

# People Matter Employee Survey

## HAVE **YOUR** SAY

### Agency Report

Mental Health Review Tribunal

- **Survey period:** 18 August to 12 September 2025
- **Completed surveys:** 22
- **Response rate:** 65% -18 compared to 2024
- **Portfolio:** Health



# Organisational hierarchy

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

## NSW public sector

- Health
  - Mental Health Review Tribunal

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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.

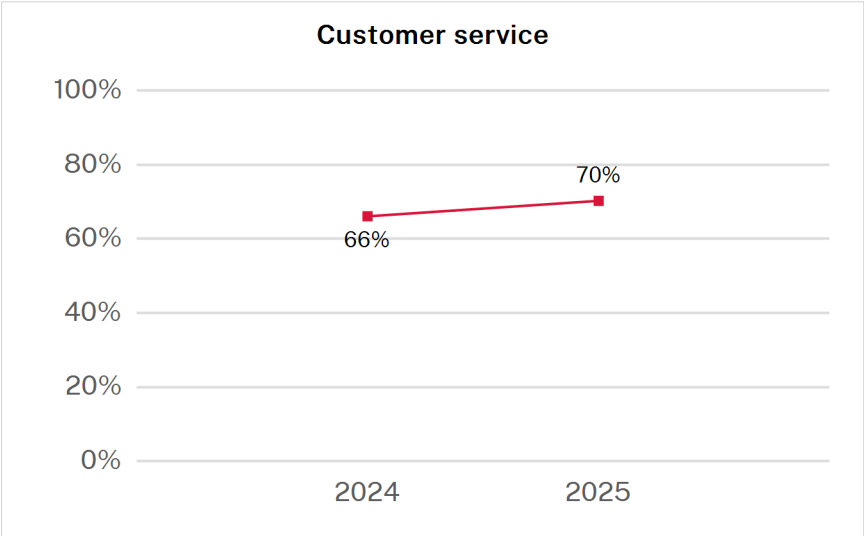
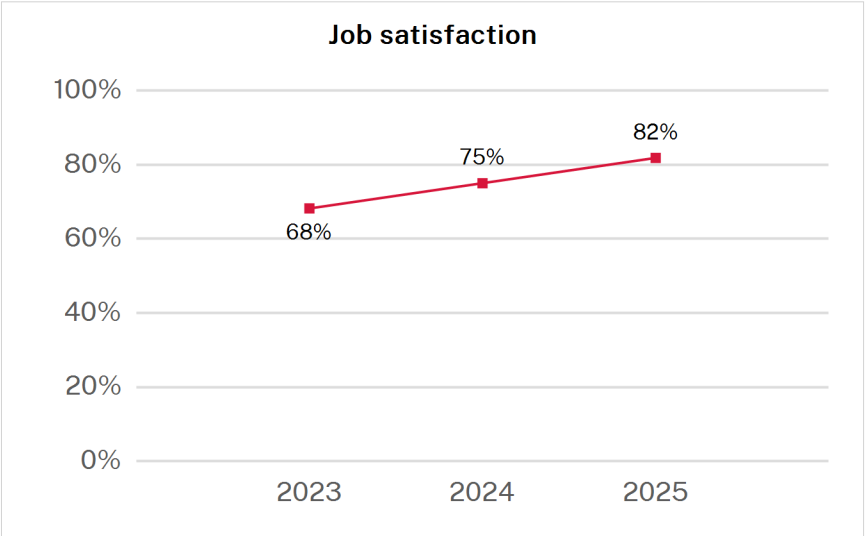
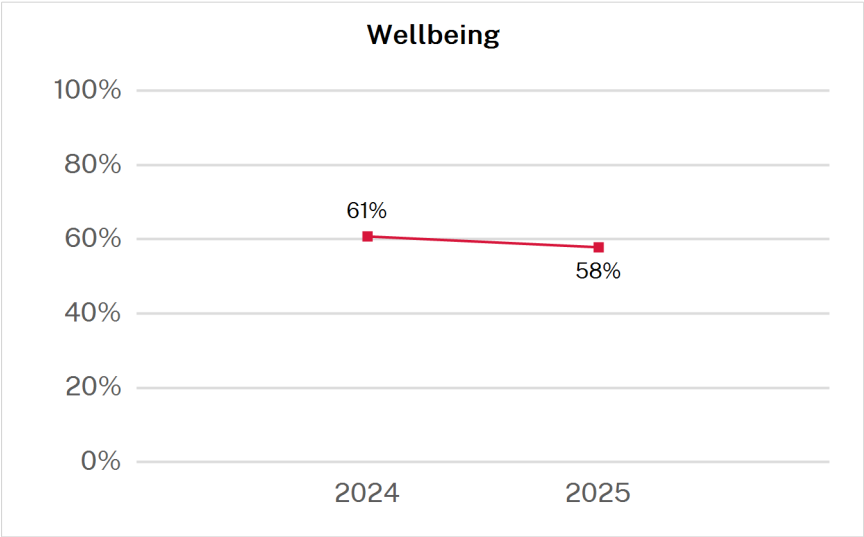
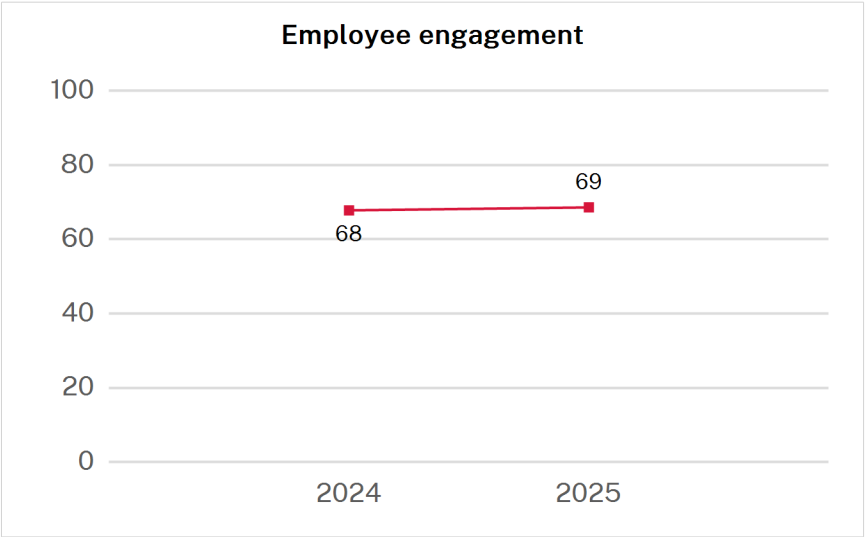
Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
<div>Role clarity and support</div> <div>77%</div> <div>↑ +17pp vs 2024</div>	<div>Teamwork and collaboration</div> <div>66%</div> <div>↑ +17pp vs 2024</div>	<div>Recruitment</div> <div>52%</div> <div></div>	<div>Decision making and accountability</div> <div>64%</div> <div>↓ -1pp vs 2024</div>	<div>Employee engagement</div> <div>69</div> <div>↑ +1 vs 2024</div>
