People Matter Employee Survey

HAVE YOUR SAY

Agency Report

Far West Local Health District

- **Survey period:** 18 August to 12 September 2025
- **Completed surveys:** 678
- **Response rate:** 90% 0 compared to 2024
- **Portfolio:** Health

NSW GOVERNMENT

Organisational hierarchy

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

NSW public sector

- Health
  - Far West Local Health District

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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.

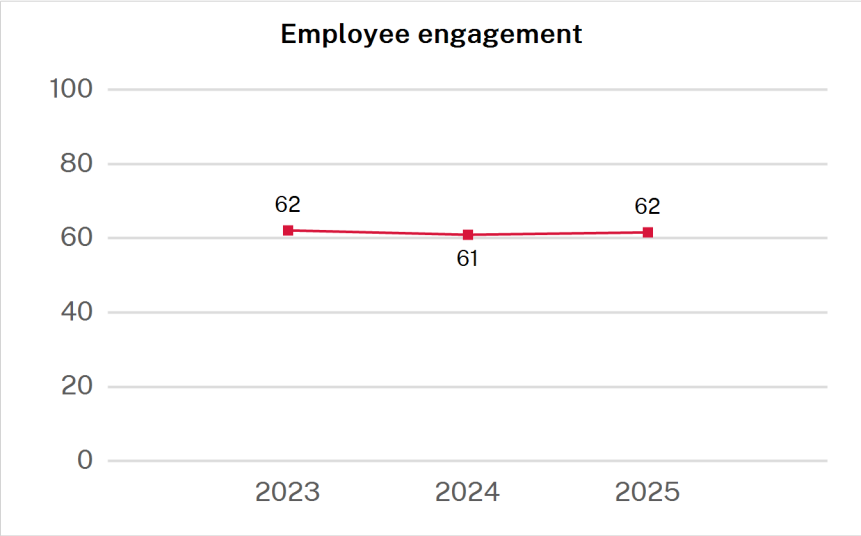
Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support 71% 0pp vs 2024	Teamwork and collaboration 54% -4pp vs 2024	Recruitment 45%	Decision making and accountability 52% -3pp vs 2024	Employee engagement 62 +1 vs 2024
Job purpose and enrichment 74% -1pp vs 2024	Inclusion and diversity 66%	Learning and development 62% -1pp vs 2024	Communication and change management 52% 0pp vs 2024	Job satisfaction 72% +1pp vs 2024
Risk and innovation 69% -1pp vs 2024	Flexible working 64% +4pp vs 2024	Pay 43% +1pp vs 2024	Employee voice 60% -1pp vs 2024	Wellbeing 57% 0pp vs 2024
Ethics and values 77% +1pp vs 2024	Grievance handling 64% +4pp vs 2024	Recognition 59% -2pp vs 2024	Action on survey results 33%	Customer service 60% -4pp vs 2024
	Health and safety 64% -1pp vs 2024	Feedback and performance management 58%		

