NSW GOVERNMENT

People Matter

NSW Public Sector Employee Survey 2024

Organisational Unit Report

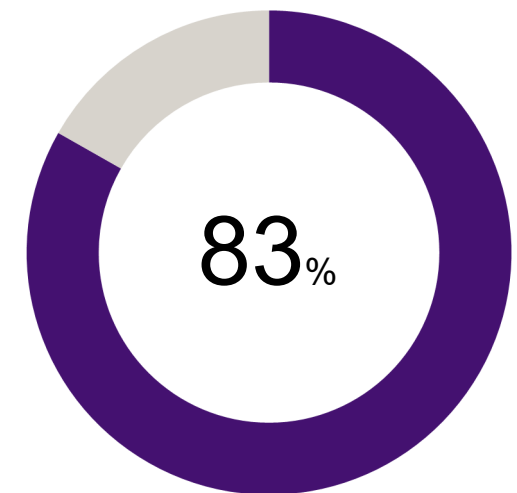# Digital Health & Innovation

Parent unit: Sydney Local Health District

Survey period: 19 August to 13 September 2024

Completed surveys: 129

Response rate: 83%   -15 compared to 2023

Response rate:

83%

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

NSW public sector

▸ Health

▸ Sydney Local Health District

▸ Digital Health & Innovation

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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 68% ↑ +3pp vs 2023	**Teamwork and collaboration** 69% ↓	**Recruitment** 52%	**Senior executives** 58%	**Employee engagement** 67 ↓ -5 vs 2023
Job purpose and enrichment 75% ↓ -1pp vs 2023	**Inclusion and diversity** 72%	**Learning and development** 61%	**Decision making and accountability** 59% ↓ -7pp vs 2023	**Job satisfaction** 70% ↓ -5pp vs 2023
Risk and innovation 75%	**Flexible working** 89% ↑ +1pp vs 2023	**Pay** 48% ↓ -6pp vs 2023	**Communication and change management** 59%	**Wellbeing** 68%
Ethics and values 83%	**Grievance handling** 70% ↓ -7pp vs 2023	**Recognition** 62% ↓ -8pp vs 2023	**Employee voice** 65%	**Customer service** 75%
	Health and safety 76% ↓ 0pp vs 2023	**Feedback and performance management** 58% ↑ +8pp vs 2023	**Action on survey results** 57% ↓ -2pp vs 2023	

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

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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	94%	-
Ethics and values	7p	I support my organisation's values	93%	-4
Ethics and values	7s	I understand what ethical behaviour means within my workplace	90%	-5
Risk and innovation	1l	I know how to manage risks related to my role	90%	-
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	90%	+4

➖ Questions with the lowest favourable scores

			2024 % favourable	difference from 2023
Wellbeing	1p	I feel burned out by my work (disagree)	33%	-8
Wellbeing	1r	I am struggling to maintain enthusiasm for my work (disagree)	37%	-
Wellbeing	1q	I feel mentally exhausted by my work on most days (disagree)	39%	-
Communication and change management	7b	Change is managed well in my organisation	43%	-8
Inclusion and diversity / Senior executives	6f	I feel my senior executives support my career advancement	46%	-

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
Feedback and performance management / Role clarity and support	3e	My performance is assessed against clear criteria	62%	+16
Feedback and performance management / Job purpose and enrichment	3d	In the last 12 months, I have received feedback to help me improve my work	66%	+9
Learning and development	3g	I am satisfied with the opportunities available for professional development in my organisation	54%	+5
Wellbeing	1m	In general, my sense of wellbeing is...	63%	+5
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	90%	+4

⊖ Least improved questions

			2024 % favourable	difference from 2023
Employee voice	5c	My manager encourages and values employee input	71%	-14
Employee engagement	7i	I would recommend my organisation as a great place to work	62%	-14
Inclusion and diversity	2b	People in my workgroup treat each other with respect	80%	-14
Employee engagement	7k	I feel a strong personal attachment to my organisation	61%	-12
Risk and innovation	7a	My organisation is making improvements to meet future challenges	58%	-12

