	+3	+1
Part-time work		15%	+1	+2	-4	0
Job sharing		3%	0	0	-1	0
Working from different locations		4%	-1	-17	-10	-7
Working from home		10%	-2	-34	-17	-13
Purchasing annual leave		2%	0	0	0	+1
Leave without pay		9%	-3	0	0	0
Study leave		21%	-2	+17	+11	+2
Other		5%	-1	+2	+1	0
I did not use any flexible working arrangements		39%	+3	+12	+8	+6

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Grievance handling
Work environment

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

		Favourable	Neutral	Unfavourable	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	54	20	26	54%	-4	-10	-8	-10

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

Difference from (percentage point)

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

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Health and safety
Work environment

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

		Favourable / Neutral / Unfavourable	**2024** % favourable	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
	Health and safety (total score)		**53**%	-4	-12	-7	-10
7y	There are effective resources in my organisation to support employee wellbeing	51 / 21 / 28	**51**%	-5	-11	-7	-10
7z	I am confident work health and safety issues I raise will be addressed promptly	56 / 20 / 25	**56**%	-4	-12	-8	-11

Difference from (percentage point)

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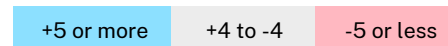
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Recruitment
Enabling practices

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Recruitment (total score)					**45**%	-	-6	-3	-8
7f	My organisation generally selects capable people to do the job	49	27	24	49%	-2	-4	-3	-7
7v	My organisation follows a merit-based recruitment process	46	29	24	46%	-	-7	-5	-10
7w	My organisation follows a merit-based promotion process	40	30	30	40%	-	-7	-3	-9

Difference from (percentage point)

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

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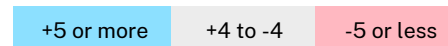
Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

		Favourable	Neutral	Unfavourable	**2024** % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
	Learning and development (total score)				**55**%	-	-5	-5	-8
1j	I have the opportunity to develop the skills that I need to do my job well	58	19	23	**58**%	-	-7	-7	-9
3f	I have received the training and development I need to do my job well	63	20	17	**63**%	-4	0	-2	-5
3g	I am satisfied with the opportunities available for professional development in my organisation	44	22	33	**44**%	-4	-7	-7	-9

Difference from (percentage point)

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

r = below privacy cut-off

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

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

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

	2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Yes	53%	+9	+11	+10	+8
No	47%	-9	-11	-10	-8

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

	2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Lack of visible opportunities	36%	+9	+6	+8	+6
Lack of promotion opportunities	35%	+9	+6	+8	+5
Lack of support from my manager / supervisor	16%	+2	+5	+4	+4
Geographic location considerations	24%	+5	-2	-1	+2
Personal / family considerations	28%	+2	-3	-4	+1
Insufficient training and development	19%	+4	+5	+5	+5
Lack of required capabilities or experience	12%	+1	+1	+1	+2
Lack of support for temporary assignments / secondments	23%	+8	+8	+8	+7
The application / recruitment process is too cumbersome or time consuming	19%	+2	-3	0	+3
Other	11%	-2	0	+1	+1
There are no major barriers to my career progression	22%	-4	-5	-5	-7

r = below privacy cut-off

		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	23	17	60	23%	-8	-21	-7	-6

Difference from (percentage point)

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

r = below privacy cut-off

People Matter
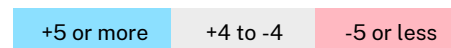
Recognition
Enabling practices

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)				**47**%	-6	-14	-9	-11
5f	My manager provides recognition for the work I do	58	19	22	**58**%	-2	-12	-7	-9
7n	I receive adequate recognition for my contributions from my organisation	34	26	40	**34**%	-9	-15	-10	-12

Difference from (percentage point)

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

r = below privacy cut-off

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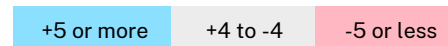
Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

| Favourable | Neutral | Unfavourable |

Feedback and performance management				**2024** % favourable	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
Feedback and performance management (total score)				**53%**	-2	-4	-2	-7
3d	In the last 12 months, I have received feedback to help me improve my work	60	19	22 → **60%**	0	-5	-2	-6
3e	My performance is assessed against clear criteria	54	23	23 → **54%**	-2	-1	-2	-7
5g	My manager appropriately deals with employees who perform poorly	44	31	25 → **44%**	-3	-5	-2	-7