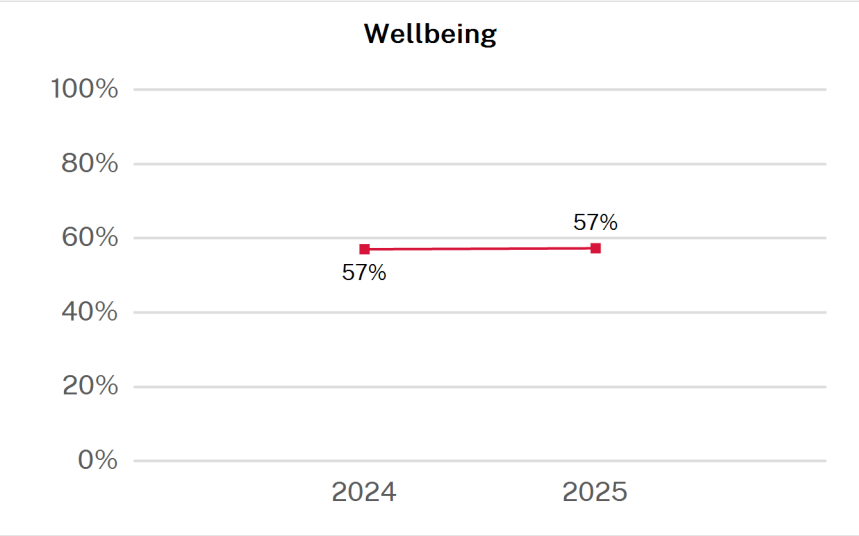
r = below privacy cut-off

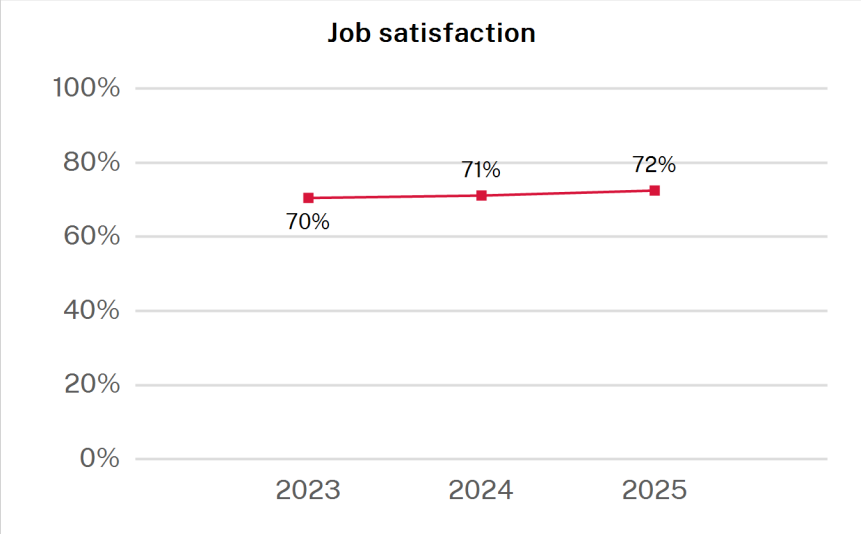
Long-term trend

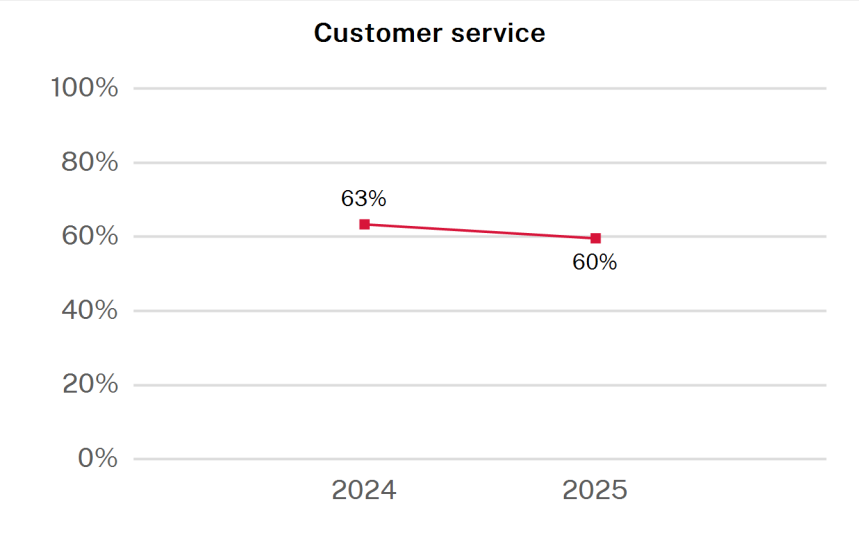
This page shows results for the past three years (2023-2025) for the key outcomes.