Difference from (percentage point)

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

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Key drivers of engagement

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

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

Topic		Engagement key driver questions	2024 % favourable	Action
Recruitment	7f	My organisation generally selects capable people to do the job	52%	Improve
Decision making and accountability	7e	People in my organisation take responsibility for their own actions	52%	Improve
Communication and change management	7b	Change is managed well in my organisation	43%	Improve
Inclusion and diversity / Senior executives	6f	I feel my senior executives support my career advancement	46%	Improve
Recognition	5f	My manager provides recognition for the work I do	70%	Maintain
Communication and change management	7q	I am supported through changes that affect my work	62%	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)*				**67**	-5	+5	+7	+4
7i	I would recommend my organisation as a great place to work	62	28	10	62%	-14	+4	+9	+8
7j	I am proud to tell others I work for my organisation	76	20		76%	-10	+10	+13	+11
7k	I feel a strong personal attachment to my organisation	61	28	11	61%	-12	+4	+8	+4
7l	My organisation motivates me to help it achieve its goals	59	28	13	59%	-7	+8	+12	+9
7m	My organisation inspires me to do the best in my job	60	27	13	60%	-5	+8	+11	+9

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

Difference from (percentage point)

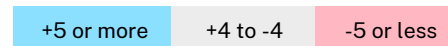| +5 or more	+4 to -4	-5 or less

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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)					**70**%	-5	+1	+2	+2
1g	My job gives me a feeling of personal accomplishment	71	16	13	71%	-6	-1	0	-1
1h	I am satisfied with my job	70	16	14	70%	-4	+3	+5	+5

Difference from (percentage point)

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

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

		Favourable / Neutral / Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
	Wellbeing (total score)		**68%**	-	+6	+8	+7
1i	The amount of stress in my job is manageable	63 / 21 / 16	63%	-6	+9	+10	+9
1m	In general, my sense of wellbeing is...	63 / 27 / 9	63%	+5	+6	+7	+6
1n	I am able to adapt when changes occur	88 / 7	88%	-	+1	+1	+1
1o	I am confident in my ability to overcome setbacks at work	89	89%	-	+7	+8	+7
1p	I feel burned out by my work (disagree)	33 / 30 / 37	33%	-8	-3	-1	-4
7u	I am satisfied with current workplace practices to help me manage my wellbeing	66 / 23 / 11	66%	-5	+11	+15	+14
7y	There are effective resources in my organisation to support employee wellbeing	76 / 16 / 9	76%	+1	+13	+18	+15

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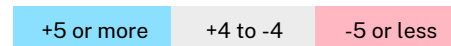
The burnout question is negatively worded.
For consistency with other survey questions the results are displayed as follows:
The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.
The unfavourable score (red bar) shows the % of respondents that did feel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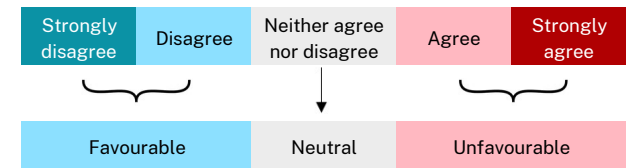
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Wellbeing - dimensions of burnout

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.
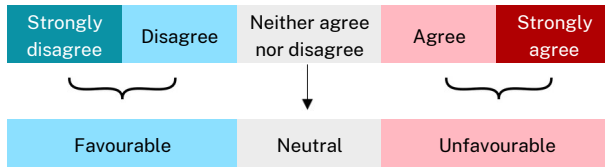
		Favourable / Neutral / Unfavourable	2024 % unfavourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Dimensions of burnout							
1q	I feel mentally exhausted by my work on most days (disagree)	39 / 29 / 33	33%	-	-7	-8	-7
1r	I am struggling to maintain enthusiasm for my work (disagree)	37 / 22 / 41	41%	-	+7	+5	+6
1s	I feel I am not as effective in my role as I used to be (disagree)	51 / 21 / 28	28%	-	0	0	+1
	% respondents who experienced all three dimensions of burnout		19%	-	+1	0	0