<div>Job purpose and enrichment</div> <div>71%</div> <div>↑ +1pp vs 2024</div>	<div>Inclusion and diversity</div> <div>63%</div> <div></div>	<div>Learning and development</div> <div>42%</div> <div>↓ -9pp vs 2024</div>	<div>Communication and change management</div> <div>58%</div> <div>↑ +5pp vs 2024</div>	<div>Job satisfaction</div> <div>82%</div> <div>↑ +7pp vs 2024</div>
<div>Risk and innovation</div> <div>75%</div> <div>↑ +8pp vs 2024</div>	<div>Flexible working</div> <div>81%</div> <div>↓ -2pp vs 2024</div>	<div>Pay</div> <div>41%</div> <div>↓ -13pp vs 2024</div>	<div>Employee voice</div> <div>57%</div> <div>↓ -4pp vs 2024</div>	<div>Wellbeing</div> <div>58%</div> <div>↓ -3pp vs 2024</div>
<div>Ethics and values</div> <div>87%</div> <div>↑ +9pp vs 2024</div>	<div>Grievance handling</div> <div>57%</div> <div>↓ -8pp vs 2024</div>	<div>Recognition</div> <div>53%</div> <div>↑ +2pp vs 2024</div>	<div>Action on survey results</div> <div>31%</div> <div></div>	<div>Customer service</div> <div>70%</div> <div>↑ +4pp vs 2024</div>
	<div>Health and safety</div> <div>76%</div> <div>↑ +15pp vs 2024</div>	<div>Feedback and performance management</div> <div>45%</div> <div></div>		

