People Matter Employee Survey

HAVE **YOUR** SAY

Agency Report

Single Digital Patient Record (SDPR IA)

- **Survey period:** 18 August to 12 September 2025
- **Completed surveys:** 363
- **Response rate:** 92%   +23 compared to 2024
- **Portfolio:** Health

NSW GOVERNMENT

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People Matter
Employee Survey
HAVE **YOUR** SAY

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

NSW public sector

▸ Health

▸ Single Digital Patient Record (SDPR IA)

Contents

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

Role clarity and support
53%
↓ -2pp vs 2024

Job purpose and enrichment
72%
↓ -4pp vs 2024

Risk and innovation
67%
↓ -2pp vs 2024

Ethics and values
77%
↑ +1pp vs 2024

Work environment

Teamwork and collaboration
65%
↑ +2pp vs 2024

Inclusion and diversity
73%

Flexible working
72%
↓ -12pp vs 2024

Grievance handling
61%
↓ -1pp vs 2024

Health and safety
64%
↓ -4pp vs 2024

Enabling practices

Recruitment
52%

Learning and development
47%
↓ -11pp vs 2024

Pay
40%
↓ -15pp vs 2024

Recognition
62%
0pp vs 2024

Feedback and performance management
54%

Leadership

Decision making and accountability
63%
↓ -7pp vs 2024

Communication and change management
46%
↓ -2pp vs 2024

Employee voice
64%
0pp vs 2024

Action on survey results
31%

Outcomes

Employee engagement
56
↓ -4 vs 2024

Job satisfaction
52%
0pp vs 2024

Wellbeing
42%
↓ -16pp vs 2024

Customer service
69%
↓ -4pp vs 2024

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.

