

# People Matter Employee Survey

## HAVE **YOUR** SAY

### Agency Report

Multicultural NSW

- **Survey period:** 18 August to 12 September 2025
- **Completed surveys:** 141
- **Response rate:** >100%
- **Portfolio:** Communities and Justice



# Organisational hierarchy

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

## NSW public sector

- Communities and Justice
  - Multicultural NSW

# Contents

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# High level results

Discover key employee experience insights

# Headline results for key topics

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



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

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

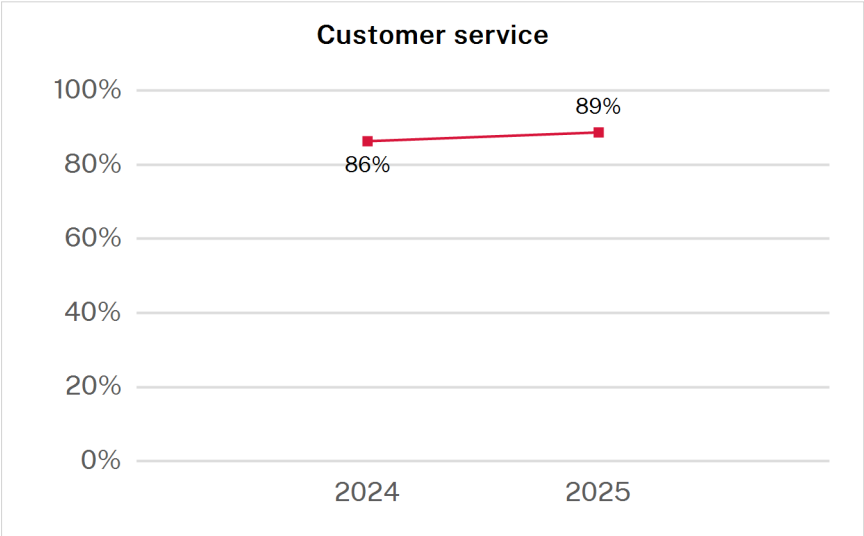
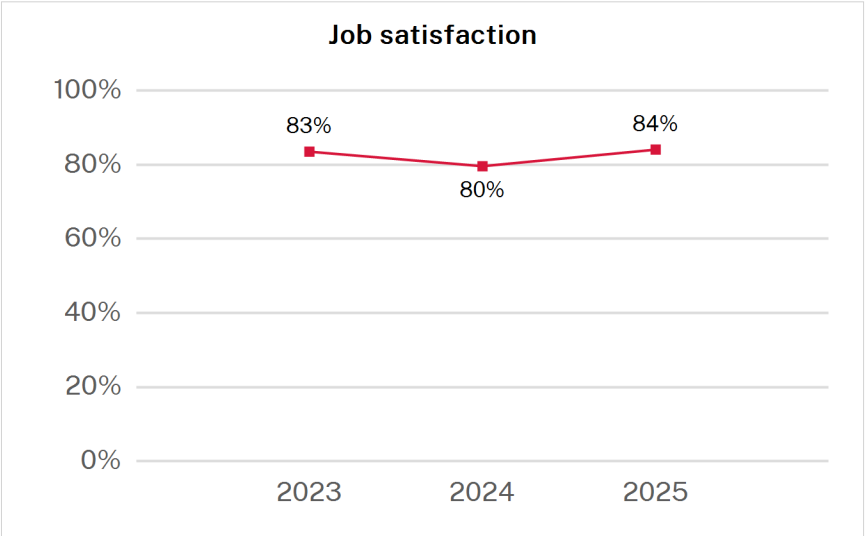
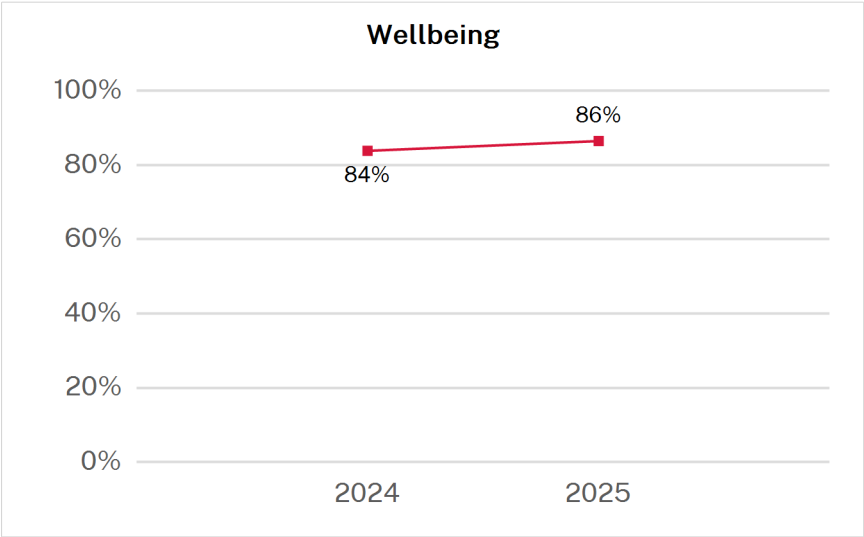
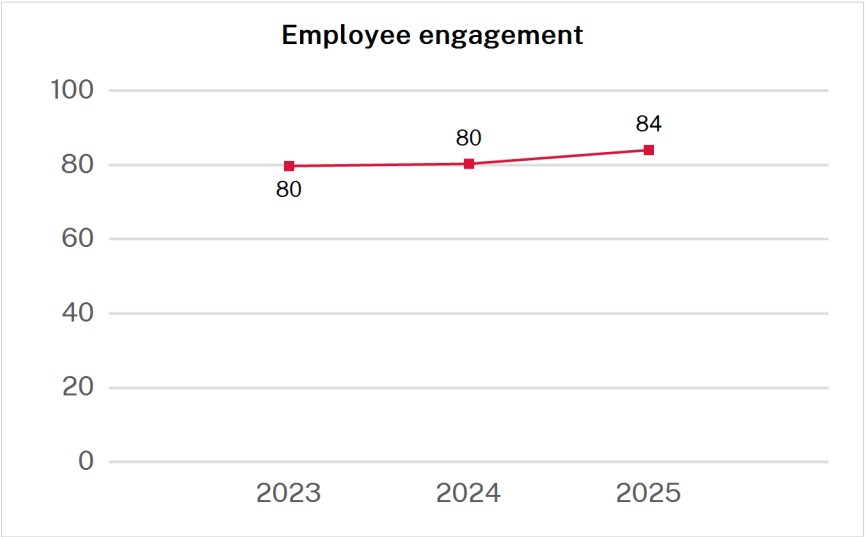
| Purpose and direction                                                              | Work environment                                                                   | Enabling practices                                                               | Leadership                                                                                  | Outcomes                                                                 |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <div>Role clarity and support</div> <div>83%</div> <div>↑<br/>+3pp vs 2024</div>   | <div>Teamwork and collaboration</div> <div>85%</div> <div>↑<br/>+1pp vs 2024</div> | <div>Recruitment</div> <div>79%</div> <div></div>                                | <div>Decision making and accountability</div> <div>82%</div> <div>↑<br/>+3pp vs 2024</div>  | <div>Employee engagement</div> <div>84</div> <div>↑<br/>+4 vs 2024</div> |
| <div>Job purpose and enrichment</div> <div>84%</div> <div>↓<br/>-2pp vs 2024</div> | <div>Inclusion and diversity</div> <div>87%</div> <div></div>                      | <div>Learning and development</div> <div>77%</div> <div>↓<br/>-2pp vs 2024</div> | <div>Communication and change management</div> <div>82%</div> <div>↑<br/>+4pp vs 2024</div> | <div>Job satisfaction</div> <div>84%</div> <div>↑<br/>+4pp vs 2024</div> |
| <div>Risk and innovation</div> <div>89%</div> <div>↑<br/>+4pp vs 2024</div>        | <div>Flexible working</div> <div>92%</div> <div>↓<br/>-4pp vs 2024</div>           | <div>Pay</div> <div>74%</div> <div>↑<br/>+4pp vs 2024</div>                      | <div>Employee voice</div> <div>85%</div> <div>↑<br/>+1pp vs 2024</div>                      | <div>Wellbeing</div> <div>86%</div> <div>↑<br/>+3pp vs 2024</div>        |
| <div>Ethics and values</div> <div>94%</div> <div>↑<br/>+3pp vs 2024</div>          | <div>Grievance handling</div> <div>88%</div> <div>0pp vs 2024</div>                | <div>Recognition</div> <div>81%</div> <div>↓<br/>-3pp vs 2024</div>              | <div>Action on survey results</div> <div>78%</div> <div></div>                              | <div>Customer service</div> <div>89%</div> <div>↑<br/>+2pp vs 2024</div> |
|                                                                                    | <div>Health and safety</div> <div>91%</div> <div>↑<br/>+4pp vs 2024</div>          | <div>Feedback and performance management</div> <div>71%</div> <div></div>        |                                                                                             |                                                                          |