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# 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
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	91%	+34
Ethics and values	6b	My senior executives model the values of my organisation	76%	+32
Role clarity and support	1b	I get the support I need to do my job well	82%	+28
Teamwork and collaboration	6c	My senior executives promote collaboration between my organisation and other organisations we work with	71%	+23
Other wellbeing	1q	I am struggling to maintain enthusiasm for my work (disagree)	55%	+22

- Least improved questions			2025 % favourable	difference from 2024
Feedback and performance management	3d	In the last 12 months, I have received feedback to help me improve my work	32%	-18
Other wellbeing	1p	I feel mentally exhausted by my work on most days (disagree)	27%	-16
Health and safety	7w	There are effective resources in my organisation to support employee wellbeing	43%	-15
Employee voice	5c	My manager encourages and values employee input	57%	-13
Pay	4	I am paid fairly for the work I do	41%	-13

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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# Highest and lowest scoring questions

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

+ Questions with the highest favourable scores			2025 % favourable	difference from 2024
Ethics and values	7r	I understand what ethical behaviour means within my workplace	100%	+12
Role clarity and support	1a	I understand what is expected of me to do well in my job	95%	+10
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	91%	+34
Ethics and values	7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	90%	-2
Flexible working	8h	My manager supports flexible working in my team	90%	+2

- Questions with the lowest favourable scores			2025 % favourable	difference from 2024
Other wellbeing	1p	I feel mentally exhausted by my work on most days (disagree)	27%	-16
Action on survey results	9a	My organisation has made improvements based on the survey results from last year	29%	-
Other wellbeing	1o	I feel burned out by my work (disagree)	32%	-11
Feedback and performance management	3d	In the last 12 months, I have received feedback to help me improve my work	32%	-18
Teamwork and collaboration	7d	There is good co-operation between teams across my organisation	33%	-7

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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# Key drivers of engagement

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

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

Topic	Engagement key driver questions			Favourable	Neutral	Unfavourable	2025 % favourable	Action
Learning and development	3f	I have received the training and development I need to do my job well		41	32	27	41%	Improve
Feedback and performance management	3e	My performance is assessed against clear criteria		45	27	27	45%	Improve
Feedback and performance management	3d	In the last 12 months, I have received feedback to help me improve my work		32	36	32	32%	Improve
Communication and change management	7p	I am supported through changes that affect my work		53	32	16	53%	Improve
Learning and development	1j	I have the opportunity to develop the skills that I need to do my job well		50	18	32	50%	Improve
Learning and development	3g	I am satisfied with the opportunities available for professional development in my organisation		36	27	36	36%	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
Flexible working	8h	My manager supports flexible working in my team	90			90%	+2	+23	+28
Recognition	5f	My manager provides recognition for the work I do	67			67%	+11	-4	0
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do	62			62%	+3	-13	-10
Communication and change management	5b	My manager communicates effectively with me	62			62%	-1	-12	-10
Employee voice	5c	My manager encourages and values employee input	57			57%	-13	-18	-14
Employee voice	5d	My manager involves my workgroup in decisions about our work	57			57%	+2	-13	-10
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	52			52%	-3	-16	-13
Inclusion and diversity	5i	My manager supports my career advancement	43			43%	-	-23	-19

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
Ethics and values	6b	My senior executives model the values of my organisation	76	14	10	76%	+32	+23	+32
Teamwork and collaboration	6c	My senior executives promote collaboration between my organisation and other organisations we work with	71	19	10	71%	+23	+21	+28
Customer service	6d	My senior executives communicate the importance of customers in our work	62	29	10	62%	+3	0	+8
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation	57	29	14	57%	+9	+9	+16
Employee voice	6e	My senior executives listen to employees	52	29	19	52%	+4	+9	+16