Employee engagement

Wellbeing

Job satisfaction

Customer service
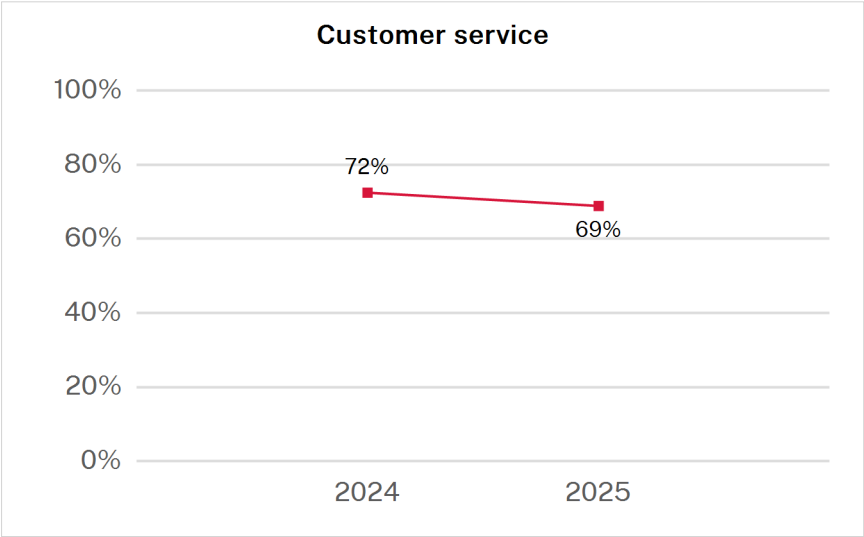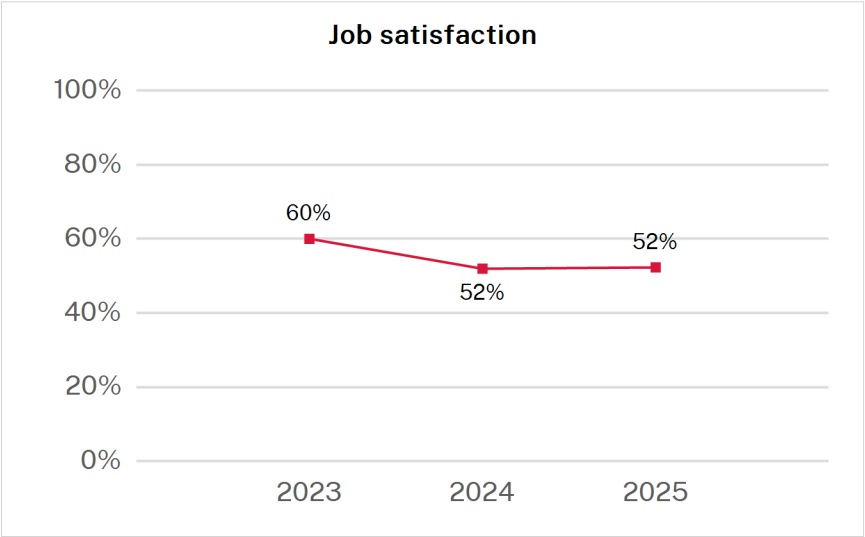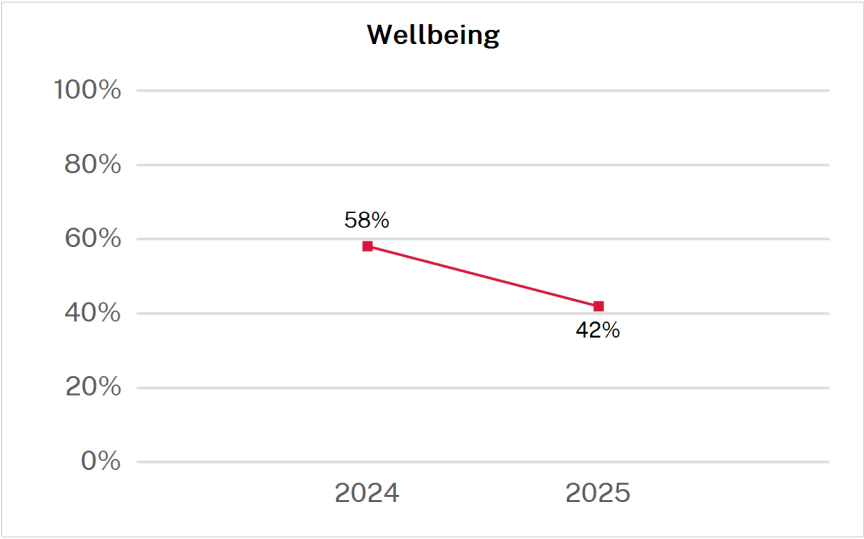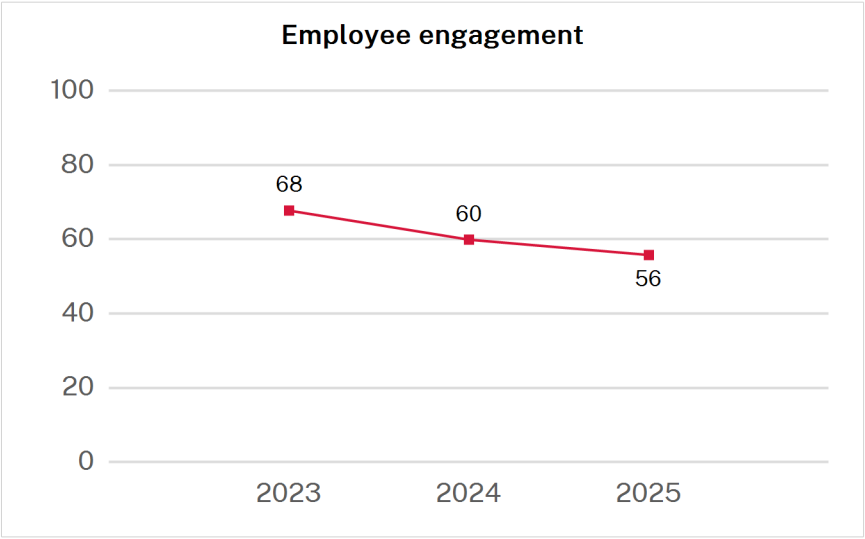
Most and least improved questions