r = below privacy cut-off

# Long-term trend

This page shows results for the past three years (2023-2025) for the key outcomes.

Comparing results side by side highlights changes over time, showing where progress has been made, where outcomes are stable, and where further focus may be needed.



# 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 taken in response to last year’s survey results or something else?

| + Most improved questions |    |                                                                        | 2025<br>% favourable | difference from<br>2024 |
|---------------------------|----|------------------------------------------------------------------------|----------------------|-------------------------|
| Employee engagement       | 7j | I feel a strong personal attachment to my organisation                 | 86%                  | +11                     |
| Other wellbeing           | 1o | I feel burned out by my work (disagree)                                | 62%                  | +9                      |
| Wellbeing                 | 1l | In general, my sense of wellbeing is..                                 | 85%                  | +8                      |
| Job satisfaction          | 1g | My job gives me a feeling of personal accomplishment                   | 87%                  | +7                      |
| Ethics and values         | 7s | I would know how to report unethical behaviour if I became aware of it | 93%                  | +6                      |

| - Least improved questions          |    |                                                                            | 2025<br>% favourable | difference from<br>2024 |
|-------------------------------------|----|----------------------------------------------------------------------------|----------------------|-------------------------|
| Feedback and performance management | 3d | In the last 12 months, I have received feedback to help me improve my work | 73%                  | -15                     |
| Feedback and performance management | 3e | My performance is assessed against clear criteria                          | 62%                  | -9                      |
| Recognition                         | 5f | My manager provides recognition for the work I do                          | 82%                  | -7                      |
| Flexible working                    | 8h | My manager supports flexible working in my team                            | 93%                  | -5                      |
| Learning and development            | 3f | I have received the training and development I need to do my job well      | 79%                  | -4                      |

Difference from (percentage point)

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

r = below privacy cut-off

# 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 |    |                                                                                      | 2025<br>% favourable | difference from<br>2024 |
|------------------------------------------------|----|--------------------------------------------------------------------------------------|----------------------|-------------------------|
| Ethics and values                              | 7v | I am aware of my obligations under the Code of Ethics and Conduct in my organisation | 98%                  | +1                      |
| Other wellbeing                                | 1m | I am able to adapt when changes occur                                                | 97%                  | +4                      |
| Ethics and values                              | 7o | I support my organisation's values                                                   | 97%                  | 0                       |
| Inclusion and diversity                        | 8c | I feel culturally safe at work                                                       | 96%                  | +6                      |
| Ethics and values                              | 7r | I understand what ethical behaviour means within my workplace                        | 96%                  | +4                      |

| - Questions with the lowest favourable scores |    |                                                               | 2025<br>% favourable | difference from<br>2024 |
|-----------------------------------------------|----|---------------------------------------------------------------|----------------------|-------------------------|
| Other wellbeing                               | 1o | I feel burned out by my work (disagree)                       | 62%                  | +9                      |
| Feedback and performance management           | 3e | My performance is assessed against clear criteria             | 62%                  | -9                      |
| Other wellbeing                               | 1p | I feel mentally exhausted by my work on most days (disagree)  | 68%                  | +4                      |
| Communication and change management           | 7b | Change is managed well in my organisation                     | 69%                  | +4                      |
| Other wellbeing                               | 1q | I am struggling to maintain enthusiasm for my work (disagree) | 70%                  | +3                      |

Difference from (percentage point)

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

r = below privacy cut-off



# 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 |                                                                                 |  | Favourable | Neutral | Unfavourable | 2025<br>% favourable | Action   |
|-------------------------------------|---------------------------------|---------------------------------------------------------------------------------|--|------------|---------|--------------|----------------------|----------|
| Communication and change management | 6a                              | My senior executives provide clear direction for the future of the organisation |  | 90         |         | 7            | 90%                  | Maintain |
| Wellbeing                           | 7t                              | I am satisfied with current workplace practices to help me manage my wellbeing  |  | 86         |         | 12           | 86%                  | Maintain |
| Risk and innovation                 | 7a                              | My organisation is making improvements to meet future challenges                |  | 91         |         | 8            | 91%                  | Maintain |
| Inclusion and diversity             | 8c                              | I feel culturally safe at work                                                  |  | 96         |         |              | 96%                  | Maintain |
| Ethics and values                   | 6b                              | My senior executives model the values of my organisation                        |  | 91         |         |              | 91%                  | Maintain |
| Communication and change management | 7p                              | I am supported through changes that affect my work                              |  | 83         |         | 13           | 83%                  | Maintain |

**Maintain (high correlation, high score)** - Questions that have a high correlation with engagement and also have a high favourable score.

**Improve (high correlation, low score)** - Questions that have a high correlation with engagement but a low favourable score.

**Monitor (low correlation, low score)** - Questions that have a low correlation with engagement and a low favourable score.

**Review (low correlation, high score)** - Questions that have a low correlation with engagement but a high favourable score.

r = below privacy cut-off

Manager

Managers are key in translating strategy into action, driving day-to-day performance, fostering engagement, and ensuring a safe, inclusive, and productive team environment.

This page shows all survey questions related to employees' managers, drawn from various thematic topics.

The term 'manager' refers to the person in the workgroup, team or project that the employee reports to.

| Topic                               | Questions related to manager |                                                                                 | Favourable             | Neutral | Unfavourable | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|-------------------------------------|------------------------------|---------------------------------------------------------------------------------|------------------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Flexible working                    | 8h                           | My manager supports flexible working in my team                                 | <div><div></div></div> |         |              | 93%                  | -5                      | +26                       | +23                          |
| Employee voice                      | 5c                           | My manager encourages and values employee input                                 | <div><div></div></div> |         |              | 88%                  | +1                      | +13                       | +15                          |
| Risk and innovation                 | 5a                           | My manager encourages people in my workgroup to keep improving the work they do | <div><div></div></div> |         |              | 87%                  | 0                       | +13                       | +14                          |
| Communication and change management | 5b                           | My manager communicates effectively with me                                     | <div><div></div></div> |         |              | 86%                  | +2                      | +11                       | +13                          |
| Employee voice                      | 5d                           | My manager involves my workgroup in decisions about our work                    | <div><div></div></div> |         |              | 84%                  | +1                      | +14                       | +16                          |
| Job purpose and enrichment          | 5h                           | My manager communicates how my role contributes to my organisation's purpose    | <div><div></div></div> |         |              | 82%                  | -3                      | +14                       | +16                          |
| Recognition                         | 5f                           | My manager provides recognition for the work I do                               | <div><div></div></div> |         |              | 82%                  | -7                      | +11                       | +12                          |
| Inclusion and diversity             | 5i                           | My manager supports my career advancement                                       | <div><div></div></div> |         |              | 80%                  | -                       | +15                       | +14                          |