Performance management process		**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	**78%**	+1	+2	+1	-6
3b	I have informal feedback conversations with my manager	**69%**	-2	-10	-7	-6
3c	I have scheduled feedback conversations with my manager	**60%**	0	-7	-5	-7

Difference from (percentage point)

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

r = below privacy cut-off

People Matter
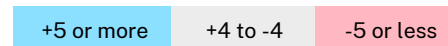
Senior executives
Leadership

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)				29%	-	-19	-10	-12
6a	My senior executives provide clear direction for the future of the organisation	30	32	39	30%	-	-17	-9	-11
6b	My senior executives model the values of my organisation	29	34	37	29%	-	-22	-12	-14
6c	My senior executives promote collaboration between my organisation and other organisations we work with	29	37	34	29%	-	-20	-12	-13
6d	My senior executives communicate the importance of customers in our work	43	28	29	43%	-	-19	-9	-11
6e	My senior executives listen to employees	22	28	50	22%	-	-20	-11	-13
6f	I feel my senior executives support my career advancement	22	33	45	22%	-	-16	-9	-11

Difference from (percentage point)

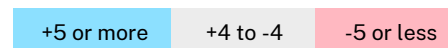| +5 or more	+4 to -4	-5 or less
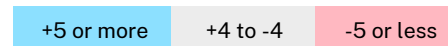
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Decision making and accountability
Leadership

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	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
	Decision making and accountability (total score)				**54**%	-3	-6	-3	-7
5e	I have confidence in the decisions my manager makes	62	21	17	**62**%	-4	-9	-5	-7
7e	People in my organisation take responsibility for their own actions	47	31	22	**47**%	-2	-2	-1	-8

Difference from (percentage point)

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

r = below privacy cut-off

Communication and change management
Leadership

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

		Favourable	Neutral	Unfavourable	**2024** % favourable	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
	Communication and change management (total score)				**43**%	-	-11	-8	-10
5b	My manager communicates effectively with me	66	17	17	**66**%	-3	-8	-5	-6
6a	My senior executives provide clear direction for the future of the organisation	30	32	39	**30**%	-	-17	-9	-11
7b	Change is managed well in my organisation	30	31	38	**30**%	-10	-5	-4	-8
7q	I am supported through changes that affect my work	44	29	28	**44**%	-9	-11	-10	-11
7r	I have the opportunity to provide feedback on change processes that directly affect me	43	23	34	**43**%	-11	-13	-12	-13

Difference from (percentage point)

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

r = below privacy cut-off

People Matter

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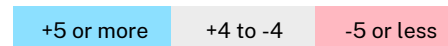
Ensuring employees feel like they can share a different view to others and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

		Favourable	Neutral	Unfavourable	**2024** % favourable	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
	Employee voice (total score)				**52**%	-	-11	-7	-8
5c	My manager encourages and values employee input	64	19	17	64%	-4	-11	-7	-8
5d	My manager involves my workgroup in decisions about our work	59	20	20	59%	-5	-11	-7	-9
6e	My senior executives listen to employees	22	28	50	22%	-	-20	-11	-13
8a	I am comfortable sharing a different view to others in my organisation	65	18	17	65%	+1	-3	-2	-3

Difference from (percentage point)

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

r = below privacy cut-off

People Matter
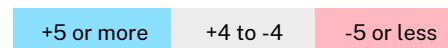
Negative workplace behaviours

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...		2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
been aware of any misconduct in your organisation		17%	0	+3	+1	+5
witnessed bullying		28%	0	+7	+2	+8
experienced bullying		18%	0	+4	+2	+4
witnessed sexual harassment		5%	+2	+2	+2	+2
experienced sexual harassment		11%	0	+5	+3	+4
experienced threats or physical harm		17%	+4	+7	+4	+6
witnessed discrimination		16%	-	+5	+2	+4
experienced discrimination		12%	-1	+3	+2	+3
witnessed racism		16%	-	+8	+5	+6
experienced racism		7%	-1	+3	+2	+2

Definitions

- **Misconduct:** behaviour that is unethical, illegal, corrupt, or that breaches your organisation's code of conduct
- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers
- **Sexual harassment:** unwelcome behaviour of a sexual nature that would offend, humiliate or intimidate someone
- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics
- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin