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	Neither agree nor disagree	Agree	Strongly agree

Favourable	Neutral	Unfavourable

Difference from (percentage point)

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

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Customer service

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

		Favourable / Neutral / Unfavourable	**2024** % favourable	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
	Customer service (total score)		**75**%	-	**+7**	**+9**	**+7**
1k	I am empowered to make the decisions needed to help customers and/or communities	72 / 17 / 11	**72**%	-6	+5	+3	+1
2c	People in my workgroup can explain how their work impacts customers	86 / 9	**86**%	-2	+6	+7	+5
2d	My workgroup considers customer needs when planning our work	84 / 11	**84**%	-3	+4	+5	+2
6d	My senior executives communicate the importance of customers in our work	71 / 18 / 11	**71**%	-	+8	+18	+17
7g	The processes in my organisation are designed to support the best experience for customers	63 / 27 / 10	**63**%	-5	+7	+6	+4
7h	My organisation meets the needs of the communities, people, and/or businesses of NSW	76 / 18	**76**%	+1	+12	+17	+13

Difference from (percentage point)

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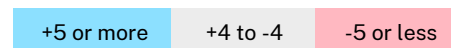
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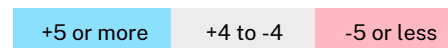
Role clarity and support
Purpose and direction

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)					**68%**	+3	+3	+4	+2
1a	I understand what is expected of me to do well in my job	81	13		81%	+3	-3	-5	-5
1b	I get the support I need to do my job well	67	19	14	67%	-1	+3	+6	+6
1c	I have the tools and technology to do my job well	73	17	10	73%	-1	+5	+7	+8
1d	I have the time to do my job well	66	20	14	66%	0	+13	+15	+13
3e	My performance is assessed against clear criteria	62	23	16	62%	+16	+6	+5	0
3f	I have received the training and development I need to do my job well	59	26	15	59%	+2	-4	-6	-9

Difference from (percentage point)

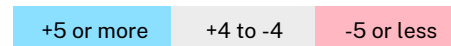| +5 or more	+4 to -4	-5 or less

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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)		**75**%	-1	+4	+7	+4
1e	My job gives me opportunities to use a variety of skills	77 / 15 / 9	**77**%	-6	-3	-2	-2
1f	I have a choice in deciding how I carry out day to day work tasks	86 / 9	**86**%	-6	+14	+18	+16
3d	In the last 12 months, I have received feedback to help me improve my work	66 / 26 / 9	**66**%	+9	+1	+4	0
5h	My manager communicates how my role contributes to my organisation's purpose	72 / 16 / 12	**72**%	0	+3	+7	+3

Difference from (percentage point)

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

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Risk and innovation
Purpose and direction

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

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

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Risk and innovation (total score)					**75%**	-	+6	+8	+7
1l	I know how to manage risks related to my role	90		7	90%	-	+9	+9	+7
5a	My manager encourages people in my workgroup to keep improving the work they do	77	16	7	77%	0	+2	+6	+4
7a	My organisation is making improvements to meet future challenges	58	29	13	58%	-12	+6	+11	+10

Difference from (percentage point)

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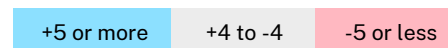
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Ethics and values
Purpose and direction

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

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

		Favourable / Neutral / Unfavourable	**2024** % favourable	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
	Ethics and values (total score)		**83**%	-	+2	+6	+5
6b	My senior executives model the values of my organisation	63 / 23 / 14	63%	-	+12	+21	+20
7o	My organisation shows a commitment to ethical behaviours	76 / 17 / 7	76%	-7	+5	+10	+7
7p	I support my organisation's values	93	93%	-4	+5	+6	+6
7s	I understand what ethical behaviour means within my workplace	90 / 8	90%	-5	-3	-1	-2
7t	I would know how to report unethical behaviour if I became aware of it	83 / 11	83%	+3	-5	-2	-1
7x	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	94	94%	-	-1	+1	0