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
Role clarity and support	1a	I understand what is expected of me to do well in my job		61%	+14
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation		43%	+10
Employee voice	6e	My senior executives listen to employees		33%	+8
Role clarity and support	1c	I have the tools and technology to do my job well		70%	+8
Teamwork and collaboration	6c	My senior executives promote collaboration between my organisation and other organisations we work with		54%	+7

➖ Least improved questions

				2025 % favourable	difference from 2024
Role clarity and support	1d	I have the time to do my job well		33%	-25
Other wellbeing	1p	I feel mentally exhausted by my work on most days (disagree)		24%	-21
Other wellbeing	1o	I feel burned out by my work (disagree)		23%	-21
Wellbeing	1i	The amount of stress in my job is manageable		36%	-20
Health and safety	7w	There are effective resources in my organisation to support employee wellbeing		51%	-19

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		95%	+2
Inclusion and diversity	2b	People in my workgroup treat each other with respect		91%	-1
Ethics and values	7r	I understand what ethical behaviour means within my workplace		90%	0
Customer service	2c	My workgroup considers customer needs when planning our work		90%	-1
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals		86%	+1

➖ Questions with the lowest favourable scores

				2025 % favourable	difference from 2024
Other wellbeing	1o	I feel burned out by my work (disagree)		23%	-21
Other wellbeing	1p	I feel mentally exhausted by my work on most days (disagree)		24%	-21
Action on survey results	9a	My organisation has made improvements based on the survey results from last year		28%	-
Communication and change management	7b	Change is managed well in my organisation		28%	+2
Role clarity and support	1d	I have the time to do my job well		33%	-25

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	6b	My senior executives model the values of my organisation	44	25	30	44%	Improve
Employee voice	6e	My senior executives listen to employees	33	25	41	33%	Improve
Communication and change management	7p	I am supported through changes that affect my work	43	29	28	43%	Improve
Other wellbeing	1q	I am struggling to maintain enthusiasm for my work (disagree)	35	20	46	35%	Improve
Wellbeing	7t	I am satisfied with current workplace practices to help me manage my wellbeing	37	27	36	37%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	54	25	21	54%	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
Employee voice	5c	My manager encourages and values employee input	82	12		82%	-2	+7	+11
Flexible working	8h	My manager supports flexible working in my team	81	13		81%	-5	+14	+19
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do	80	13	7	80%	-6	+6	+9
Recognition	5f	My manager provides recognition for the work I do	77	14	9	77%	-3	+6	+10
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	76	14	10	76%	-1	+8	+11
Employee voice	5d	My manager involves my workgroup in decisions about our work	76	12	12	76%	-5	+6	+9
Communication and change management	5b	My manager communicates effectively with me	72	15	13	72%	-4	-2	0
Inclusion and diversity	5i	My manager supports my career advancement	63	27	10	63%	-	-2	+1

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	72	15	13	72%	-1	+10	+18
Teamwork and collaboration	6c	My senior executives promote collaboration between my organisation and other organisations we work with	54	23	23	54%	+7	+4	+11
Ethics and values	6b	My senior executives model the values of my organisation	44	25	30	44%	+5	-9	0
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation	43	23	34	43%	+10	-5	+2
Employee voice	6e	My senior executives listen to employees	33	25	41	33%	+8	-10	-3

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)*					**56**	-4	-8	-6
7i	I am proud to tell others I work for my organisation	54	30	16	54%	-8	-13	-11
7l	My organisation inspires me to do the best in my job	44	32	24	44%	-7	-10	-7
7k	My organisation motivates me to help it achieve its goals	42	32	26	42%	-9	-10	-7
7j	I feel a strong personal attachment to my organisation	42	28	30	42%	-1	-17	-14
7h	I would recommend my organisation as a great place to work	39	29	31	39%	-14	-20	-17

*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
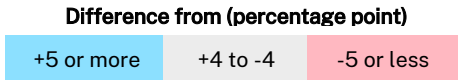
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Job satisfaction

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)				**52**%	0	-18	-17
1g My job gives me a feeling of personal accomplishment	58	17	25	**58**%	+5	-15	-15
1h I am satisfied with my job	47	23	30	**47**%	-4	-21	-19

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)				**42**%	-16	-15	-14
7w	There are effective resources in my organisation to support employee wellbeing	51	30	19	51%	-19	-12	-7
1l	In general, my sense of wellbeing is..	44	30	26	44%	-8	-13	-13
7t	I am satisfied with current workplace practices to help me manage my wellbeing	37	27	36	37%	-19	-18	-15
1i	The amount of stress in my job is manageable	36	22	42	36%	-20	-18	-18

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.

