



2021 | NSW Public Sector Employee Survey

Agency Report

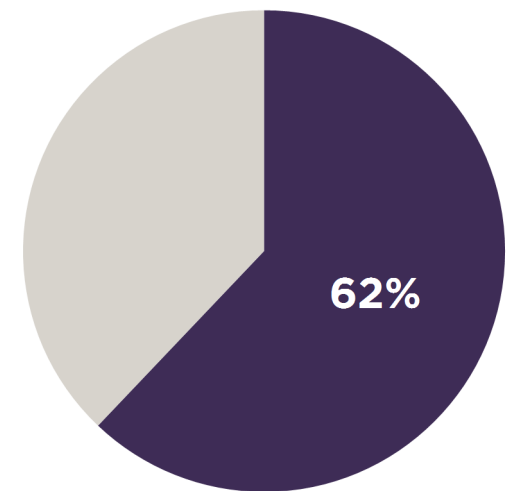
NSW TrainLink

Survey period: 23 August to 17 September 2021

Completed surveys: 1,327

Response rate: 62%

Response rate:



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

NSW public sector

- Transport
 - Regional & Outer Metropolitan (including NSW TrainLink)
 - NSW TrainLink

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High level results

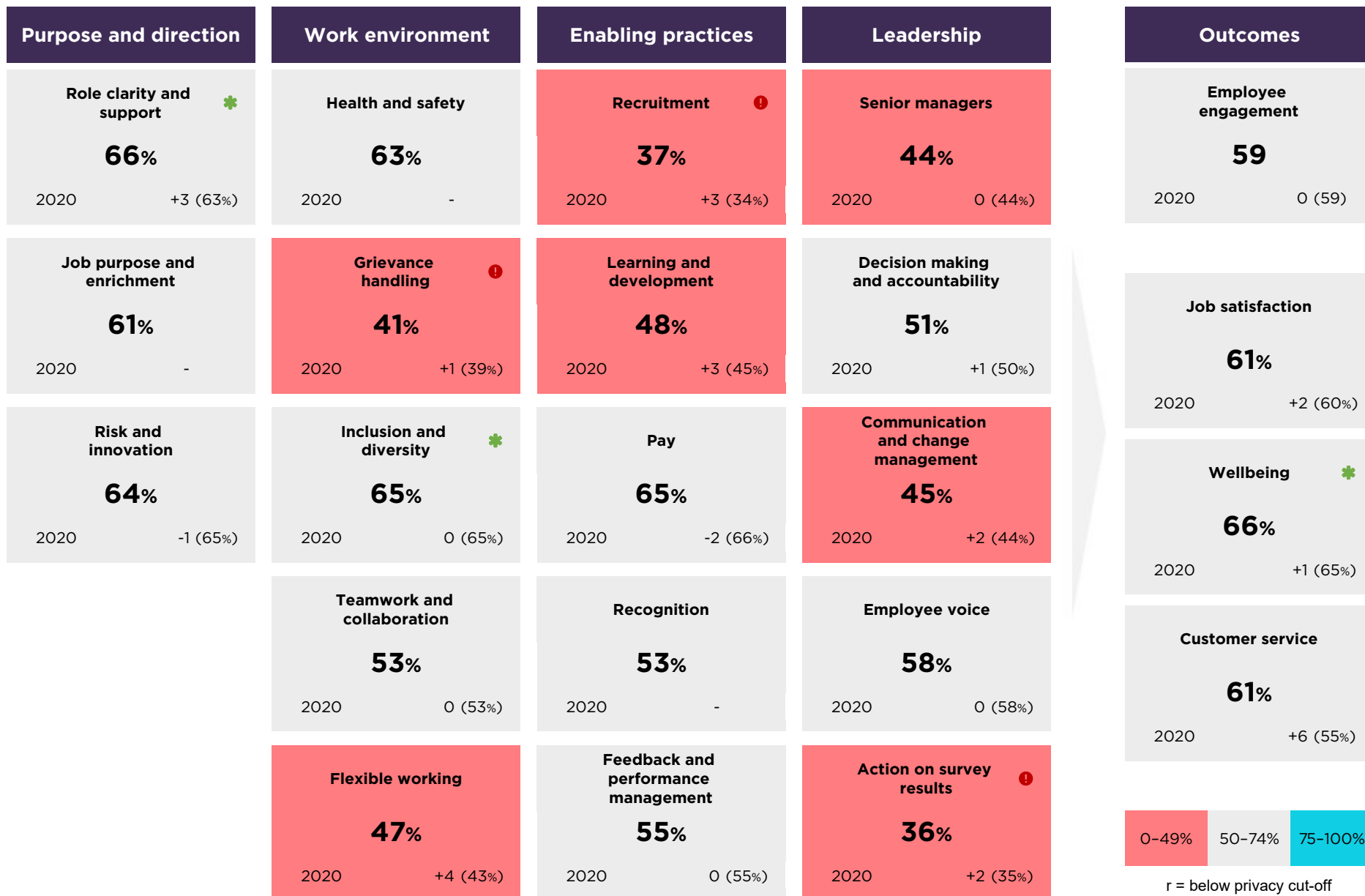
Discover key results and patterns

Headline results for key topics

These are the % favourable scores for key survey topics. Each topic relates to an area of employee experience.



We've flagged the top 3 (*) and bottom 3 (!) topics for you. Use these topics as a starting point for exploring your results.



Highest and lowest questions

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

+ Questions with the highest favourable scores

			2021 % favourable	difference from 2020
Role clarity and support	1a	I understand what is expected of me to do well in my job	83%	-3%
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	80%	-1%
Role clarity and support	1d	I have the time to do my job well	72%	+5%
Customer service	2d	People in my workgroup can explain how their work impacts customers	72%	-
Inclusion and diversity	8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	72%	+1%

- Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Communication and change management	7b	Change is managed well in my organisation	29%	0%
Employee voice / Senior managers	6f	Senior managers listen to employees	33%	-1%
Recruitment	7f	I have confidence in the way recruitment decisions are made	34%	+3%
Action on survey results	9	I am confident my organisation will act on the results of this survey	36%	+2%
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	38%	+1%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

Most and least improved questions

These are the most and least improved questions between survey years.

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

+ Most improved questions

			2021 % favourable	difference from 2020
Flexible working	8h	My manager supports flexible working in my team	52%	+7%
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	44%	+5%
Role clarity and support	1d	I have the time to do my job well	72%	+5%
Role clarity and support	1c	I have the tools and technology to do my job well	68%	+4%