Difference from (percentage point)

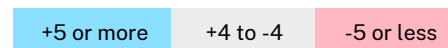| +5 or more	+4 to -4	-5 or less

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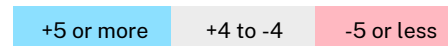
Delivering for the people of NSW requires agencies to work together and share knowledge internally and with other sectors.

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

		Favourable	Neutral	Unfavourable	**2024** % favourable	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
	Teamwork and collaboration (total score)				**69**%	-	+8	+12	+9
2a	My workgroup works collaboratively to achieve its goals	83	9	9	83%	-1	+5	+7	+5
6c	My senior executives promote collaboration between my organisation and other organisations we work with	62	26	12	62%	-	+13	+21	+20
7d	There is good co-operation between teams across my organisation	61	24	15	61%	-9	+6	+7	+2

Difference from (percentage point)

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

r = below privacy cut-off

Inclusion and diversity
Work environment

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

		Favourable	Neutral	Unfavourable	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	80	13	7	80%	-14	+2	+6	+1
6f	I feel my senior executives support my career advancement	46	28	27	46%	-	+8	+15	+13
8a	I am comfortable sharing a different view to others in my organisation	67	21	12	67%	-6	-1	0	-1
8b	I feel that I belong in my organisation	75	16	9	75%	0	+8	+10	+8
8c	I feel culturally safe at work	87			87%	-	+10	+12	+9
8d	If I chose to, I would feel safe sharing personal aspects about myself at work	75	16	9	75%	-	+7	+9	+6

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
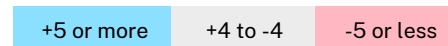
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Flexible working
Work environment
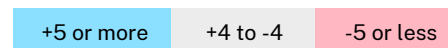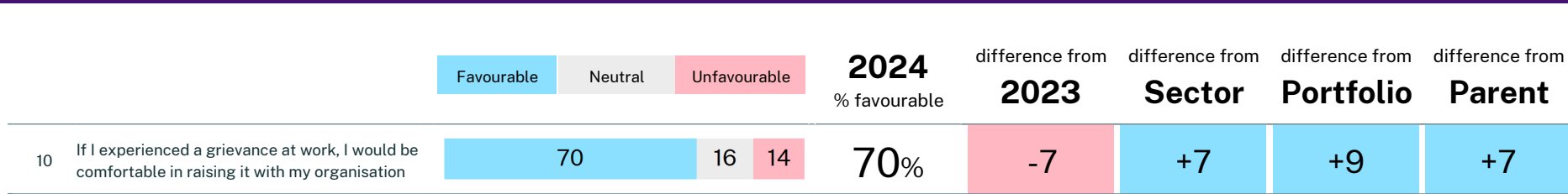
Flexible working is about rethinking where, when, and how people work, in ways that maintain or improve service delivery for the people of NSW.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Flexible working (total score)					**89%**	+1	+25	+31	+34
8g	How satisfied are you with your ability to access and use flexible working arrangements?	90		7	**90%**	+4	+28	+34	+38
8h	My manager supports flexible working in my team	89		9	**89%**	-1	+21	+27	+31

Difference from (percentage point)

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

r = below privacy cut-off

Use of flexible working
Work environment

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

8f Type of flexible working		2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Flexible start and finish times		69%	-5	+22	+33	+33
Working more hours over fewer days		r	-	-	-	-
Working additional hours to make up for time off		34%	+1	+15	+17	+16
Flexible scheduling for rostered workers		9%	r	+1	-2	-4
Part-time work		r	-	-	-	-
Job sharing		r	-	-	-	-
Working from different locations		31%	-8	+11	+18	+20
Working from home		87%	-3	+44	+61	+65
Purchasing annual leave		r	-	-	-	-
Leave without pay		r	-	-	-	-
Study leave		21%	-3	+17	+11	+2
Other		9%	r	+6	+5	+4
I did not use any flexible working arrangements		r	-	-	-	-

r = below privacy cut-off

Grievance handling
Work environment

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

		Favourable	Neutral	Unfavourable	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	70	16	14	70%	-7	+7	+9	+7