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Senior executives

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.

| Topic                               |    | Questions related to senior executives                                                                  | Favourable                                   | Neutral | Unfavourable | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|-------------------------------------|----|---------------------------------------------------------------------------------------------------------|----------------------------------------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Customer service                    | 6d | My senior executives communicate the importance of customers in our work                                | <div><div></div><div></div><div></div></div> |         |              | 91%                  | +3                      | +29                       | +30                          |
| Ethics and values                   | 6b | My senior executives model the values of my organisation                                                | <div><div></div><div></div><div></div></div> |         |              | 91%                  | +4                      | +38                       | +39                          |
| Communication and change management | 6a | My senior executives provide clear direction for the future of the organisation                         | <div><div></div><div></div><div></div></div> |         |              | 90%                  | +4                      | +41                       | +44                          |
| Employee voice                      | 6e | My senior executives listen to employees                                                                | <div><div></div><div></div><div></div></div> |         |              | 87%                  | +1                      | +44                       | +46                          |
| Teamwork and collaboration          | 6c | My senior executives promote collaboration between my organisation and other organisations we work with | <div><div></div><div></div><div></div></div> |         |              | 86%                  | +3                      | +36                       | +35                          |

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

**Results by topic**  
Discover more about your results

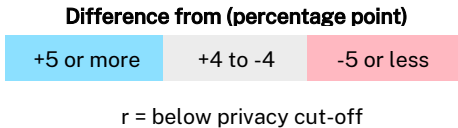
# Employee engagement

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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|------------------------------------|------------------------------------------------------------|---------------------------------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Employee engagement (total score)* |                                                            |                                       |         |              | 84                   | +4                      | +20                       | +22                          |
| 7i                                 | I am proud to tell others I work for my organisation       | <div><div>94</div></div>              |         |              | 94%                  | +5                      | +27                       | +30                          |
| 7h                                 | I would recommend my organisation as a great place to work | <div><div>91</div><div>8</div></div>  |         |              | 91%                  | +4                      | +31                       | +35                          |
| 7l                                 | My organisation inspires me to do the best in my job       | <div><div>88</div><div>9</div></div>  |         |              | 88%                  | +4                      | +34                       | +37                          |
| 7k                                 | My organisation motivates me to help it achieve its goals  | <div><div>86</div><div>12</div></div> |         |              | 86%                  | +2                      | +34                       | +37                          |
| 7j                                 | I feel a strong personal attachment to my organisation     | <div><div>86</div><div>12</div></div> |         |              | 86%                  | +11                     | +27                       | +28                          |

\*The 'Additional information about the survey' section explains how the engagement score is calculated



# 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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|--------------------------------|------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Job satisfaction (total score) |                                                      |            |         |              | 84%                  | +4                      | +14                       | +15                          |
| 1g                             | My job gives me a feeling of personal accomplishment | 87 11      |         |              | 87%                  | +7                      | +14                       | +15                          |
| 1h                             | I am satisfied with my job                           | 82 11 8    |         |              | 82%                  | +2                      | +14                       | +14                          |

Difference from (percentage point)



r = below privacy cut-off

# Wellbeing - overall

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

|                         |                                                                                | Favourable | Neutral | Unfavourable | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|-------------------------|--------------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Wellbeing (total score) |                                                                                |            |         |              | 86%                  | +3                      | +29                       | +28                          |
| 7w                      | There are effective resources in my organisation to support employee wellbeing | 93         |         |              | 93%                  | +4                      | +31                       | +28                          |
| 7t                      | I am satisfied with current workplace practices to help me manage my wellbeing | 86 12      |         |              | 86%                  | -3                      | +31                       | +30                          |
| 1l                      | In general, my sense of wellbeing is..                                         | 85 11      |         |              | 85%                  | +8                      | +27                       | +27                          |
| 1i                      | The amount of stress in my job is manageable                                   | 82 12      |         |              | 82%                  | +1                      | +28                       | +28                          |

Difference from (percentage point)



r = below privacy cut-off

# Other wellbeing questions

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

| 2025                                               |  | Difference from | Difference from | Difference from |
|----------------------------------------------------|--|-----------------|-----------------|-----------------|
| % respondents                                      |  | 2024            | Sector          | Portfolio       |
| 1m I am able to adapt when changes occur           |  |                 |                 |                 |
| Strongly disagree                                  |  | 0%              | -1              | -1              |
| Disagree                                           |  | 1%              | -               | -1              |
| Neither agree nor disagree                         |  | 2%              | -4              | -7              |
| Agree                                              |  | 61%             | 0               | -4              |
| Strongly agree                                     |  | 36%             | +4              | +14             |
| 1n What best describes your current workload?      |  |                 |                 |                 |
| Well above capacity - too much work                |  | 6%              | -               | -15             |
| Slightly above capacity - lots of work to do       |  | 38%             | -               | +1              |
| At capacity - about the right amount of work to do |  | 45%             | -               | +10             |
| Slightly below capacity - available for more work  |  | 10%             | -               | +3              |
| Well below capacity - not enough work              |  | 1%              | -               | 0               |
| 1o I feel burned out by my work                    |  |                 |                 |                 |
| Strongly disagree                                  |  | 24%             | +9              | +16             |
| Disagree                                           |  | 39%             | 0               | +11             |
| Neither agree nor disagree                         |  | 24%             | -3              | -5              |
| Agree                                              |  | 13%             | -2              | -12             |
| Strongly agree                                     |  | 1%              | -3              | -10             |

r = below privacy cut-off



# Other wellbeing questions

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.

|                                                               |             | 2025<br>% respondents | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|---------------------------------------------------------------|-------------|-----------------------|-------------------------|---------------------------|------------------------------|
| 1p I feel mentally exhausted by my work on most days          |             |                       |                         |                           |                              |
| Strongly disagree                                             | <div></div> | 24%                   | +8                      | +17                       | +17                          |
| Disagree                                                      | <div></div> | 44%                   | -4                      | +15                       | +14                          |
| Neither agree nor disagree                                    | <div></div> | 18%                   | +3                      | -6                        | -7                           |
| Agree                                                         | <div></div> | 11%                   | -6                      | -17                       | -16                          |
| Strongly agree                                                | <div></div> | 3%                    | 0                       | -9                        | -7                           |
| 1q I am struggling to maintain enthusiasm for my work         |             |                       |                         |                           |                              |
| Strongly disagree                                             | <div></div> | 29%                   | +8                      | +18                       | +18                          |
| Disagree                                                      | <div></div> | 41%                   | -4                      | +7                        | +6                           |
| Neither agree nor disagree                                    | <div></div> | 16%                   | -1                      | -6                        | -5                           |
| Agree                                                         | <div></div> | 11%                   | -2                      | -12                       | -11                          |
| Strongly agree                                                | <div></div> | 3%                    | 0                       | -8                        | -8                           |
| 1r I feel I am not as effective in my role as I used to be    |             |                       |                         |                           |                              |
| Strongly disagree                                             | <div></div> | 36%                   | +9                      | +23                       | +22                          |
| Disagree                                                      | <div></div> | 37%                   | -8                      | 0                         | -1                           |
| Neither agree nor disagree                                    | <div></div> | 19%                   | -1                      | -3                        | -2                           |
| Agree                                                         | <div></div> | 6%                    | -1                      | -13                       | -12                          |
| Strongly agree                                                | <div></div> | 2%                    | 0                       | -6                        | -7                           |
| % respondents who experienced all three dimensions of burnout |             | 4%                    | -2                      | -13                       | -12                          |

r = below privacy cut-off

# Customer service

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

|                                |                                                                                            | Favourable                                        | Neutral | Unfavourable | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|--------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Customer service (total score) |                                                                                            |                                                   |         |              | 89%                  | +2                      | +23                       | +27                          |
| 2c                             | My workgroup considers customer needs when planning our work                               | <div><div></div><div></div><div></div></div> 93   |         |              | 93%                  | +3                      | +14                       | +18                          |
| 7g                             | My organisation meets the needs of the communities, people, and/or businesses of NSW       | <div><div></div><div></div><div></div></div> 927  |         |              | 92%                  | +1                      | +28                       | +31                          |
| 6d                             | My senior executives communicate the importance of customers in our work                   | <div><div></div><div></div><div></div></div> 919  |         |              | 91%                  | +3                      | +29                       | +30                          |
| 7f                             | The processes in my organisation are designed to support the best experience for customers | <div><div></div><div></div><div></div></div> 7817 |         |              | 78%                  | +3                      | +22                       | +29                          |