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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

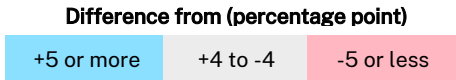
# Employee engagement

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

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

<div>FavourableNeutralUnfavourable</div>			2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Employee engagement (total score)*			69	+1	+5	+7
7k	My organisation motivates me to help it achieve its goals		<div>8114</div> 81%	+11	+29	+32
7i	I am proud to tell others I work for my organisation		<div>7624</div> 76%	-5	+9	+11
7l	My organisation inspires me to do the best in my job		<div>7124</div> 71%	+1	+18	+20
7j	I feel a strong personal attachment to my organisation		<div>6729</div> 67%	-7	+8	+11
7h	I would recommend my organisation as a great place to work		<div>6233</div> 62%	-1	+2	+5

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



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# Job satisfaction

Like employee engagement, job satisfaction is a global measure of employee experience. While employee engagement operates at the organisational level, job satisfaction operates at the job or role level.

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Job satisfaction (total score)					82%	+7	+12	+13
1g	My job gives me a feeling of personal accomplishment	8614			86%	+8	+14	+14
1h	I am satisfied with my job	77149			77%	+6	+10	+11

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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# Wellbeing - overall

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

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Wellbeing (total score)					58%	-3	+1	+2
1i	The amount of stress in my job is manageable	68	27		68%	+11	+14	+14
1l	In general, my sense of wellbeing is..	62	29	10	62%	-5	+4	+4
7t	I am satisfied with current workplace practices to help me manage my wellbeing	58	21	21	58%	-4	+3	+6
7w	There are effective resources in my organisation to support employee wellbeing	43	29	29	43%	-15	-19	-15

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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# Other wellbeing questions

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

1m I am able to adapt when changes occur		2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
Strongly disagree	<div></div>	5%	-	+4	+4
Disagree	<div></div>	0%	-4	-2	-2
Neither agree nor disagree	<div></div>	9%	+2	0	0
Agree	<div></div>	55%	-3	-11	-12
Strongly agree	<div></div>	32%	0	+9	+10
1n What best describes your current workload?					
Well above capacity - too much work	<div></div>	14%	-	-7	-8
Slightly above capacity - lots of work to do	<div></div>	36%	-	0	-1
At capacity - about the right amount of work to do	<div></div>	45%	-	+11	+11
Slightly below capacity - available for more work	<div></div>	5%	-	-2	-1
Well below capacity - not enough work	<div></div>	0%	-	-1	-1
1o I feel burned out by my work					
Strongly disagree	<div></div>	5%	-6	-3	-3
Disagree	<div></div>	27%	-5	0	+2
Neither agree nor disagree	<div></div>	45%	+28	+17	+16
Agree	<div></div>	9%	-12	-16	-17
Strongly agree	<div></div>	14%	-4	+3	+2

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.

1p I feel mentally exhausted by my work on most days		2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
Strongly disagree	<div></div>	9%	-2	+2	+2
Disagree	<div></div>	18%	-14	-10	-10
Neither agree nor disagree	<div></div>	59%	+45	+35	+34
Agree	<div></div>	0%	-32	-28	-28
Strongly agree	<div></div>	14%	+3	+2	+2
1q I am struggling to maintain enthusiasm for my work					
Strongly disagree	<div></div>	23%	+5	+13	+13
Disagree	<div></div>	32%	+18	-3	-2
Neither agree nor disagree	<div></div>	32%	+7	+9	+8
Agree	<div></div>	5%	-35	-18	-18
Strongly agree	<div></div>	9%	+6	-2	-2
1r I feel I am not as effective in my role as I used to be					
Strongly disagree	<div></div>	18%	+4	+4	+5
Disagree	<div></div>	45%	+6	+8	+7
Neither agree nor disagree	<div></div>	36%	+11	+15	+14
Agree	<div></div>	0%	-18	-19	-18
Strongly agree	<div></div>	0%	-4	-9	-8
% respondents who experienced all three dimensions of burnout		0%	-18	-17	-16

