# PEOPLE MATTER 2018

NSW Public Sector Employee Survey

Teacher Accountant Police Officer Librarian Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk PEOP Pals Epervisor Ship's Engineer
Berrical Linesworker **Engineer Receptionist** Nurse Police Officer N Museum Guide Conse Solicitor Cable Jointer Warden Prison Officer Train Driver Bus Drive Surveyor Scientist Nu Laboratory Turner Plumb Worker Hospital Order Solicitor Caretaker Conservator Plant Op **Employee Survey** Policy Analyst Su Welfare Wor Electrician Social Worker Cleaner Fitter Fire Fighter Curator Fitter Museum Guide Conservator Plant Operator Engineer Electrical Linesworker Cable Jointer Plant Operator Ranger

Teacher Nurse Librarian Advisor

**AGENCY REPORT** 

**Transport** 

State Transit Authority



### **HEADLINES**

**RESPONSE** RATE

22%

745 OF 3.375 **RESPONDENTS** 

#### **EMPLOYEE ENGAGEMENT**

66%

+1

**DIFFERENCE FROM** +9 2017 DIFFERENCE FROM +3 CLUSTER

#### **ENGAGEMENT WITH** WORK

71%

DIFFERENCE FROM 2017 **DIFFERENCE FROM** +1 CLUSTER DIFFERENCE FROM -1 **PUBLIC SECTOR** 

#### **PUBLIC SECTOR VALUES**

58%

DIFFERENCE FROM +10 2017 **DIFFERENCE FROM** -2 CLUSTER DIFFERENCE FROM -4 **PUBLIC SECTOR** 

#### **SENIOR MANAGERS**

**PUBLIC SECTOR** 

DIFFERENCE FROM

44% DIFFERENCE FROM +15 2017 **DIFFERENCE FROM** -2 CLUSTER DIFFERENCE FROM -5 **PUBLIC SECTOR** 

#### **DIVERSITY & INCLUSION**

65% DIFFERENCE FROM CLUSTER DIFFERENCE FROM -3 **PUBLIC SECTOR** 

#### COMMUNICATION

56% DIFFERENCE FROM +5 2017 **DIFFERENCE FROM** -6 CLUSTER DIFFERENCE FROM -6 **PUBLIC SECTOR** 

#### **FLEXIBLE WORKING** SATISFACTION

52%

DIFFERENCE FROM +7 2017 **DIFFERENCE FROM** -7 CLUSTER DIFFERENCE FROM -6 **PUBLIC SECTOR** 

#### **ACTION ON** RESULTS

HIGH

2017

CLUSTER

**PERFORMANCE** 

DIFFERENCE FROM

DIFFERENCE FROM

DIFFERENCE FROM

**PUBLIC SECTOR** 

60%

+8

-2

-5

41% **DIFFERENCE FROM** +17

2017 **DIFFERENCE FROM** +1 **CLUSTER** DIFFERENCE FROM +4 **PUBLIC SECTOR** 

### A

**QUESTIONS ARE GROUPED INTO TOPICS IN THIS** REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

### **HIGHEST AND LOWEST QUESTIONS**

| <b>•</b> | HIGHEST SCORING<br>AGREEMENT QUESTIONS  | AGREEMENT<br>2018 | AGREEMENT<br>2017 |
|----------|---|-------------------|-------------------|
| 1a.      | I understand what is expected of me to do well in my role   | 91%               | 90%               |
| 1g.      | I know how to address a health and safety issue I have identified   | 87%               | -                 |
| 2a.      | My workgroup strives to achieve customer/client satisfaction  | 79%               | 78%               |
| 2c.      | I receive help and support from other members of my workgroup   | 79%               | 76%               |
| 8b.      | Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.) | 77%               | 65%               |
| 2e.      | People in my workgroup treat each other with respect  | 77%               | 76%               |
| 8a.      | My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)   | 77%               | 69%               |
| 1c.      | My job gives me a feeling of personal accomplishment  | 74%               | 70%               |
| 1e.      | I am satisfied with my job  | 70%               | 63%               |
| 5b.      | My manager listens to what I have to say  | 70%               | 73%               |

| •   | LOWEST SCORING AGREEMENT QUESTIONS   | AGREEMEI<br>2018 | AGREEMEI<br>2017 |
|-----|--|------------------|------------------|
| 9a. | I have confidence in the ways my organisation resolves grievances                                  | 37%              | 35%              |
| 6h. | I feel that senior managers listen to employees  | 40%              | 26%              |
| 7c. | I feel that change is managed well in my organisation  | 40%              | 22%              |
| 6b. | I feel that senior managers effectively lead and manage change                                     | 41%              | 26%              |
| 14. | I believe action will be taken on the results from this survey by my organisation                  | 41%              | 24%              |
| 6d. | Senior managers encourage innovation by employees  | 42%              | 26%              |
| 6g. | I feel that senior managers keep employees informed about what's going on                          | 42%              | 26%              |
| 6e. | Senior managers promote collaboration between my organisation and other organisations we work with | 42%              | 28%              |
| 7g. | I have confidence in the way recruitment decisions are made  | 42%              | 24%              |
| 6a. | I believe senior managers provide clear<br>direction for the future of the organisation            | 43%              | 25%              |
|     |  |                  |                  |



## YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

### MOST AND LEAST IMPROVED QUESTIONS

| <b>+</b> | MOST IMPROVED AGREEMENT<br>QUESTIONS  | AGREEMENT<br>2018 | AGREEMENT<br>2017 |
|----------|---|-------------------|-------------------|
| 6i.      | Senior managers in my organisation support the career advancement of women                | 58%               | 38%               |
| 7g.      | I have confidence in the way recruitment decisions are made                               | 42%               | 24%               |
| 7c.      | I feel that change is managed well in my organisation                                     | 40%               | 22%               |
| 6a.      | I believe senior managers provide clear<br>direction for the future of the organisation   | 43%               | 25%               |
| 14.      | I believe action will be taken on the results from this survey by my organisation         | 41%               | 24%               |
| 7a.      | My organisation focuses on improving the work we do                                       | 64%               | 47%               |
| 7b.      | My organisation is making the necessary improvements to meet our future challenges        | 55%               | 38%               |
| 7e.      | People in my organisation take responsibility for their own actions                       | 51%               | 35%               |
| 6g.      | I feel that senior managers keep employees informed about what's going on                 | 42%               | 26%               |
| 3g.      | I am satisfied with the opportunities available for career development in my organisation | 49%               | 34%               |

| •   | LEAST IMPROVED AGREEMENT QUESTIONS                           | AGREEMEN<br>2018 | AGREEMEN<br>2017 |
|-----|--|------------------|------------------|
| 2b. | My workgroup works collaboratively to achieve its objectives | 69%              | 74%              |
| 5d. | My manager encourages and values employee input              | 63%              | 66%              |
| 5b. | My manager listens to what I have to say                     | 70%              | 73%              |
| 5c. | My manager communicates effectively with me                  | 68%              | 69%              |
| 5e. | My manager involves my workgroup in decisions about our work | 55%              | 56%              |



# YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

### HIGHEST NEUTRAL SCORING QUESTIONS

| AGREEMENT SCORES FOR HIGHEST NEUTRAL   | %<br>POSITIVE | HIGHEST NEUTRAL SCORING QUESTIONS  | %<br>NEUTRAL | DISAGREEMENT SCORE FOR HIGHEST NEUTRAL   |
|--|---------------|--|--------------|--|
| <b>Q9a.</b> I have confidence in the ways my organisation resolves grievances                                  |               | <b>Q9a.</b> I have confidence in the ways my organisation resolves grievances                                  |              | <b>Q9a.</b> I have confidence in the ways morganisation resolves grievances                  |
|  | <b>37</b> %   |  | <b>43</b> %  |  |
| <b>Q6e.</b> Senior managers promote collaboration between my organisation and other organisations we work with |               | <b>Q6e.</b> Senior managers promote collaboration between my organisation and other organisations we work with |              | <b>Q6e.</b> Senior managers promote collable between my organisation and other owe work with |
|  | 42%           |  | <b>35</b> %  |  |
| <b>Q6i.</b> Senior managers in my organisation support the career advancement of women                         |               | <b>Q6i.</b> Senior managers in my organisation support the career advancement of women                         |              | <b>Q6i.</b> Senior managers in my organisate the career advancement of women                 |
|  | 58%           |  | <b>34</b> %  |  |
| <b>Q14.</b> I believe action will be taken on the results from this survey by my organisation                  |               | <b>Q14.</b> I believe action will be taken on the results from this survey by my organisation                  |              | <b>Q14.</b> I believe action will be taken on from this survey by my organisation            |
|  | 41%           |  | <b>33</b> %  |  |
| <b>Q6c.</b> I feel that senior managers model the values of my organisation                                    |               | <b>Q6c.</b> I feel that senior managers model the values of my organisation                                    |              | <b>Q6c.</b> I feel that senior managers mod of my organisation                               |
|  | <b>45</b> %   |  | <b>30</b> %  |  |

### RES % **NEGATIVE** my 20% laboration r organisations 23% sation support 9% on the results 26% odel the values



#### **FIND YOUR HIGHEST NEUTRAL SCORES**

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? (STRENGTHS)

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. (AREAS OF POTENTIAL)

- WHAT ARE EMPLOYEES MOST **NEGATIVE ABOUT?** (AREAS OF CONCERN)

**25**%

NSW PMES 2018

### **TAKING ACTION**



#### **WHAT'S NEXT?**

Sector employees have 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.



of employees replied favourably to:

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

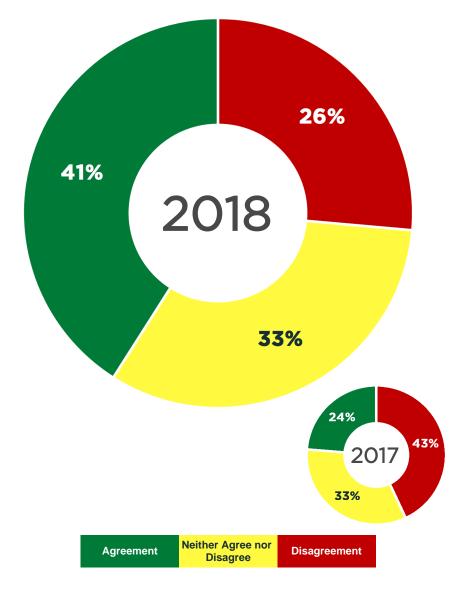
37%

SECTOR

CLUSTER

40% 24%

TER 2017



### **KEY DRIVERS OF ENGAGEMENT**



Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

If Engagement scores are high, other scores are often high as well.

| RAI | NK   | % AGREEMENT<br>2018 | % AGREEMENT<br>2017 | AGREEMENT<br>CLUSTER | % AGREEMENT<br>PUBLIC<br>SECTOR |
|-----|--|---------------------|---------------------|----------------------|---------------------------------|
| 1   | <b>Q7f.</b> My organisation is committed to developing its employees                           | 47%                 | 33%                 | 47%                  | 52%                             |
| 2   | Q7c. I feel that change is managed well in my organisation                                     | 40%                 | 22%                 | 35%                  | 40%                             |
| 3   | <b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges | <b>55</b> %         | 38%                 | 53%                  | 57%                             |
| 4   | <b>Q7d.</b> There is good co-operation between teams across our organisation                   | 47%                 | 37%                 | 45%                  | 49%                             |
| 5   | <b>Q7a.</b> My organisation focuses on improving the work we do                                | 64%                 | 47%                 | 63%                  | 69%                             |
| 6   | <b>Q7e.</b> People in my organisation take responsibility for their own actions                | <b>51</b> %         | 35%                 | 46%                  | 49%                             |

### **BUSINESS UNIT COMPARISON**



#### COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for State Transit Authority

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

|                         | State Transit Authority | Asset Management | CEO Office, People & Culture,<br>Comms, SHEQ, Fin & Corp<br>Services, Transformation | Customer Operations |
|-------------------------|-------------------------|------------------|--|---------------------|
| NUMBER OF RESPONDENTS   | 745                     | 71               | 91   | 538                 |
| EMPLOYEE ENGAGEMENT     | 66%                     | 64%              | 59%  | 69%                 |
| ENGAGEMENT WITH<br>WORK | 71%                     | 60%              | 66%  | 74%                 |
| SENIOR MANAGERS         | 44%                     | 37%              | 47%  | 46%                 |
| COMMUNICATION           | 56%                     | 53%              | 59%  | 57%                 |
| HIGH PERFORMANCE        | 60%                     | 55%              | 57%  | 62%                 |
| PUBLIC SECTOR VALUES    | 58%                     | 53%              | 59%  | 60%                 |
| DIVERSITY & INCLUSION   | 65%                     | 61%              | 67%  | 66%                 |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| EMPLOYEE ENGAGEMENT   | 66% | AGGRE | GATE SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|---|-----|-------|------------|----------------|----------------|--------------|---------------------|
| Q7i. I would recommend my organisation as a great place to work     | 26  | 30    | 27 10 7    | 56%            | 45%            | 62%          | 61%                 |
| Q7j. I am proud to tell others I work for my organisation           | 31  | 35    | 21 8       | 66%            | 59%            | 65%          | 69%                 |
| Q7k. I feel a strong personal attachment to my organisation         | 32  | 34    | 21 9       | 66%            | 62%            | 59%          | 63%                 |
| Q7I. My organisation motivates me to help it achieve its objectives | 27  | 27    | 24 15      | 54%            | 40%            | 53%          | 55%                 |
| Q7m. My organisation inspires me to do the best in my job           | 27  | 27    | 24 15 7    | 53%            | 40%            | 52%          | 55%                 |











#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| ENGAGEMENT WITH WORK  | 71% | AGGREGAT | E SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|---|-----|----------|---------|----------------|----------------|--------------|---------------------|
| Q1c. My job gives me a feeling of personal accomplishment                       | 38  | 36       | 18      | 74%            | 70%            | 71%          | 76%                 |
| Q1d. I feel motivated to contribute more than what is normally required at work | 38  | 30       | 18 9    | 69%            | 65%            | 69%          | 72%                 |
| Q1e. I am satisfied with my job   | 34  | 37       | 19      | 70%            | 63%            | 68%          | 69%                 |











### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| SENIOR MANAGERS   | 44% | AG( | GREGA | TE SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|---|-----|-----|-------|----------|----------------|----------------|--------------|---------------------|
| Q6a. I believe senior managers provide clear direction for the future of the organisation                 | 23  | 20  | 29    | 15 13    | 43%            | 25%            | 44%          | 49%                 |
| Q6b. I feel that senior managers effectively lead and manage change                                       | 23  | 18  | 30    | 15 15    | 41%            | 26%            | 40%          | 46%                 |
| Q6c. I feel that senior managers model the values of my organisation                                      | 24  | 21  | 30    | 12 13    | 45%            | 31%            | 47%          | 50%                 |
| Q6d. Senior managers encourage innovation by employees  | 22  | 20  | 30    | 16 13    | 42%            | 26%            | 46%          | 50%                 |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with   | 22  | 20  | 35    | 12 11    | 42%            | 28%            | 49%          | 52%                 |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 27  | 3   | 3     | 25 8     | 60%            | 49%            | 63%          | 62%                 |
| Q6g. I feel that senior managers keep employees informed about what's going on                            | 22  | 20  | 24    | 19 15    | 42%            | 26%            | 45%          | 47%                 |
| Q6h. I feel that senior managers listen to employees  | 22  | 19  | 28    | 16 15    | 40%            | 26%            | 40%          | 43%                 |
| Q7c. I feel that change is managed well in my organisation  | 22  | 18  | 25    | 21 14    | 40%            | 22%            | 35%          | 40%                 |





#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| COMMUNICATION  | 56% | AGGREG | SATE SCC | DRE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|--|-----|--------|----------|-----|----------------|----------------|--------------|---------------------|
| Q5c. My manager communicates effectively with me                                   | 35  | 32     | 20       | 8   | 68%            | 69%            | 73%          | 72%                 |
| Q5d. My manager encourages and values employee input                               | 36  | 27     | 22       | 10  | 63%            | 66%            | 73%          | 72%                 |
| Q5e. My manager involves my workgroup in decisions about our work                  | 31  | 24     | 24 13    | 8   | 55%            | 56%            | 67%          | 67%                 |
| Q6g. I feel that senior managers keep employees informed about what's going on     | 22  | 20 24  | 19       | 15  | 42%            | 26%            | 45%          | 47%                 |
| Q6h. I feel that senior managers listen to employees                               | 22  | 19 28  | 16       | 15  | 40%            | 26%            | 40%          | 43%                 |
| Q8c. I am able to speak up and share a different view to my colleagues and manager | 30  | 36     | 20       | 8   | 66%            | 64%            | 69%          | 67%                 |











### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| HIGH PERFORMANCE  | 60% | AGGREG | ATE SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|---|-----|--------|-----------|----------------|----------------|--------------|---------------------|
| Q1a. I understand what is expected of me to do well in my role  | 51  |        | 40        | 91%            | 90%            | 87%          | 90%                 |
| Q2b. My workgroup works collaboratively to achieve its objectives                                       | 35  | 34     | 20 8      | 69%            | 74%            | 78%          | 79%                 |
| Q3f. I have received appropriate training and development to do my job well                             | 32  | 37     | 18 9      | 69%            | 59%            | 61%          | 65%                 |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do                    | 33  | 34     | 20 9      | 67%            | 63%            | 74%          | 74%                 |
| Q5f. I have confidence in the decisions my manager makes  | 33  | 29     | 24 9      | 62%            | 61%            | 69%          | 68%                 |
| Q6d. Senior managers encourage innovation by employees  | 22  | 20 30  | 16 13     | 42%            | 26%            | 46%          | 50%                 |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with | 22  | 20 3   | 5 12 11   | 42%            | 28%            | 49%          | 52%                 |
| Q7a. My organisation focuses on improving the work we do  | 28  | 36     | 20 11     | 64%            | 47%            | 63%          | 69%                 |
| Q7b. My organisation is making the necessary improvements to meet our future challenges                 | 26  | 28     | 24 13 8   | 55%            | 38%            | 53%          | 57%                 |



#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| HIGH PERFORMANCE  | 60% | AGG | REGATE | SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|---|-----|-----|--------|-------|----------------|----------------|--------------|---------------------|
| Q7d. There is good co-operation between teams across our organisation | 23  | 24  | 27     | 17 9  | 47%            | 37%            | 45%          | 49%                 |
| Q7h. My organisation generally selects capable people to do the job   | 22  | 28  | 26     | 16 9  | 49%            | 38%            | 47%          | 54%                 |

KEY



Agree



Neither Disagree Strongly disagree



### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| PUBLIC SECTOR VALUES  | 58% | AG | GREGA | TE SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|---|-----|----|-------|----------|----------------|----------------|--------------|---------------------|
| Q2a. My workgroup strives to achieve customer/client satisfaction   | 38  |    | 41    | 14       | 79%            | 78%            | 84%          | 86%                 |
| Q2e. People in my workgroup treat each other with respect   | 38  |    | 39    | 15       | 77%            | 76%            | 77%          | 75%                 |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do                      | 33  |    | 34    | 20 9     | 67%            | 63%            | 74%          | 74%                 |
| Q5b. My manager listens to what I have to say   | 36  |    | 34    | 19       | 70%            | 73%            | 76%          | 76%                 |
| Q6a. I believe senior managers provide clear direction for the future of the organisation                 | 23  | 20 | 29    | 15 13    | 43%            | 25%            | 44%          | 49%                 |
| Q6c. I feel that senior managers model the values of my organisation                                      | 24  | 21 | 30    | 12 13    | 45%            | 31%            | 47%          | 50%                 |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 27  | 3  | 3     | 25 8     | 60%            | 49%            | 63%          | 62%                 |
| Q6g. I feel that senior managers keep employees informed about what's going on                            | 22  | 20 | 24    | 19 15    | 42%            | 26%            | 45%          | 47%                 |
| Q6h. I feel that senior managers listen to employees  | 22  | 19 | 28    | 16 15    | 40%            | 26%            | 40%          | 43%                 |





#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| PUBLIC SECTOR VALUES   | 58% | AGGRE | GATE : | SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|--|-----|-------|--------|-------|----------------|----------------|--------------|---------------------|
| Q7a. My organisation focuses on improving the work we do                 | 28  | 36    | 20     | ) 11  | 64%            | 47%            | 63%          | 69%                 |
| Q7e. People in my organisation take responsibility for their own actions | 24  | 27    | 27     | 14 8  | 51%            | 35%            | 46%          | 49%                 |

KEY



Agree



Neither Disagree Strongly disagree



### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| DIVERSITY & INCLUSION  | 65% | AGGREG <i>i</i> | ATE SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|--|-----|-----------------|-----------|----------------|----------------|--------------|---------------------|
| Q1b. I am provided with the support I need to do my best at work   | 31  | 33              | 17 12     | 64%            | 59%            | 66%          | 65%                 |
| Q5b. My manager listens to what I have to say  | 36  | 34              | 19        | 70%            | 73%            | 76%          | 76%                 |
| Q5d. My manager encourages and values employee input   | 36  | 27              | 22 10     | 63%            | 66%            | 73%          | 72%                 |
| Q6i. Senior managers in my organisation support the career advancement of women  | 27  | 30              | 34        | 58%            | 38%            | 62%          | 60%                 |
| Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)   | 35  | 41              | 17        | 77%            | 69%            | 78%          | 76%                 |
| Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.) | 37  | 40              | 16        | 77%            | 65%            | 73%          | 75%                 |
| Q8c. I am able to speak up and share a different view to my colleagues and manager   | 30  | 36              | 20 8      | 66%            | 64%            | 69%          | 67%                 |
| Q8d. How satisfied are you with your ability to access and use flexible working arrangements?  Response scale Very satisfied - Very unsatisfied      | 14  | 38 2            | 23 13 11  | 52%            | 45%            | 59%          | 59%                 |
| Q8e. My manager supports flexible working in my team   | 28  | 28              | 25 10 9   | 55%            | -              | 65%          | 63%                 |





