



## 2021 | NSW Public Sector Employee Survey

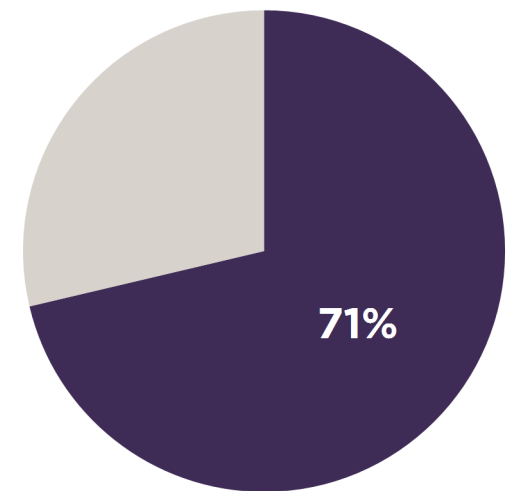
### Cluster Report Transport

**Survey period:** 23 August to 17 September 2021

**Completed surveys:** 19,074

**Response rate:** 71%

**Response rate:**



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## High level results

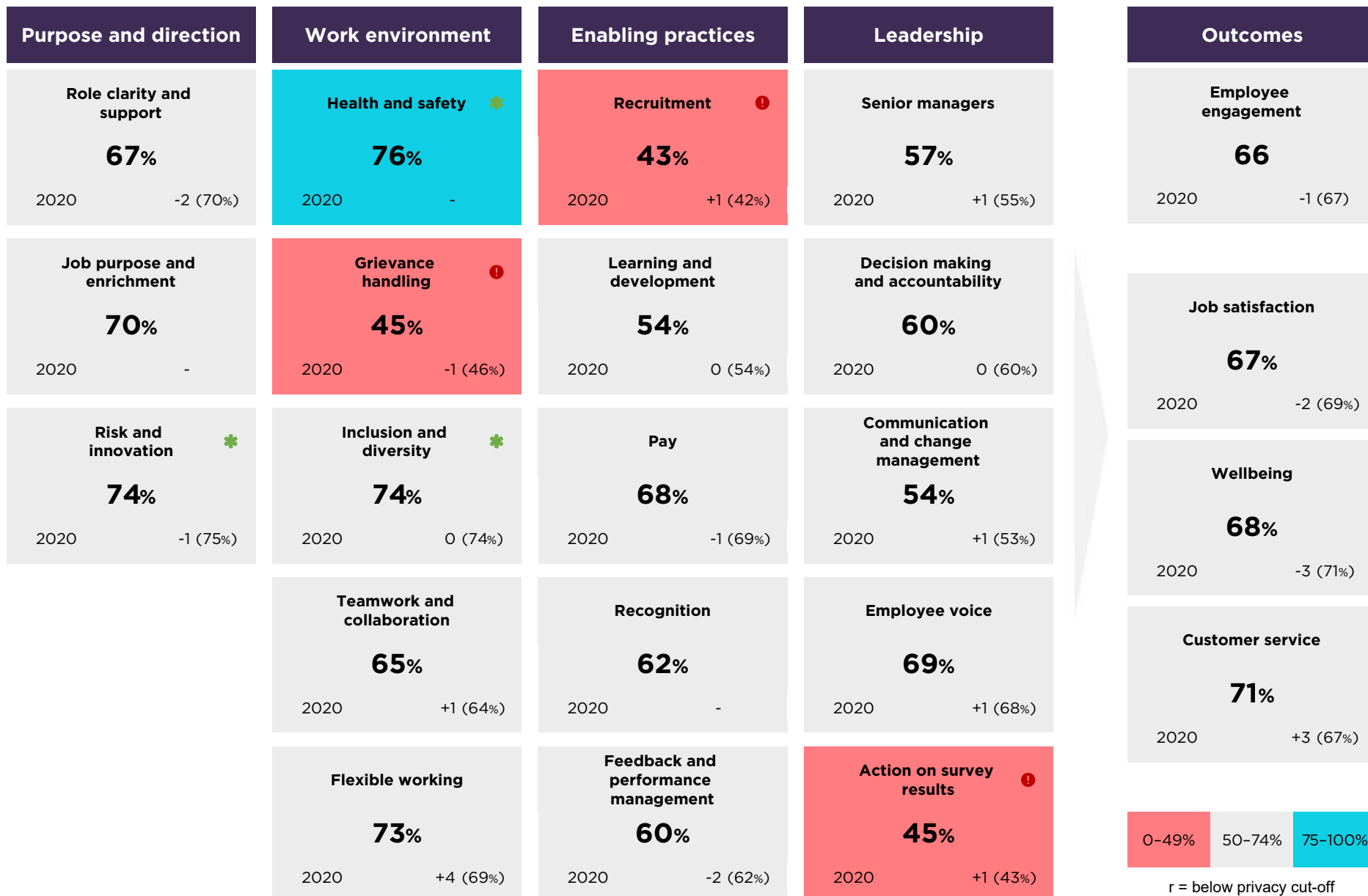
Discover key results and patterns

# 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
Risk and innovation	1l	I am comfortable notifying my manager if I become aware of any risks at work	88%	-1%
Inclusion and diversity	2c	People in my workgroup treat each other with respect	82%	+2%
Role clarity and support	1a	I understand what is expected of me to do well in my job	81%	-3%
Customer service	2e	My workgroup considers customer needs when planning our work	79%	-
Employee voice	5b	My manager listens to what I have to say	79%	0%

## - Questions with the lowest favourable scores

			2021 % favourable	difference from 2020
Communication and change management	7b	Change is managed well in my organisation	35%	-2%
Recruitment	7f	I have confidence in the way recruitment decisions are made	37%	+1%
Action on survey results	9	I am confident my organisation will act on the results of this survey	45%	+1%
Grievance handling	10	I have confidence in the ways my organisation handles grievances	45%	-1%
Employee voice / Senior managers	6f	Senior managers listen to employees	46%	+2%

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	8g	How satisfied are you with your ability to access and use flexible working arrangements?	71%	+4%
Flexible working	8h	My manager supports flexible working in my team	74%	+4%
Communication and change management / Senior managers	6e	Senior managers keep employees informed about what's going on	57%	+3%
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	51%	+2%
Communication and change management / Senior managers	6a	Senior managers provide clear direction for the future of the organisation	49%	+2%

## - Least improved questions

			2021 % favourable	difference from 2020
Wellbeing	1m	In general, my sense of wellbeing is...	62%	-5%
Feedback and performance management	5i	My manager appropriately deals with employees who perform poorly	51%	-3%
Role clarity and support	1c	I have the tools and technology to do my job well	73%	-3%