Learning and development / Role clarity and support	3f	I have received the training and development I need to do my job well	60%	+4%

- Least improved questions

			2021 % favourable	difference from 2020
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work	58%	-4%
Role clarity and support	1a	I understand what is expected of me to do well in my job	83%	-3%
Feedback and performance management / Risk and innovation	5h	My manager encourages me to learn from my mistakes	64%	-2%
Senior managers / Teamwork and collaboration	6c	Senior managers promote collaboration between my organisation and other organisations we work with	39%	-2%
Employee engagement	7l	I feel a strong personal attachment to my organisation	54%	-2%

0-49%

50-74%

75-100%

<= -5%

+/- 5%

>= +5%

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

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

Topic	Key driver questions		2021 % favourable	Action
Learning and development	7e	My organisation is committed to developing its employees	39%	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	43%	Improve
Recruitment	7g	My organisation generally selects capable people to do the job	40%	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	48%	Improve
Grievance handling	10	I have confidence in the ways my organisation handles grievances	41%	Improve
Senior managers	6b	Senior managers model the values of my organisation	41%	Improve

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Results by topic

Discover more about your results

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Employee engagement (total score)*				59	0	-8	-7
7j	I would recommend my organisation as a great place to work	60	22 18	60%	0%	-7%	-11%
7k	I am proud to tell others I work for my organisation	62	23 14	62%	0%	-11%	-10%
7l	I feel a strong personal attachment to my organisation	54	26 20	54%	-2%	-11%	-8%
7m	My organisation motivates me to help it achieve its goals	47	28 26	47%	+1%	-13%	-12%
7n	My organisation inspires me to do the best in my job	45	30 25	45%	-2%	-15%	-12%

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

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%







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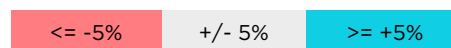
Intention to stay

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

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

19n How long do you think you will continue to work in your current organisation?

