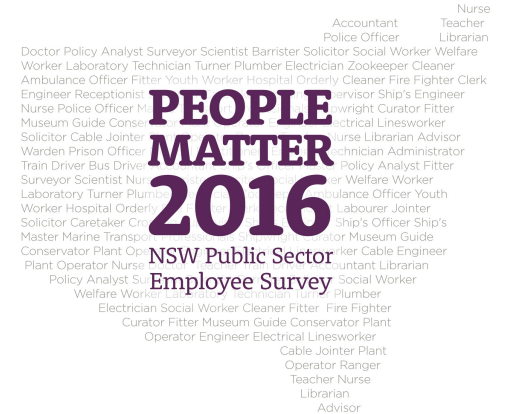


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Transport

Office of Transport Safety Investigations

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NOTE: Profile of Respondents and Demographic Results are not included where there are less than 50 respondents.

RESPONSE RATE

92%

11 RESPONSES
OUT OF 12 EMPLOYEES

ENGAGEMENT INDEX

79%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **63%**



ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 100% where responses were greater than the employee headcount.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h. I look for ways to perform my job more effectively	100%
1e. I feel I am able to suggest ideas to improve our way of doing things	100%
1d. I feel I make a contribution to achieving the organisation's objectives	100%
1a. I understand what is expected of me to do well in my role	100%
5a. My manager encourages people in my workgroup to improve the quality of what they do	100%
5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	100%
7d. My organisation focuses on improving the work we do	100%
7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	100%
8c. Age is not a barrier to success in my organisation	100%
8e. Sexual orientation is not a barrier to success in my organisation	100%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

5q. My manager would help me to broaden my experience by supporting my movement to another organisation	30%
3k. I would like to work in another agency within the NSW Public Sector during my career	40%
3j. I am satisfied with the opportunities available for career development in my organisation	50%
5n. My manager appropriately deals with employees who perform poorly	50%
5p. My manager would help me to broaden my experience by supporting my movement to another role	50%
15. I believe action will be taken on the results from this survey by my organisation	50%
2b. People in my workgroup use time and resources efficiently	55%
3a. I have a current performance plan that sets out my individual objectives	60%
3e. My performance is assessed against clear criteria	60%
7m. Recruitment and promotion decisions in this organisation are generally fair	60%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.



EXPLORE THE FULL SURVEY RESULTS

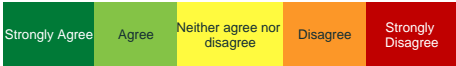
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	79% RESPONSE SCALE			AGREEMENT %	PMES 2014	TRANSPORT	SECTOR	
Q7o. I would recommend my organisation as a great place to work	40	50	10	90%	71%	61%	60%	
Q7p. I am proud to tell others I work for my organisation	40	50	10	90%	71%	64%	68%	
Q7q. I feel a strong personal attachment to my organisation	40	50	10	90%	57%	59%	64%	
Q7r. My organisation motivates me to help it achieve its objectives	30	50	10	10	80%	57%	53%	55%
Q7s. My organisation inspires me to do the best in my job	30	50	10	10	80%	57%	52%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 89% RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		82%	69%	76%
Q1h. I look for ways to perform my job more effectively		100%	93%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		91%	71%	76%
Q1j. I am satisfied with my job at the present time		82%	62%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

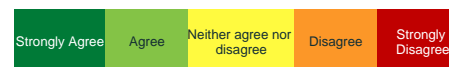
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Some key comparisons are provided.

SENIOR MANAGERS	83% RESPONSE SCALE				AGREEMENT %	TRANSPORT	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	22	56	11	11	78%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	30	50	10	10	80%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	30	60		10	90%	48%	48%
Q6d. Senior managers encourage innovation by employees	20	60	10	10	80%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	30	60		10	90%	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	30	60		10	90%	67%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	20	60	10	10	80%	44%	44%
Q6h. I feel that senior managers listen to employees	20	70		10	90%	38%	39%
Q7f. I feel that change is handled well in my organisation	10	60	10	20	70%	37%	41%

KEY





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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

COMMUNICATION	90% RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR
Q5e. My manager communicates effectively with me		89%	69%	69%
Q5f. My manager encourages and values employee input		90%	69%	69%
Q5g. My manager involves my workgroup in decisions about our work		90%	64%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		80%	44%	44%
Q6h. I feel that senior managers listen to employees		90%	38%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		100%	71%	69%

KEY





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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