Job satisfaction	1n	I find my life at work fulfilling	59%	-3%
Wellbeing	1j	I can keep my work stress at an acceptable level	66%	-3%

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	<b>52%</b>	Improve
Risk and innovation	7a	My organisation is making improvements to meet future challenges	<b>60%</b>	Improve
Recognition	7o	I receive adequate recognition for my contributions from my organisation	<b>51%</b>	Improve
Customer service	7h	The processes in my organisation are designed to support the best experience for customers	<b>58%</b>	Improve
Recruitment	7g	My organisation generally selects capable people to do the job	<b>48%</b>	Improve
Decision making and accountability	7d	People in my organisation take responsibility for their own actions	<b>47%</b>	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
<b>Employee engagement (total score)*</b>				<b>66</b>	<b>-1</b>	<b>-1</b>
7j	I would recommend my organisation as a great place to work	71	18 11	71%	-2%	+4%
7k	I am proud to tell others I work for my organisation	72	19 9	72%	-1%	-1%
7l	I feel a strong personal attachment to my organisation	62	25 13	62%	-2%	-3%
7m	My organisation motivates me to help it achieve its goals	58	26 16	58%	0%	-1%
7n	My organisation inspires me to do the best in my job	58	26 16	58%	-1%	-2%

\*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%

r = below privacy cut-off

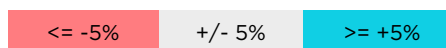
# Intention to stay

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

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

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

		2021 % respondents	difference from 2020	difference from Sector
Less than 1 year		7%	0%	-1%
1 year to less than 2 years		8%	0%	-2%
2 years to less than 5 years		20%	+2%	-1%
5 years to less than 10 years		25%	+1%	0%
10 years to less than 20 years		22%	-1%	-1%
More than 20 years		18%	-3%	+3%



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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
<b>Job satisfaction (total score)</b>				<b>67%</b>	-2%	-2%
1g	My job gives me a feeling of personal accomplishment	71	17 12	71%	-1%	-5%
1h	I feel motivated to contribute more than what is normally required at work	68	17 15	68%	-1%	-3%
1i	I am satisfied with my job	71	16 13	71%	-2%	0%
1n	I find my life at work fulfilling	59	28 13	59%	-3%	-1%