		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Less than 1 year		5%	-1%	-2%	-1%
1 year to less than 2 years		6%	-1%	-3%	-1%
2 years to less than 5 years		15%	-1%	-5%	-5%
5 years to less than 10 years		27%	+2%	+1%	+1%
10 years to less than 20 years		28%	-1%	+5%	+6%
More than 20 years		19%	+2%	+4%	0%



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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Job satisfaction (total score)				61%	+2%	-8%	-6%
1g	My job gives me a feeling of personal accomplishment	65	20 15	65%	+2%	-10%	-5%
1h	I feel motivated to contribute more than what is normally required at work	60	19 21	60%	+2%	-11%	-8%
1i	I am satisfied with my job	67	19 14	67%	+4%	-4%	-4%
1n	I find my life at work fulfilling	53	29 17	53%	0%	-7%	-6%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Wellbeing (total score)				66%	+1%	-3%	-3%
1j	I can keep my work stress at an acceptable level	65	21 14	65%	+2%	+4%	-1%
1m	In general, my sense of wellbeing is...	61	28 10	61%	+1%	-2%	-1%
8d	There are people at work who care about me	71	20 9	71%	-1%	-13%	-6%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Customer service (total score)				61%	+6%	-12%	-9%
1k	I am empowered to make the decisions needed to help customers and/or communities	64	18 18	64%	-	-7%	-3%
2d	People in my workgroup can explain how their work impacts customers	72	20 8	72%	-	-9%	-6%
2e	My workgroup considers customer needs when planning our work	68	20 11	68%	-	-15%	-11%
6d	Senior managers communicate the importance of customers in our work	58	23 18	58%	-4%	-12%	-12%
7h	The processes in my organisation are designed to support the best experience for customers	50	28 22	50%	0%	-11%	-8%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	55	29 17	55%	0%	-15%	-15%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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Role clarity and support

Purpose and direction

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

Even when an employee does have role clarity, they need the right support to deliver. Support can come in the form of time, tools and technology, and training.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster	
Role clarity and support (total score)				66%	+3%	-1%	-1%	
1a	I understand what is expected of me to do well in my job	83	12	83%	-3%	-2%	+2%	
1b	I get the support I need to do my job well	61	18	21	61%	+4%	-5%	-6%
1c	I have the tools and technology to do my job well	68	17	15	68%	+4%	-3%	-5%
1d	I have the time to do my job well	72	16	12	72%	+5%	+16%	+6%
3e	My performance is assessed against clear criteria	51	29	19	51%	+1%	-6%	-5%
3f	I have received the training and development I need to do my job well	60	23	17	60%	+4%	-5%	0%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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Job purpose and enrichment

Purpose and direction

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Job purpose and enrichment (total score)				61%	-	-11%	-9%
1e	My job gives me opportunities to use a variety of skills	66	19 15	66%	-	-15%	-10%
1f	I have a choice in deciding how I carry out day to day work tasks	63	19 18	63%	-	-10%	-13%
3d	In the last 12 months, I have received feedback to help me improve my work	55	21 24	55%	+2%	-10%	-6%
5j	My manager communicates how my role contributes to my organisation's purpose	60	23 17	60%	-	-8%	-8%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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Risk and innovation

Purpose and direction

Risk refers to the effect of uncertainty in achieving work goals. Risk can relate to many things in the workplace.

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

A healthy risk appetite can help foster innovation.

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Risk and innovation (total score)				64%	-1%	-11%	-10%
1l	I am comfortable notifying my manager if I become aware of any risks at work	80	10 10	80%	-1%	-7%	-7%
5a	My manager encourages people in my workgroup to keep improving the work they do	63	22 15	63%	-1%	-13%	-12%
5h	My manager encourages me to learn from my mistakes	64	25 11	64%	-2%	-9%	-8%
7a	My organisation is making improvements to meet future challenges	48	29 23	48%	-1%	-15%	-12%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Health and safety (total score)				63%	-	-10%	-13%
7p	I am confident work health and safety issues I raise will be addressed promptly	63	18 19	63%	-	-14%	-15%
7q	There are effective resources in my organisation to support employee wellbeing	63	22 15	63%	-	-7%	-12%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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Grievance handling