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 % favourable	difference from 2024
Flexible working	8g	How satisfied are you with your ability to access and use flexible working arrangements?	62%	+5
Employee engagement	7j	I feel a strong personal attachment to my organisation	54%	+4
Wellbeing	7t	I am satisfied with current workplace practices to help me manage my wellbeing	57%	+4
Grievance handling	10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	64%	+4
Employee engagement	7i	I am proud to tell others I work for my organisation	65%	+4

Least improved questions

			2025 % favourable	difference from 2024
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	70%	-7
Customer service	7f	The processes in my organisation are designed to support the best experience for customers	55%	-7
Action on survey results	9b	I am confident my organisation will act on the results of this survey	37%	-5
Inclusion and diversity	2b	People in my workgroup treat each other with respect	70%	-5
Customer service	2c	My workgroup considers customer needs when planning our work	76%	-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 % favourable	difference from 2024
Ethics and values	7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	94%	0
Ethics and values	7r	I understand what ethical behaviour means within my workplace	92%	0
Ethics and values	7s	I would know how to report unethical behaviour if I became aware of it	87%	+1
Ethics and values	7o	I support my organisation's values	87%	+1
Role clarity and support	1a	I understand what is expected of me to do well in my job	86%	+3

Questions with the lowest favourable scores

			2025 % favourable	difference from 2024
Action on survey results	9a	My organisation has made improvements based on the survey results from last year	29%	-
Communication and change management	7b	Change is managed well in my organisation	33%	-1
Employee voice	6e	My senior executives listen to employees	35%	-1
Decision making and accountability	7e	People in my organisation take responsibility for their own actions	36%	-2
Action on survey results	9b	I am confident my organisation will act on the results of this survey	37%	-5

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 % favourable	Action
Ethics and values	7n	My organisation shows a commitment to ethical behaviours	62	24	14	62%	Improve
Communication and change management	7p	I am supported through changes that affect my work	56	28	16	56%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	50	34	16	50%	Improve
Wellbeing	7t	I am satisfied with current workplace practices to help me manage my wellbeing	57	23	20	57%	Improve
Communication and change management	7b	Change is managed well in my organisation	33	41	26	33%	Improve
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation	37	40	23	37%	Improve

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.

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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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Communication and change management	5b	My manager communicates effectively with me	73	15	12	73%	0	-1	+1
Employee voice	5c	My manager encourages and values employee input	73	16	11	73%	0	-2	+1
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do	72	17	11	72%	0	-2	+1
Recognition	5f	My manager provides recognition for the work I do	69	18	13	69%	-1	-2	+3
Employee voice	5d	My manager involves my workgroup in decisions about our work	69	19	12	69%	0	-1	+2
Flexible working	8h	My manager supports flexible working in my team	67	24	9	67%	+3	-1	+4
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	66	21	13	66%	-2	-2	0
Inclusion and diversity	5i	My manager supports my career advancement	63	27	11	63%	-	-3	0

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Customer service	6d	My senior executives communicate the importance of customers in our work	49	34	17	49%	-2	-13	-5
Ethics and values	6b	My senior executives model the values of my organisation	42	37	21	42%	+1	-10	-2
Teamwork and collaboration	6c	My senior executives promote collaboration between my organisation and other organisations we work with	42	41	17	42%	-3	-9	-1
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation	37	40	23	37%	-3	-12	-5
Employee voice	6e	My senior executives listen to employees	35	39	26	35%	-1	-9	-2

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Employee engagement (total score)*					**62**	+1	-2	0
7i	I am proud to tell others I work for my organisation	65	25	10	65%	+4	-2	-1
7h	I would recommend my organisation as a great place to work	57	30	14	57%	+3	-3	0
7j	I feel a strong personal attachment to my organisation	54	30	17	54%	+4	-5	-2
7l	My organisation inspires me to do the best in my job	53	30	17	53%	+1	-1	+1
7k	My organisation motivates me to help it achieve its goals	49	33	18	49%	0	-3	0

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

Difference from (percentage point)

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

r = below privacy cut-off

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Job satisfaction (total score)					**72%**	+1	+2	+3
1g	My job gives me a feeling of personal accomplishment	74	16	10	74%	0	+2	+2
1h	I am satisfied with my job	71	17	12	71%	+2	+3	+5

Difference from (percentage point)

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

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Wellbeing (total score)					**57%**	0	0	+2
7w	There are effective resources in my organisation to support employee wellbeing	58	24	18	58%	+1	-4	0
1l	In general, my sense of wellbeing is...	58	32	10	58%	-1	0	0
7t	I am satisfied with current workplace practices to help me manage my wellbeing	57	23	20	57%	+4	+2	+5
1i	The amount of stress in my job is manageable	56	24	20	56%	-3	+2	+2