Difference from (percentage point)



r = below privacy cut-off

# 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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|----------------------------------------|----------------------------------------------------------|----------------------------------------------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Role clarity and support (total score) |                                                          |                                                    |         |              | 83%                  | +3                      | +16                       | +17                          |
| 1a                                     | I understand what is expected of me to do well in my job | <div><div>90</div><div>8</div></div>               |         |              | 90%                  | +4                      | +6                        | +8                           |
| 1b                                     | I get the support I need to do my job well               | <div><div>85</div><div>10</div></div>              |         |              | 85%                  | +3                      | +20                       | +22                          |
| 1c                                     | I have the tools and technology to do my job well        | <div><div>79</div><div>9</div><div>12</div></div>  |         |              | 79%                  | 0                       | +11                       | +13                          |
| 1d                                     | I have the time to do my job well                        | <div><div>79</div><div>11</div><div>10</div></div> |         |              | 79%                  | +3                      | +26                       | +25                          |

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# 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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|------------------------------------------|------------------------------------------------------------------------------|---------------------------------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Job purpose and enrichment (total score) |                                                                              |                                       |         |              | 84%                  | -2                      | +11                       | +12                          |
| 1e                                       | My job gives me opportunities to use a variety of skills                     | <div><div>86</div><div>10</div></div> |         |              | 86%                  | +2                      | +6                        | +7                           |
| 1f                                       | I have a choice in deciding how I carry out day to day work tasks            | <div><div>85</div><div>9</div></div>  |         |              | 85%                  | -3                      | +13                       | +13                          |
| 5h                                       | My manager communicates how my role contributes to my organisation's purpose | <div><div>82</div><div>14</div></div> |         |              | 82%                  | -3                      | +14                       | +16                          |

Difference from (percentage point)



r = below privacy cut-off

# Risk and innovation

## Purpose and direction

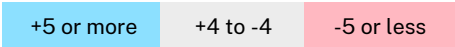
Risk refers to the effect of uncertainty in achieving work goals and organisational objectives. Workplace risks can have negative or positive effects on your objectives.

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

A healthy risk appetite can help foster innovation.

|                                   |                                                                                 | Favourable                            | Neutral | Unfavourable | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|-----------------------------------|---------------------------------------------------------------------------------|---------------------------------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Risk and innovation (total score) |                                                                                 |                                       |         |              | 89%                  | +4                      | +19                       | +21                          |
| 1k                                | I know how to manage risks related to my role                                   | <div><div>91</div></div>              |         |              | 91%                  | +6                      | +8                        | +8                           |
| 7a                                | My organisation is making improvements to meet future challenges                | <div><div>91</div><div>8</div></div>  |         |              | 91%                  | +5                      | +38                       | +42                          |
| 5a                                | My manager encourages people in my workgroup to keep improving the work they do | <div><div>87</div><div>12</div></div> |         |              | 87%                  | 0                       | +13                       | +14                          |

Difference from (percentage point)



r = below privacy cut-off

# 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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|---------------------------------|--------------------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Ethics and values (total score) |                                                                                      |            |         |              | 94%                  | +3                      | +13                       | +13                          |
| 7v                              | I am aware of my obligations under the Code of Ethics and Conduct in my organisation | 98         |         |              | 98%                  | +1                      | +3                        | +2                           |
| 7o                              | I support my organisation's values                                                   | 97         |         |              | 97%                  | 0                       | +9                        | +9                           |
| 7r                              | I understand what ethical behaviour means within my workplace                        | 96         |         |              | 96%                  | +4                      | +2                        | +1                           |
| 7s                              | I would know how to report unethical behaviour if I became aware of it               | 93         |         |              | 93%                  | +6                      | +4                        | +4                           |
| 7n                              | My organisation shows a commitment to ethical behaviours                             | 92         |         |              | 92%                  | +4                      | +21                       | +25                          |
| 6b                              | My senior executives model the values of my organisation                             | 91         |         |              | 91%                  | +4                      | +38                       | +39                          |

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# 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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|------------------------------------------|---------------------------------------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Teamwork and collaboration (total score) |                                                                                                         |            |         |              | 85%                  | +1                      | +25                       | +26                          |
| 2a                                       | My workgroup works collaboratively to achieve its goals                                                 | 91         |         |              | 91%                  | 0                       | +16                       | +17                          |
| 6c                                       | My senior executives promote collaboration between my organisation and other organisations we work with | 869        |         |              | 86%                  | +3                      | +36                       | +35                          |
| 7d                                       | There is good co-operation between teams across my organisation                                         | 7815       |         |              | 78%                  | 0                       | +23                       | +26                          |

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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|---------------------------------------|--------------------------------------------------------------------------------|-------------------------------------------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Inclusion and diversity (total score) |                                                                                |                                                 |         |              | 87%                  | -                       | +16                       | +18                          |
| 8c                                    | I feel culturally safe at work                                                 | <div><div></div><div></div><div></div></div> 96 |         |              | 96%                  | +6                      | +20                       | +25                          |
| 2b                                    | People in my workgroup treat each other with respect                           | <div><div></div><div></div><div></div></div> 90 |         |              | 90%                  | -2                      | +13                       | +13                          |
| 8d                                    | If I chose to, I would feel safe sharing personal aspects about myself at work | <div><div></div><div></div><div></div></div> 85 |         |              | 85%                  | +3                      | +17                       | +21                          |
| 8b                                    | I feel that I belong in my organisation                                        | <div><div></div><div></div><div></div></div> 84 |         |              | 84%                  | +2                      | +17                       | +19                          |
| 5i                                    | My manager supports my career advancement                                      | <div><div></div><div></div><div></div></div> 80 |         |              | 80%                  | -                       | +15                       | +14                          |

Difference from (percentage point)



r = below privacy cut-off



# 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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|--------------------------------|------------------------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Flexible working (total score) |                                                                                          |            |         |              | 92%                  | -4                      | +27                       | +25                          |
| 8h                             | My manager supports flexible working in my team                                          | 93         |         |              | 93%                  | -5                      | +26                       | +23                          |
| 8g                             | How satisfied are you with your ability to access and use flexible working arrangements? | 90         |         |              | 90%                  | -3                      | +29                       | +26                          |

Difference from (percentage point)



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                      |             | 2025<br>% respondents | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|--------------------------------------------------|-------------|-----------------------|-------------------------|---------------------------|------------------------------|
| Working from home                                | <div></div> | 91%                   | 0                       | +50                       | +37                          |
| Flexible start and finish times                  | <div></div> | 77%                   | -11                     | +34                       | +21                          |
| Working additional hours to make up for time off | <div></div> | 26%                   | -9                      | +8                        | +9                           |
| Leave without pay                                | <div></div> | 16%                   | +6                      | +7                        | +11                          |
| Working from different locations                 | <div></div> | 13%                   | -10                     | -7                        | -11                          |
| Working more hours over fewer days               | <div></div> | 12%                   | -4                      | +2                        | +1                           |
| Flexible scheduling for rostered workers         | <div></div> | 8%                    | -2                      | +1                        | +1                           |
| Part-time work                                   | <div></div> | 7%                    | r                       | -6                        | 0                            |
| Job sharing                                      |             | r                     | -                       | -                         | -                            |
| I did not use any flexible working arrangements  |             | r                     | -                       | -                         | -                            |
| Purchasing annual leave                          |             | r                     | -                       | -                         | -                            |
| Study leave                                      |             | r                     | -                       | -                         | -                            |
| Other                                            |             | 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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|--------------------|-------------------------------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Grievance handling |                                                                                                 |            |         |              |                      |                         |                           |                              |
| 10                 | If I experienced a grievance at work, I would be comfortable in raising it with my organisation | 88         |         | 8            | 88%                  | 0                       | +23                       | +27                          |