	HIGH PERFORMANCE		84% RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR
Q1a. I understand what is expected of me to do well in my role	36	64		100%	87%	90%
Q1b. I have the tools I need to do my job effectively	9	82	9	91%	68%	70%
Q1c. I get the information I need to do my job well	9	64	18	73%	62%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	27	73		100%	84%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	36	64		100%	68%	69%
Q2b. People in my workgroup use time and resources efficiently	9	45	36	55%	67%	70%
Q2c. My team works collaboratively to achieve its objectives	27	36	27	64%	75%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	36	27	27	64%	75%	76%
Q3h. I have received appropriate training and development to do my job well	10	60	30	70%	59%	63%

KEY





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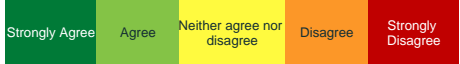
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Some key comparisons are provided.

	HIGH PERFORMANCE		84% RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	20	80		100%	71%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	10	90		100%	61%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	30	50	10 10	80%	64%	65%
Q5j. I have confidence in the decisions my line manager makes	30	60	10	90%	67%	67%
Q6d. Senior managers encourage innovation by employees	20	60	10 10	80%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	30	60	10	90%	52%	52%
Q7d. My organisation focuses on improving the work we do	40	60		100%	73%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	20	60	20	80%	62%	62%
Q7g. There is good co-operation between teams across our organisation	10	80	10	90%	45%	48%

KEY





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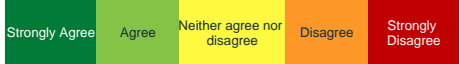
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Some key comparisons are provided.

	84% RESPONSE SCALE				AGREEMENT %	TRANSPORT	SECTOR
Q7n. My organisation generally selects capable people to do the job	30	40	20	10	70%	47%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	30	60	10		90%	66%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	30	50	20		80%	82%	85%

KEY





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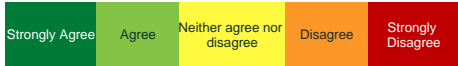
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	84% RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		73%	84%	85%
Q2b. People in my workgroup use time and resources efficiently		55%	67%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		82%	69%	67%
Q2h. People in my workgroup treat each other with respect		64%	74%	72%
Q2i. People in my workgroup treat customers/clients with respect		64%	83%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		100%	71%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		100%	61%	64%
Q5d. My manager listens to what I have to say		90%	73%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		80%	65%	64%

KEY





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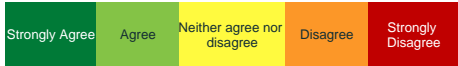
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		84% RESPONSE SCALE			AGREEMENT %	TRANSPORT	SECTOR	
Q5k. My manager treats employees with dignity and respect		50	40	10	90%	77%	76%	
Q5l. My manager talks to me about how the values apply to my work		40	50	10	90%	59%	58%	
Q6a. I believe senior managers provide clear direction for the future of the organisation		22	56	11	11	78%	45%	47%
Q6c. I feel that senior managers model the values of my organisation		30	60	10	90%	48%	48%	
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		30	60	10	90%	67%	60%	
Q6g. I feel that senior managers keep employees informed about what's going on		20	60	10	10	80%	44%	44%
Q6h. I feel that senior managers listen to employees		20	70	10	90%	38%	39%	
Q7a. My organisation provides high quality services		50	40	10	90%	77%	80%	
Q7b. My organisation strives to match services to customer/client needs		30	50	20	80%	79%	80%	

KEY





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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES 84% RESPONSE SCALE				AGREEMENT %	TRANSPORT	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	30	60	10	90%	80%	83%
Q7d. My organisation focuses on improving the work we do	40	60		100%	73%	76%
Q7h. People in my organisation take responsibility for their own actions	30	50	20	80%	46%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	20	80		100%	68%	63%

KEY





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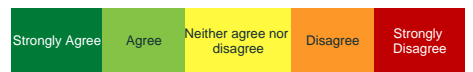
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Some key comparisons are provided.

DIVERSITY & INCLUSION	86% RESPONSE SCALE			AGREEMENT %	TRANSPORT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	9	73	18	82%	59%	59%
Q5d. My manager listens to what I have to say	30	60	10	90%	73%	73%
Q5f. My manager encourages and values employee input	30	60	10	90%	69%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	30	60	10	90%	66%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	40	40	20	80%	65%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	10	60	30	70%	50%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	30	60	10	90%	78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	30	60	10	90%	66%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	40	60		100%	71%	69%

KEY





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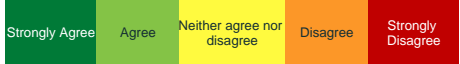
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Some key comparisons are provided.