Difference from (percentage point)

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

r = below privacy cut-off

Other wellbeing questions

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

	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
1m I am able to adapt when changes occur				
Strongly disagree	0%	0	0	0
Disagree	2%	+1	0	0
Neither agree nor disagree	11%	+3	+2	+2
Agree	64%	-8	-1	-2
Strongly agree	22%	+4	-1	0
1n What best describes your current workload?				
Well above capacity - too much work	15%	-	-6	-7
Slightly above capacity - lots of work to do	35%	-	-2	-2
At capacity - about the right amount of work to do	39%	-	+4	+5
Slightly below capacity - available for more work	10%	-	+3	+4
Well below capacity - not enough work	2%	-	0	0
1o I feel burned out by my work				
Strongly disagree	9%	0	+1	+1
Disagree	29%	-1	+1	+3
Neither agree nor disagree	30%	+1	+1	+1
Agree	24%	+2	-1	-2
Strongly agree	8%	-2	-3	-3

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 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
1p I feel mentally exhausted by my work on most days				
Strongly disagree	7%	-1	0	0
Disagree	32%	-1	+3	+4
Neither agree nor disagree	28%	+2	+3	+3
Agree	25%	+2	-3	-3
Strongly agree	8%	-3	-4	-4
1q I am struggling to maintain enthusiasm for my work				
Strongly disagree	9%	-1	-1	0
Disagree	34%	-2	0	+1
Neither agree nor disagree	27%	+4	+4	+3
Agree	21%	-2	-1	-2
Strongly agree	9%	0	-2	-2
1r I feel I am not as effective in my role as I used to be				
Strongly disagree	12%	-2	-2	-1
Disagree	38%	-2	+1	0
Neither agree nor disagree	25%	+3	+4	+3
Agree	18%	+2	0	0
Strongly agree	6%	0	-2	-2
% respondents who experienced all three dimensions of burnout	14%	-1	-3	-3

r = below privacy cut-off

Customer service

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

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Customer service (total score)					**60%**	-4	-6	-3
2c	My workgroup considers customer needs when planning our work	76	16	8	76%	-4	-2	-1
7g	My organisation meets the needs of the communities, people, and/or businesses of NSW	57	30	13	57%	-2	-7	-3
7f	The processes in my organisation are designed to support the best experience for customers	55	33	12	55%	-7	-1	-2
6d	My senior executives communicate the importance of customers in our work	49	34	17	49%	-2	-13	-5

Difference from (percentage point)

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

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Role clarity and support (total score)					**71%**	0	+3	+4
1a	I understand what is expected of me to do well in my job	86	9		86%	+3	+2	0
1c	I have the tools and technology to do my job well	73	14	13	73%	-3	+5	+7
1b	I get the support I need to do my job well	62	21	16	62%	-2	-2	0
1d	I have the time to do my job well	61	18	21	61%	0	+8	+9

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Job purpose and enrichment (total score)					**74%**	-1	0	+3
1e	My job gives me opportunities to use a variety of skills	80	11	8	80%	+1	+1	+1
1f	I have a choice in deciding how I carry out day to day work tasks	74	14	12	74%	-1	+2	+6
5h	My manager communicates how my role contributes to my organisation's purpose	66	21	13	66%	-2	-2	0

Difference from (percentage point)

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

r = below privacy cut-off

Risk and innovation

Purpose and direction

Risk refers to the effect of uncertainty in achieving work goals 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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Risk and innovation (total score)					**69%**	-1	-2	0
1k	I know how to manage risks related to my role	83	12		83%	-2	+1	0
5a	My manager encourages people in my workgroup to keep improving the work they do	72	17	11	72%	0	-2	+1
7a	My organisation is making improvements to meet future challenges	50	34	16	50%	-2	-3	0

Difference from (percentage point)

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

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Ethics and values (total score)					**77%**	+1	-4	-1
7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	94			94%	0	-1	0
7r	I understand what ethical behaviour means within my workplace	92			92%	0	-1	+1
7s	I would know how to report unethical behaviour if I became aware of it	87	8		87%	+1	-1	+2
7o	I support my organisation's values	87	11		87%	+1	-1	-1
7n	My organisation shows a commitment to ethical behaviours	62	24	14	62%	0	-9	-5
6b	My senior executives model the values of my organisation	42	37	21	42%	+1	-10	-2

