

People Matter

NSW Public Sector
Employee Survey 2024

Agency Report

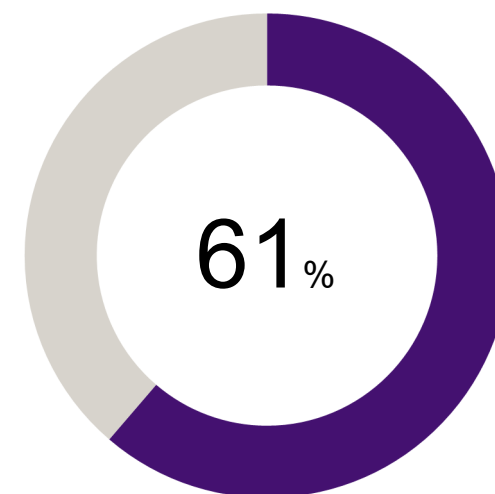
Central Coast Local Health District

Survey period: 19 August to 13 September 2024

Completed surveys: 4,530

Response rate: 61% +2 compared to 2023

Response rate:



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

NSW public sector

- Health
 - Central Coast Local Health District

High level results..... 4

Results by topic.....9

Results by child unit and demographic group..... 41

Additional information about the survey..... 49

High level results

Discover key employee experience insights

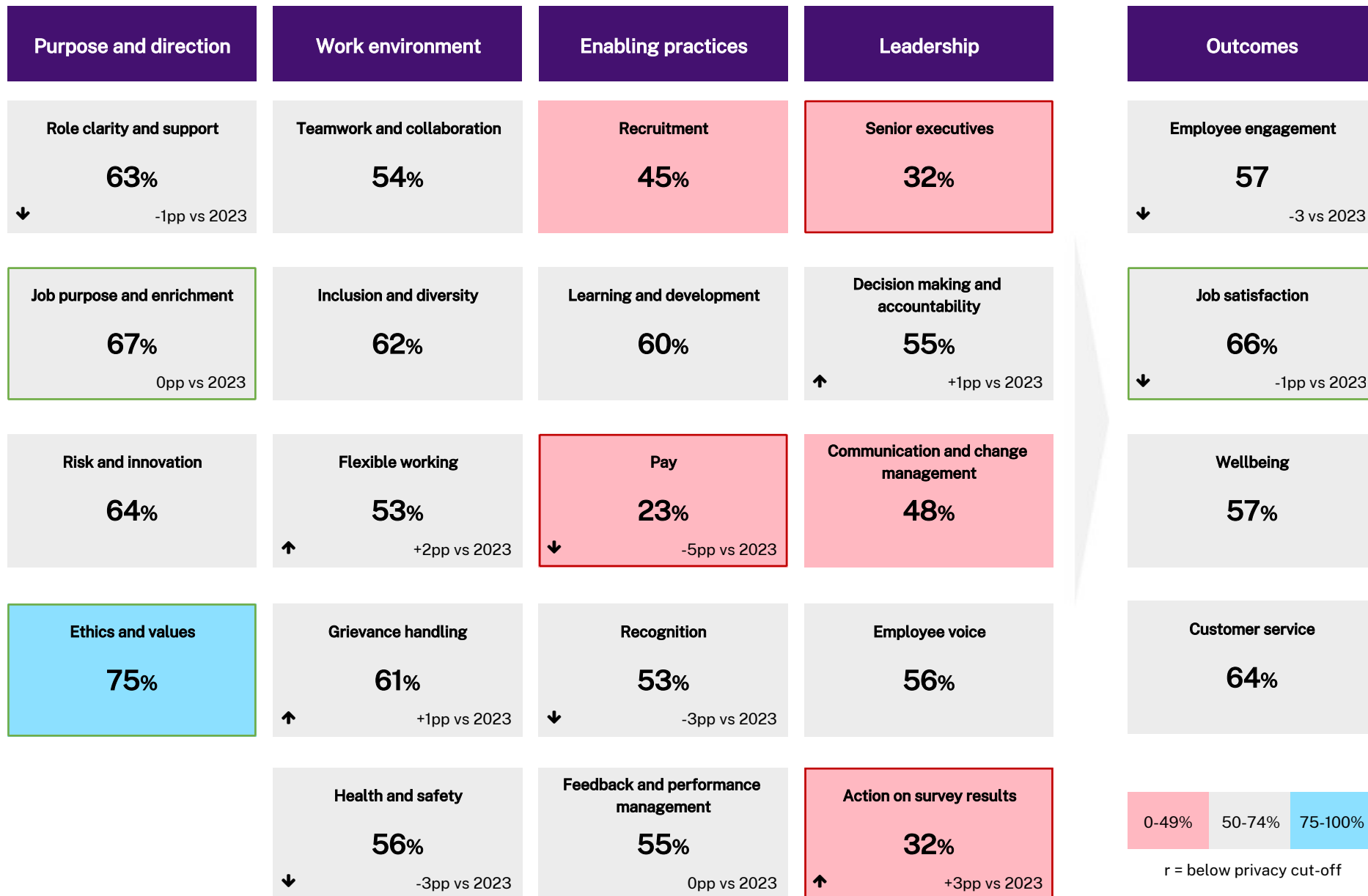
Headline results for key topics

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.