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

Difference from (percentage point)

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

r = below privacy cut-off

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)		**76**%	0	+12	+16	+13
7y	There are effective resources in my organisation to support employee wellbeing	76 | 16 | 9	**76**%	+1	+13	+18	+15
7z	I am confident work health and safety issues I raise will be addressed promptly	77 | 12 | 11	**77**%	-1	+10	+14	+10

Difference from (percentage point)

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

r = below privacy cut-off

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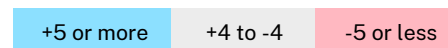
Recruitment
Enabling practices

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)				**52**%	-	+1	+3	-2
7f	My organisation generally selects capable people to do the job	52	23	25	**52**%	-11	-1	0	-4
7v	My organisation follows a merit-based recruitment process	57	25	17	**57**%	-	+3	+6	+1
7w	My organisation follows a merit-based promotion process	46	26	28	**46**%	-	-1	+3	-3

Difference from (percentage point)

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

r = below privacy cut-off

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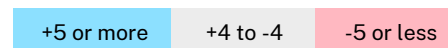
Access to learning and development programs helps employees achieve their performance and career goals. Learning and development also help agencies to grow the right employee capabilities to deliver business outcomes.

		Favourable	Neutral	Unfavourable	**2024** % favourable	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
	Learning and development (total score)				**61**%	-	0	0	-3
1j	I have the opportunity to develop the skills that I need to do my job well	68	21	11	**68**%	-	+3	+3	+1
3f	I have received the training and development I need to do my job well	59	26	15	**59**%	+2	-4	-6	-9
3g	I am satisfied with the opportunities available for professional development in my organisation	54	26	20	**54**%	+5	+2	+3	0

Difference from (percentage point)

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

r = below privacy cut-off

Mobility
Enabling practices

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

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

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?	2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
Yes	48%	-5	+7	+6	+4
No	52%	+5	-7	-6	-4

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	35%	+10	+5	+7	+5
Lack of promotion opportunities	36%	+4	+8	+10	+7
Lack of support from my manager / supervisor	r	-	-	-	-
Geographic location considerations	28%	+17	+2	+3	+6
Personal / family considerations	30%	+9	-2	-3	+2
Insufficient training and development	18%	+3	+4	+4	+5
Lack of required capabilities or experience	11%	-4	0	0	0
Lack of support for temporary assignments / secondments	10%	0	-4	-4	-6
The application / recruitment process is too cumbersome or time consuming	18%	+1	-4	0	+2
Other	r	-	-	-	-
There are no major barriers to my career progression	25%	-8	-2	-3	-5

r = below privacy cut-off

Pay
Enabling practices

	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	19	33	**48**%	-6	+4	+18	+19

Difference from (percentage point)

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

r = below privacy cut-off

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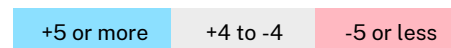
Recognition involves recognising employees' contributions and achievements in the workplace through formal and informal channels.