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Teamwork and collaboration (total score)					**54%**	-4	-7	-4
2a	My workgroup works collaboratively to achieve its goals	70	19	12	70%	-7	-6	-4
7d	There is good co-operation between teams across my organisation	49	31	20	49%	-1	-6	-6
6c	My senior executives promote collaboration between my organisation and other organisations we work with	42	41	17	42%	-3	-9	-1

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Inclusion and diversity (total score)					**66%**	-	-5	-3
8c	I feel culturally safe at work	71	19	10	71%	-1	-6	-4
2b	People in my workgroup treat each other with respect	70	14	16	70%	-5	-7	-3
8b	I feel that I belong in my organisation	63	25	12	63%	0	-4	-2
5i	My manager supports my career advancement	63	27	11	63%	-	-3	0
8d	If I chose to, I would feel safe sharing personal aspects about myself at work	62	23	15	62%	-3	-6	-4

Difference from (percentage point)

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

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Flexible working (total score)					**64%**	+4	0	+5
8h	My manager supports flexible working in my team	67	24	9	67%	+3	-1	+4
8g	How satisfied are you with your ability to access and use flexible working arrangements?	62	27	11	62%	+5	+1	+6

Difference from (percentage point)

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

r = below privacy cut-off

Use of flexible working

Work environment

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

8f Type of flexible working	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
Flexible start and finish times	38%	+2	-6	+4
I did not use any flexible working arrangements	31%	-3	+3	-1
Working from home	24%	+3	-17	-1
Working additional hours to make up for time off	17%	+3	0	+1
Working from different locations	16%	+1	-4	+3
Leave without pay	15%	+4	+6	+6
Part-time work	15%	0	+1	-4
Study leave	13%	0	+9	+4
Flexible scheduling for rostered workers	11%	+2	+4	0
Working more hours over fewer days	7%	-1	-2	-1
Job sharing	4%	0	+1	0
Other	4%	0	+1	0
Purchasing annual leave	4%	0	+2	+2

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Grievance handling								
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	64	20	16	64%	+4	-1	+1

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Health and safety								
7x	I am confident work health and safety issues I raise will be addressed promptly	64	22	14	64%	-1	-4	-1

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Recruitment								
7u	My organisation follows a merit-based process for recruitment and promotion decisions	45	32	23	45%	-	-6	-4

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Learning and development (total score)					**62%**	-1	+2	+1
1j	I have the opportunity to develop the skills that I need to do my job well	69	17	14	69%	+1	+3	+3
3f	I have received the training and development I need to do my job well	64	22	14	64%	-2	+1	-2
3g	I am satisfied with the opportunities available for professional development in my organisation	54	26	19	54%	-2	+4	+3

Difference from (percentage point)

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

r = below privacy cut-off

Mobility

Enabling practices

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

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

3h Are there barriers preventing you from moving to another role? If so, what are they?	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
There are no major barriers to my career progression	35%	-2	+7	+5
Lack of visible opportunities	24%	+4	-7	-6
Personal / family considerations	23%	-5	-4	-4
Geographic location considerations	23%	-2	+1	+3
Lack of promotion opportunities	22%	+5	-10	-8
The application / recruitment process is too cumbersome or time consuming	17%	+1	-5	-1
Insufficient training and development	15%	+2	0	0
Lack of support for temporary assignments / secondments	13%	+2	-3	-2
Lack of support from my manager / supervisor	12%	0	-1	-2
Lack of required capabilities or experience	11%	+3	-1	0
Other	8%	+1	-2	-1

r = below privacy cut-off

Pay

Enabling practices

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Pay								
4	I am paid fairly for the work I do	43	22	35	43%	+1	-3	+12

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Recognition (total score)					**59%**	-2	-2	+2
5f	My manager provides recognition for the work I do	69	18	13	69%	-1	-2	+3
7m	I receive adequate recognition for my contributions from my organisation	48	30	22	48%	-4	-3	+1