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				2024 % favourable	difference from 2023
Ethics and values	7s	I understand what ethical behaviour means within my workplace		93%	+1
Ethics and values	7x	I am aware of my obligations under the Code of Ethics and Conduct in my organisation		93%	-
Wellbeing	1n	I am able to adapt when changes occur		88%	-
Ethics and values	7p	I support my organisation's values		87%	0
Role clarity and support	1a	I understand what is expected of me to do well in my job		86%	-1
- Questions with the lowest favourable scores				2024 % favourable	difference from 2023
Pay	4	I am paid fairly for the work I do		23%	-5
Inclusion and diversity / Senior executives	6f	I feel my senior executives support my career advancement		24%	-
Employee voice / Senior executives	6e	My senior executives listen to employees		25%	-
Communication and change management	7b	Change is managed well in my organisation		29%	-5
Wellbeing	1p	I feel burned out by my work (disagree)		31%	-1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Most and least improved questions

These are the most and least improved questions by difference from the previous year.

Consider why these scores have shifted. Was it due to actions you took in response to last year’s survey results or something else?

+ Most improved questions			2024 % favourable	difference from 2023
Decision making and accountability	7e	People in my organisation take responsibility for their own actions	44%	+3
Ethics and values	7t	I would know how to report unethical behaviour if I became aware of it	86%	+3
Action on survey results	9	I am confident my organisation will act on the results of this survey	32%	+3
Teamwork and collaboration	7d	There is good co-operation between teams across my organisation	52%	+3
Recruitment	7f	My organisation generally selects capable people to do the job	51%	+2
- Least improved questions			2024 % favourable	difference from 2023
Employee engagement	7i	I would recommend my organisation as a great place to work	50%	-7
Risk and innovation	7a	My organisation is making improvements to meet future challenges	39%	-7
Employee engagement	7j	I am proud to tell others I work for my organisation	58%	-6
Communication and change management	7b	Change is managed well in my organisation	29%	-5
Employee engagement	7l	My organisation motivates me to help it achieve its goals	41%	-5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Key drivers of engagement

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

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

Topic	Engagement key driver questions		2024 % favourable	Action
Communication and change management	7q	I am supported through changes that affect my work	52%	Improve
Wellbeing	7u	I am satisfied with current workplace practices to help me manage my wellbeing	45%	Improve
Recognition	7n	I receive adequate recognition for my contributions from my organisation	41%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	39%	Improve
Ethics and values	7o	My organisation shows a commitment to ethical behaviours	63%	Improve
Communication and change management	7b	Change is managed well in my organisation	29%	Improve

r = below privacy cut-off

Results by topic

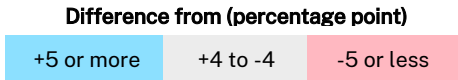
Discover more about your results

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

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Employee engagement (total score)*					57	-3	-5	-3
7i	I would recommend my organisation as a great place to work	50	28	23	50%	-7	-8	-4
7j	I am proud to tell others I work for my organisation	58	26	15	58%	-6	-7	-4
7k	I feel a strong personal attachment to my organisation	49	29	22	49%	-3	-8	-4
7l	My organisation motivates me to help it achieve its goals	41	32	26	41%	-5	-9	-5
7m	My organisation inspires me to do the best in my job	43	32	25	43%	-4	-9	-5

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



r = below privacy cut-off

Job satisfaction

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Job satisfaction (total score)					66%	-1	-4	-2
1g	My job gives me a feeling of personal accomplishment	70	15	15	70%	0	-2	-2
1h	I am satisfied with my job	62	18	20	62%	-1	-5	-3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

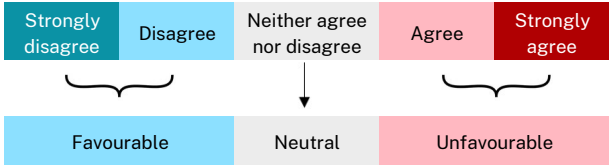
Wellbeing - overall

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

				Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio	
Wellbeing (total score)								57%	-	-6	-4
1i	The amount of stress in my job is manageable			48	21	30	48%	-1	-6	-4	
1m	In general, my sense of wellbeing is..			51	33	15	51%	-2	-6	-5	
1n	I am able to adapt when changes occur			88	9		88%	-	0	0	
1o	I am confident in my ability to overcome setbacks at work			80	14		80%	-	-3	-1	
1p	I feel burned out by my work (disagree)			31	24	45	31%	-1	-5	-2	
7u	I am satisfied with current workplace practices to help me manage my wellbeing			45	24	31	45%	-4	-10	-6	
7y	There are effective resources in my organisation to support employee wellbeing			51	24	26	51%	-4	-12	-7	

Note on interpretation:

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



Difference from (percentage point)

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

r = below privacy cut-off

Wellbeing - dimensions of burnout

The World Health Organisation has defined burnout as a syndrome resulting from chronic workplace stress which has not been properly managed.