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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|-------------------|---------------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Health and safety |                                                                                 |            |         |              |                      |                         |                           |                              |
| 7x                | I am confident work health and safety issues I raise will be addressed promptly | 91         |         | 7            | 91%                  | +4                      | +23                       | +28                          |

Difference from (percentage point)

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

r = below privacy cut-off

# Recruitment

## Enabling practices

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

|             |                                                                                       | Favourable | Neutral | Unfavourable | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|-------------|---------------------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Recruitment |                                                                                       |            |         |              |                      |                         |                           |                              |
| 7u          | My organisation follows a merit-based process for recruitment and promotion decisions | 79         | 17      |              | 79%                  | -                       | +28                       | +34                          |

Difference from (percentage point)

+5 or more   +4 to -4   -5 or less

r = below privacy cut-off

# Learning and development

## Enabling practices

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

|                                        |                                                                                                 | Favourable | Neutral | Unfavourable | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|----------------------------------------|-------------------------------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Learning and development (total score) |                                                                                                 |            |         |              | 77%                  | -2                      | +17                       | +21                          |
| 1j                                     | I have the opportunity to develop the skills that I need to do my job well                      | 8314       |         |              | 83%                  | +1                      | +17                       | +19                          |
| 3f                                     | I have received the training and development I need to do my job well                           | 7918       |         |              | 79%                  | -4                      | +16                       | +21                          |
| 3g                                     | I am satisfied with the opportunities available for professional development in my organisation | 702010     |         |              | 70%                  | -1                      | +19                       | +24                          |

Difference from (percentage point)



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 there barriers preventing you from moving to another role? If so, what are they? |             | 2025<br>% respondents | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|-----------------------------------------------------------------------------------------|-------------|-----------------------|-------------------------|---------------------------|------------------------------|
| There are no major barriers to my career progression                                    | <div></div> | 38%                   | +1                      | +10                       | +13                          |
| Lack of promotion opportunities                                                         | <div></div> | 28%                   | -5                      | -4                        | -4                           |
| Lack of visible opportunities                                                           | <div></div> | 21%                   | -5                      | -10                       | -10                          |
| Personal / family considerations                                                        | <div></div> | 13%                   | -7                      | -14                       | -17                          |
| Lack of support for temporary assignments / secondments                                 | <div></div> | 10%                   | +1                      | -5                        | -10                          |
| The application / recruitment process is too cumbersome or time consuming               | <div></div> | 10%                   | -5                      | -11                       | -14                          |
| Lack of required capabilities or experience                                             | <div></div> | 10%                   | +1                      | -1                        | -3                           |
| Other                                                                                   | <div></div> | 9%                    | r                       | -1                        | -2                           |
| Lack of support from my manager / supervisor                                            |             | r                     | -                       | -                         | -                            |
| Geographic location considerations                                                      |             | r                     | -                       | -                         | -                            |
| Insufficient training and development                                                   |             | r                     | -                       | -                         | -                            |

r = below privacy cut-off

# Pay

## Enabling practices

|     |                                    | Favourable | Neutral | Unfavourable | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|-----|------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Pay |                                    |            |         |              |                      |                         |                           |                              |
| 4   | I am paid fairly for the work I do | 74         | 18      | 7            | 74%                  | +4                      | +28                       | +20                          |

Difference from (percentage point)

+5 or more   +4 to -4   -5 or less

r = below privacy cut-off



# Recognition

## Enabling practices

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

|                           |                                                                          | Favourable | Neutral | Unfavourable | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|---------------------------|--------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Recognition (total score) |                                                                          |            |         |              | 81%                  | -3                      | +21                       | +22                          |
| 5f                        | My manager provides recognition for the work I do                        | 8216       |         |              | 82%                  | -7                      | +11                       | +12                          |
| 7m                        | I receive adequate recognition for my contributions from my organisation | 8015       |         |              | 80%                  | +1                      | +30                       | +33                          |

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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|---------------------------------------------------|--------------------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Feedback and performance management (total score) |                                                                                      |            |         |              | 71%                  | -                       | +12                       | +16                          |
| 5g                                                | I am confident my manager would appropriately deal with employees who perform poorly | 7919       |         |              | 79%                  | -                       | +17                       | +19                          |
| 3d                                                | In the last 12 months, I have received feedback to help me improve my work           | 73207      |         |              | 73%                  | -15                     | +10                       | +13                          |
| 3e                                                | My performance is assessed against clear criteria                                    | 622810     |         |              | 62%                  | -9                      | +8                        | +15                          |

|                                |                                                                             | 2025<br>% respondents | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|--------------------------------|-----------------------------------------------------------------------------|-----------------------|-------------------------|---------------------------|------------------------------|
| Performance management process |                                                                             |                       |                         |                           |                              |
| 3a                             | I have a performance and development plan that sets out my individual goals | 80%                   | -10                     | +4                        | +21                          |
| 3b                             | I have informal feedback conversations with my manager                      | 89%                   | -3                      | +9                        | +13                          |
| 3c                             | I have scheduled feedback conversations with my manager                     | 74%                   | -8                      | +7                        | +16                          |

Difference from (percentage point)



r = below privacy cut-off

# 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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|--------------------------------------------------|---------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Decision making and accountability (total score) |                                                                     |            |         |              | 82%                  | +3                      | +22                       | +27                          |
| 5e                                               | I have confidence in the decisions my manager makes                 | 8415       |         |              | 84%                  | +1                      | +13                       | +14                          |
| 7e                                               | People in my organisation take responsibility for their own actions | 8117       |         |              | 81%                  | +6                      | +32                       | +41                          |

Difference from (percentage point)



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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|---------------------------------------------------|----------------------------------------------------------------------------------------|---------------------------------------------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Communication and change management (total score) |                                                                                        |                                                   |         |              | 82%                  | +4                      | +28                       | +32                          |
| 6a                                                | My senior executives provide clear direction for the future of the organisation        | <div><div>90</div><div>7</div></div>              |         |              | 90%                  | +4                      | +41                       | +44                          |
| 5b                                                | My manager communicates effectively with me                                            | <div><div>86</div><div>12</div></div>             |         |              | 86%                  | +2                      | +11                       | +13                          |
| 7p                                                | I am supported through changes that affect my work                                     | <div><div>83</div><div>13</div></div>             |         |              | 83%                  | +6                      | +27                       | +32                          |
| 7q                                                | I have the opportunity to provide feedback on change processes that directly affect me | <div><div>82</div><div>15</div></div>             |         |              | 82%                  | +5                      | +26                       | +32                          |
| 7b                                                | Change is managed well in my organisation                                              | <div><div>69</div><div>22</div><div>9</div></div> |         |              | 69%                  | +4                      | +34                       | +40                          |

Difference from (percentage point)



r = below privacy cut-off

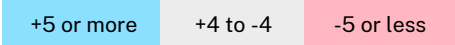
# Employee voice

## Leadership

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

|                              |                                                                        | Favourable                            | Neutral | Unfavourable | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|------------------------------|------------------------------------------------------------------------|---------------------------------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Employee voice (total score) |                                                                        |                                       |         |              | 85%                  | +1                      | +22                       | +24                          |
| 5c                           | My manager encourages and values employee input                        | <div><div>88</div><div>9</div></div>  |         |              | 88%                  | +1                      | +13                       | +15                          |
| 6e                           | My senior executives listen to employees                               | <div><div>87</div><div>11</div></div> |         |              | 87%                  | +1                      | +44                       | +46                          |
| 5d                           | My manager involves my workgroup in decisions about our work           | <div><div>84</div><div>12</div></div> |         |              | 84%                  | +1                      | +14                       | +16                          |
| 8a                           | I am comfortable sharing a different view to others in my organisation | <div><div>83</div><div>13</div></div> |         |              | 83%                  | +3                      | +17                       | +17                          |