Difference from (percentage point)

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

r = below privacy cut-off

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	**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	29	23	49	**29**%	-10	-14	-10	-13

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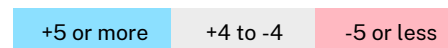
+5 or more	+4 to -4	-5 or less

r = below privacy cut-off

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	13%	+4	+4	+3	+3
1 year to less than 2 years	14%	+2	+5	+4	+3
2 years to less than 5 years	20%	0	-1	-1	0
5 years to less than 10 years	18%	-2	-7	-7	-4
10 years to less than 20 years	17%	-1	-6	-5	-3
More than 20 years	19%	-3	+4	+5	+1

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

	2024 % respondents	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
I am planning to retire	9%	0	-4	-5	-3
I am applying for/intend to apply for new roles in another NSW public sector organisation	38%	-5	+6	+7	+1
I am applying for/intend to apply for roles in the private sector	23%	+4	+3	+4	+5
I am applying for/intend to apply for new roles in the not for profit / community sector	3%	r	0	-1	-2
It is the end of my non-ongoing, casual or contracted employment	5%	r	-4	-1	-2
Other	22%	0	-1	-4	0

r = below privacy cut-off

Intention to stay

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

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

19p What is the primary reason behind your desire to leave your current organisation? (top 5 reasons)		2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
There are a lack of future career opportunities in my organisation		32%	+8	-1	+3	-1
Senior leadership is of a poor quality		26%	+1	+3	+4	+5
I can receive a higher salary elsewhere		23%	+4	+2	-2	-1
I am expected to do more work than I reasonably can		21%	+4	+5	+4	+2
I am emotionally exhausted		16%	0	-1	-2	0

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	55 | 18 | 27	55%	-7	-8	-11
In my workplace, we recognise our successes and innovations	55 | 22 | 23	55%	-7	-7	-11
Overall, I have confidence in the decisions made by my senior managers	42 | 27 | 30	42%	-6	-10	-12
I have a say in decisions which affect my work	42 | 25 | 33	42%	-6	-8	-12
Where I work, we share the lessons learnt when mistakes are made	64 | 18 | 18	64%	-3	-4	-7
My team's objectives/work plans are clearly outlined	64 | 20 | 15	64%	-2	-3	-7
Our objectives/work plans help us to deliver a quality service	63 | 22 | 15	63%	-4	-6	-9
There is good team spirit in my workgroup	64 | 18 | 18	64%	-3	-4	-7
Overall, I believe the culture at my workplace has improved in the last 12 months	38 | 30 | 32	38%	-4	-6	-8
I support my organisation taking action to improve environmental sustainability	77 | 15 | 8	77%	-3	0	-3

Difference from (percentage point)

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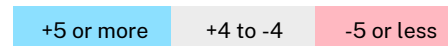
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Health questions

Which of the following best describes your current role? (grouped)	2024 % respondents	difference from 2023	difference from Portfolio	difference from Parent
Medical	11%	-1	+5	+1
Nursing and Midwifery	43%	+4	+11	+11
Clinical Support Workers	5%	+1	+2	+1
Corporate Support	9%	0	-3	-2
Allied Health	16%	+1	+4	+1
Other Health Professionals	r	-	-	-
Scientific and Technical	4%	-2	0	0
Oral Health	r	-	-	-
Ambulance	r	-	-	-
Health Manager	r	-	-	-
Patient Support Services	3%	-1	-4	0
Maintenance and Trades	r	-	-	-
Other	6%	-1	-3	-2

r = below privacy cut-off

Results by child unit and demographic group

Discover if employees in different groups have different views

People Matter

Respondent profile

This is a snapshot of survey takers.