#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| FLEXIBLE WORKING  | 54% | AGGRE | GATE | SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|---|-----|-------|------|-------|----------------|----------------|--------------|---------------------|
| Q8d. How satisfied are you with your ability to access and use flexible working arrangements?  Response scale Very satisfied - Very unsatisfied | 14  | 38    | 23   | 13 11 | 52%            | 45%            | 59%          | 59%                 |
| Q8e. My manager supports flexible working in my team  | 28  | 28    | 25   | 10 9  | 55%            | -              | 65%          | 63%                 |









#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| RECRUITMENT   | 469 | <b>%</b> AGG | REGAT | E SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|---|-----|--------------|-------|---------|----------------|----------------|--------------|---------------------|
| Q7g. I have confidence in the way recruitment decisions are made    | 22  | 20           | 27    | 16 15   | 42%            | 24%            | 35%          | 37%                 |
| Q7h. My organisation generally selects capable people to do the job | 22  | 28           | 26    | 16 9    | 49%            | 38%            | 47%          | 54%                 |











#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| PERFORMANCE FRAMEWORK & DEVELOPMENT   | 54% | AGGR | EGATE | SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|---|-----|------|-------|-------|----------------|----------------|--------------|---------------------|
| Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results | 28  | 30   | 23    | 14    | 57%            | 53%            | 63%          | 65%                 |
| Q3e. My performance is assessed against clear criteria  | 26  | 29   | 26    | 13    | 56%            | 55%            | 56%          | 56%                 |
| Q3g. I am satisfied with the opportunities available for career development in my organisation            | 26  | 23   | 22    | 17 11 | 49%            | 34%            | 49%          | 50%                 |
| Q5g. My manager provides acknowledgement or other recognition for the work I do                           | 33  | 27   | 22    | 13    | 60%            | 56%            | 69%          | 69%                 |
| Q5h. My manager appropriately deals with employees who perform poorly                                     | 29  | 27   | 29    | 9     | 56%            | 48%            | 50%          | 46%                 |
| Q7f. My organisation is committed to developing its employees   | 22  | 25   | 26    | 17 9  | 47%            | 33%            | 47%          | 52%                 |











#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| WORKPLACE SUPPORT  | 70% | AGGREG <i>A</i> | ATE SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBILIC SECTOR 2018 |
|--|-----|-----------------|-----------|----------------|----------------|--------------|---------------------|
| Q1b. I am provided with the support I need to do my best at work   | 31  | 33              | 17 12     | 64%            | 59%            | 66%          | 65%                 |
| Q1f. I am able to keep my work stress at an acceptable level       | 29  | 38              | 18 11     | 67%            | 62%            | 66%          | 60%                 |
| Q2c. I receive help and support from other members of my workgroup | 38  | 41              | 13        | 79%            | 76%            | 81%          | 81%                 |
| Q2d. There is good team spirit in my workgroup                     | 36  | 32              | 17 11     | 68%            | 66%            | 70%          | 70%                 |











#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUB1LIC SECTOR 2018 AGREEMENT 2018 55% AGREEMENT **PAY** 55% 8 47 21 16 8 50% 65% 58% Q4a. I am paid fairly for the work I do







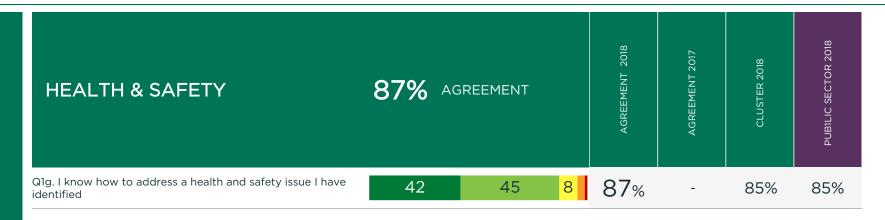




#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY







Neither Disagree Strongly disagree



#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBILIC SECTOR 2018 AGREEMENT 2018 **ACTION ON RESULTS** 41% AGREEMENT Q14. I believe action will be taken on the results from this 15 26 33 15 12 41% 24% 40% 37% survey by my organisation







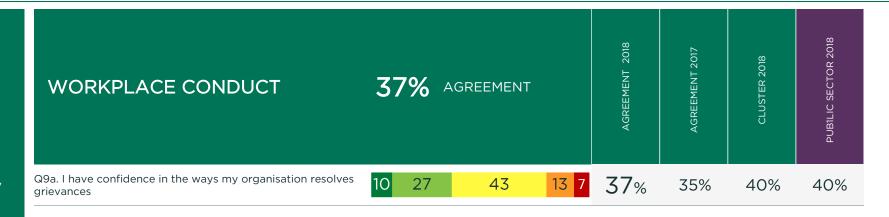




#### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



**KEY** 







Neither Disagree Strongly disagree



### **EXPLORE THE FULL RESULTS**

| PERFORMANCE FRAMEWORK & DEVELOPMENT   | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|------|------|--------------|--------------------|
| Q3a. I have a current performance and development plan that sets out my individual objectives |      |      |              |                    |
| Yes   | 57%  | 75%  | 66%          | 71%                |
| No  | 43%  | 25%  | 34%          | 29%                |
| Q3b. I have informal feedback conversations with my manager                                   |      |      |              |                    |
| Yes   | 65%  | 65%  | 74%          | 76%                |
| No  | 35%  | 35%  | 26%          | 24%                |
| Q3c. I have scheduled feedback conversations with my manager                                  |      |      |              |                    |
| Yes   | 48%  | 45%  | 55%          | 58%                |
| No  | 52%  | 55%  | 45%          | 42%                |



### **EXPLORE THE FULL RESULTS**

| MOBILITY   | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|--|------|------|--------------|--------------------|
| <b>Q3h.</b> Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience? |      |      |              |                    |
| Yes  | 42%  | 63%  | 45%          | 41%                |
| No   | 58%  | 37%  | 55%          | 59%                |



### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

| MOBILITY  | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|------|------|--------------|--------------------|
| Q3i. Are there barriers preventing you from moving to another role?     |      |      |              |                    |
| There are no major barriers to my career progression                    | 40%  | 24%  | 34%          | 32%                |
| Lack of visible opportunities   | 34%  | 44%  | 29%          | 30%                |
| Lack of promotion opportunities   | 33%  | 48%  | 31%          | 29%                |
| The application/recruitment process is too cumbersome or time consuming | 21%  | 27%  | 24%          | 23%                |
| Insufficient training and development                                   | 19%  | 28%  | 18%          | 16%                |
| Personal/family considerations  | 17%  | 22%  | 22%          | 30%                |
| Lack of support for temporary assignments/secondments                   | 16%  | 26%  | 18%          | 15%                |
| Geographic location considerations                                      | 15%  | 24%  | 22%          | 26%                |
| Lack of support from my manager/supervisor                              | 15%  | 19%  | 15%          | 14%                |
| Lack of required capabilities or experience                             | 12%  | 13%  | 13%          | 11%                |
| Other   | 8%   | 13%  | 11%          | 9%                 |

% are calculated with the number of unique respondents (N = 711 to this question)