DIVERSITY & INCLUSION	86% RESPONSE SCALE			AGREEMENT %	TRANSPORT	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	30	50	20	80%	82%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	20	60	20	80%	58%	58%

KEY





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Some key comparisons are provided.

RECRUITMENT	66% RESPONSE SCALE				AGREEMENT %	TRANSPORT	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	22	44	22	11	67%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	30	30	30	10	60%	40%	41%
Q7n. My organisation generally selects capable people to do the job	30	40	20	10	70%	47%	51%

KEY





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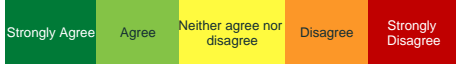
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	57%	RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	10	40	30	20	50%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	30	60	10		30%	51%	53%
Q7g. There is good co-operation between teams across our organisation	10	80	10		90%	45%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

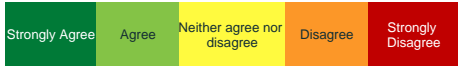
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	65% RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		60%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		70%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		70%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		80%	58%	59%
Q3e. My performance is assessed against clear criteria		60%	53%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		80%	73%	71%
Q3g. I am able to access the right learning and development opportunities as required		78%	55%	60%
Q3h. I have received appropriate training and development to do my job well		70%	59%	63%
Q3i. I have a strong desire to advance my career		80%	76%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

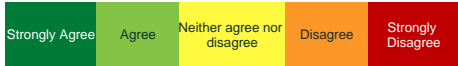
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	65% RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		50%	45%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		40%	50%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		90%	67%	67%
Q5n. My manager appropriately deals with employees who perform poorly		50%	47%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		70%	59%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		50%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		30%	51%	53%
Q7j. My organisation is committed to developing its employees		80%	50%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

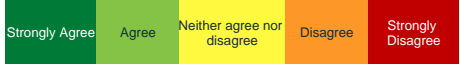
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Some key comparisons are provided.

MOBILITY	40% RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career		40%	50%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		50%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		30%	51%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

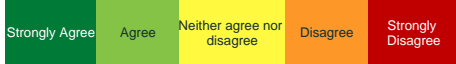
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Some key comparisons are provided.

PAY & BENEFITS 80% RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR
Q4a. I am paid fairly for the work I do <div style="display: flex; justify-content: space-between; align-items: center;"> 10 70 20 </div>	80%	66%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc) <div style="display: flex; justify-content: space-between; align-items: center;"> 80 20 </div>	80%	63%	60%

KEY





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Some key comparisons are provided.

DIVERSITY GROUPS	96% RESPONSE SCALE			AGREEMENT %	TRANSPORT	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	30	60	10	90%	75%	77%
Q8c. Age is not a barrier to success in my organisation	50	50		100%	69%	71%
Q8d. Disability is not a barrier to success in my organisation	30	60	10	90%	67%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	20	80		100%	73%	76%
Q8f. Gender is not a barrier to success in my organisation	30	70		100%	70%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

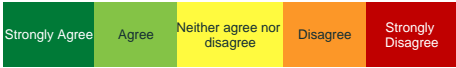
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Some key comparisons are provided.

WORKPLACE SUPPORT	78% RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		82%	59%	59%
Q1k. I am able to keep my work stress at an acceptable level		82%	64%	58%
Q1l. My workload is acceptable		73%	62%	55%
Q2e. I receive help and support from other members of my workgroup		73%	79%	80%
Q2f. There is good team spirit in my workgroup		82%	67%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		80%	59%	56%

KEY





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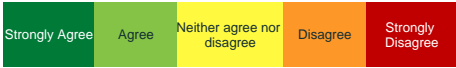
ACTION ABOUT SURVEY RESULTS

50% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



KEY





EXPLORE THE FULL SURVEY RESULTS

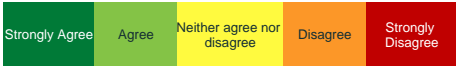
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE CONDUCT	73% RESPONSE SCALE	AGREEMENT %	TRANSPORT	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		100%	68%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		60%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		60%	50%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	TRANSPORT	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		20%	56%	46%
Better skills in my workgroup		10%	28%	27%
Improved career opportunities		20%	59%	52%
Improved learning and development opportunities		30%	49%	50%
Greater involvement in decision making		10%	36%	33%
Better pay and benefits		60%	58%	58%
Greater recognition for the work I do		10%	43%	45%
Better leadership from senior managers		10%	39%	39%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	TRANSPORT	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More flexible working conditions		60%	45%	38%
Better work/life balance		60%	50%	46%
Improved facilities		10%	27%	30%
Improved technology and systems		20%	39%	38%
Better job security		40%	53%	43%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	TRANSPORT	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		56%	67%	72%
No		44%	27%	24%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	TRANSPORT	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		22%	20%	25%
No		78%	68%	64%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	The data for this question has been hidden for anonymity reasons.			