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Feedback and performance management (total score)					**58%**	-	-1	0
3d	In the last 12 months, I have received feedback to help me improve my work	61	24	15	61%	-1	-2	+1
5g	I am confident my manager would appropriately deal with employees who perform poorly	57	23	20	57%	-	-4	-2
3e	My performance is assessed against clear criteria	56	29	15	56%	-4	+2	0

Performance management process		2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
3a	I have a performance and development plan that sets out my individual goals	74%	+3	-2	-3
3b	I have informal feedback conversations with my manager	79%	+2	-1	+3
3c	I have scheduled feedback conversations with my manager	66%	+6	-1	+2

Difference from (percentage point)

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

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Decision making and accountability (total score)					**52%**	-3	-8	-7
5e	I have confidence in the decisions my manager makes	66	20	14	66%	-4	-5	-2
7e	People in my organisation take responsibility for their own actions	36	37	27	36%	-2	-13	-13

Difference from (percentage point)

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

r = below privacy cut-off

Communication and change management

Leadership

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

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Communication and change management (total score)					**52%**	0	-2	0
5b	My manager communicates effectively with me	73	15	12	73%	0	-1	+1
7q	I have the opportunity to provide feedback on change processes that directly affect me	60	21	19	60%	+3	+4	+4
7p	I am supported through changes that affect my work	56	28	16	56%	-1	0	+1
6a	My senior executives provide clear direction for the future of the organisation	37	40	23	37%	-3	-12	-5
7b	Change is managed well in my organisation	33	41	26	33%	-1	-3	-3

Difference from (percentage point)

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

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 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Employee voice (total score)					**60%**	-1	-4	0
5c	My manager encourages and values employee input	73	16	11	73%	0	-2	+1
5d	My manager involves my workgroup in decisions about our work	69	19	12	69%	0	-1	+2
8a	I am comfortable sharing a different view to others in my organisation	64	23	14	64%	-3	-2	-2
6e	My senior executives listen to employees	35	39	26	35%	-1	-9	-2

Difference from (percentage point)

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

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 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
been aware of any misconduct in your organisation	19%	-2	+5	+4
witnessed bullying	25%	-7	+6	+3
experienced bullying	16%	-4	+3	+1
witnessed sexual harassment	1%	r	-1	-2
experienced sexual harassment	4%	-4	-1	-2
experienced threats or physical harm	3%	-13	0	-1
witnessed discrimination	9%	-6	+1	-1
experienced discrimination	5%	-5	-1	-1
witnessed racism	8%	-7	+2	+1
experienced racism	4%	-3	+2	+1

Definitions

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

Difference from (percentage point)

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

r = below privacy cut-off

Action on survey results

Leadership

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

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

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Action on survey results (total score)					**33%**	-	-2	-1
9b	I am confident my organisation will act on the results of this survey	37	37	26	37%	-5	-2	-1
9a	My organisation has made improvements based on the survey results from last year	29	50	21	29%	-	-1	-1

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 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
Less than 1 year	10%	-1	+3	+2
1 year to less than 2 years	8%	-2	-1	-2
2 years to less than 5 years	24%	+1	+5	+4
5 years to less than 10 years	26%	-1	0	+1
10 years to less than 20 years	19%	+2	-5	-5
More than 20 years	13%	0	-2	-1

21l What best describes your plans involved with leaving your current organisation?				
I am planning to retire	23%	+13	+8	+7
I am applying for/intend to apply for new roles in another NSW public sector organisation	27%	0	-3	-2
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	11%	r	+2	+4
Other	28%	-8	+1	-1

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.