These questions relate to the three dimensions of burnout: exhaustion, cynicism and reduced professional efficacy.

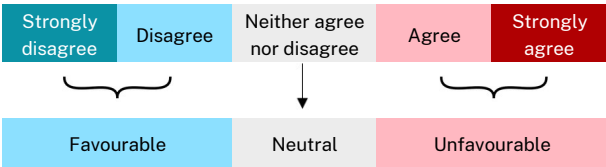
			Favourable	Neutral	Unfavourable	2024 % unfavourable	difference from 2023	difference from Sector	difference from Portfolio
Dimensions of burnout									
1q	I feel mentally exhausted by my work on most days (disagree)		33	21	46	46%	-	+7	+5
1r	I am struggling to maintain enthusiasm for my work (disagree)		39	21	41	41%	-	+6	+5
1s	I feel I am not as effective in my role as I used to be (disagree)		50	20	31	31%	-	+3	+3
% respondents who experienced all three dimensions of burnout						21%	-	+4	+3

Note on interpretation:

The dimensions of burnout questions are negatively worded. For consistency with other survey questions the results are displayed as follows:

- The favourable score (blue bar) shows the % of respondents that did not agree with the statement (e.g. did not feel mentally exhausted).
- The unfavourable score (red bar) shows the % of respondents that did agree with the statement (e.g. did feel mentally exhausted).

The 2024 scores displayed on this page are the unfavourable scores (i.e. respondents who experienced the dimension).



Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Customer service (total score)					64%	-	-5	-3
1k	I am empowered to make the decisions needed to help customers and/or communities	68	19	13	68%	-2	+1	-1
2c	People in my workgroup can explain how their work impacts customers	82	13		82%	+1	+2	+3
2d	My workgroup considers customer needs when planning our work	82	11	7	82%	0	+1	+2
6d	My senior executives communicate the importance of customers in our work	45	31	24	45%	-	-17	-7
7g	The processes in my organisation are designed to support the best experience for customers	52	27	21	52%	0	-4	-4
7h	My organisation meets the needs of the communities, people, and/or businesses of NSW	51	27	22	51%	-1	-13	-8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Role clarity and support

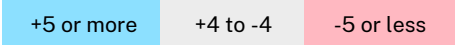
Purpose and direction

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	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Role clarity and support (total score)					63%	-1	-2	-2
1a	I understand what is expected of me to do well in my job	86 8			86%	-1	+2	+1
1b	I get the support I need to do my job well	59 17 24			59%	0	-5	-2
1c	I have the tools and technology to do my job well	65 16 19			65%	-2	-3	-1
1d	I have the time to do my job well	44 19 37			44%	-2	-9	-8
3e	My performance is assessed against clear criteria	57 26 17			57%	0	+2	+1
3f	I have received the training and development I need to do my job well	66 20 13			66%	-1	+3	+1

Difference from (percentage point)



r = below privacy cut-off

In addition to role clarity and support, employees are likely to feel more satisfied with their job when there is a clear sense of purpose and when it is enriched with characteristics such as skill variety, autonomy, and feedback.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Job purpose and enrichment (total score)					67%	0	-4	-1
1e	My job gives me opportunities to use a variety of skills	79			79%	0	-1	0
1f	I have a choice in deciding how I carry out day to day work tasks	63			63%	-1	-9	-6
3d	In the last 12 months, I have received feedback to help me improve my work	64			64%	+2	0	+2
5h	My manager communicates how my role contributes to my organisation's purpose	64			64%	-1	-5	-1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Risk and innovation (total score)					64%	-	-5	-3
1l	I know how to manage risks related to my role	81			81%	-	-1	0
5a	My manager encourages people in my workgroup to keep improving the work they do	71			71%	0	-4	0
7a	My organisation is making improvements to meet future challenges	39			39%	-7	-13	-8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Ethics and values (total score)					75%	-	-5	-1
6b	My senior executives model the values of my organisation	33	38	29	33%	-	-18	-9
7o	My organisation shows a commitment to ethical behaviours	63	22	15	63%	-3	-8	-3
7p	I support my organisation's values	87	11		87%	0	-1	0
7s	I understand what ethical behaviour means within my workplace	93			93%	+1	-1	+1
7t	I would know how to report unethical behaviour if I became aware of it	86	8		86%	+3	-2	+1
7x	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	93			93%	-	-2	0