Work environment

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

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
10	I have confidence in the ways my organisation handles grievances	41	28	32	41%	+1%	-6%	-5%

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

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Inclusion and diversity (total score)				65%	0%	-9%	-9%
2c	People in my workgroup treat each other with respect	69	17 14	69%	0%	-12%	-12%
6g	Senior managers support the career advancement of women	56	31 12	56%	+1%	-7%	-10%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	70	22 9	70%	0%	-10%	-9%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	72	18 10	72%	+1%	-8%	-4%
8c	I can speak up and share a different view to others in my organisation	61	20 18	61%	0%	-8%	-9%
8e	I feel that I belong in my organisation	59	23 18	59%	-	-12%	-10%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Teamwork and collaboration

Work environment

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Teamwork and collaboration (total score)				53%	0%	-14%	-12%
2a	My workgroup works collaboratively to achieve its goals	67	19 14	67%	0%	-12%	-10%
2b	There is good team spirit in my workgroup	61	19 19	61%	+1%	-14%	-13%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	39	34 27	39%	-2%	-18%	-15%
7c	There is good co-operation between teams across my organisation	44	28 28	44%	+1%	-12%	-9%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Flexible working (total score)				47%	+4%	-19%	-26%
8g	How satisfied are you with your ability to access and use flexible working arrangements?	43	35 22	43%	+1%	-22%	-29%
8h	My manager supports flexible working in my team	52	30 18	52%	+7%	-17%	-22%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Use of flexible working

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

8f Type of flexible working	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Flexible start and finish times	22%	-2%	-22%	-36%
Working more hours over fewer days	7%	+2%	-2%	-7%
Working additional hours to make up for time off	8%	-2%	-9%	-14%
Flexible scheduling for rostered workers	7%	+1%	0%	+1%
Part-time work	3%	0%	-9%	0%
Job sharing	r	-	-	-
Working from different locations	15%	-5%	-2%	-13%
Working from home	28%	+2%	-31%	-39%
Purchasing annual leave	2%	-1%	+1%	0%
Leave without pay	2%	0%	-5%	-1%
Study leave	r	-	-	-
Other	2%	0%	0%	0%
None of the above	54%	-2%	+33%	+33%

<= -5%

+/- 5%

>= +5%

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

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Recruitment (total score)					37%	+3%	-11%	-6%
7f	I have confidence in the way recruitment decisions are made	34	28	38	34%	+3%	-7%	-3%
7g	My organisation generally selects capable people to do the job	40	24	36	40%	+3%	-15%	-8%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Learning and development (total score)					48%	+3%	-10%	-7%
3f	I have received the training and development I need to do my job well	60	23	17	60%	+4%	-5%	0%
3g	I am satisfied with the opportunities available for career development in my organisation	44	25	31	44%	+3%	-7%	-7%
7e	My organisation is committed to developing its employees	39	29	32	39%	+1%	-17%	-13%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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

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

3h Are you currently looking, or thinking about looking, for a new role within the NSW public sector but outside of your current workplace to broaden your experience?

	2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Yes	39%	-5%	+1%	-1%
No	61%	+5%	-1%	+1%

3i Are there barriers preventing you from moving to another role? If so, what are they?

Lack of visible opportunities		24%	-9%	-4%	0%
Lack of promotion opportunities		28%	-7%	0%	+1%
Lack of support from my manager / supervisor		15%	-4%	+4%	+3%
Geographic location considerations		28%	-2%	+4%	+11%
Personal / family considerations		26%	+1%	-3%	+5%
Insufficient training and development		24%	-1%	+10%	+8%
Lack of required capabilities or experience		17%	+2%	+5%	+4%
Lack of support for temporary assignments / secondments		17%	-6%	+3%	+2%
The application / recruitment process is too cumbersome or time consuming		23%	-3%	+2%	+3%
Other		9%	-3%	-1%	-2%
There are no major barriers to my career progression		33%	+8%	+4%	0%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
4	I am paid fairly for the work I do	65	17 18	65%	-2%	+6%	-3%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Recognition (total score)				53%	-	-10%	-9%
5g	My manager provides recognition for the work I do	62	19 19	62%	0%	-11%	-10%
7o	I receive adequate recognition for my contributions from my organisation	43	26 31	43%	-	-9%	-8%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Feedback and performance management