21m What is the primary reason behind your desire to leave your current organisation? (top 5 reasons)	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
There are a lack of future career opportunities in my organisation	34%	+13	-1	+3
I am not satisfied with the work	26%	+6	+9	+10

r = below privacy cut-off

Health questions

Health questions	Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Portfolio
I support my organisation taking action to improve environmental sustainability	73	22		73%	-2	-3
Our objectives/work plans help us to deliver a quality service	69	23	8	69%	-2	-1
In my workplace, we recognise our successes and innovations	68	21	12	68%	0	+4
There is good team spirit in my workgroup	66	18	15	66%	-4	-2
I believe I am valued for what I can offer at my workplace	66	20	14	66%	+1	+2
Where I work, we share the lessons learnt when mistakes are made	66	21	14	66%	-1	-3
My team's objectives/work plans are clearly outlined	64	26	10	64%	-4	-4
I have a say in decisions which affect my work	55	27	17	55%	-2	+6
Overall, I have confidence in the decisions made by my senior managers	52	28	20	52%	-5	+1
Overall, I believe the culture at my workplace has improved in the last 12 months	44	36	20	44%	-3	-1

Difference from (percentage point)

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

r = below privacy cut-off

Health questions

Which of the following best describes your current role? (grouped)	2025 % respondents	Difference from 2024	Difference from Portfolio
Medical	r	-	-
Nursing and Midwifery	36%	-2	+4
Clinical Support Workers	5%	0	+2
Corporate Support	13%	0	+1
Allied Health	13%	+2	+1
Other Health Professionals	5%	0	+3
Scientific and Technical	r	-	-
Oral Health	r	-	-
Ambulance	r	-	-
Health Manager	9%	+3	+1
Patient Support Services	7%	-1	-1
Maintenance and Trades	r	-	-
Other	9%	-2	0

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
Woman or female	73
Man or male	15
Non-binary	r
Use a different term	r
Prefer not to answer	r

Age	
15-34 years	25
35-54 years	33
55+ years	24
Prefer not to answer	18

Aboriginal and/or Torres Strait Islander	
Yes	7
No	80
Prefer not to answer	13

LOTE spoken at home	
Yes	16
No	75
Prefer not to answer	8

Cultural minority	
Yes	10
No	74
Prefer not to answer	15

Disability	
Yes	7
No	86
Prefer not to answer	7

LGBQA+	% respondents
Yes	r
No	74
I don't know	r
Prefer not to answer	19

Trans or gender diverse	
Yes	r
No	84
I don't know	r
Prefer not to answer	14

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

Working arrangement	
Full-time	79
Part-time	21

Caring responsibilities	
Yes	39
No	51
Prefer not to answer	10

Organisation tenure	
Less than 1 year	18
1 year to less than 2 years	14
2 years to less than 5 years	23
5 years to less than 10 years	15
10 years to less than 20 years	17
More than 20 years	13

Frontline / Non-frontline	% respondents
Frontline	58
Non-frontline	42

Type of work	
Service delivery involving direct contact with the public	58
Other service delivery work	7
Administrative support	10
Corporate services	8
Policy	r
Research	r
Program and project management support	r
Legal	r
Other	13

Salary	
$97,026 and below	45
$97,027 - $125,692	26
$125,693 - $168,129	10
$168,130 and above	2
Prefer not to answer	17

Employment status	
Senior executive	2
Ongoing / permanent	73
Temporary	6
Casual	7
Contract-non-executive	5
Labour hire	r
Other	r
Don't know	5

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	Aboriginal Health and Community Relations	Allied Health and Integrated Community Services	Cancer and Palliative Care Services	Chief Executive Unit	Clinical Operations (other)	District Support Services BHHS/CHC	Executive Nursing, Midwifery and CGU	Finance and Corporate Services	Medical Administration and Doctors	Mental Health Drug Alcohol	Nursing and Midwifery BHHS	People and Culture	Remote Health Services
Employee engagement	62	67	66	66	74	52	61	68	63	56	60	58	66	58
Wellbeing	57%	58%	63%	66%	58%	51%	56%	64%	68%	58%	53%	47%	56%	58%
Role clarity and support	71%	60%	75%	84%	70%	67%	65%	78%	80%	76%	63%	66%	76%	69%
Inclusion and diversity	66%	56%	73%	74%	73%	53%	55%	78%	68%	68%	65%	60%	71%	61%
Teamwork and collaboration	54%	55%	61%	65%	64%	38%	49%	68%	55%	50%	53%	49%	63%	45%
Learning and development	62%	44%	68%	82%	77%	47%	66%	79%	66%	59%	60%	56%	71%	54%
Communication and change management	52%	57%	55%	64%	63%	38%	46%	64%	61%	51%	49%	41%	52%	53%
Employee voice	60%	51%	65%	75%	64%	37%	48%	73%	66%	62%	60%	51%	65%	62%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by select demographics