### **EXPLORE THE FULL RESULTS**

| UNACCEPTABLE CONDUCT  | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|------|------|--------------|--------------------|
| Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work                            |      |      |              |                    |
| Yes   | 20%  | 26%  | 19%          | 24%                |
| No  | 64%  | 62%  | 63%          | 58%                |
| Don't know  | 16%  | 12%  | 18%          | 18%                |
| Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months? |      |      |              |                    |
| Yes   | 59%  | 73%  | 60%          | 66%                |
| No  | 37%  | 24%  | 38%          | 32%                |
| Don't know  | 4%   | 3%   | 2%           | 2%                 |



### **EXPLORE THE FULL RESULTS**

| UNACCEPTABLE CONDUCT  | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|------|------|--------------|--------------------|
| Q11a. In the last 12 months I have witnessed bullying at work         |      |      |              |                    |
| Yes   | 21%  | 27%  | 22%          | 33%                |
| No  | 69%  | 66%  | 66%          | 57%                |
| Don't know  | 9%   | 7%   | 11%          | 10%                |
| Q11b. In the last 12 months I have been subjected to bullying at work |      |      |              |                    |
| Yes   | 13%  | 14%  | 12%          | 18%                |
| No  | 80%  | 79%  | 80%          | 76%                |
| Don't know  | 7%   | 7%   | 8%           | 6%                 |



### **EXPLORE THE FULL RESULTS**

| UNACCEPTABLE CONDUCT  | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|------|------|--------------|--------------------|
| <b>Q11c.</b> 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 |      |      |              |                    |
| Your Immediate Manager/Supervisor   | 26%  | 18%  | 26%          | 23%                |
| A senior manager  | 21%  | 31%  | 20%          | 21%                |
| A fellow worker at your level   | 21%  | 20%  | 25%          | 27%                |
| Prefer not to say   | 14%  | 14%  | 15%          | 14%                |
| A subordinate   | 9%   | 10%  | 6%           | 7%                 |
| Other   | 6%   | 4%   | 5%           | 4%                 |
| A client or customer  | 3%   | 2%   | 3%           | 2%                 |
| A member of the public other than a client or customer  | 1%   | 2%   | 1%           | 1%                 |



### **EXPLORE THE FULL RESULTS**

| UNACCEPTABLE CONDUCT  | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|------|------|--------------|--------------------|
| Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work  |      |      |              |                    |
| Yes   | 5%   | -    | 3%           | 3%                 |
| No  | 93%  | -    | 94%          | 94%                |
| Don't know  | 2%   | -    | 3%           | 2%                 |
| <b>Q12b.</b> If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months |      |      |              |                    |
| A person at work  | 33%  | -    | 48%          | 39%                |
| A member of the public  | 44%  | -    | 42%          | 37%                |
| Other   | 15%  | -    | 3%           | 19%                |
| Prefer not to say   | 7%   | -    | 7%           | 6%                 |



### **EXPLORE THE FULL RESULTS**

Questions are grouped by topics in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

| TRANSPORT CUSTOMISED QUESTIONS  |       |                      | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 |
|---|-------|----------------------|----------------|----------------|--------------|
| Q1. I understand how my role makes a difference to our customers                                    | 53    | 40                   | 93%            | 87%            | 90%          |
| Q2. I have a clear understanding of how my work contributes to Transport's objectives and direction | 46    | 42 <mark>10</mark>   | 87%            | -              | 84%          |
| Q3. I feel well informed of my organisation's objectives and direction                              | 31 34 | 19 12                | 65%            | 41%            | 66%          |
| Q4. My workgroup demonstrates good health and safety behaviour                                      | 37    | 42 13                | 79%            | -              | 83%          |
| Q5. I am given all necessary information, equipment and training to do my job safely                | 35    | 39 <mark>15 9</mark> | 74%            | -              | 78%          |
| Q6. I am given all necessary information, equipment and training to do my job effectively           | 32 33 | 3 17 12              | 65%            | -              | 67%          |
| Q7. My organisation's processes for recruiting people are efficient                                 | 25 22 | 26 14 13             | 47%            | 25%            | 33%          |





### EXPLORE THE FULL SURVEY RESULTS

| TRANSPORT CUSTOMISED QUESTIONS  | 2018 | CLUSTER 2018 |
|---|------|--------------|
| Q8. My manager actively supports a diverse and inclusive work environment |      |              |
| Always  | 46%  | 44%          |
| Often   | 29%  | 33%          |
| Sometimes   | 17%  | 16%          |
| Rarely  | 6%   | 4%           |
| Never   | 3%   | 3%           |



### EXPLORE THE FULL SURVEY RESULTS

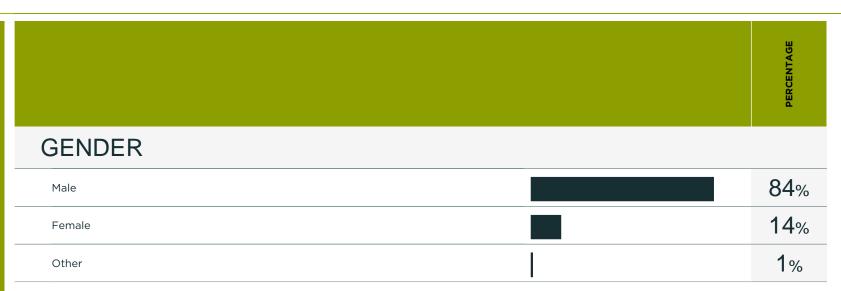
| TRANSPORT CUSTOMISED QUESTIONS                               | 2018 | CLUSTER 2018 |
|--|------|--------------|
| Q9. My manager actively supports a flexible work environment |      |              |
| Always   | 37%  | 38%          |
| Often  | 24%  | 30%          |
| Sometimes  | 23%  | 19%          |
| Rarely   | 10%  | 7%           |
| Never  | 6%   | 6%           |



### EXPLORE THE FULL SURVEY RESULTS

| TRANSPORT CUSTOMISED QUESTIONS   | 2018 | CLUSTER 2018 |
|--|------|--------------|
| Q10. This survey asks questions about senior managers. Which managers are closest to those you were thinking about when you answered these questions? (select only one option) |      |              |
| Transport Secretary/Deputy Secretarys  | 4%   | 2%           |
| Chief Executive and their team   | 14%  | 6%           |
| Senior Executives  | 6%   | 7%           |
| Executive Directors  | 14%  | 12%          |
| Directors/ General Managers  | 26%  | 25%          |
| The managers above my manager  | 37%  | 47%          |