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)					70%	+4	+5	+8
2c	My workgroup considers customer needs when planning our work	86			86%	+7	+7	+8
7f	The processes in my organisation are designed to support the best experience for customers	67			67%	+7	+10	+9
7g	My organisation meets the needs of the communities, people, and/or businesses of NSW	67			67%	0	+3	+7
6d	My senior executives communicate the importance of customers in our work	62			62%	+3	0	+8

Difference from (percentage point)

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

## Purpose and direction

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

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

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Role clarity and support (total score)					77%	+17	+10	+10
1a	I understand what is expected of me to do well in my job	95			95%	+10	+11	+9
1b	I get the support I need to do my job well	8214			82%	+28	+17	+19
1d	I have the time to do my job well	681814			68%	+15	+15	+15
1c	I have the tools and technology to do my job well	641423			64%	+17	-5	-3

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)					71%	+1	-3	0
1f	I have a choice in deciding how I carry out day to day work tasks	<div><div>86</div><div>9</div></div>			86%	+8	+15	+18
1e	My job gives me opportunities to use a variety of skills	<div><div>73</div><div>18</div><div>9</div></div>			73%	-2	-7	-6
5h	My manager communicates how my role contributes to my organisation's purpose	<div><div>52</div><div>24</div><div>24</div></div>			52%	-3	-16	-13

Difference from (percentage point)



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# Risk and innovation

## Purpose and direction

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

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

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Risk and innovation (total score)					75%	+8	+5	+7
7a	My organisation is making improvements to meet future challenges	86			86%	+15	+33	+37
1k	I know how to manage risks related to my role	77			77%	+6	-5	-6
5a	My manager encourages people in my workgroup to keep improving the work they do	62			62%	+3	-13	-10

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)					87%	+9	+5	+8
7r	I understand what ethical behaviour means within my workplace	100			100%	+12	+6	+8
7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	9010			90%	-2	-5	-3
7o	I support my organisation's values	8911			89%	+1	+2	+2
7n	My organisation shows a commitment to ethical behaviours	8411			84%	+19	+13	+17
7s	I would know how to report unethical behaviour if I became aware of it	811010			81%	-8	-7	-5
6b	My senior executives model the values of my organisation	761410			76%	+32	+23	+32

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)					66%	+17	+5	+8
2a	My workgroup works collaboratively to achieve its goals	91			91%	+34	+15	+17
6c	My senior executives promote collaboration between my organisation and other organisations we work with	71 19 10			71%	+23	+21	+28
7d	There is good co-operation between teams across my organisation	33 29 38			33%	-7	-22	-22

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)						63%	-	-8	-6
8c	I feel culturally safe at work		86		14	86%	+13	+9	+11
2b	People in my workgroup treat each other with respect		67		19 14	67%	+2	-10	-7
8b	I feel that I belong in my organisation		62		24 14	62%	0	-5	-4
8d	If I chose to, I would feel safe sharing personal aspects about myself at work		57		29 14	57%	-12	-11	-9
5i	My manager supports my career advancement		43		38 19	43%	-	-23	-19

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)					81%	-2	+17	+22
8h	My manager supports flexible working in my team	9010			90%	+2	+23	+28
8g	How satisfied are you with your ability to access and use flexible working arrangements?	7124			71%	-5	+10	+16

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 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
Flexible start and finish times	<div></div>	76%	+22	+32	+42
Working from home	<div></div>	57%	-16	+15	+32
Working from different locations		r	-	-	-
Working additional hours to make up for time off		r	-	-	-
Leave without pay		r	-	-	-
Other		r	-	-	-
I did not use any flexible working arrangements		r	-	-	-
Working more hours over fewer days		r	-	-	-
Flexible scheduling for rostered workers		r	-	-	-
Part-time work		r	-	-	-
Job sharing		r	-	-	-
Purchasing annual leave		r	-	-	-
Study leave		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 % 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	57	24	19	57%	-8	-7	-6