Difference from (percentage point)



r = below privacy cut-off

# 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...                | 2025<br>% respondents | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|---------------------------------------------------|-----------------------|-------------------------|---------------------------|------------------------------|
| been aware of any misconduct in your organisation | r                     | -                       | -                         | -                            |
| witnessed bullying                                | 2%                    | r                       | -17                       | -19                          |
| experienced bullying                              | 1%                    | r                       | -12                       | -13                          |
| witnessed sexual harassment                       | 1%                    | r                       | -2                        | -3                           |
| experienced sexual harassment                     | r                     | -                       | -                         | -                            |
| experienced threats or physical harm              | 0%                    | r                       | -3                        | -1                           |
| witnessed discrimination                          | 1%                    | r                       | -7                        | -9                           |
| experienced discrimination                        | 1%                    | r                       | -5                        | -6                           |
| witnessed racism                                  | 2%                    | r                       | -4                        | -5                           |
| experienced racism                                | 0%                    | r                       | -3                        | -3                           |

Definitions

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

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

- **Sexual harassment:** unwelcome behaviour of a sexual nature that would offend, humiliate or intimidate someone

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

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



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 | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|----------------------------------------|----------------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|---------------------------|------------------------------|
| Action on survey results (total score) |                                                                                  |            |         |              | 78%                  | -                       | +43                       | +45                          |
| 9b                                     | I am confident my organisation will act on the results of this survey            | 8612       |         |              | 86%                  | +2                      | +47                       | +50                          |
| 9a                                     | My organisation has made improvements based on the survey results from last year | 7128       |         |              | 71%                  | -                       | +40                       | +40                          |

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.

| 21k How long do you think you will continue to work in your current organisation?         |             | 2025<br>% respondents | Difference from<br>2024 | Difference from<br>Sector | Difference from<br>Portfolio |
|-------------------------------------------------------------------------------------------|-------------|-----------------------|-------------------------|---------------------------|------------------------------|
| Less than 1 year                                                                          | <div></div> | 11%                   | r                       | +4                        | +5                           |
| 1 year to less than 2 years                                                               | <div></div> | 12%                   | 0                       | +4                        | +5                           |
| 2 years to less than 5 years                                                              | <div></div> | 25%                   | -5                      | +6                        | +8                           |
| 5 years to less than 10 years                                                             | <div></div> | 28%                   | +1                      | +2                        | +2                           |
| 10 years to less than 20 years                                                            | <div></div> | 16%                   | +4                      | -8                        | -11                          |
| More than 20 years                                                                        | <div></div> | 8%                    | r                       | -8                        | -10                          |
| 21l What best describes your plans involved with leaving your current organisation?       |             |                       |                         |                           |                              |
| I am planning to retire                                                                   |             | r                     | -                       | -                         | -                            |
| I am applying for/intend to apply for new roles in another NSW public sector organisation |             | r                     | -                       | -                         | -                            |
| I am applying for/intend to apply for roles in the private sector                         |             | r                     | -                       | -                         | -                            |
| I am applying for/intend to apply for new roles in the not for profit / community sector  |             | r                     | -                       | -                         | -                            |
| It is the end of my non-ongoing, casual or contracted employment                          | <div></div> | 43%                   | r                       | +35                       | +37                          |
| Other                                                                                     |             | r                     | -                       | -                         | -                            |

r = below privacy cut-off



# Communities and Justice questions

|                                                                                                                          | Favourable | Neutral | Unfavourable | 2025<br>% favourable | Difference from<br>2024 | Difference from<br>Portfolio |
|--------------------------------------------------------------------------------------------------------------------------|------------|---------|--------------|----------------------|-------------------------|------------------------------|
| Communities and Justice questions                                                                                        |            |         |              |                      |                         |                              |
| Our workplace respects different cultures and adapts its services accordingly                                            | 94         |         |              | 94%                  | -1                      | +19                          |
| I understand how my work links to the strategic outcomes in my organisation                                              | 92         | 8       |              | 92%                  | +2                      | +13                          |
| All things considered, I feel my organisation provides good support for my mental health and well-being                  | 92         | 7       |              | 92%                  | +2                      | +33                          |
| My manager is committed to, and supportive of, diverse workgroups                                                        | 91         | 8       |              | 91%                  | 0                       | +13                          |
| My manager communicates the importance of the people to whom we provide a service in achieving our objectives            | 91         | 7       |              | 91%                  | +1                      | +15                          |
| I am equipped to provide advice and service that helps empower the people to whom we deliver our services                | 85         | 12      |              | 85%                  | -1                      | +8                           |
| My manager demonstrates commitment to meeting the needs of employees with disability that require a workplace adjustment | 85         | 15      |              | 85%                  | +3                      | +13                          |

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Communities and Justice questions

| What is your role?                                                                          | 2025<br>% respondents | Difference from<br>2024 | Difference from<br>Portfolio |
|---------------------------------------------------------------------------------------------|-----------------------|-------------------------|------------------------------|
| Administration                                                                              | 13%                   | -1                      | +1                           |
| Business Enabler (Legal, IT, Finance, HR, Procurement, Training & other corporate services) | 21%                   | +2                      | +12                          |
| Custodial Officer                                                                           | r                     | -                       | -                            |
| Youth Worker                                                                                | r                     | -                       | -                            |
| Sheriff's Officer                                                                           | r                     | -                       | -                            |
| Community Corrections Officer                                                               | r                     | -                       | -                            |
| Caseworker - Child Protection & Permanency                                                  | r                     | -                       | -                            |
| Community Worker                                                                            | r                     | -                       | -                            |
| Caseworker - Helpline                                                                       | r                     | -                       | -                            |
| Contact Centre Operator                                                                     | r                     | -                       | -                            |
| Contact Centre Manager                                                                      | r                     | -                       | -                            |
| Casework Support Worker                                                                     | r                     | -                       | -                            |
| Casework Specialist                                                                         | r                     | -                       | -                            |

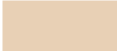
r = below privacy cut-off

# Communities and Justice questions

| What is your role?                                                  | 2025<br>% respondents | Difference from<br>2024 | Difference from<br>Portfolio |
|---------------------------------------------------------------------|-----------------------|-------------------------|------------------------------|
| Manager Child Protection & Permanency (inc Districts, OSP, CSSS)    | r                     | -                       | -                            |
| Permanency Co-ordinator                                             | r                     | -                       | -                            |
| Asset or Property Management                                        | r                     | -                       | -                            |
| Client Liaison Officer / Client Service Officer (field and HCC)     | r                     | -                       | -                            |
| Housing Manager / Housing Team Leader                               | r                     | -                       | -                            |
| Disability Case Manager                                             | r                     | -                       | -                            |
| Registered Nurse / Enrolled Nurse / Assistant in Nursing (AIN)      | r                     | -                       | -                            |
| Legal officer or other legal professional (Legal support,Paralegal) | r                     | -                       | -                            |
| Policy/Program/Project/Research Officer                             | 16%                   | +1                      | +9                           |
| Policy/Program/Project/Research Manager                             | r                     | -                       | -                            |
| Analyst                                                             | r                     | -                       | -                            |
| Analyst Manager                                                     | r                     | -                       | -                            |
| Psychologist                                                        | r                     | -                       | -                            |