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Teamwork and collaboration (total score)					54%	-	-7	-3
2a	My workgroup works collaboratively to achieve its goals	77 13 10			77%	0	0	+2
6c	My senior executives promote collaboration between my organisation and other organisations we work with	32	41	27	32%	-	-17	-8
7d	There is good co-operation between teams across my organisation	52	26	22	52%	+3	-3	-2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Inclusion and diversity (total score)					62%	-	-4	-1
2b	People in my workgroup treat each other with respect	74 14 12			74%	-1	-4	0
6f	I feel my senior executives support my career advancement	24 42 34			24%	-	-14	-7
8a	I am comfortable sharing a different view to others in my organisation	66 17 17			66%	0	-1	0
8b	I feel that I belong in my organisation	65 23 13			65%	-4	-2	0
8c	I feel culturally safe at work	76 16 8			76%	-	-1	+1
8d	If I chose to, I would feel safe sharing personal aspects about myself at work	66 19 15			66%	-	-2	0

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Flexible working (total score)					53%	+2	-11	-5
8g	How satisfied are you with your ability to access and use flexible working arrangements?	50	28	22	50%	+2	-12	-5
8h	My manager supports flexible working in my team	57	24	19	57%	+2	-11	-5

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

8f Type of flexible working		2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio
Flexible start and finish times		30%	+3	-17	-6
Working more hours over fewer days		7%	0	-3	-1
Working additional hours to make up for time off		14%	+2	-5	-2
Flexible scheduling for rostered workers		12%	+2	+5	+2
Part-time work		25%	+2	+13	+7
Job sharing		4%	0	+1	0
Working from different locations		14%	+2	-7	0
Working from home		19%	+1	-25	-8
Purchasing annual leave		3%	0	+1	+1
Leave without pay		10%	0	+1	+1
Study leave		8%	0	+4	-2
Other		3%	0	0	0
I did not use any flexible working arrangements		33%	-1	+6	+3

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	61	18	21	61%	+1	-2	0

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

Difference from (percentage point)

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

r = below privacy cut-off

Work health and safety (WHS) involves the management of risks to the health and safety of everyone in your workplace. Health refers to both physical and psychological health.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Health and safety (total score)					56%	-3	-8	-4
7y	There are effective resources in my organisation to support employee wellbeing	51	24	26	51%	-4	-12	-7
7z	I am confident work health and safety issues I raise will be addressed promptly	62	19	19	62%	-2	-5	-1

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Recruitment (total score)					45%	-	-6	-4
7f	My organisation generally selects capable people to do the job	51	25	24	51%	+2	-2	-1
7v	My organisation follows a merit-based recruitment process	45	31	24	45%	-	-8	-6
7w	My organisation follows a merit-based promotion process	39	34	27	39%	-	-7	-4

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Learning and development (total score)					60%	-	0	-1
1j	I have the opportunity to develop the skills that I need to do my job well	63	18	19	63%	-	-3	-3
3f	I have received the training and development I need to do my job well	66	20	13	66%	-1	+3	+1
3g	I am satisfied with the opportunities available for professional development in my organisation	51	22	28	51%	+2	-1	0

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?		2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio
Yes		42%	+1	+1	0
No		58%	-1	-1	0
3i Are there barriers preventing you from moving to another role? If so, what are they?					
Lack of visible opportunities		28%	+1	-2	-1
Lack of promotion opportunities		22%	-1	-7	-4
Lack of support from my manager / supervisor		12%	0	+1	0
Geographic location considerations		21%	+2	-5	-4
Personal / family considerations		36%	+1	+5	+4
Insufficient training and development		13%	-1	-1	-1
Lack of required capabilities or experience		10%	-1	-1	-1
Lack of support for temporary assignments / secondments		15%	0	+1	+1
The application / recruitment process is too cumbersome or time consuming		21%	0	-1	+3
Other		9%	0	-2	-1
There are no major barriers to my career progression		28%	-1	+1	0

r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
4 I am paid fairly for the work I do	23	15	62	23%	-5	-21	-8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Recognition (total score)					53%	-3	-7	-2
5f	My manager provides recognition for the work I do	64	17	18	64%	-1	-6	-1
7n	I receive adequate recognition for my contributions from my organisation	41	28	31	41%	-5	-9	-4

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

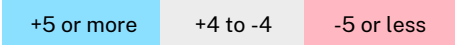
r = below privacy cut-off

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

				FavourableNeutralUnfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Feedback and performance management (total score)					55%	0	-2	0
3d	In the last 12 months, I have received feedback to help me improve my work			641818	64%	+2	0	+2
3e	My performance is assessed against clear criteria			572617	57%	0	+2	+1
5g	My manager appropriately deals with employees who perform poorly			423325	42%	-2	-7	-5

				2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio
Performance management process							
3a	I have a performance and development plan that sets out my individual goals			79%	+3	+3	+2
3b	I have informal feedback conversations with my manager			77%	0	-3	+1
3c	I have scheduled feedback conversations with my manager			69%	+2	+2	+4

Difference from (percentage point)



r = below privacy cut-off

Leadership is key in setting direction, executing strategy, shaping culture and capability, inspiring purpose, and delivering results.