Enabling practices

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Feedback and performance management (total score)				55%	0%	-6%	-5%
3d	In the last 12 months, I have received feedback to help me improve my work	55	21 24	55%	+2%	-10%	-6%
3e	My performance is assessed against clear criteria	51	29 19	51%	+1%	-6%	-5%
5h	My manager encourages me to learn from my mistakes	64	25 11	64%	-2%	-9%	-8%
5i	My manager appropriately deals with employees who perform poorly	51	28 22	51%	+1%	+1%	0%

				2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
Performance management process							
3a	I have a performance and development plan that sets out my individual goals			46%	0%	-27%	-21%
3b	I have informal feedback conversations with my manager			72%	0%	-8%	-6%
3c	I have scheduled feedback conversations with my manager			49%	-1%	-16%	-13%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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

The term 'senior managers' refers to the group of senior managers in your organisation, not an individual manager.

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Senior managers (total score)					44%	0%	-15%	-13%
6a	Senior managers provide clear direction for the future of the organisation	38	26	36	38%	+1%	-17%	-11%
6b	Senior managers model the values of my organisation	41	29	30	41%	-2%	-18%	-14%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	39	34	27	39%	-2%	-18%	-15%
6d	Senior managers communicate the importance of customers in our work	58	23	18	58%	-4%	-12%	-12%
6e	Senior managers keep employees informed about what's going on	44	21	34	44%	+5%	-15%	-13%
6f	Senior managers listen to employees	33	25	42	33%	-1%	-16%	-13%
6g	Senior managers support the career advancement of women	56	31	12	56%	+1%	-7%	-10%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Decision making and accountability (total score)				51%	+1%	-10%	-9%
5f	I have confidence in the decisions my manager makes	63	19 18	63%	0%	-10%	-9%
7d	People in my organisation take responsibility for their own actions	39	29 32	39%	+1%	-11%	-8%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Communication and change management (total score)				45%	+2%	-13%	-9%
5c	My manager communicates effectively with me	69	16 15	69%	0%	-6%	-7%
6a	Senior managers provide clear direction for the future of the organisation	38	26 36	38%	+1%	-17%	-11%
6e	Senior managers keep employees informed about what's going on	44	21 34	44%	+5%	-15%	-13%
7b	Change is managed well in my organisation	29	28 43	29%	0%	-14%	-6%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
Employee voice (total score)				58%	0%	-11%	-11%
5b	My manager listens to what I have to say	70	16 14	70%	0%	-8%	-9%
5d	My manager encourages and values employee input	65	18 17	65%	-1%	-11%	-12%
5e	My manager involves my workgroup in decisions about our work	59	19 22	59%	0%	-12%	-12%
6f	Senior managers listen to employees	33	25 42	33%	-1%	-16%	-13%
8c	I can speak up and share a different view to others in my organisation	61	20 18	61%	0%	-8%	-9%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

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

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

					2021 % favourable	difference from 2020	difference from Sector	difference from Cluster
9	I am confident my organisation will act on the results of this survey	36	24	40	36%	+2%	-11%	-8%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Negative workplace behaviours

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

In the last 12 months, have you...		2021 % respondents	difference from 2020	difference from Sector	difference from Cluster
been aware of any misconduct in your organisation		24%	-6%	+8%	+10%
witnessed bullying		25%	-3%	+3%	+9%
experienced bullying		16%	-4%	+2%	+5%
witnessed sexual harassment		5%	-	+2%	+3%
experienced sexual harassment		7%	-1%	+2%	+3%
experienced threats or physical harm		11%	-3%	+4%	+8%
experienced discrimination		14%	-	+4%	+3%
experienced racism		5%	-	+1%	+1%