r = below privacy cut-off

# Communities and Justice questions

| What is your role?                                 | 2025<br>% respondents                                                                    | Difference from<br>2024 | Difference from<br>Portfolio |
|----------------------------------------------------|------------------------------------------------------------------------------------------|-------------------------|------------------------------|
| Teacher                                            | r                                                                                        | -                       | -                            |
| Senior Manager                                     | r                                                                                        | -                       | -                            |
| Senior Executive Band 1                            | r                                                                                        | -                       | -                            |
| Senior Executive Band 2 and 3                      | r                                                                                        | -                       | -                            |
| Permanent Fire fighter                             | r                                                                                        | -                       | -                            |
| Retained Fire fighter                              | r                                                                                        | -                       | -                            |
| Tradesperson (e.g. engineer, mechanic, technician) | r                                                                                        | -                       | -                            |
| NSW SES Zone Commander/Deputy Zone Commander       | r                                                                                        | -                       | -                            |
| Guardian                                           | r                                                                                        | -                       | -                            |
| Client Service Officer (EM and EP&A)               | r                                                                                        | -                       | -                            |
| Other                                              |  27% | +3                      | +12                          |

r = below privacy cut-off

# Results by child unit and demographic group

Discover if employees in different groups have different views

# Respondent profile

This section provides a snapshot of survey respondents. Use it to assess whether the respondent group reflects your broader organisation or team.

| Gender                                          | % respondents | LGBQA+                                   | % respondents | Frontline / Non-frontline                                 | % respondents |
|-------------------------------------------------|---------------|------------------------------------------|---------------|-----------------------------------------------------------|---------------|
| Woman or female                                 | 67            | Yes                                      | 11            | Frontline                                                 | 19            |
| Man or male                                     | 21            | No                                       | 68            | Non-frontline                                             | 81            |
| Non-binary                                      | r             | I don't know                             | r             |                                                           |               |
| Use a different term                            | r             | Prefer not to answer                     | 20            |                                                           |               |
| Prefer not to answer                            | 11            |                                          |               |                                                           |               |
|                                                 |               | <b>Trans or gender diverse</b>           |               | <b>Type of work</b>                                       |               |
| <b>Age</b>                                      |               | Yes                                      | r             | Service delivery involving direct contact with the public | 19            |
| 15-34 years                                     | 25            | No                                       | 87            | Other service delivery work                               | r             |
| 35-54 years                                     | 48            | I don't know                             | r             | Administrative support                                    | r             |
| 55+ years                                       | 12            | Prefer not to answer                     | 13            | Corporate services                                        | 21            |
| Prefer not to answer                            | 16            |                                          |               | Policy                                                    | 16            |
|                                                 |               | <b>Person with an intersex variation</b> |               | Research                                                  | r             |
| <b>Aboriginal and/or Torres Strait Islander</b> |               | Yes                                      | r             | Program and project management support                    | 16            |
| Yes                                             | r             | No                                       | 86            | Legal                                                     | r             |
| No                                              | 90            | Prefer not to answer                     | 14            | Other                                                     | 14            |
| Prefer not to answer                            | r             |                                          |               |                                                           |               |
|                                                 |               | <b>Working arrangement</b>               |               | <b>Salary</b>                                             |               |
| <b>LOTE spoken at home</b>                      |               | Full-time                                | 92            | \$97,026 and below                                        | 20            |
| Yes                                             | 56            | Part-time                                | 8             | \$97,027 - \$125,692                                      | 36            |
| No                                              | 37            |                                          |               | \$125,693 - \$168,129                                     | 17            |
| Prefer not to answer                            | 7             | <b>Caring responsibilities</b>           |               | \$168,130 and above                                       | 12            |
|                                                 |               | Yes                                      | 48            | Prefer not to answer                                      | 16            |
| <b>Cultural minority</b>                        |               | No                                       | 43            |                                                           |               |
| Yes                                             | 37            | Prefer not to answer                     | 10            | <b>Employment status</b>                                  |               |
| No                                              | 47            |                                          |               | Senior executive                                          | r             |
| Prefer not to answer                            | 16            | <b>Organisation tenure</b>               |               | Ongoing / permanent                                       | 59            |
|                                                 |               | Less than 1 year                         | 31            | Temporary                                                 | 18            |
| <b>Disability</b>                               |               | 1 year to less than 2 years              | r             | Casual                                                    | r             |
| Yes                                             | r             | 2 years to less than 5 years             | 34            | Contract-non-executive                                    | 9             |
| No                                              | 87            | 5 years to less than 10 years            | 21            | Labour hire                                               | r             |
| Prefer not to answer                            | r             | 10 years to less than 20 years           | r             | Other                                                     | r             |
|                                                 |               | More than 20 years                       | r             | Don't know                                                | r             |

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 | Communications | Community and Policy | Community Development | Language Service | People and Corporate |
|-------------------------------------|--------------|----------------|----------------------|-----------------------|------------------|----------------------|
| Employee engagement                 | 84           | 94             | 76                   | 86                    | 83               | 87                   |
| Wellbeing                           | 86%          | 98%            | 79%                  | 86%                   | 85%              | 91%                  |
| Role clarity and support            | 83%          | 95%            | 83%                  | 89%                   | 74%              | 90%                  |
| Inclusion and diversity             | 87%          | 97%            | 83%                  | 87%                   | 85%              | 89%                  |
| Teamwork and collaboration          | 85%          | 91%            | 79%                  | 85%                   | 86%              | 87%                  |
| Learning and development            | 77%          | 96%            | 73%                  | 82%                   | 72%              | 78%                  |
| Communication and change management | 82%          | 92%            | 67%                  | 87%                   | 82%              | 89%                  |
| Employee voice                      | 85%          | 98%            | 76%                  | 85%                   | 85%              | 91%                  |

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 LGBTQIA+ | People who speak a language other than English | 15-34 years | 35-54 years | 55+ years | Caring responsibilities* | Cultural minority |
|-------------------------------------|--------------|-----------------|-------------|------------|-----------------------------------------------|------------------------|---------------------------------|------------------------------------------------|-------------|-------------|-----------|--------------------------|-------------------|
| Employee engagement                 | 84           | 85              | 87          | r          | r                                             | r                      | 87                              | 84                                             | 84          | 86          | 88        | 86                       | 85                |
| Wellbeing                           | 86%          | 90%             | 90%         | r          | r                                             | r                      | 97%                             | 87%                                            | 83%         | 91%         | 95%       | 89%                      | 84%               |
| Role clarity and support            | 83%          | 85%             | 88%         | r          | r                                             | r                      | 88%                             | 83%                                            | 80%         | 87%         | 86%       | 85%                      | 83%               |
| Inclusion and diversity             | 87%          | 90%             | 91%         | r          | r                                             | r                      | 92%                             | 87%                                            | 89%         | 89%         | 90%       | 91%                      | 87%               |
| Teamwork and collaboration          | 85%          | 87%             | 91%         | r          | r                                             | r                      | 80%                             | 83%                                            | 81%         | 89%         | 92%       | 91%                      | 82%               |
| Learning and development            | 77%          | 80%             | 86%         | r          | r                                             | r                      | 89%                             | 75%                                            | 77%         | 83%         | 79%       | 86%                      | 80%               |
| Communication and change management | 82%          | 84%             | 87%         | r          | r                                             | r                      | 82%                             | 80%                                            | 77%         | 87%         | 85%       | 85%                      | 80%               |
| Employee voice                      | 85%          | 88%             | 90%         | r          | r                                             | r                      | 90%                             | 86%                                            | 87%         | 89%         | 84%       | 89%                      | 85%               |