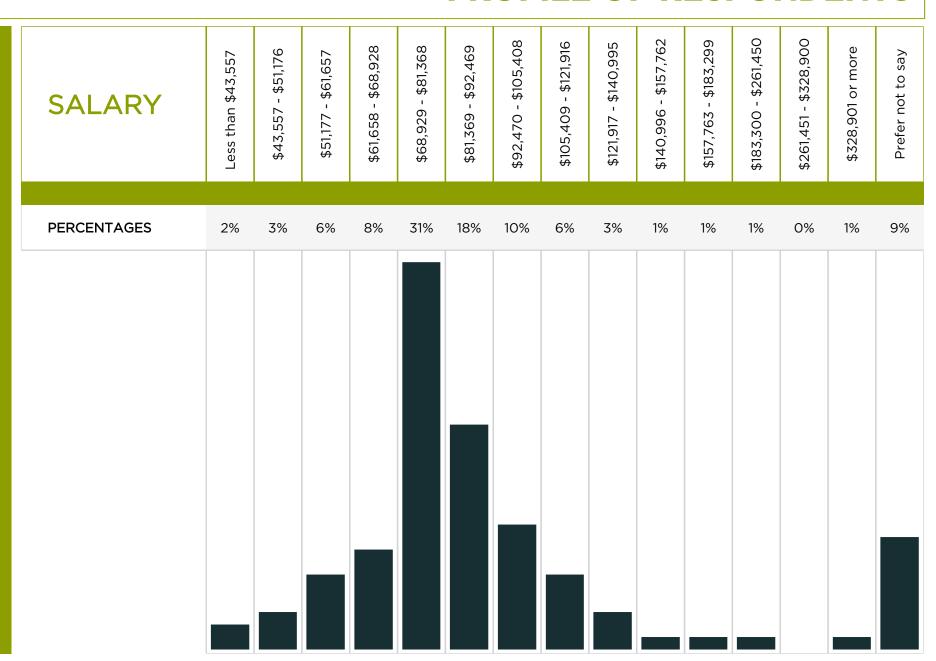


|         | PERCENTAGE |
|---------|------------|
| AGE     |            |
| 15 - 19 | 0%         |
| 20 - 24 | 1%         |
| 25 -29  | 3%         |
| 30 - 34 | 6%         |
| 35 - 39 | 13%        |
| 40 - 44 | 15%        |
| 45 - 49 | 16%        |
| 50 - 54 | 17%        |
| 55 - 59 | 15%        |
| 60 - 64 | 10%        |
| 65+     | 4%         |



|  | PERCENTAGE |
|--|------------|
| TYPE OF WORK   |            |
| Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)  | 57%        |
| 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) | 18%        |
| Administrative support (e.g. executive/personal assistant, receptionist)   | 5%         |
| Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)  | 9%         |
| Policy   | 0%         |
| Research   | -          |
| Program and project management support   | 1%         |
| Legal (including developing and/or reviewing legislation)  | 0%         |
| Other  | 9%         |







|                        | PERCENTAGE |
|------------------------|------------|
| TENURE IN ORGANISATION |            |
| Less than 1 year       | 11%        |
| 1 - 2 years            | 5%         |
| 2 - 5 years            | 14%        |
| 5 - 10 years           | 21%        |
| 10 - 20 years          | 32%        |
| More than 20 years     | 16%        |



## PERSONAL AND WORK PROFILES

|  | PERCENTAGE |
|--|------------|
| FLEXIBLE WORKING                                 |            |
| None of the above                                | 34%        |
| Flexible start and finish times                  | 25%        |
| Flexible scheduling for rostered workers         | 25%        |
| Working from different locations                 | 10%        |
| Purchasing annual leave                          | 10%        |
| Working additional hours to make up for time off | 9%         |
| Part-time work                                   | 6%         |

% are calculated with the number of unique respondents (N = 679 to this question)



# PERSONAL AND WORK PROFILES

|                                    |          | PERCENTAGE |
|------------------------------------|----------|------------|
| FLEXIBLE WORKING                   |          |            |
| Working from home                  |          | 5%         |
| Working more hours over fewer days |          | 4%         |
| Leave without pay                  |          | 4%         |
| Other                              |          | 3%         |
| Job sharing                        | <u> </u> | 2%         |
| Study leave                        |          | 1%         |

% are calculated with the number of unique respondents (N = 679 to this question)

## **RESULT BY TYPE OF WORK**



#### EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee
Engagement Index is a
weighted score. The
remaining scores are
the average of %
agreement results for all
questions in a topic
group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

|                         | State Transit Authority | Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, | Other service delivery work (work that does not involve contact with the public, but it is critical to the | Administrative support (e.g. executive/personal assistant, receptionist) | Corporate services (e.g. HR, finance,<br>IT, ministerial or parliamentary<br>processes) | Policy | Research | Program and project management support | Legal (including developing and/or<br>reviewing legislation) | Other |
|-------------------------|-------------------------|--|--|--|---|--------|----------|--|--|-------|
| NUMBER OF RESPONDENTS   | 745                     | 390  | 123  | 31   | 65  | 2      | 0        | 9                                      | 1  | 65    |
| EMPLOYEE ENGAGEMENT     | 66%                     | 71%  | 61%  | 64%  | 57%   | (r)    | (r)      | (r)                                    | (r)  | 58%   |
| ENGAGEMENT WITH<br>WORK | 71%                     | 76%  | 68%  | 67%  | 65%   | (r)    | (r)      | (r)                                    | (r)  | 62%   |
| SENIOR MANAGERS         | 44%                     | 48%  | 40%  | 38%  | 43%   | (r)    | (r)      | (r)                                    | (r)  | 32%   |
| COMMUNICATION           | 56%                     | 58%  | 57%  | 59%  | 57%   | (r)    | (r)      | (r)                                    | (r)  | 44%   |
| HIGH PERFORMANCE        | 60%                     | 64%  | 57%  | 57%  | 54%   | (r)    | (r)      | (r)                                    | (r)  | 50%   |
| PUBLIC SECTOR VALUES    | 58%                     | 62%  | 55%  | 56%  | 57%   | (r)    | (r)      | (r)                                    | (r)  | 47%   |
| DIVERSITY & INCLUSION   | 65%                     | 68%  | 63%  | 67%  | 64%   | (r)    | (r)      | (r)                                    | (r)  | 55%   |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **RESULT BY SALARY**



#### EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

|                         | State Transit Authority | Less than \$43,557 | \$43,557 - \$51,176 | \$51,177 - \$61,657 | \$61,658 - \$68,928 | \$68,929 - \$81,368 | \$81,369 - \$92,469 | \$92,470 - \$105,408 | \$105,409 - \$121,916 | \$121,917 - \$140,995 | \$140,996 - \$157,762 | \$157,763 - \$183,299 | \$183,300 - \$261,450 | \$261,451 - \$328,900 |
|-------------------------|-------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| NUMBER OF RESPONDENTS   | 745                     | 16                 | 19                  | 41                  | 56                  | 212                 | 124                 | 68                   | 41                    | 21                    | 8                     | 4                     | 9                     | 1                     |
| EMPLOYEE ENGAGEMENT     | 66%                     | (r)                | (r)                 | 60%                 | 59%                 | 72%                 | 70%                 | 63%                  | 63%                   | (r)                   | (r)                   | (r)                   | (r)                   | (r)                   |
| ENGAGEMENT WITH<br>WORK | 71%                     | (r)                | (r)                 | 62%                 | 67%                 | 78%                 | 74%                 | 70%                  | 76%                   | (r)                   | (r)                   | (r)                   | (r)                   | (r)                   |
| SENIOR MANAGERS         | 44%                     | (r)                | (r)                 | 36%                 | 32%                 | 54%                 | 44%                 | 26%                  | 49%                   | (r)                   | (r)                   | (r)                   | (r)                   | (r)                   |
| COMMUNICATION           | 56%                     | (r)                | (r)                 | 48%                 | 45%                 | 63%                 | 59%                 | 48%                  | 58%                   | (r)                   | (r)                   | (r)                   | (r)                   | (r)                   |
| HIGH PERFORMANCE        | 60%                     | (r)                | (r)                 | 53%                 | 52%                 | 67%                 | 63%                 | 50%                  | 62%                   | (r)                   | (r)                   | (r)                   | (r)                   | (r)                   |
| PUBLIC SECTOR VALUES    | 58%                     | (r)                | (r)                 | 50%                 | 51%                 | 66%                 | 60%                 | 46%                  | 62%                   | (r)                   | (r)                   | (r)                   | (r)                   | (r)                   |
| DIVERSITY & INCLUSION   | 65%                     | (r)                | (r)                 | 63%                 | 57%                 | 70%                 | 69%                 | 58%                  | 67%                   | (r)                   | (r)                   | (r)                   | (r)                   | (r)                   |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **RESULT BY SALARY**



#### EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

|                         | State Transit Authority | \$328,901 or more | Prefer not to say |
|-------------------------|-------------------------|-------------------|-------------------|
| NUMBER OF RESPONDENTS   | 745                     | 4                 | 63                |
| EMPLOYEE ENGAGEMENT     | 66%                     | (r)               | 57%               |
| ENGAGEMENT WITH<br>WORK | 71%                     | (r)               | 57%               |
| SENIOR MANAGERS         | 44%                     | (r)               | 31%               |
| COMMUNICATION           | 56%                     | (r)               | 43%               |
| HIGH PERFORMANCE        | 60%                     | (r)               | 49%               |
| PUBLIC SECTOR VALUES    | 58%                     | (r)               | 48%               |
| DIVERSITY & INCLUSION   | 65%                     | (r)               | 55%               |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **RESULT BY TENURE IN ORGANISATION**



#### EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

|                         | State Transit Authority | Less than 1 year | 1 - 2 years | 2 - 5 years | 5 - 10 years | 10 - 20 years | More than 20 years |
|-------------------------|-------------------------|------------------|-------------|-------------|--------------|---------------|--------------------|
| NUMBER OF RESPONDENTS   | 745                     | 78               | 38          | 97          | 145          | 223           | 113                |
| EMPLOYEE ENGAGEMENT     | 66%                     | 66%              | 64%         | 60%         | 67%          | 69%           | 66%                |
| ENGAGEMENT WITH<br>WORK | 71%                     | 79%              | 63%         | 67%         | 69%          | 75%           | 73%                |
| SENIOR MANAGERS         | 44%                     | 43%              | 43%         | 32%         | 44%          | 52%           | 40%                |
| COMMUNICATION           | 56%                     | 58%              | 44%         | 45%         | 59%          | 60%           | 55%                |
| HIGH PERFORMANCE        | 60%                     | 62%              | 55%         | 53%         | 62%          | 63%           | 59%                |
| PUBLIC SECTOR VALUES    | 58%                     | 62%              | 51%         | 51%         | 60%          | 63%           | 55%                |
| DIVERSITY & INCLUSION   | 65%                     | 69%              | 57%         | 61%         | 67%          | 67%           | 65%                |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **RESULTS BY TYPES OF FLEXIBLE WORKING**



#### EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

|                         | State Transit Authority | Flexible start and finish times | Working more hours over fewer days | Working additional hours to make up for time off | Flexible scheduling for rostered workers | Part-time work | Job sharing | Working from different locations | Working from home | Purchasing annual leave | Leave without pay | Study leave | Other | None of the above |
|-------------------------|-------------------------|---------------------------------|------------------------------------|--|--|----------------|-------------|----------------------------------|-------------------|-------------------------|-------------------|-------------|-------|-------------------|
| NUMBER OF RESPONDENTS   | 745                     | 171                             | 26                                 | 58   | 168                                      | 44             | 13          | 71                               | 36                | 69                      | 25                | 8           | 23    | 230               |
| EMPLOYEE ENGAGEMENT     | 66%                     | 63%                             | (r)                                | 62%  | 84%                                      | 61%            | (r)         | 57%                              | 62%               | 58%                     | (r)               | (r)         | (r)   | 59%               |
| ENGAGEMENT WITH<br>WORK | 71%                     | 73%                             | (r)                                | 70%  | 86%                                      | 66%            | (r)         | 70%                              | 67%               | 64%                     | (r)               | (r)         | (r)   | 65%               |
| SENIOR MANAGERS         | 44%                     | 41%                             | (r)                                | 42%  | 73%                                      | 27%            | (r)         | 43%                              | 50%               | 27%                     | (r)               | (r)         | (r)   | 32%               |
| COMMUNICATION           | 56%                     | 53%                             | (r)                                | 56%  | 78%                                      | 43%            | (r)         | 54%                              | 61%               | 40%                     | (r)               | (r)         | (r)   | 46%               |
| HIGH PERFORMANCE        | 60%                     | 57%                             | (r)                                | 58%  | 81%                                      | 52%            | (r)         | 58%                              | 63%               | 50%                     | (r)               | (r)         | (r)   | 50%               |
| PUBLIC SECTOR VALUES    | 58%                     | 56%                             | (r)                                | 56%  | 80%                                      | 49%            | (r)         | 56%                              | 62%               | 47%                     | (r)               | (r)         | (r)   | 49%               |
| DIVERSITY & INCLUSION   | 65%                     | 65%                             | (r)                                | 68%  | 83%                                      | 62%            | (r)         | 66%                              | 71%               | 55%                     | (r)               | (r)         | (r)   | 55%               |

\*multiple types may be choosen.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

#### **RESULTS BY REGION**



# EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee
Engagement Index is a
weighted score. The
remaining scores are
the average of %
agreement results for all
questions in a topic
group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

|                         | State Transit Authority | Sydney East | Sydney - Eastern Suburbs | Sydney - Northern Beaches | Sydney - City and Inner South | Sydney - Ryde | Sydney - North Sydney and Hornsby | Sydney - Inner West | Sydney West | Sydney - Inner South West | Hunter Valley exc Newcastle | Sydney - Baulkham Hills and<br>Hawkesbury | Sydney - Blacktown |
|-------------------------|-------------------------|-------------|--------------------------|---------------------------|-------------------------------|---------------|-----------------------------------|---------------------|-------------|---------------------------|-----------------------------|---|--------------------|
| NUMBER OF RESPONDENTS   | 745                     | 571         | 228                      | 93                        | 90                            | 84            | 44                                | 29                  | 3           | 3                         | 1                           | 1   | 1                  |
| EMPLOYEE ENGAGEMENT     | 66%                     | 67%         | 79%                      | 66%                       | 59%                           | 53%           | 60%                               | (r)                 | (r)         | (r)                       | (r)                         | (r)                                       | (r)                |
| ENGAGEMENT WITH<br>WORK | 71%                     | 73%         | 83%                      | 72%                       | 67%                           | 56%           | 67%                               | (r)                 | (r)         | (r)                       | (r)                         | (r)                                       | (r)                |
| SENIOR MANAGERS         | 44%                     | 47%         | 64%                      | 44%                       | 42%                           | 26%           | 24%                               | (r)                 | (r)         | (r)                       | (r)                         | (r)                                       | (r)                |
| COMMUNICATION           | 56%                     | 58%         | 70%                      | 59%                       | 55%                           | 39%           | 45%                               | (r)                 | (r)         | (r)                       | (r)                         | (r)                                       | (r)                |
| HIGH PERFORMANCE        | 60%                     | 62%         | 74%                      | 61%                       | 57%                           | 45%           | 49%                               | (r)                 | (r)         | (r)                       | (r)                         | (r)                                       | (r)                |
| PUBLIC SECTOR VALUES    | 58%                     | 61%         | 73%                      | 59%                       | 56%                           | 43%           | 49%                               | (r)                 | (r)         | (r)                       | (r)                         | (r)                                       | (r)                |
| DIVERSITY & INCLUSION   | 65%                     | 67%         | 77%                      | 68%                       | 64%                           | 49%           | 59%                               | (r)                 | (r)         | (r)                       | (r)                         | (r)                                       | (r)                |