The term ‘senior executives’ refers to the group of senior executives in your organisation, not an individual manager.

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Senior executives (total score)					32%	-	-16	-8
6a	My senior executives provide clear direction for the future of the organisation	33	36	31	33%	-	-14	-6
6b	My senior executives model the values of my organisation	33	38	29	33%	-	-18	-9
6c	My senior executives promote collaboration between my organisation and other organisations we work with	32	41	27	32%	-	-17	-8
6d	My senior executives communicate the importance of customers in our work	45	31	24	45%	-	-17	-7
6e	My senior executives listen to employees	25	33	41	25%	-	-17	-8
6f	I feel my senior executives support my career advancement	24	42	34	24%	-	-14	-7

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

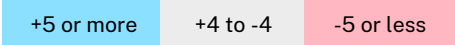
r = below privacy cut-off

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

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

				Favourable Neutral Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Decision making and accountability (total score)					55%	+1	-5	-2
5e	I have confidence in the decisions my manager makes			66 18 16	66%	-2	-5	-1
7e	People in my organisation take responsibility for their own actions			44 32 24	44%	+3	-5	-4

Difference from (percentage point)



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Communication and change management (total score)					48%	-	-6	-3
5b	My manager communicates effectively with me	71	13	16	71%	-1	-3	0
6a	My senior executives provide clear direction for the future of the organisation	33	36	31	33%	-	-14	-6
7b	Change is managed well in my organisation	29	34	37	29%	-5	-6	-5
7q	I am supported through changes that affect my work	52	25	23	52%	-3	-3	-1
7r	I have the opportunity to provide feedback on change processes that directly affect me	53	21	25	53%	-4	-3	-2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
Employee voice (total score)					56%	-	-7	-3
5c	My manager encourages and values employee input	70	14	16	70%	-2	-5	-1
5d	My manager involves my workgroup in decisions about our work	64	17	18	64%	0	-6	-2
6e	My senior executives listen to employees	25	33	41	25%	-	-17	-8
8a	I am comfortable sharing a different view to others in my organisation	66	17	17	66%	0	-1	0

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Negative workplace behaviours

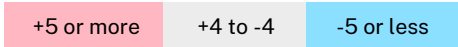
In NSW public sector, we are committed to reducing and preventing negative workplace behaviours such as misconduct, bullying, sexual harassment, threats or physical harm, discrimination, and racism.

In the last 12 months, have you...		2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio
been aware of any misconduct in your organisation		16%	-1	+1	-1
witnessed bullying		28%	+2	+7	+2
experienced bullying		17%	+1	+4	+1
witnessed sexual harassment		4%	+1	+2	+1
experienced sexual harassment		8%	0	+3	+1
experienced threats or physical harm		17%	0	+7	+4
witnessed discrimination		14%	-	+2	0
experienced discrimination		9%	-2	0	-1
witnessed racism		11%	-	+3	0
experienced racism		5%	-1	+1	-1

Definitions

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

Difference from (percentage point)



r = below privacy cut-off

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

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

		Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Sector	difference from Portfolio
9	I am confident my organisation will act on the results of this survey	32	26	41	32%	+3	-10	-6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

19n How long do you think you will continue to work in your current organisation?		2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio
Less than 1 year		10%	+1	+2	0
1 year to less than 2 years		10%	0	0	-1
2 years to less than 5 years		19%	+1	-1	-1
5 years to less than 10 years		23%	0	-1	-1
10 years to less than 20 years		24%	-1	+2	+2
More than 20 years		14%	-1	-1	0
19o What best describes your plans involved with leaving your current organisation?					
I am planning to retire		15%	-1	+2	+1
I am applying for/intend to apply for new roles in another NSW public sector organisation		29%	-3	-2	-1
I am applying for/intend to apply for roles in the private sector		25%	+6	+4	+6
I am applying for/intend to apply for new roles in the not for profit / community sector		5%	0	+1	+1
It is the end of my non-ongoing, casual or contracted employment		3%	-2	-6	-3
Other		24%	0	0	-3

r = below privacy cut-off

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.