1m I am able to adapt when changes occur

	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
Strongly disagree	1%	0	+1	+1
Disagree	4%	+2	+2	+3
Neither agree nor disagree	9%	-1	0	0
Agree	64%	-8	-1	-2
Strongly agree	21%	+7	-2	-1

1n What best describes your current workload?

	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
Well above capacity - too much work	44%	-	+24	+22
Slightly above capacity - lots of work to do	37%	-	0	0
At capacity - about the right amount of work to do	16%	-	-19	-18
Slightly below capacity - available for more work	2%	-	-5	-4
Well below capacity - not enough work	1%	-	0	0

1o I feel burned out by my work

	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio
Strongly disagree	5%	-1	-3	-3
Disagree	19%	-20	-9	-7
Neither agree nor disagree	28%	+3	-1	-1
Agree	29%	+7	+4	+3
Strongly agree	20%	+11	+9	+8

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	4%	-2	-3	-3
Disagree	20%	-19	-9	-8
Neither agree nor disagree	20%	+2	-4	-5
Agree	37%	+11	+9	+8
Strongly agree	19%	+8	+7	+7

1q I am struggling to maintain enthusiasm for my work

	2025 % respondents	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**
Strongly disagree	10%	+4	0	+1
Disagree	24%	-9	-10	-9
Neither agree nor disagree	20%	-1	-3	-4
Agree	29%	+3	+7	+6
Strongly agree	17%	+3	+6	+6

1r I feel I am not as effective in my role as I used to be

	2025 % respondents	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**
Strongly disagree	11%	+4	-3	-2
Disagree	30%	-3	-7	-8
Neither agree nor disagree	21%	-6	-1	-2
Agree	23%	+1	+4	+4
Strongly agree	15%	+4	+7	+7
% respondents who experienced all three dimensions of burnout	28%	+9	+11	+11

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)				**69**%	-4	+3	+7
2c	My workgroup considers customer needs when planning our work	90			**90**%	-1	+11	+12
6d	My senior executives communicate the importance of customers in our work	72	15	13	**72**%	-1	+10	+18
7g	My organisation meets the needs of the communities, people, and/or businesses of NSW	62	28	10	**62**%	-4	-2	+3
7f	The processes in my organisation are designed to support the best experience for customers	51	27	22	**51**%	-7	-6	-7

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)				**53%**	-2	-15	-14
1c	I have the tools and technology to do my job well	70	15	15	70%	+8	+1	+3
1a	I understand what is expected of me to do well in my job	61	17	22	61%	+14	-24	-25
1b	I get the support I need to do my job well	47	20	33	47%	-6	-18	-16
1d	I have the time to do my job well	33	19	48	33%	-25	-20	-20

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)		**72%**	-4	-1	+1
5h	My manager communicates how my role contributes to my organisation's purpose	76 / 14 / 10	76%	-1	+8	+11
1e	My job gives me opportunities to use a variety of skills	74 / 13 / 13	74%	-2	-6	-5
1f	I have a choice in deciding how I carry out day to day work tasks	66 / 16 / 18	66%	-9	-6	-2

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)				**67%**	-2	-3	-1
5a	My manager encourages people in my workgroup to keep improving the work they do	80	13	7	**80%**	-6	+6	+9
1k	I know how to manage risks related to my role	66	21	13	**66%**	+3	-17	-17
7a	My organisation is making improvements to meet future challenges	54	25	21	**54%**	-5	+1	+5