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

Gender	% respondents
Woman or female	68
Man or male	24
Non-binary	r
Use a different term	r
Prefer not to answer	6

Age	
15-34 years	36
35-54 years	44
55+ years	11
Prefer not to answer	8

Aboriginal and/or Torres Strait Islander	
Yes	2
No	93
Prefer not to answer	5

LOTE spoken at home	
Yes	34
No	60
Prefer not to answer	6

Cultural background	
Oceanian	73
North-West European	9
Southern and Eastern European	7
North African and Middle Eastern	4
South-East Asian	8
North-East Asian	8
Southern and Central Asian	10
Peoples of the Americas	2
Sub-Saharan African	2

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

Disability	% respondents
Yes	6
No	90
Prefer not to answer	4

LGBTIQA+	
Yes	14
No	73
I don't know	r
Prefer not to answer	r

Trans or gender diverse	
Yes	r
No	90
I don't know	r
Prefer not to answer	8

Person with an intersex variation	
Yes	r
No	91
Prefer not to answer	r

Care for a child	
Yes	28
No	67
Prefer not to answer	5

Working arrangement	
Full-time	77
Part-time	23

Type of work	% respondents
Service delivery involving direct contact with the public	69
Other service delivery work	5
Administrative support	11
Corporate services	r
Policy	r
Research	3
Program and project management support	r
Legal	r
Other	9

Organisation tenure	
Less than 1 year	10
1 year to less than 2 years	11
2 years to less than 5 years	26
5 years to less than 10 years	21
10 years to less than 20 years	20
More than 20 years	12

Salary	
$93,294 and below	43
$93,295 - $120,858	28
$120,859 - $161,662	12
$161,663 and above	5
Prefer not to answer	10

| Employment status	
Senior executive	r
Ongoing / permanent	82
Temporary	6
Casual	3
Contract-non-executive	3
Labour hire	r
Other	1
Don't know	3

r = below privacy cut-off

Selected key topic results by child unit

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

	Report total	Allied Health & Pharmacy Services	Anaesthesia & Pain Management	Bone, Joint, Connective Tissue & Neuroscience Services	Cancer Services	Cardiovascular Services	Clinical Support Services	Critical Care & Respiratory Services	Gastroenterology & Liver Services	Inpatient - Aged Chronic Care & Rehabilitation	Medical Imaging	Operating Theatres	Operations	Renal Medicine & Urology
Employee engagement	57	50	69	59	60	53	64	52	52	62	65	60	60	60
Wellbeing	54%	51%	70%	52%	52%	52%	67%	47%	51%	51%	62%	56%	58%	53%
Role clarity and support	58%	55%	64%	59%	62%	49%	69%	51%	57%	57%	65%	63%	58%	57%
Inclusion and diversity	59%	60%	68%	59%	63%	57%	67%	53%	63%	63%	65%	48%	65%	56%
Teamwork and collaboration	52%	47%	64%	53%	55%	46%	61%	48%	53%	56%	58%	49%	54%	59%
Learning and development	55%	53%	72%	57%	60%	52%	63%	49%	54%	62%	60%	53%	58%	56%
Senior executives	29%	22%	43%	33%	30%	25%	47%	19%	29%	39%	37%	24%	44%	30%
Communication and change management	43%	38%	50%	41%	41%	37%	60%	35%	40%	53%	53%	42%	46%	45%
Employee voice	52%	53%	72%	55%	52%	44%	63%	44%	53%	57%	61%	49%	60%	59%

- At least 5 percentage points higher than report unit
- Within 5 percentage points of the report unit
- At least 5 percentage points lower than report unit
- r = below privacy cut-off

Selected key topic results by child unit (continued)

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

	Report total	Women's Health Services (incl Paediatrics)
Employee engagement	57	51
Wellbeing	54%	46%
Role clarity and support	58%	50%
Inclusion and diversity	59%	58%
Teamwork and collaboration	52%	47%
Learning and development	55%	45%
Senior executives	29%	19%
Communication and change management	43%	32%
Employee voice	52%	47%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by select demographics