	Report total	Woman or female	Man or male	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTIQA+	People who speak a language other than English	15-34 years	35-54 years	55+ years	Caring responsibilities*	Cultural minority
Employee engagement	62	64	62	r	64	61	r	64	64	65	62	63	59
Wellbeing	57%	60%	57%	r	58%	48%	r	57%	57%	63%	57%	59%	46%
Role clarity and support	71%	74%	71%	r	73%	69%	r	72%	73%	73%	70%	71%	67%
Inclusion and diversity	66%	68%	70%	r	61%	58%	r	57%	72%	71%	62%	66%	51%
Teamwork and collaboration	54%	56%	50%	r	46%	44%	r	53%	59%	59%	47%	55%	46%
Learning and development	62%	66%	62%	r	62%	53%	r	64%	68%	65%	61%	62%	58%
Communication and change management	52%	54%	53%	r	49%	41%	r	53%	53%	57%	48%	52%	48%
Employee voice	60%	62%	64%	r	58%	51%	r	58%	63%	65%	57%	60%	58%

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	62	62	63	62	61	64	71	r	r	r	r	58
Wellbeing	57%	56%	62%	56%	54%	70%	66%	r	r	r	r	58%
Role clarity and support	71%	69%	76%	69%	68%	83%	81%	r	r	r	r	72%
Inclusion and diversity	66%	67%	66%	67%	60%	75%	76%	r	r	r	r	54%
Teamwork and collaboration	54%	52%	57%	52%	48%	63%	69%	r	r	r	r	49%
Learning and development	62%	64%	62%	64%	57%	68%	77%	r	r	r	r	53%
Communication and change management	52%	50%	55%	50%	51%	61%	68%	r	r	r	r	49%
Employee voice	60%	59%	62%	59%	59%	67%	75%	r	r	r	r	52%

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	62	68	62	61	65	57	60
Wellbeing	57%	69%	63%	56%	55%	51%	55%
Role clarity and support	71%	80%	74%	71%	69%	68%	68%
Inclusion and diversity	66%	75%	69%	68%	66%	59%	59%
Teamwork and collaboration	54%	62%	61%	55%	56%	44%	45%
Learning and development	62%	69%	68%	64%	60%	59%	62%
Communication and change management	52%	63%	57%	52%	49%	47%	44%
Employee voice	60%	69%	67%	62%	58%	52%	53%

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	62	62	63	r	60	r	r	60	r	63	r
Wellbeing	57%	50%	60%	r	48%	r	r	57%	r	61%	r
Role clarity and support	71%	65%	73%	r	56%	r	r	79%	r	73%	r
Inclusion and diversity	66%	52%	70%	r	48%	r	r	63%	r	71%	r
Teamwork and collaboration	54%	43%	56%	r	44%	r	r	57%	r	58%	r
Learning and development	62%	66%	65%	r	58%	r	r	63%	r	67%	r
Communication and change management	52%	41%	54%	r	35%	r	r	52%	r	55%	r
Employee voice	60%	45%	63%	r	38%	r	r	63%	r	64%	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	62	r	r	59	r	r	r	r	r	r
Wellbeing	57%	r	r	56%	r	r	r	r	r	r
Role clarity and support	71%	r	r	72%	r	r	r	r	r	r
Inclusion and diversity	66%	r	r	62%	r	r	r	r	r	r
Teamwork and collaboration	54%	r	r	47%	r	r	r	r	r	r
Learning and development	62%	r	r	56%	r	r	r	r	r	r
Communication and change management	52%	r	r	49%	r	r	r	r	r	r
Employee voice	60%	r	r	59%	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.

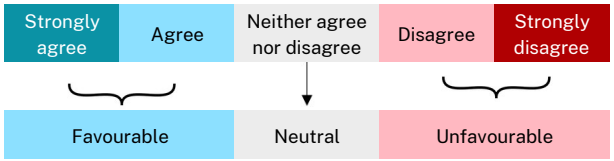
Headline Results – Key topics

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.

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

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