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	95	95%	+2	0	+2
7r	I understand what ethical behaviour means within my workplace	90 / 7	90%	0	-3	-1
7o	I support my organisation's values	85 / 13	85%	-6	-3	-3
7s	I would know how to report unethical behaviour if I became aware of it	81 / 10 / 9	81%	+5	-7	-4
7n	My organisation shows a commitment to ethical behaviours	69 / 20 / 12	69%	+1	-2	+1
6b	My senior executives model the values of my organisation	44 / 25 / 30	44%	+5	-9	0

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)		**65**%	+2	+4	+7
2a	My workgroup works collaboratively to achieve its goals	86 / 7 / 7	**86**%	+1	+11	+13
6c	My senior executives promote collaboration between my organisation and other organisations we work with	54 / 23 / 23	**54**%	+7	+4	+11
7d	There is good co-operation between teams across my organisation	53 / 25 / 23	**53**%	-4	-3	-3

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)		**73**%	-	**+2**	**+4**
2b	People in my workgroup treat each other with respect	91	**91**%	-1	**+13**	**+17**
8c	I feel culturally safe at work	79 / 14 / 7	**79**%	-1	**+3**	**+4**
8d	If I chose to, I would feel safe sharing personal aspects about myself at work	72 / 17 / 11	**72**%	-4	**+4**	**+5**
5i	My manager supports my career advancement	63 / 27 / 10	**63**%	-	**-2**	**+1**
8b	I feel that I belong in my organisation	57 / 29 / 14	**57**%	-4	**-10**	**-9**

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)		**72%**	-12	+8	+13
8h	My manager supports flexible working in my team	81 / 13	81%	-5	+14	+19
8g	How satisfied are you with your ability to access and use flexible working arrangements?	63 / 16 / 21	63%	-18	+2	+7

Difference from (percentage point)

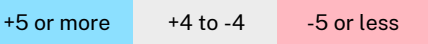| +5 or more	+4 to -4	-5 or less

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
Working from home		91%	-4	+49	+66
Flexible start and finish times		61%	-8	+17	+27
Working from different locations		38%	-1	+18	+24
Working additional hours to make up for time off		23%	-10	+6	+7
Working more hours over fewer days		6%	0	-3	-2
I did not use any flexible working arrangements		4%	r	-24	-27
Part-time work		4%	-2	-9	-14
Leave without pay		3%	r	-6	-5
Other		r	-	-	-
Flexible scheduling for rostered workers		r	-	-	-
Study leave		r	-	-	-
Job sharing		r	-	-	-
Purchasing annual 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 | Favourable: 61 | Neutral: 21 | Unfavourable: 17 | **61**% | -1 | -3 | -2 |

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	24	12	64%	-4	-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	52	28	21	**52**%	-	+1	+3

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)				**47%**	-11	-13	-14
1j	I have the opportunity to develop the skills that I need to do my job well	54	18	28	54%	-4	-12	-12
3f	I have received the training and development I need to do my job well	51	27	23	51%	-14	-12	-15
3g	I am satisfied with the opportunities available for professional development in my organisation	36	26	38	36%	-13	-15	-15

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
Lack of promotion opportunities	39%	+14	+6	+8
Lack of visible opportunities	33%	+6	+2	+4
There are no major barriers to my career progression	30%	-5	+2	0
Geographic location considerations	23%	-4	+1	+3
Insufficient training and development	22%	r	+6	+7
Personal / family considerations	21%	-5	-6	-6
Lack of support for temporary assignments / secondments	21%	+10	+5	+6
The application / recruitment process is too cumbersome or time consuming	20%	+3	-1	+3
Lack of required capabilities or experience	13%	+4	+2	+3
Lack of support from my manager / supervisor	11%	r	-2	-3
Other	10%	0	-1	0

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	40	24	37	40%	-15	-7	+9

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)		**62%**	0	+1	+5
5f	My manager provides recognition for the work I do	77 / 14 / 9	**77%**	-3	+6	+10
7m	I receive adequate recognition for my contributions from my organisation	46 / 30 / 24	**46%**	+3	-4	0