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
<b>Wellbeing (total score)</b>				<b>68%</b>	-3%	-1%
1j	I can keep my work stress at an acceptable level	66	18 16	66%	-3%	+5%
1m	In general, my sense of wellbeing is...	62	28 10	62%	-5%	-1%
8d	There are people at work who care about me	77	16	77%	+1%	-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
<b>Customer service (total score)</b>				<b>71%</b>	<b>+3%</b>	<b>-2%</b>
1k	I am empowered to make the decisions needed to help customers and/or communities	67	19 13	67%	-	-3%
2d	People in my workgroup can explain how their work impacts customers	78	15	78%	-	-3%
2e	My workgroup considers customer needs when planning our work	79	14	79%	-	-4%
6d	Senior managers communicate the importance of customers in our work	70	19 10	70%	-1%	0%
7h	The processes in my organisation are designed to support the best experience for customers	58	28 14	58%	-2%	-3%
7i	My organisation meets the needs of the communities, people, and/or businesses of NSW	70	22 8	70%	-1%	0%

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
<b>Role clarity and support (total score)</b>				<b>67%</b>	-2%	0%
1a	I understand what is expected of me to do well in my job	81	11 8	81%	-3%	-4%
1b	I get the support I need to do my job well	67	17 16	67%	-1%	+1%
1c	I have the tools and technology to do my job well	73	14 13	73%	-3%	+2%
1d	I have the time to do my job well	66	17 16	66%	-3%	+10%
3e	My performance is assessed against clear criteria	56	27 17	56%	-3%	-1%
3f	I have received the training and development I need to do my job well	60	25 15	60%	-3%	-5%

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

r = below privacy cut-off

# Job purpose and enrichment

## Purpose and direction

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

				2021 % favourable	difference from 2020	difference from Sector
<b>Job purpose and enrichment (total score)</b>				<b>70%</b>	-	-2%
1e	My job gives me opportunities to use a variety of skills	76	14 10	76%	-	-5%
1f	I have a choice in deciding how I carry out day to day work tasks	76	13 10	76%	-	+3%
3d	In the last 12 months, I have received feedback to help me improve my work	61	23 17	61%	-2%	-4%
5j	My manager communicates how my role contributes to my organisation's purpose	68	21 11	68%	-	0%

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
<b>Risk and innovation (total score)</b>				<b>74%</b>	-1%	-1%
1l	I am comfortable notifying my manager if I become aware of any risks at work	88		<b>88%</b>	-1%	+1%
5a	My manager encourages people in my workgroup to keep improving the work they do	75	16	<b>75%</b>	0%	-1%
5h	My manager encourages me to learn from my mistakes	72	22	<b>72%</b>	-1%	-1%
7a	My organisation is making improvements to meet future challenges	60	26	<b>60%</b>	-1%	-3%

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
Health and safety (total score)				76%	-	+3%
7p	I am confident work health and safety issues I raise will be addressed promptly	77	14 9	77%	-	+1%
7q	There are effective resources in my organisation to support employee wellbeing	75	16 9	75%	-	+5%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	
10	I have confidence in the ways my organisation handles grievances	45	34	21	45%	-1%	-1%

\*See p.34 for related results on negative workplace behaviours.

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

r = below privacy cut-off

# Inclusion and diversity

## Work environment

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

				2021 % favourable	difference from 2020	difference from Sector
<b>Inclusion and diversity (total score)</b>				<b>74%</b>	0%	0%
2c	People in my workgroup treat each other with respect	82	11 8	82%	+2%	0%
6g	Senior managers support the career advancement of women	67	26 7	67%	+1%	+4%
8a	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	79	14 7	79%	0%	0%
8b	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	76	14 10	76%	0%	-4%
8c	I can speak up and share a different view to others in my organisation	70	18 12	70%	+1%	0%
8e	I feel that I belong in my organisation	69	19 11	69%	-	-2%

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
<b>Teamwork and collaboration (total score)</b>				<b>65%</b>	<b>+1%</b>	<b>-2%</b>
2a	My workgroup works collaboratively to achieve its goals	78	13 9	<b>78%</b>	0%	-2%
2b	There is good team spirit in my workgroup	74	14 11	<b>74%</b>	+1%	-1%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	53	30 16	<b>53%</b>	+1%	-3%
7c	There is good co-operation between teams across my organisation	53	26 21	<b>53%</b>	0%	-3%

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

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector
<b>Flexible working (total score)</b>				<b>73%</b>	<b>+4%</b>	<b>+6%</b>
8g	How satisfied are you with your ability to access and use flexible working arrangements?	71	18 11	71%	+4%	+7%
8h	My manager supports flexible working in my team	74	17 9	74%	+4%	+6%