		Favourable	Neutral	Unfavourable	**2024** % favourable	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
	Recognition (total score)				**62**%	-8	+2	+7	+5
5f	My manager provides recognition for the work I do	70	16	14	**70**%	-8	0	+5	+3
7n	I receive adequate recognition for my contributions from my organisation	53	25	21	**53**%	-9	+4	+9	+7

Difference from (percentage point)

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

r = below privacy cut-off

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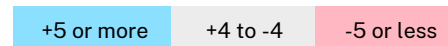
Underpinning a high performance culture is an effective system for managing individual, team, and organisational performance.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
	Feedback and performance management (total score)				**58**%	**+8**	**+1**	**+3**	**-2**
3d	In the last 12 months, I have received feedback to help me improve my work	66	26	9	**66**%	+9	+1	+4	0
3e	My performance is assessed against clear criteria	62	23	16	**62**%	+16	+6	+5	0
5g	My manager appropriately deals with employees who perform poorly	46	37	17	**46**%	-2	-3	0	-6

		2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
	Performance management process					
3a	I have a performance and development plan that sets out my individual goals	**91**%	+20	+16	+14	+8
3b	I have informal feedback conversations with my manager	**86**%	+5	+6	+10	+10
3c	I have scheduled feedback conversations with my manager	**80**%	+14	+13	+15	+13

Difference from (percentage point)

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

r = below privacy cut-off
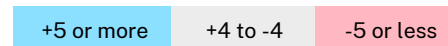
Senior executives
Leadership

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)				**58%**	-	+9	+18	+17
6a	My senior executives provide clear direction for the future of the organisation	54	22	24	54%	-	+8	+15	+14
6b	My senior executives model the values of my organisation	63	23	14	63%	-	+12	+21	+20
6c	My senior executives promote collaboration between my organisation and other organisations we work with	62	26	12	62%	-	+13	+21	+20
6d	My senior executives communicate the importance of customers in our work	71	18	11	71%	-	+8	+18	+17
6e	My senior executives listen to employees	50	28	21	50%	-	+8	+17	+16
6f	I feel my senior executives support my career advancement	46	28	27	46%	-	+8	+15	+13

Difference from (percentage point)

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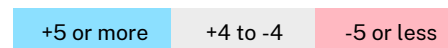
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Decision making and accountability
Leadership

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)				**59**%	-7	-1	+1	-3
5e	I have confidence in the decisions my manager makes	66	23	12	**66**%	-9	-5	-1	-3
7e	People in my organisation take responsibility for their own actions	52	29	19	**52**%	-6	+3	+4	-3

Difference from (percentage point)

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

r = below privacy cut-off

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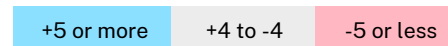
Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

			Favourable	Neutral	Unfavourable	**2024** % favourable	difference from **2023**	difference from **Sector**	difference from **Portfolio**	difference from **Parent**
	Communication and change management (total score)					**59%**	-	+6	+9	+7
5b	My manager communicates effectively with me		71	19	10	71%	-5	-3	0	-1
6a	My senior executives provide clear direction for the future of the organisation		54	22	24	54%	-	+8	+15	+14
7b	Change is managed well in my organisation		43	39	17	43%	-8	+8	+9	+5
7q	I am supported through changes that affect my work		62	30	8	62%	-7	+7	+9	+7
7r	I have the opportunity to provide feedback on change processes that directly affect me		66	22	11	66%	-7	+10	+11	+10

Difference from (percentage point)

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

r = below privacy cut-off

People Matter

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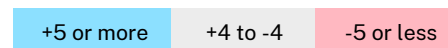
Ensuring employees feel like they can share a different view to others and be heard shifts the employee-employer relationship from a transactional one to an effective, dynamic one.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	difference from Parent
	Employee voice (total score)				**65%**	-	+1	+6	+4
5c	My manager encourages and values employee input	71	20	9	71%	-14	-4	+1	-1
5d	My manager involves my workgroup in decisions about our work	71	20	9	71%	-4	+1	+5	+3
6e	My senior executives listen to employees	50	28	21	50%	-	+8	+17	+16
8a	I am comfortable sharing a different view to others in my organisation	67	21	12	67%	-6	-1	0	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
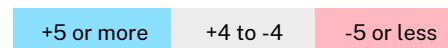
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Negative workplace behaviours

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	14%	-	+3	0	+2
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

r = below privacy cut-off
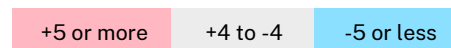
Action on survey results
Leadership