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)				**54**%	-	**-6**	**-5**
5g	I am confident my manager would appropriately deal with employees who perform poorly	67	18	15	**67**%	-	**+6**	**+8**
3d	In the last 12 months, I have received feedback to help me improve my work	58	23	19	**58**%	**+7**	**-5**	**-2**
3e	My performance is assessed against clear criteria	37	35	28	**37**%	**-6**	**-18**	**-19**

	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	**59**%	**+1**	**-17**	**-18**
3b	I have informal feedback conversations with my manager	**82**%	**+7**	**+2**	**+6**
3c	I have scheduled feedback conversations with my manager	**74**%	**+8**	**+7**	**+10**

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)				**63**%	-7	+3	+5
5e	I have confidence in the decisions my manager makes	71	18	11	**71**%	-8	+1	+4
7e	People in my organisation take responsibility for their own actions	55	29	16	**55**%	-6	+6	+6

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)				**46%**	-2	-8	-6
5b	My manager communicates effectively with me	72	15	13	72%	-4	-2	0
7q	I have the opportunity to provide feedback on change processes that directly affect me	45	24	30	45%	-8	-11	-11
6a	My senior executives provide clear direction for the future of the organisation	43	23	34	43%	+10	-5	+2
7p	I am supported through changes that affect my work	43	29	28	43%	-9	-13	-13
7b	Change is managed well in my organisation	28	26	46	28%	+2	-8	-8

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)				**64**%	0	0	+4
5c	My manager encourages and values employee input	82	12		**82**%	-2	+7	+11
5d	My manager involves my workgroup in decisions about our work	76	12	12	**76**%	-5	+6	+9
8a	I am comfortable sharing a different view to others in my organisation	63	20	17	**63**%	-3	-3	-2
6e	My senior executives listen to employees	33	25	41	**33**%	+8	-10	-3

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
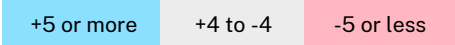
r = below privacy cut-off

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		3%	-4	-11	-12
witnessed bullying		13%	r	-6	-9
experienced bullying		9%	r	-3	-5
witnessed sexual harassment		0%	r	-2	-3
experienced sexual harassment		r	-	-	-
experienced threats or physical harm		0%	r	-3	-4
witnessed discrimination		5%	-1	-3	-5
experienced discrimination		4%	-1	-1	-2
witnessed racism		2%	r	-4	-6
experienced racism		1%	r	-1	-2

Definitions

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

Difference from (percentage point)

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

r = below privacy cut-off

Action on survey results

Leadership

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

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

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**
	Action on survey results (total score)				**31**%	-	**-3**	**-3**
9b	I am confident my organisation will act on the results of this survey	34	32	33	**34**%	**-5**	**-4**	**-3**
9a	My organisation has made improvements based on the survey results from last year	28	50	22	**28**%	-	**-3**	**-2**

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%	+2	+3	+2
1 year to less than 2 years	13%	+2	+4	+3
2 years to less than 5 years	25%	+5	+5	+5
5 years to less than 10 years	23%	-5	-3	-3
10 years to less than 20 years	19%	-3	-4	-4
More than 20 years	10%	-1	-5	-4

21l What best describes your plans involved with leaving your current organisation?

	2025	2024	Sector	Portfolio
I am planning to retire	r	-	-	-
I am applying for/intend to apply for new roles in another NSW public sector organisation	60%	+15	+30	+31
I am applying for/intend to apply for roles in the private sector	21%	r	+4	+4
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

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**
I am expected to do more work than I reasonably can		41%	-	+24	+23
Senior leadership is of a poor quality		36%	-	+11	+14
I am emotionally exhausted		24%	-	+5	+6
There are a lack of future career opportunities in my organisation		22%	-	-13	-9
I am not satisfied with the work		22%	-	+5	+6