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

\* See interpretation guide for the definition of who is included in this group



# Selected key topic results by type of work

|                                     | Report total | Frontline | Non-frontline | Service delivery involving direct contact with the public | Other service delivery work | Administrative support | Corporate services | Policy | Research | Program and project management support | Legal (including developing and/or reviewing legislation) | Other |
|-------------------------------------|--------------|-----------|---------------|-----------------------------------------------------------|-----------------------------|------------------------|--------------------|--------|----------|----------------------------------------|-----------------------------------------------------------|-------|
| Employee engagement                 | 84           | 88        | 84            | 88                                                        | r                           | r                      | 89                 | 78     | r        | 84                                     | r                                                         | 84    |
| Wellbeing                           | 86%          | 82%       | 87%           | 82%                                                       | r                           | r                      | 94%                | 79%    | r        | 87%                                    | r                                                         | 86%   |
| Role clarity and support            | 83%          | 77%       | 84%           | 77%                                                       | r                           | r                      | 93%                | 83%    | r        | 84%                                    | r                                                         | 83%   |
| Inclusion and diversity             | 87%          | 91%       | 87%           | 91%                                                       | r                           | r                      | 90%                | 81%    | r        | 89%                                    | r                                                         | 87%   |
| Teamwork and collaboration          | 85%          | 91%       | 85%           | 91%                                                       | r                           | r                      | 90%                | 72%    | r        | 90%                                    | r                                                         | 83%   |
| Learning and development            | 77%          | 80%       | 78%           | 80%                                                       | r                           | r                      | 83%                | 68%    | r        | 85%                                    | r                                                         | 80%   |
| Communication and change management | 82%          | 89%       | 80%           | 89%                                                       | r                           | r                      | 91%                | 66%    | r        | 80%                                    | r                                                         | 81%   |
| Employee voice                      | 85%          | 90%       | 85%           | 90%                                                       | r                           | r                      | 92%                | 73%    | r        | 89%                                    | r                                                         | 89%   |

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                 | 84           | 86               | r                           | 84                           | 82                            | r                              | r                  |
| Wellbeing                           | 86%          | 91%              | r                           | 82%                          | 85%                           | r                              | r                  |
| Role clarity and support            | 83%          | 90%              | r                           | 80%                          | 80%                           | r                              | r                  |
| Inclusion and diversity             | 87%          | 90%              | r                           | 86%                          | 84%                           | r                              | r                  |
| Teamwork and collaboration          | 85%          | 86%              | r                           | 87%                          | 84%                           | r                              | r                  |
| Learning and development            | 77%          | 76%              | r                           | 85%                          | 73%                           | r                              | r                  |
| Communication and change management | 82%          | 83%              | r                           | 82%                          | 77%                           | r                              | r                  |
| Employee voice                      | 85%          | 90%              | r                           | 86%                          | 79%                           | 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 | Metro | Regional | Sydney East | Sydney West | Capital Region | Central Coast | Central West | Coffs Harbour - Grafton | Far West and Orana | Hunter Valley excluding Newcastle |
|-------------------------------------|--------------|-------|----------|-------------|-------------|----------------|---------------|--------------|-------------------------|--------------------|-----------------------------------|
| Employee engagement                 | 84           | r     | r        | r           | r           | r              | r             | r            | r                       | r                  | r                                 |
| Wellbeing                           | 86%          | r     | r        | r           | r           | r              | r             | r            | r                       | r                  | r                                 |
| Role clarity and support            | 83%          | r     | r        | r           | r           | r              | r             | r            | r                       | r                  | r                                 |
| Inclusion and diversity             | 87%          | r     | r        | r           | r           | r              | r             | r            | r                       | r                  | r                                 |
| Teamwork and collaboration          | 85%          | r     | r        | r           | r           | r              | r             | r            | r                       | r                  | r                                 |
| Learning and development            | 77%          | r     | r        | r           | r           | r              | r             | r            | r                       | r                  | r                                 |
| Communication and change management | 82%          | r     | r        | r           | r           | r              | r             | r            | r                       | r                  | r                                 |
| Employee voice                      | 85%          | 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

|                                     | Report total | Illawarra | Mid North Coast | Murray | New England and North West | Newcastle and Lake Macquarie | Richmond - Tweed | Riverina | Southern Highlands and Shoalhaven | Outside of NSW |
|-------------------------------------|--------------|-----------|-----------------|--------|----------------------------|------------------------------|------------------|----------|-----------------------------------|----------------|
| Employee engagement                 | 84           | r         | r               | r      | r                          | r                            | r                | r        | r                                 | r              |
| Wellbeing                           | 86%          | r         | r               | r      | r                          | r                            | r                | r        | r                                 | r              |
| Role clarity and support            | 83%          | r         | r               | r      | r                          | r                            | r                | r        | r                                 | r              |
| Inclusion and diversity             | 87%          | r         | r               | r      | r                          | r                            | r                | r        | r                                 | r              |
| Teamwork and collaboration          | 85%          | r         | r               | r      | r                          | r                            | r                | r        | r                                 | r              |
| Learning and development            | 77%          | r         | r               | r      | r                          | r                            | r                | r        | r                                 | r              |
| Communication and change management | 82%          | r         | r               | r      | r                          | r                            | r                | r        | r                                 | r              |
| Employee voice                      | 85%          | 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

**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.



# Interpretation guide

### 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.

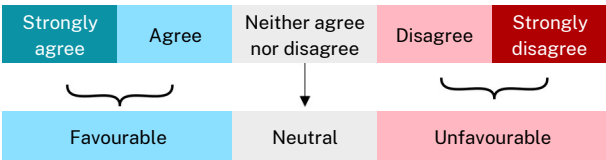
### Headline Results – Key topics

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 in the box.

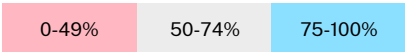
To improve clarity, survey questions that previously sat under multiple topics have now been assigned to a single, most relevant thematic topic. As a result, previous years' topic scores have been recalculated and may differ slightly from past reports.

### % favourable calculation

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



% favourable scores are colour coded based on these ranges:



### 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%.

### Methodology - Burnout questions (disagree)

Burnout (disagree) questions are reported using a 5-point Likert scale from 'strongly disagree' to 'strongly agree'. For negatively framed questions, lower scores ('strongly disagree' and 'disagree') indicate more favourable responses (less burnout), while higher scores ('agree' and 'strongly agree') indicate less favourable scores (more burnout). To interpret the results, the further responses are towards 'strongly disagree', the less burnout is reported; the further towards 'strongly agree', the more burnout is reported.

### Employee engagement score calculation

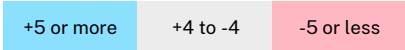
Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 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.

### Difference scores

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



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

**Sector:** The NSW public sector as a whole, including all NSW Government employees who participated in the survey.

**Portfolio:** NSW Government departments and organisations are grouped into 12 portfolios. See cover page for details.

# 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 roles are those where employees spend at least 70% of their time delivering services directly to members of the public. In the PMES, frontline and non-frontline status is determined by responses to 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

## Caring responsibilities

These are employees who selected at least one of the below options from the question; 'Do you have caring responsibilities outside of work?'




- Yes, for a child
- Yes, for a child who needs support due to disability, chronic illness, mental illness or other circumstances
- Yes, for an adult who needs support due to disability, chronic illness, mental illness, dementia, frail age or other circumstances



# 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.

|                                                                                                                                 |                                                                                                                                                                                                                                |                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>CELEBRATE</b>                              |  <b>INVESTIGATE FURTHER<br/>WITH OUR TEAMS</b>                                                                                              |  <b>OPPORTUNITIES</b>                                             |
| The things we do well:<br><br><br><br><br><br>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?<br><br><br><br><br><br>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:<br><br><br><br><br><br>What are the key things we need to improve to make working here better? |

| PRIORITISE 3 AREAS FOR ACTION | TIMESCALES | OWNER | RESOURCES<br>REQUIRED | TARGET / SUCCESS<br>MEASURE |
|-------------------------------|------------|-------|-----------------------|-----------------------------|
| 01.                           |            |       |                       |                             |
| 02.                           |            |       |                       |                             |
| 03.                           |            |       |                       |                             |