19p What is the primary reason behind your desire to leave your current organisation? (top 5 reasons)		2024 % respondents	difference from 2023	difference from Sector	difference from Portfolio
Senior leadership is of a poor quality		26%	+1	+3	+5
I can receive a higher salary elsewhere		24%	+2	+4	-1
I am emotionally exhausted		24%	+6	+7	+7
I am expected to do more work than I reasonably can		23%	+4	+6	+6
There are a lack of future career opportunities in my organisation		20%	-10	-13	-9

r = below privacy cut-off

Health questions

	Favourable	Neutral	Unfavourable	2024 % favourable	difference from 2023	difference from Portfolio
I believe I am valued for what I can offer at my workplace	61	17	23	61%	-1	-3
In my workplace, we recognise our successes and innovations	61	21	18	61%	+2	-1
Overall, I have confidence in the decisions made by my senior managers	48	24	28	48%	+1	-4
I have a say in decisions which affect my work	46	24	30	46%	-1	-5
Where I work, we share the lessons learnt when mistakes are made	67	19	15	67%	+1	-1
My team's objectives/work plans are clearly outlined	68	19	13	68%	+1	0
Our objectives/work plans help us to deliver a quality service	65	21	13	65%	0	-3
There is good team spirit in my workgroup	65	16	18	65%	-1	-2
Overall, I believe the culture at my workplace has improved in the last 12 months	39	31	30	39%	-1	-4
I support my organisation taking action to improve environmental sustainability	76	18		76%	-3	0

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)		2024 % respondents	difference from 2023	difference from Portfolio
Medical		5%	-1	0
Nursing and Midwifery		46%	+3	+14
Clinical Support Workers		5%	-1	+2
Corporate Support		9%	0	-3
Allied Health		14%	0	+2
Other Health Professionals		1%	-1	-1
Scientific and Technical		2%	0	-3
Oral Health		1%	0	0
Ambulance		r	-	-
Health Manager		4%	0	-4
Patient Support Services		4%	-1	-3
Maintenance and Trades		r	-	-
Other		7%	0	-1

r = below privacy cut-off

Results by child unit and demographic group

Discover if employees in different groups have different views

Respondent profile

This is a snapshot of survey takers.

Use the snapshot to see if the survey takers are representative of your organisation or team.

Gender	% respondents	Disability	% respondents	Type of work	% respondents
Woman or female	73	Yes	5	Service delivery involving direct contact with the public	70
Man or male	14	No	88	Other service delivery work	4
Non-binary	r	Prefer not to answer	6	Administrative support	13
Use a different term	r			Corporate services	3
Prefer not to answer	13	LGBTIQA+		Policy	r
		Yes	5	Research	r
Age		No	76	Program and project management support	2
15-34 years	21	I don't know	1	Legal	r
35-54 years	40	Prefer not to answer	18	Other	8
55+ years	18				
Prefer not to answer	21	Trans or gender diverse			
Aboriginal and/or Torres Strait Islander		Yes	0.4	Organisation tenure	
Yes	3	No	85	Less than 1 year	9
No	88	I don't know	0.3	1 year to less than 2 years	10
Prefer not to answer	9	Prefer not to answer	14	2 years to less than 5 years	18
				5 years to less than 10 years	23
LOTE spoken at home		Person with an intersex variation		10 years to less than 20 years	24
Yes	13	Yes	r	More than 20 years	15
No	81	No	86		
Prefer not to answer	6	Prefer not to answer	r	Salary	
				\$93,294 and below	49
Cultural background		Care for a child		\$93,295 - \$120,858	23
Oceanian	89	Yes	41	\$120,859 - \$161,662	8
North-West European	8	No	52	\$161,663 and above	3
Southern and Eastern European	2	Prefer not to answer	8	Prefer not to answer	17
North African and Middle Eastern	0.5				
South-East Asian	2	Working arrangement		Employment status	
North-East Asian	2	Full-time	59	Senior executive	1
Southern and Central Asian	4	Part-time	41	Ongoing / permanent	79
Peoples of the Americas	1			Temporary	5
Sub-Saharan African	1			Casual	5
				Contract-non-executive	5
				Labour hire	r
				Other	r
				Don't know	3

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

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	Acute Care Services	Community Wellbeing and Allied Health	Corporate Executive Units	District Directorate of Nursing & Midwifery	Finance and Corporate Services	Medical Workforce Directorate	People & Culture Directorate	Quality, Strategy and Improvement
Employee engagement	57	54	58	75	51	66	65	57	67
Wellbeing	57%	51%	59%	74%	53%	73%	61%	53%	73%
Role clarity and support	63%	60%	62%	74%	61%	71%	71%	56%	79%
Inclusion and diversity	62%	60%	62%	78%	56%	74%	69%	63%	67%
Teamwork and collaboration	54%	51%	56%	77%	55%	66%	67%	48%	65%
Learning and development	60%	58%	60%	68%	61%	60%	65%	51%	72%
Senior executives	32%	26%	33%	67%	32%	50%	47%	41%	54%
Communication and change management	48%	44%	48%	69%	41%	60%	56%	48%	65%
Employee voice	56%	53%	57%	78%	52%	73%	67%	62%	66%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by select demographics