<sup>\*</sup>Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

### **RESULTS BY REGION**



#### EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee
Engagement Index is a
weighted score. The
remaining scores are
the average of %
agreement results for all
questions in a topic
group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

|                         | State Transit Authority | Sydney - Parramatta | Illawarra | Mid North Coast | Murray | New England and North West | Newcastle and Lake Macquarie | OUTSIDE NSW | Richmond - Tweed | Riverina | Southern Highlands and Shoalhaven | Sydney - Outer South West | Sydney - Outer West and Blue<br>Mountains | Sydney - South West |
|-------------------------|-------------------------|---------------------|-----------|-----------------|--------|----------------------------|------------------------------|-------------|------------------|----------|-----------------------------------|---------------------------|---|---------------------|
| NUMBER OF RESPONDENTS   | 745                     | 1                   | 0         | 0               | 0      | 0                          | 0                            | 0           | 0                | 0        | 0                                 | 0                         | 0   | 0                   |
| EMPLOYEE ENGAGEMENT     | 66%                     | (r)                 | (r)       | (r)             | (r)    | (r)                        | (r)                          | (r)         | (r)              | (r)      | (r)                               | (r)                       | (r)                                       | (r)                 |
| ENGAGEMENT WITH<br>WORK | 71%                     | (r)                 | (r)       | (r)             | (r)    | (r)                        | (r)                          | (r)         | (r)              | (r)      | (r)                               | (r)                       | (r)                                       | (r)                 |
| SENIOR MANAGERS         | 44%                     | (r)                 | (r)       | (r)             | (r)    | (r)                        | (r)                          | (r)         | (r)              | (r)      | (r)                               | (r)                       | (r)                                       | (r)                 |
| COMMUNICATION           | 56%                     | (r)                 | (r)       | (r)             | (r)    | (r)                        | (r)                          | (r)         | (r)              | (r)      | (r)                               | (r)                       | (r)                                       | (r)                 |
| HIGH PERFORMANCE        | 60%                     | (r)                 | (r)       | (r)             | (r)    | (r)                        | (r)                          | (r)         | (r)              | (r)      | (r)                               | (r)                       | (r)                                       | (r)                 |
| PUBLIC SECTOR VALUES    | 58%                     | (r)                 | (r)       | (r)             | (r)    | (r)                        | (r)                          | (r)         | (r)              | (r)      | (r)                               | (r)                       | (r)                                       | (r)                 |
| DIVERSITY & INCLUSION   | 65%                     | (r)                 | (r)       | (r)             | (r)    | (r)                        | (r)                          | (r)         | (r)              | (r)      | (r)                               | (r)                       | (r)                                       | (r)                 |

<sup>\*</sup>Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

#### **RESULTS BY REGION**



#### EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

|                         | State Transit Authority | Capital Region | Central Coast | Central West | Coffs Harbour - Grafton | Far West and Orana | Sydney - Sutherland |
|-------------------------|-------------------------|----------------|---------------|--------------|-------------------------|--------------------|---------------------|
| NUMBER OF RESPONDENTS   | 745                     | 0              | 0             | 0            | 0                       | 0                  | 0                   |
| EMPLOYEE ENGAGEMENT     | 66%                     | (r)            | (r)           | (r)          | (r)                     | (r)                | (r)                 |
| ENGAGEMENT WITH<br>WORK | 71%                     | (r)            | (r)           | (r)          | (r)                     | (r)                | (r)                 |
| SENIOR MANAGERS         | 44%                     | (r)            | (r)           | (r)          | (r)                     | (r)                | (r)                 |
| COMMUNICATION           | 56%                     | (r)            | (r)           | (r)          | (r)                     | (r)                | (r)                 |
| HIGH PERFORMANCE        | 60%                     | (r)            | (r)           | (r)          | (r)                     | (r)                | (r)                 |
| PUBLIC SECTOR VALUES    | 58%                     | (r)            | (r)           | (r)          | (r)                     | (r)                | (r)                 |
| DIVERSITY & INCLUSION   | 65%                     | (r)            | (r)           | (r)          | (r)                     | (r)                | (r)                 |

<sup>\*</sup>Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **RESULT BY AGE**



#### EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee
Engagement Index is a
weighted score. The
remaining scores are
the average of %
agreement results for all
questions in a topic
group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

|                         | State Transit Authority | 15 - 19 | 20 - 24 | 25 -29 | 30 - 34 | 35 - 39 | 40 - 44 | 45 - 49 | 50 - 54 | 55 - 59 | 60 - 64 | 65+ |
|-------------------------|-------------------------|---------|---------|--------|---------|---------|---------|---------|---------|---------|---------|-----|
| NUMBER OF RESPONDENTS   | 745                     | 1       | 8       | 24     | 44      | 87      | 107     | 109     | 115     | 103     | 69      | 25  |
| EMPLOYEE ENGAGEMENT     | 66%                     | (r)     | (r)     | (r)    | 71%     | 71%     | 69%     | 65%     | 66%     | 66%     | 59%     | (r) |
| ENGAGEMENT WITH<br>WORK | 71%                     | (r)     | (r)     | (r)    | 77%     | 72%     | 72%     | 75%     | 71%     | 74%     | 64%     | (r) |
| SENIOR MANAGERS         | 44%                     | (r)     | (r)     | (r)    | 61%     | 55%     | 49%     | 42%     | 38%     | 44%     | 37%     | (r) |
| COMMUNICATION           | 56%                     | (r)     | (r)     | (r)    | 64%     | 64%     | 61%     | 58%     | 52%     | 53%     | 47%     | (r) |
| HIGH PERFORMANCE        | 60%                     | (r)     | (r)     | (r)    | 69%     | 69%     | 63%     | 61%     | 55%     | 59%     | 54%     | (r) |
| PUBLIC SECTOR VALUES    | 58%                     | (r)     | (r)     | (r)    | 69%     | 66%     | 62%     | 59%     | 53%     | 58%     | 51%     | (r) |
| DIVERSITY & INCLUSION   | 65%                     | (r)     | (r)     | (r)    | 70%     | 73%     | 68%     | 68%     | 60%     | 62%     | 61%     | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **RESULT BY GENDER**



#### EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

|                         | State Transit Authority | Male | Female | Other |
|-------------------------|-------------------------|------|--------|-------|
| NUMBER OF RESPONDENTS   | 745                     | 543  | 93     | 9     |
| EMPLOYEE ENGAGEMENT     | 66%                     | 65%  | 61%    | (r)   |
| ENGAGEMENT WITH<br>WORK | 71%                     | 70%  | 74%    | (r)   |
| SENIOR MANAGERS         | 44%                     | 40%  | 44%    | (r)   |
| COMMUNICATION           | 56%                     | 53%  | 57%    | (r)   |
| HIGH PERFORMANCE        | 60%                     | 58%  | 59%    | (r)   |
| PUBLIC SECTOR VALUES    | 58%                     | 56%  | 60%    | (r)   |
| DIVERSITY & INCLUSION   | 65%                     | 63%  | 68%    | (r)   |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

#### **GUIDE TO THIS REPORT**



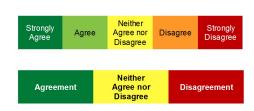
#### **SURVEY TIME FRAME**

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.



#### HOW TO READ THIS REPORT

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





#### **PRIVACY**

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 work teams 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.



#### **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%.



#### MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.