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	57	21	22	**57**%	-2	+15	+18	+16

Difference from (percentage point)

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

r = below privacy cut-off

People Matter
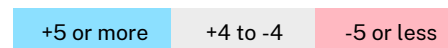
Intention to stay

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

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

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	15%	+1	+5	+4	+4
2 years to less than 5 years	21%	-4	+1	+1	+2
5 years to less than 10 years	20%	-7	-5	-5	-2
10 years to less than 20 years	25%	r	+3	+4	+6
More than 20 years	r	-	-	-	-

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	56%	+17	+24	+25	+19
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	73 / 15 / 11	73%	-6	+10	+7
In my workplace, we recognise our successes and innovations	77 / 19	77%	-10	+15	+12
Overall, I have confidence in the decisions made by my senior managers	62 / 25 / 13	62%	-11	+10	+7
I have a say in decisions which affect my work	62 / 28 / 10	62%	-6	+12	+8
Where I work, we share the lessons learnt when mistakes are made	73 / 21	73%	-7	+5	+2
My team's objectives/work plans are clearly outlined	69 / 25	69%	+2	+1	-3
Our objectives/work plans help us to deliver a quality service	77 / 17	77%	+1	+9	+6
There is good team spirit in my workgroup	73 / 19 / 8	73%	-11	+5	+2
Overall, I believe the culture at my workplace has improved in the last 12 months	46 / 33 / 21	46%	-1	+2	0
I support my organisation taking action to improve environmental sustainability	82 / 15	82%	-7	+6	+3

Difference from (percentage point)

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

r = below privacy cut-off

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		20%	+4	+8	+9
Allied Health		r	-	-	-
Other Health Professionals		r	-	-	-
Scientific and Technical		23%	+4	+18	+19
Oral Health		r	-	-	-
Ambulance		r	-	-	-
Health Manager		28%	-14	+20	+22
Patient Support Services		r	-	-	-
Maintenance and Trades		r	-	-	-
Other		20%	+5	+11	+11

r = below privacy cut-off

People Matter

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
Woman or female	40
Man or male	48
Non-binary	r
Use a different term	r
Prefer not to answer	r

Age	
15-34 years	20
35-54 years	47
55+ years	15
Prefer not to answer	17

Aboriginal and/or Torres Strait Islander	
Yes	r
No	90
Prefer not to answer	r

LOTE spoken at home	
Yes	41
No	48
Prefer not to answer	11

Cultural background	
Oceanian	68
North-West European	9
Southern and Eastern European	r
North African and Middle Eastern	r
South-East Asian	r
North-East Asian	12
Southern and Central Asian	14
Peoples of the Americas	r
Sub-Saharan African	r

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

Disability	% respondents
Yes	r
No	85
Prefer not to answer	r

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

Trans or gender diverse	
Yes	r
No	86
I don't know	r
Prefer not to answer	14

Person with an intersex variation	
Yes	r
No	86
Prefer not to answer	14

Care for a child	
Yes	33
No	59
Prefer not to answer	8

Working arrangement	
Full-time	91
Part-time	9

Type of work	% respondents
Service delivery involving direct contact with the public	r
Other service delivery work	17
Administrative support	r
Corporate services	47
Policy	r
Research	r
Program and project management support	13
Legal	r
Other	13

Organisation tenure	
Less than 1 year	r
1 year to less than 2 years	r
2 years to less than 5 years	27
5 years to less than 10 years	25
10 years to less than 20 years	18
More than 20 years	15

Salary	
$93,294 and below	8
$93,295 - $120,858	28
$120,859 - $161,662	38
$161,663 and above	11
Prefer not to answer	16

Employment status	
Senior executive	r
Ongoing / permanent	75
Temporary	11
Casual	r
Contract-non-executive	r
Labour hire	r
Other	r
Don't know	r

r = below privacy cut-off

People Matter

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

This page cannot be shown due to privacy reasons.