	Report total	Woman or female	Man or male	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTIQA+	People who speak a language other than English	15-34 years	35-54 years	55+ years	Carers
Employee engagement	57	58	58	r	80	51	55	63	57	58	60	58
Wellbeing	54%	54%	58%	r	77%	44%	51%	60%	54%	55%	59%	56%
Role clarity and support	58%	59%	60%	r	75%	51%	54%	65%	59%	60%	57%	59%
Inclusion and diversity	59%	61%	63%	r	78%	53%	61%	63%	62%	61%	58%	62%
Teamwork and collaboration	52%	53%	55%	r	77%	47%	52%	58%	56%	53%	49%	53%
Learning and development	55%	56%	59%	r	74%	47%	55%	62%	58%	57%	55%	58%
Senior executives	29%	30%	34%	r	70%	23%	29%	39%	29%	34%	28%	33%
Communication and change management	43%	43%	46%	r	78%	35%	40%	52%	44%	46%	42%	44%
Employee voice	52%	53%	57%	r	82%	45%	52%	59%	55%	55%	51%	55%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other	Frontline	Non-frontline
Employee engagement	57	55	66	62	r	r	57	r	r	56	55	60
Wellbeing	54%	52%	67%	63%	r	r	58%	r	r	54%	52%	61%
Role clarity and support	58%	56%	70%	64%	r	r	58%	r	r	57%	56%	63%
Inclusion and diversity	59%	59%	68%	64%	r	r	71%	r	r	54%	59%	62%
Teamwork and collaboration	52%	52%	64%	54%	r	r	49%	r	r	49%	52%	54%
Learning and development	55%	55%	63%	54%	r	r	56%	r	r	52%	55%	57%
Senior executives	29%	27%	56%	28%	r	r	24%	r	r	34%	27%	35%
Communication and change management	43%	40%	62%	47%	r	r	38%	r	r	43%	40%	48%
Employee voice	52%	52%	68%	55%	r	r	55%	r	r	51%	52%	57%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
Employee engagement	57	61	63	57	57	53	55
Wellbeing	54%	60%	64%	54%	55%	50%	49%
Role clarity and support	58%	66%	64%	57%	60%	56%	50%
Inclusion and diversity	59%	63%	69%	61%	61%	57%	56%
Teamwork and collaboration	52%	59%	58%	54%	54%	48%	46%
Learning and development	55%	65%	62%	56%	55%	52%	50%
Senior executives	29%	33%	38%	30%	33%	26%	24%
Communication and change management	43%	51%	51%	44%	43%	39%	36%
Employee voice	52%	58%	62%	53%	55%	49%	47%

- At least 5 percentage points higher than report unit
- Within 5 percentage points of the report unit
- At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle	Illawarra	Mid North Coast
Employee engagement	57	r	r	r	r	r	r	r	r	r	r
Wellbeing	54%	r	r	r	r	r	r	r	r	r	r
Role clarity and support	58%	r	r	r	r	r	r	r	r	r	r
Inclusion and diversity	59%	r	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	52%	r	r	r	r	r	r	r	r	r	r
Learning and development	55%	r	r	r	r	r	r	r	r	r	r
Senior executives	29%	r	r	r	r	r	r	r	r	r	r
Communication and change management	43%	r	r	r	r	r	r	r	r	r	r
Employee voice	52%	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

r = below privacy cut-off

People Matter

	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	57	r	r	r	r	r	r	r	r	r
Wellbeing	54%	r	r	r	r	r	r	r	r	r
Role clarity and support	58%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	59%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	52%	r	r	r	r	r	r	r	r	r
Learning and development	55%	r	r	r	r	r	r	r	r	r
Senior executives	29%	r	r	r	r	r	r	r	r	r
Communication and change management	43%	r	r	r	r	r	r	r	r	r
Employee voice	52%	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

r = below privacy cut-off

People Matter

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

Survey model

People Matter

The People Matter Employee Survey provides an important opportunity for more than 400,000 people to have a say about their workplace and to help make the public sector a better place to work.

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

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

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

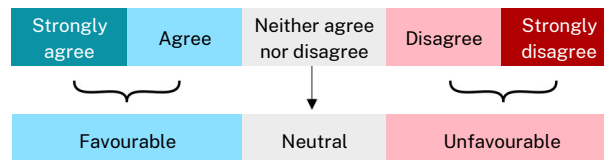| Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Teamwork and collaboration	Recruitment	Senior executives	Employee engagement
Job purpose and enrichment	Inclusion and diversity	Learning and development	Decision making and accountability	Job satisfaction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

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.
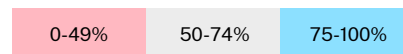
Headline Results - Key Topics

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.

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

% favourable scores are colour coded based on these ranges:

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

Difference scores

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

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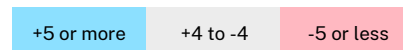
A '-' represents there is no applicable comparison available.

Rounding

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

Burnout (disagree) 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 (ASCCEG) 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?

People Matter

Action planning

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

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

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

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