	Report total	Woman or female	Man or male	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTQIA+	People who speak a language other than English	15-34 years	35-54 years	55+ years	Carers
Employee engagement	57	58	59	r	61	54	57	61	58	59	62	58
Wellbeing	57%	58%	61%	r	59%	47%	54%	61%	54%	61%	64%	58%
Role clarity and support	63%	65%	66%	r	65%	55%	62%	68%	64%	67%	68%	64%
Inclusion and diversity	62%	64%	66%	r	60%	55%	60%	63%	66%	66%	64%	64%
Teamwork and collaboration	54%	56%	58%	r	56%	51%	55%	61%	57%	57%	56%	55%
Learning and development	60%	63%	63%	r	65%	51%	61%	65%	63%	65%	64%	61%
Senior executives	32%	34%	35%	r	39%	30%	34%	41%	32%	37%	33%	33%
Communication and change management	48%	50%	52%	r	53%	43%	47%	56%	50%	52%	51%	49%
Employee voice	56%	58%	63%	r	59%	53%	57%	63%	59%	62%	58%	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 type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other	Frontline	Non-frontline
Employee engagement	57	55	60	64	66	r	r	71	r	57	55	62
Wellbeing	57%	53%	63%	70%	67%	r	r	80%	r	61%	53%	67%
Role clarity and support	63%	61%	66%	72%	69%	r	r	77%	r	65%	61%	69%
Inclusion and diversity	62%	61%	64%	65%	76%	r	r	79%	r	60%	61%	65%
Teamwork and collaboration	54%	52%	52%	60%	66%	r	r	74%	r	54%	52%	59%
Learning and development	60%	59%	56%	62%	64%	r	r	75%	r	61%	59%	62%
Senior executives	32%	29%	33%	41%	59%	r	r	66%	r	36%	29%	42%
Communication and change management	48%	45%	48%	55%	61%	r	r	69%	r	51%	45%	55%
Employee voice	56%	55%	61%	60%	74%	r	r	82%	r	58%	55%	62%

At least 5 percentage points higher than report unit

Within 5 percentage points of the report unit

At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by 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	57	66	63	57	55	54	57
Wellbeing	57%	67%	60%	54%	56%	55%	59%
Role clarity and support	63%	74%	66%	61%	61%	62%	65%
Inclusion and diversity	62%	71%	67%	63%	61%	59%	63%
Teamwork and collaboration	54%	67%	63%	52%	52%	52%	53%
Learning and development	60%	73%	65%	60%	59%	57%	61%
Senior executives	32%	46%	41%	32%	31%	29%	30%
Communication and change management	48%	61%	55%	47%	46%	44%	48%
Employee voice	56%	68%	62%	57%	55%	53%	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 geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle	Illawarra	Mid North Coast
Employee engagement	57	r	r	r	57	r	r	r	r	r	r
Wellbeing	57%	r	r	r	58%	r	r	r	r	r	r
Role clarity and support	63%	r	r	r	64%	r	r	r	r	r	r
Inclusion and diversity	62%	r	r	r	63%	r	r	r	r	r	r
Teamwork and collaboration	54%	r	r	r	54%	r	r	r	r	r	r
Learning and development	60%	r	r	r	61%	r	r	r	r	r	r
Senior executives	32%	r	r	r	32%	r	r	r	r	r	r
Communication and change management	48%	r	r	r	48%	r	r	r	r	r	r
Employee voice	56%	r	r	r	58%	r	r	r	r	r	r

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

Selected key topic results by geographic region (continued)

	Report total	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW	Metro	Regional
Employee engagement	57	r	r	r	r	r	r	r	r	r
Wellbeing	57%	r	r	r	r	r	r	r	r	r
Role clarity and support	63%	r	r	r	r	r	r	r	r	r
Inclusion and diversity	62%	r	r	r	r	r	r	r	r	r
Teamwork and collaboration	54%	r	r	r	r	r	r	r	r	r
Learning and development	60%	r	r	r	r	r	r	r	r	r
Senior executives	32%	r	r	r	r	r	r	r	r	r
Communication and change management	48%	r	r	r	r	r	r	r	r	r
Employee voice	56%	r	r	r	r	r	r	r	r	r

 At least 5 percentage points higher than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points lower than report unit

r = below privacy cut-off

Additional information about the survey

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

Survey model

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

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

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

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



Privacy

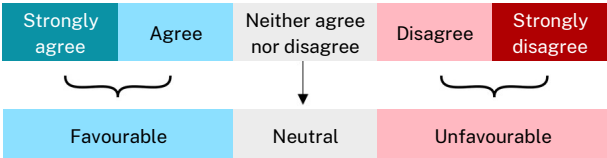
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

Headline Results - Key Topics

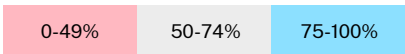
Due to changes in the survey questions some topics do not have a comparison to the previous year. Where a comparison is available, the change is displayed within the box.