Definitions

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

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

Transport questions

				2021 % favourable	difference from 2020	difference from Cluster
My workgroup demonstrates good health and safety behaviour	73	17	9	73%	-4%	-12%
I seek out all necessary information, equipment and training to do my job safely	84	13		84%	-2%	-5%
I am regularly consulted on matters affecting safety in my workplace	63	21	17	63%	-2%	-7%
I have a clear understanding of how my work contributes to Transport's objectives and direction	70	20	10	70%	+1%	-9%
I am able to make decisions that affect my work	68	19	13	68%	-2%	-10%
I am able to work productively to deliver what is required of me	81	14		81%	-	-2%
I am confident in my ability to provide quality customer service to customers	88	8		88%	+1%	-1%
The changes currently being implemented within my organisation will result in better customer and community outcomes	46	27	27	46%	+2%	-6%
My organisation works towards achieving the greater good for the community	54	24	22	54%	-1%	-18%
I see senior managers of my organisation actively putting people at the heart of the decisions they make	41	22	36	41%	+3%	-10%

Favourable	Neutral	Unfavourable
0-49%	50-74%	75-100%
<= -5%	+/- 5%	>= +5%

r = below privacy cut-off

Results by child unit and demographic group

Discover if employees in different groups have different views

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

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Selected key topic results by child unit

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

	Report total	Fleet and Systems Integration	Network Services	North & Central Region	Safety - NSWTL	Service Experience & Planning	South & West Region	Transformation - NSWTL
Employee engagement	59	69	69	60	51	61	51	63
Wellbeing	66%	72%	73%	66%	61%	75%	61%	75%
Role clarity and support	66%	76%	72%	66%	60%	78%	60%	72%
Inclusion and diversity	65%	78%	76%	64%	56%	82%	58%	71%
Teamwork and collaboration	53%	70%	62%	54%	56%	71%	42%	71%
Learning and development	48%	55%	58%	50%	35%	58%	38%	42%
Senior managers	44%	70%	53%	46%	46%	67%	29%	54%
Communication and change management	45%	66%	52%	47%	42%	59%	33%	58%
Employee voice	58%	78%	71%	58%	60%	72%	47%	74%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

Selected key topic results by select demographics

	Report total	Male	Female	Non-binary	Aboriginal and Torres Strait Islander peoples	People with disability	People who identify as LGBTIQ+	People who speak a language other than English	15-34 years	35-54 years	55+ years
Employee engagement	59	60	65	45	53	48	59	67	65	61	60
Wellbeing	66%	69%	72%	51%	58%	51%	69%	73%	71%	70%	66%
Role clarity and support	66%	70%	70%	48%	56%	52%	68%	73%	72%	69%	69%
Inclusion and diversity	65%	68%	71%	48%	54%	47%	68%	70%	72%	67%	67%
Teamwork and collaboration	53%	55%	61%	44%	41%	39%	55%	60%	61%	56%	55%
Learning and development	48%	52%	53%	34%	42%	32%	48%	57%	60%	51%	51%
Senior managers	44%	46%	54%	29%	33%	28%	46%	53%	53%	48%	47%
Communication and change management	45%	47%	53%	32%	35%	28%	45%	56%	56%	48%	48%
Employee voice	58%	61%	63%	40%	46%	40%	59%	66%	68%	61%	58%

At least 5 percentage points
lower than report unit


Within 5 percentage
points of the report unit


At least 5 percentage points
higher than report unit


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Selected key topic results by type of work

	Report total	Service delivery involving direct contact with the public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
Employee engagement	59	58	65	70	r	r	r	68	r	62
Wellbeing	66%	68%	70%	79%	r	r	r	67%	r	61%
Role clarity and support	66%	67%	68%	75%	r	r	r	74%	r	63%
Inclusion and diversity	65%	66%	74%	83%	r	r	r	80%	r	58%
Teamwork and collaboration	53%	53%	61%	67%	r	r	r	72%	r	51%
Learning and development	48%	49%	55%	63%	r	r	r	46%	r	47%
Senior managers	44%	44%	53%	63%	r	r	r	67%	r	42%
Communication and change management	45%	45%	50%	63%	r	r	r	65%	r	45%
Employee voice	58%	58%	67%	72%	r	r	r	79%	r	55%