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	67	72	66	r	r	r	r	73	67	69	66	67
Wellbeing	68%	69%	71%	r	r	r	r	72%	68%	69%	73%	66%
Role clarity and support	68%	68%	71%	r	r	r	r	74%	69%	71%	72%	65%
Inclusion and diversity	72%	77%	71%	r	r	r	r	77%	72%	74%	73%	70%
Teamwork and collaboration	69%	75%	71%	r	r	r	r	76%	63%	75%	74%	67%
Learning and development	61%	65%	60%	r	r	r	r	65%	57%	66%	63%	56%
Senior executives	58%	68%	55%	r	r	r	r	65%	58%	63%	58%	55%
Communication and change management	59%	66%	60%	r	r	r	r	70%	64%	65%	53%	58%
Employee voice	65%	73%	65%	r	r	r	r	71%	67%	68%	64%	61%

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	67	r	73	r	69	r	r	67	r	55	r	r
Wellbeing	68%	r	71%	r	73%	r	r	69%	r	70%	r	r
Role clarity and support	68%	r	72%	r	75%	r	r	66%	r	59%	r	r
Inclusion and diversity	72%	r	83%	r	71%	r	r	69%	r	70%	r	r
Teamwork and collaboration	69%	r	78%	r	72%	r	r	62%	r	60%	r	r
Learning and development	61%	r	67%	r	67%	r	r	56%	r	44%	r	r
Senior executives	58%	r	61%	r	58%	r	r	51%	r	57%	r	r
Communication and change management	59%	r	65%	r	62%	r	r	60%	r	51%	r	r
Employee voice	65%	r	71%	r	65%	r	r	63%	r	65%	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

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	67	63	74	68
Wellbeing	68%	r	r	68%	69%	80%	64%
Role clarity and support	68%	r	r	62%	69%	87%	59%
Inclusion and diversity	72%	r	r	76%	73%	83%	63%
Teamwork and collaboration	69%	r	r	73%	72%	76%	61%
Learning and development	61%	r	r	58%	56%	80%	44%
Senior executives	58%	r	r	56%	60%	68%	46%
Communication and change management	59%	r	r	55%	59%	77%	51%
Employee voice	65%	r	r	67%	67%	77%	56%

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	67	r	r	r	r	r	r	r	r	r	r
Wellbeing	68%	r	r	r	r	r	r	r	r	r	r
Role clarity and support	68%	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	69%	r	r	r	r	r	r	r	r	r	r
Learning and development	61%	r	r	r	r	r	r	r	r	r	r
Senior executives	58%	r	r	r	r	r	r	r	r	r	r
Communication and change management	59%	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

r = below privacy cut-off

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	68%	r	r	r	r	r	r	r	r	r
Role clarity and support	68%	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	69%	r	r	r	r	r	r	r	r	r
Learning and development	61%	r	r	r	r	r	r	r	r	r
Senior executives	58%	r	r	r	r	r	r	r	r	r
Communication and change management	59%	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

r = below privacy cut-off

People Matter

People Matter

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

Survey model

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

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

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

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

Purpose and direction	Work environment	Enabling practices	Leadership		Outcomes
Role clarity and support	Teamwork and collaboration	Recruitment	Senior 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.
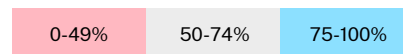
Headline Results - Key Topics

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	
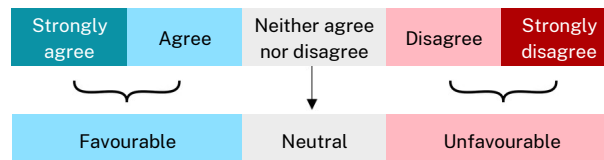
% favourable scores are colour coded based on these ranges:

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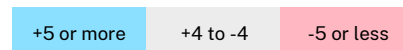
A '-' represents there is no applicable comparison available.

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.

Interpretation guide

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?

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.				