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	76	19		76%	+15	+8	+12

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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	52	19	29	52%	-	+1	+3

Difference from (percentage point)

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

				<b>2025</b> % favourable	Difference from <b>2024</b>	Difference from <b>Sector</b>	Difference from <b>Portfolio</b>
Learning and development (total score)				<b>42%</b>	-9	-18	-19
1j	I have the opportunity to develop the skills that I need to do my job well	<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div> <div>501832</div>		<b>50%</b>	-7	-16	-16
3f	I have received the training and development I need to do my job well	<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div> <div>413227</div>		<b>41%</b>	-9	-22	-25
3g	I am satisfied with the opportunities available for professional development in my organisation	<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div> <div>362736</div>		<b>36%</b>	-10	-15	-15

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 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
Lack of promotion opportunities	r	-	-	-
There are no major barriers to my career progression	r	-	-	-
Lack of visible opportunities	r	-	-	-
Lack of support for temporary assignments / secondments	r	-	-	-
Other	r	-	-	-
Insufficient training and development	r	-	-	-
Lack of support from my manager / supervisor	r	-	-	-
Personal / family considerations	r	-	-	-
Lack of required capabilities or experience	r	-	-	-
Geographic location considerations	r	-	-	-
The application / recruitment process is too cumbersome or time consuming	r	-	-	-

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	41	18	41	41%	-13	-5	+10

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)					53%	+2	-8	-4
5f	My manager provides recognition for the work I do	67	24	10	67%	+11	-4	0
7m	I receive adequate recognition for my contributions from my organisation	37	47	16	37%	-9	-13	-9

Difference from (percentage point)

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

				<b>2025</b> % favourable	Difference from <b>2024</b>	Difference from <b>Sector</b>	Difference from <b>Portfolio</b>
Feedback and performance management (total score)				<b>45%</b>	-	-15	-14
5g	I am confident my manager would appropriately deal with employees who perform poorly	<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div> <div>571429</div>		<b>57%</b>	-	-4	-2
3e	My performance is assessed against clear criteria	<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div> <div>452727</div>		<b>45%</b>	-1	-9	-11
3d	In the last 12 months, I have received feedback to help me improve my work	<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div> <div>323632</div>		<b>32%</b>	-18	-32	-29

				<b>2025</b> % respondents	Difference from <b>2024</b>	Difference from <b>Sector</b>	Difference from <b>Portfolio</b>
Performance management process							
3a	I have a performance and development plan that sets out my individual goals			<b>32%</b>	-22	-44	-45
3b	I have informal feedback conversations with my manager			<b>73%</b>	-2	-7	-3
3c	I have scheduled feedback conversations with my manager			<b>25%</b>	-36	-42	-39

Difference from (percentage point)



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# Decision making and accountability

## Leadership

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

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

				2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Decision making and accountability (total score)				64%	-1	+4	+6
5e	I have confidence in the decisions my manager makes	<div><div>Favourable</div><div>81</div><div>Neutral</div><div>14</div><div>Unfavourable</div></div>		81%	+7	+10	+13
7e	People in my organisation take responsibility for their own actions	<div><div>Favourable</div><div>48</div><div>Neutral</div><div>33</div><div>Unfavourable</div><div>19</div></div>		48%	-8	-1	-1

Difference from (percentage point)



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# 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)					58%	+5	+4	+6
7q	I have the opportunity to provide feedback on change processes that directly affect me	68	21	11	68%	+7	+12	+12
5b	My manager communicates effectively with me	62	24	14	62%	-1	-12	-10
6a	My senior executives provide clear direction for the future of the organisation	57	29	14	57%	+9	+9	+16
7p	I am supported through changes that affect my work	53	32	16	53%	+3	-3	-3
7b	Change is managed well in my organisation	52	38	10	52%	+8	+17	+17

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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)					57%	-4	-6	-3
8a	I am comfortable sharing a different view to others in my organisation	62	29	10	62%	-7	-4	-3
5c	My manager encourages and values employee input	57	24	19	57%	-13	-18	-14
5d	My manager involves my workgroup in decisions about our work	57	24	19	57%	+2	-13	-10
6e	My senior executives listen to employees	52	29	19	52%	+4	+9	+16