 At least 5 percentage points lower than report unit

 Within 5 percentage points of the report unit

 At least 5 percentage points higher than report unit

r = below privacy cut-off

Selected key topic results by organisation tenure

	Report total	Less than 1 year	1 year to less than 2 years	2 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	More than 20 years
Employee engagement	59	73	69	62	59	55	58
Wellbeing	66%	85%	67%	67%	60%	64%	69%
Role clarity and support	66%	78%	69%	67%	63%	64%	69%
Inclusion and diversity	65%	82%	72%	65%	64%	61%	67%
Teamwork and collaboration	53%	73%	62%	53%	52%	48%	55%
Learning and development	48%	67%	55%	48%	45%	44%	51%
Senior managers	44%	62%	56%	46%	41%	38%	48%
Communication and change management	45%	65%	59%	48%	42%	39%	47%
Employee voice	58%	78%	67%	60%	58%	52%	58%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

r = below privacy cut-off

Selected key topic results by geographic region

	Report total	Sydney East	Sydney West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley excluding Newcastle
Employee engagement	59	66	48	56	66	41	69	40	67
Wellbeing	66%	72%	53%	63%	80%	52%	77%	55%	91%
Role clarity and support	66%	73%	55%	74%	78%	47%	72%	56%	71%
Inclusion and diversity	65%	73%	58%	55%	79%	48%	68%	58%	76%
Teamwork and collaboration	53%	64%	48%	46%	68%	43%	60%	38%	73%
Learning and development	48%	55%	39%	50%	65%	28%	54%	23%	47%
Senior managers	44%	55%	26%	33%	67%	26%	60%	26%	49%
Communication and change management	45%	54%	29%	40%	63%	26%	63%	29%	48%
Employee voice	58%	68%	51%	53%	72%	32%	68%	47%	80%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

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Selected key topic results by geographic region (continued)

	Report total	Illawarra	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Outside of NSW
Employee engagement	59	56	r	64	66	54	r	r	51	60
Wellbeing	66%	67%	r	63%	70%	58%	r	r	71%	85%
Role clarity and support	66%	70%	r	63%	68%	58%	r	r	62%	73%
Inclusion and diversity	65%	65%	r	67%	67%	57%	r	r	69%	82%
Teamwork and collaboration	53%	46%	r	50%	45%	43%	r	r	43%	65%
Learning and development	48%	50%	r	41%	45%	39%	r	r	35%	54%
Senior managers	44%	34%	r	44%	65%	38%	r	r	27%	52%
Communication and change management	45%	38%	r	45%	55%	35%	r	r	31%	50%
Employee voice	58%	53%	r	65%	60%	48%	r	r	48%	72%

At least 5 percentage points lower than report unit

Within 5 percentage points of the report unit

At least 5 percentage points higher than report unit

r = below privacy cut-off

Additional information about the survey

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

Survey model

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

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

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

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

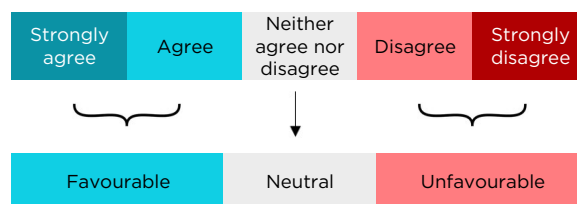


Privacy

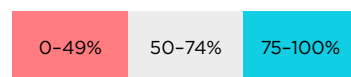
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

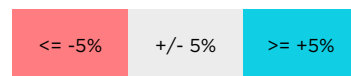


% favourable scores are colour coded based on these ranges:



Difference scores

Difference scores are shown where available. Differences are colour coded based on these ranges:



Generally, topic level comparisons are not shown when less than 50% of the questions are comparable.

Rounding

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

Employee engagement score calculation

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

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

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

Key driver analysis




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

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

Action planning

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

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

 CELEBRATE	 INVESTIGATE FURTHER WITH OUR TEAMS	 OPPORTUNITIES
<p>The things we do well:</p> <hr/> <hr/> <hr/> <hr/> <p>Think about how we can build on our strengths and learn from what we are good at.</p>	<p>Are there any other opportunities coming out of the results that we want to explore further?</p> <hr/> <hr/> <hr/> <hr/> <p>How could we investigate? Through looking at the data in more detail or through discussions with staff?</p>	<p>Areas we need to focus on and turn into action plans:</p> <hr/> <hr/> <hr/> <hr/> <p>What are the key things we need to improve to make working here better?</p>

PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				