% favourable calculation

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

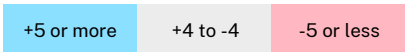


% favourable scores are colour coded based on these ranges:



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.

Rounding

Results are presented as whole numbers for ease of reading. Values are rounded down if their first decimal number is less than 5. Values are rounded up if their first decimal number is equal to or greater than 5. Due to rounding, results will not always add up to 100%. Difference scores may appear to be slightly different to values derived from subtracting rounded numbers, usually within 1%.

Burnout (disagree) questions

The score provided for the burnout questions indicates the % favourable responses (i.e. 'strongly disagree' and 'disagree' responses).

The favourable score (blue bar) shows the % of respondents that did not feel burned out by their work.

The unfavourable score (red bar) shows the % of respondents that did feel burned out by their work.

Employee engagement score calculation

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

- 100 to 'strongly agree'
- 75 to 'agree'
- 50 to 'neither agree nor disagree'
- 25 to 'disagree'
- 0 to 'strongly disagree'

The employee's engagement score is calculated as the average of the 5 question scores. Employees' scores are then averaged to calculate a team or organisation engagement score.

Key driver analysis

Key drivers are split into strengths (high correlation, high score) and priorities (high correlation, low score). We recommend looking for ways to maintain your strengths and improve your priority areas.

Experience tells us that a successful response to survey results requires focus on key priorities. The key driver analysis, which uses statistical techniques including Pearson's correlation analysis, identifies individual questions with the strongest influence on your employee engagement score.

Metro and Regional

The survey collects suburb and postcode data which is mapped to the Statistical Areas 4 (SA4) geographical from the Australian Bureau of Statistics (ABS) geographical framework. They are the largest sub-state regions in the Australian Statistical Geography Standard.

Metro includes all Sydney SA4s and is divided into Sydney East and Sydney West.

Sydney East includes Sydney - City and Inner South, Sydney - Eastern Suburbs, Sydney - Inner South West, Sydney - Inner West, Sydney - North Sydney and Hornsby, Sydney - Northern Beaches, Sydney - Ryde and Sydney - Sutherland SA4s.

Sydney West includes Sydney – Baulkham Hills and Hawkesbury, Sydney – Blacktown, Sydney – Outer South West, Sydney – Outer West and Blue Mountains, Sydney – Parramatta and Sydney – South West SA4s.

Regional includes Capital Region; Central Coast; Central West; Coffs Harbour–Grafton, Far West and Orana; Hunter Valley excluding Newcastle; Illawarra; Mid North Coast; Murray; New England and North West; Newcastle and Lake Macquarie; Richmond – Tweed; Riverina; and Southern Highlands and Shoalhaven SA4s.

Frontline and Non-frontline

Frontline and non-frontline are derived from the question 'Which of the following best describes the work you do'.

Frontline is defined as 'Service delivery involving direct contact with the public (e.g., teaching, nursing, policing, shopfront / counter service, train driver, customer service)'.

Non-frontline includes all other types of work:

- Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g., maintenance, technical support catering, cleaning, laundry)
- Administrative support (e.g., executive / personal assistant, receptionist)
- Corporate services (e.g., HR, finance, IT, ministerial or parliamentary processes)
- Policy
- Research
- Program and project management support
- Legal (including developing and/or reviewing legislation) or
- Other

Cultural backgrounds

The Australian Standard Classification of Cultural and Ethnic Groups (ASCCG) is used to classify cultural backgrounds. The survey data is collected at the most detailed level (278 cultural and ethnic groups) and the results are reported at the highest level (9 broad groups).

Carers

Carers are employees who respond 'yes' to either of the following questions:

- Do you provide care outside of work for a child or adult who needs support due to disability, chronic illness, mental illness, dementia, frail age, or other circumstances?
- Do you provide care for a child outside of work?

Action planning

We are all responsible for building a world class public service. Improving employee experience is one way to work towards this goal.

Survey communication and action planning: Leaders are encouraged to share and discuss survey results with employees, and start thinking about actions using the template below. In addition to PMES results, you should consider work context and internal business data (e.g. turnover data). You should implement and monitor your plan, either on its own or as part of a broader organisational improvement strategy.

 CELEBRATE The things we do well: Think about how we can build on our strengths and learn from what we are good at.	 INVESTIGATE FURTHER WITH OUR TEAMS 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?	 OPPORTUNITIES 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.				