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	73 / 22 /	73%	-4	-3
There is good team spirit in my workgroup	72 / 13 / 15	72%	-5	+4
In my workplace, we recognise our successes and innovations	67 / 20 / 12	67%	-5	+4
Where I work, we share the lessons learnt when mistakes are made	60 / 24 / 16	60%	-3	-9
I believe I am valued for what I can offer at my workplace	58 / 21 / 21	58%	-7	-6
Our objectives/work plans help us to deliver a quality service	57 / 26 / 17	57%	-2	-12
My team's objectives/work plans are clearly outlined	54 / 22 / 24	54%	+1	-15
Overall, I have confidence in the decisions made by my senior managers	45 / 22 / 33	45%	-1	-6
I have a say in decisions which affect my work	41 / 25 / 34	41%	0	-8
Overall, I believe the culture at my workplace has improved in the last 12 months	30 / 34 / 36	30%	+3	-15

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		9%	r	-2
Allied Health		r	-	-
Other Health Professionals		r	-	-
Scientific and Technical		20%	-5	+15
Oral Health		r	-	-
Ambulance		r	-	-
Health Manager		43%	+2	+35
Patient Support Services		r	-	-
Maintenance and Trades		r	-	-
Other		22%	-2	+13

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	49
Man or male	27
Non-binary	r
Use a different term	r
Prefer not to answer	r

Age	
15-34 years	20
35-54 years	46
55+ years	8
Prefer not to answer	26

Aboriginal and/or Torres Strait Islander	
Yes	r
No	83
Prefer not to answer	r

LOTE spoken at home	
Yes	30
No	49
Prefer not to answer	21

Cultural minority	
Yes	24
No	52
Prefer not to answer	24

Disability	
Yes	5
No	79
Prefer not to answer	16

LGBQA+	% respondents
Yes	r
No	65
I don't know	r
Prefer not to answer	29

Trans or gender diverse	
Yes	r
No	80
I don't know	r
Prefer not to answer	r

Person with an intersex variation	
Yes	r
No	80
Prefer not to answer	20

Working arrangement	
Full-time	r
Part-time	r

Caring responsibilities	
Yes	50
No	33
Prefer not to answer	17

Organisation tenure	
Less than 1 year	21
1 year to less than 2 years	45
2 years to less than 5 years	15
5 years to less than 10 years	9
10 years to less than 20 years	7
More than 20 years	3

Frontline / Non-frontline	% respondents
Frontline	5
Non-frontline	95

Type of work	
Service delivery involving direct contact with the public	5
Other service delivery work	20
Administrative support	r
Corporate services	27
Policy	r
Research	r
Program and project management support	31
Legal	r
Other	14

Salary	
$97,026 and below	r
$97,027 - $125,692	19
$125,693 - $168,129	50
$168,130 and above	r
Prefer not to answer	20

Employment status	
Senior executive	r
Ongoing / permanent	85
Temporary	9
Casual	r
Contract-non-executive	3
Labour hire	r
Other	r
Don't know	r

r = below privacy cut-off

Selected key topic results by child unit

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

	Report total	Clinical Engagement, Consumer Engagement and Safety & Qualit...	Contract, Procurement Management & PMO	Corporate Functions	LHD Readiness, Training and Change Management	Reporting, Data and Analytics	System Configuration	Technology, Devices, Integration and Architecture
Employee engagement	56	69	71	73	49	56	47	68
Wellbeing	42%	47%	63%	73%	25%	39%	32%	61%
Role clarity and support	53%	63%	66%	80%	45%	55%	40%	74%
Inclusion and diversity	73%	76%	80%	83%	66%	54%	71%	79%
Teamwork and collaboration	65%	78%	82%	84%	51%	65%	57%	76%
Learning and development	47%	57%	62%	64%	45%	51%	37%	64%
Communication and change management	46%	66%	69%	74%	30%	39%	36%	65%
Employee voice	64%	79%	73%	80%	54%	50%	59%	73%