Difference from (percentage point)

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

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

In the last 12 months, have you...	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
been aware of any misconduct in your organisation	r	-	-	-
witnessed bullying	r	-	-	-
experienced bullying	r	-	-	-
witnessed sexual harassment	r	-	-	-
experienced sexual harassment	r	-	-	-
experienced threats or physical harm	r	-	-	-
witnessed discrimination	r	-	-	-
experienced discrimination	r	-	-	-
witnessed racism	r	-	-	-
experienced racism	r	-	-	-

Definitions

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

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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.

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio
Action on survey results (total score)					31%	-	-4	-3
9b	I am confident my organisation will act on the results of this survey	33	57	10	33%	-1	-5	-4
9a	My organisation has made improvements based on the survey results from last year	29	62	10	29%	-	-2	-2

Difference from (percentage point)



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# Intention to stay

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

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

2025		Difference from	Difference from	Difference from
% respondents		2024	Sector	Portfolio
21k	How long do you think you will continue to work in your current organisation?			
	Less than 1 year	r	-	-
	1 year to less than 2 years	r	-	-
	2 years to less than 5 years	r	-	-
	5 years to less than 10 years	r	-	-
	10 years to less than 20 years	r	-	-
	More than 20 years	r	-	-
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	r	-	-
	Other	r	-	-

r = below privacy cut-off



# Health questions

	Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Portfolio
Health questions						
I support my organisation taking action to improve environmental sustainability	85	15		85%	+2	+9
I believe I am valued for what I can offer at my workplace	81	10	10	81%	+2	+17
Our objectives/work plans help us to deliver a quality service	76	19		76%	-2	+7
My team's objectives/work plans are clearly outlined	71	19	10	71%	-2	+3
There is good team spirit in my workgroup	71	19	10	71%	+11	+3
In my workplace, we recognise our successes and innovations	62	29	10	62%	-1	-1
Overall, I have confidence in the decisions made by my senior managers	57	33	10	57%	-8	+6
Where I work, we share the lessons learnt when mistakes are made	57	33	10	57%	+1	-12
Overall, I believe the culture at my workplace has improved in the last 12 months	52	38	10	52%	+5	+8
I have a say in decisions which affect my work	48	24	29	48%	-5	-2

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	r	-	-
Clinical Support Workers	r	-	-
Corporate Support	r	-	-
Allied Health	r	-	-
Other Health Professionals	r	-	-
Scientific and Technical	r	-	-
Oral Health	r	-	-
Ambulance	r	-	-
Health Manager	r	-	-
Patient Support Services	r	-	-
Maintenance and Trades	r	-	-
Other	r	-	-

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# Results by child unit and demographic group

Discover if employees in different groups have different views

# Respondent profile

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

This page cannot be shown due to privacy reasons.

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# Selected key topic results by child unit

This page cannot be shown due to privacy reasons.

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

# Selected key topic results by select demographics

This page cannot be shown due to privacy reasons.

## 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.

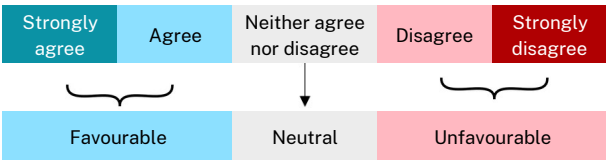
### Headline Results – Key topics

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.

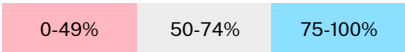
To improve clarity, survey questions that previously sat under multiple topics have now been assigned to a single, most relevant thematic topic. As a result, previous years' topic scores have been recalculated and may differ slightly from past reports.

### % 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

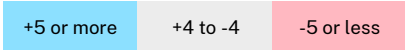
Each person who answered all five employee engagement questions gets an employee engagement score. Each answer is assigned a score as follows:

- 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 WITH OUR TEAMS</b>	 <b>OPPORTUNITIES</b>
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.				