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	TRANSPORT	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		10%	26%	35%
No		80%	66%	58%
Don't Know		10%	8%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		10%	15%	20%
No		80%	78%	75%
Don't Know		10%	7%	5%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT

RESPONSE SCALE

AGREEMENT%

TRANSPORT

SECTOR

Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.

Prefer not to say

The data for this question has been hidden for anonymity reasons.



EXPLORE THE FULL SURVEY RESULTS

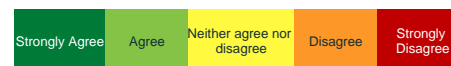
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

TRANSPORT QUESTIONS	RESPONSE SCALE	AGREEMENT %	TRANSPORT
Q1. Keeping high levels of health and safety is a priority of this organisation		100%	84%
Q2. We are given all necessary safety equipment and training		89%	80%
Q3. My workgroup demonstrates good safety behaviour		90%	86%
Q4. I understand how my role makes a difference to our customers		90%	89%
Q5. I have good working relationships with my co-workers		80%	91%
Q6. My co-workers and I work well as a team		80%	86%
Q7. My manager actively supports a diverse and inclusive work environment		90%	75%
Q8. My manager ensures I have the information I need to do my job in a timely and accurate manner		90%	70%
Q9. I am confident in my ability to adapt to new workplace technologies		90%	91%
Q10. I have a clear understanding of how my work contributes to the NSW Government's overall strategy for transport		80%	76%

KEY





WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

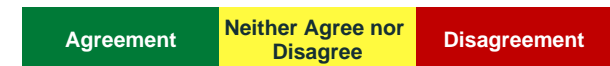
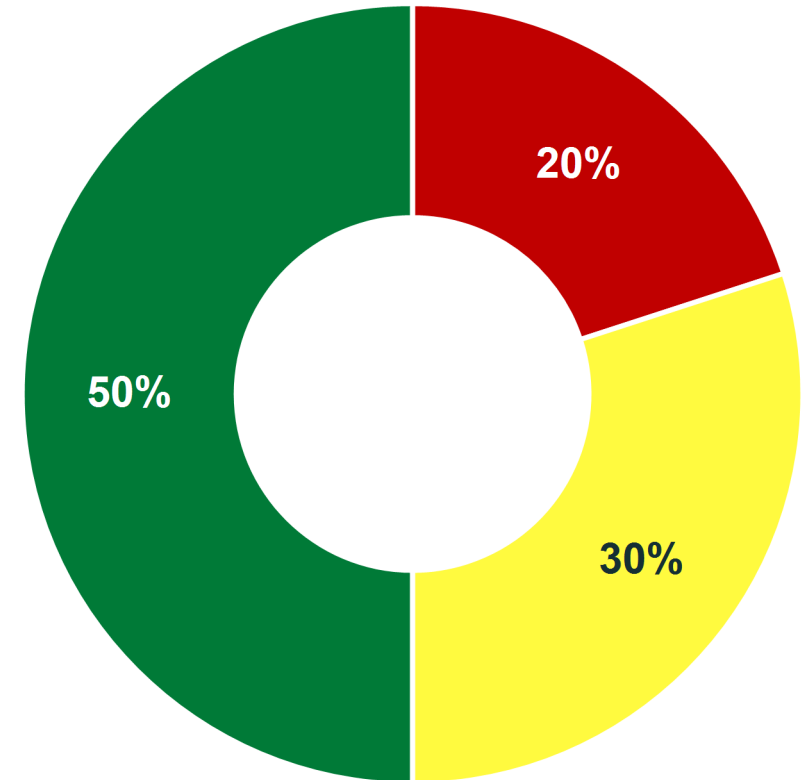
50%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by my organisation.'

32%
SECTOR

37%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

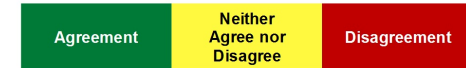
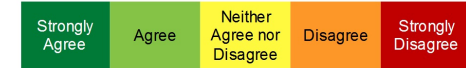
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%