■ 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	56	56	67	r	r	55	r	58	56	61	69	59	60
Wellbeing	42%	42%	59%	r	r	42%	r	46%	45%	48%	56%	45%	45%
Role clarity and support	53%	54%	68%	r	r	56%	r	58%	57%	60%	67%	57%	62%
Inclusion and diversity	73%	76%	83%	r	r	66%	r	76%	79%	77%	75%	76%	78%
Teamwork and collaboration	65%	65%	76%	r	r	69%	r	70%	68%	68%	81%	66%	72%
Learning and development	47%	49%	60%	r	r	38%	r	53%	47%	55%	56%	51%	54%
Communication and change management	46%	46%	61%	r	r	46%	r	52%	50%	51%	57%	49%	53%
Employee voice	64%	63%	79%	r	r	61%	r	70%	69%	68%	69%	67%	71%

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	56	54	56	54	51	r	58	r	r	60	r	50
Wellbeing	42%	30%	43%	30%	36%	r	46%	r	r	45%	r	36%
Role clarity and support	53%	54%	54%	54%	49%	r	59%	r	r	55%	r	42%
Inclusion and diversity	73%	69%	73%	69%	74%	r	75%	r	r	75%	r	64%
Teamwork and collaboration	65%	64%	66%	64%	61%	r	67%	r	r	71%	r	61%
Learning and development	47%	45%	48%	45%	40%	r	56%	r	r	47%	r	39%
Communication and change management	46%	34%	47%	34%	40%	r	49%	r	r	51%	r	37%
Employee voice	64%	65%	64%	65%	62%	r	66%	r	r	67%	r	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

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	56	72	47	61	51	63	55
Wellbeing	42%	66%	29%	53%	34%	55%	30%
Role clarity and support	53%	75%	40%	67%	53%	60%	43%
Inclusion and diversity	73%	82%	72%	76%	55%	74%	62%
Teamwork and collaboration	65%	80%	56%	69%	59%	74%	69%
Learning and development	47%	62%	39%	51%	44%	59%	39%
Communication and change management	46%	72%	33%	54%	40%	52%	35%
Employee voice	64%	80%	58%	70%	57%	67%	57%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by geographic region (continued)

People Matter Employee Survey
HAVE YOUR SAY

	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	56	57	60	57	r	r	r	r	r	r	r
Wellbeing	42%	43%	48%	43%	r	r	r	r	r	r	r
Role clarity and support	53%	54%	64%	54%	r	r	r	r	r	r	r
Inclusion and diversity	73%	74%	74%	74%	r	r	r	r	r	r	r
Teamwork and collaboration	65%	67%	68%	66%	r	r	r	r	r	r	r
Learning and development	47%	48%	49%	49%	r	r	r	r	r	r	r
Communication and change management	46%	47%	48%	47%	r	r	r	r	r	r	r
Employee voice	64%	65%	69%	65%	r	r	r	r	r	r	r

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by geographic region

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	56	r	r	r	r	59	r	r	r	r
Wellbeing	42%	r	r	r	r	45%	r	r	r	r
Role clarity and support	53%	r	r	r	r	63%	r	r	r	r
Inclusion and diversity	73%	r	r	r	r	77%	r	r	r	r
Teamwork and collaboration	65%	r	r	r	r	63%	r	r	r	r
Learning and development	47%	r	r	r	r	50%	r	r	r	r
Communication and change management	46%	r	r	r	r	45%	r	r	r	r
Employee voice	64%	r	r	r	r	68%	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.

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

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.
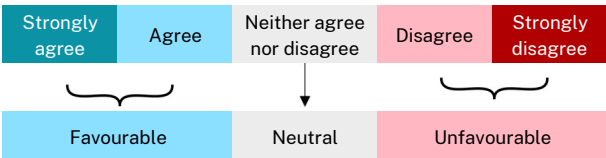
Headline Results – Key topics

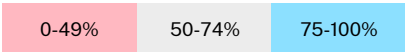Due to changes in the survey questions some topics do not have a comparison to the previous year. Where a comparison is available, the change is displayed in the box.

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.

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

% favourable scores are colour coded based on these ranges:

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

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:

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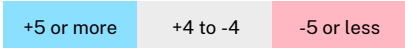
A '-' represents there is no applicable comparison available.

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.				