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
Flexible start and finish times		58%	+5%	+14%
Working more hours over fewer days		14%	+1%	+4%
Working additional hours to make up for time off		22%	+2%	+6%
Flexible scheduling for rostered workers		6%	-1%	-2%
Part-time work		3%	0%	-8%
Job sharing		1%	0%	-2%
Working from different locations		27%	-5%	+10%
Working from home		66%	+11%	+7%
Purchasing annual leave		2%	0%	+1%
Leave without pay		3%	-1%	-4%
Study leave		1%	0%	-2%
Other		2%	0%	0%
None of the above		21%	-7%	0%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

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

				2021 % favourable	difference from 2020	difference from Sector	
Recruitment (total score)				43%	+1%	-5%	
7f	I have confidence in the way recruitment decisions are made	37	29	34	37%	+1%	-4%
7g	My organisation generally selects capable people to do the job	48	26	26	48%	+1%	-7%

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
<b>Learning and development (total score)</b>				<b>54%</b>	0%	-3%
3f	I have received the training and development I need to do my job well	60	25 15	60%	-3%	-5%
3g	I am satisfied with the opportunities available for career development in my organisation	51	24 25	51%	+2%	0%
7e	My organisation is committed to developing its employees	52	28 21	52%	+1%	-4%

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

Yes	40%	-4%	+2%
No	60%	+4%	-2%

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

Lack of visible opportunities		24%	-5%	-4%
Lack of promotion opportunities		27%	-4%	-1%
Lack of support from my manager / supervisor		12%	0%	+1%
Geographic location considerations		17%	-3%	-7%
Personal / family considerations		21%	-1%	-8%
Insufficient training and development		16%	0%	+2%
Lack of required capabilities or experience		13%	0%	+1%
Lack of support for temporary assignments / secondments		15%	-2%	+1%
The application / recruitment process is too cumbersome or time consuming		20%	-2%	-1%
Other		11%	-1%	+1%
There are no major barriers to my career progression		33%	+5%	+5%

<= -5%

+/- 5%

>= +5%

r = below privacy cut-off

				2021 % favourable	difference from 2020	difference from Sector
4	I am paid fairly for the work I do	68	17 15	68%	-1%	+9%

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
<b>Recognition (total score)</b>				<b>62%</b>	-	-1%
5g	My manager provides recognition for the work I do	72	16 12	72%	0%	0%
7o	I receive adequate recognition for my contributions from my organisation	51	28 21	51%	-	-2%

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
<b>Feedback and performance management (total score)</b>				<b>60%</b>	<b>-2%</b>	<b>-1%</b>
3d	In the last 12 months, I have received feedback to help me improve my work	61	23 17	61%	-2%	-4%
3e	My performance is assessed against clear criteria	56	27 17	56%	-3%	-1%
5h	My manager encourages me to learn from my mistakes	72	22 7	72%	-1%	-1%
5i	My manager appropriately deals with employees who perform poorly	51	34 16	51%	-3%	+1%

				2021 % respondents	difference from 2020	difference from Sector
3a	I have a performance and development plan that sets out my individual goals			67%	-1%	-6%
3b	I have informal feedback conversations with my manager			78%	+1%	-2%
3c	I have scheduled feedback conversations with my manager			62%	+3%	-3%

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
<b>Senior managers (total score)</b>				<b>57%</b>	<b>+1%</b>	<b>-2%</b>
6a	Senior managers provide clear direction for the future of the organisation	49	27 24	49%	+2%	-6%
6b	Senior managers model the values of my organisation	55	28 17	55%	+2%	-4%
6c	Senior managers promote collaboration between my organisation and other organisations we work with	53	30 16	53%	+1%	-3%
6d	Senior managers communicate the importance of customers in our work	70	19 10	70%	-1%	0%
6e	Senior managers keep employees informed about what's going on	57	22 21	57%	+3%	-2%
6f	Senior managers listen to employees	46	29 25	46%	+2%	-3%
6g	Senior managers support the career advancement of women	67	26 7	67%	+1%	+4%

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
Decision making and accountability (total score)				60%	0%	-2%
5f	I have confidence in the decisions my manager makes	72	17 11	72%	0%	-1%
7d	People in my organisation take responsibility for their own actions	47	30 24	47%	0%	-3%

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
Communication and change management (total score)				54%	+1%	-4%
5c	My manager communicates effectively with me	76	13 11	76%	0%	+1%
6a	Senior managers provide clear direction for the future of the organisation	49	27 24	49%	+2%	-6%
6e	Senior managers keep employees informed about what's going on	57	22 21	57%	+3%	-2%
7b	Change is managed well in my organisation	35	29 37	35%	-2%	-8%

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
<b>Employee voice (total score)</b>				<b>69%</b>	<b>+1%</b>	<b>-1%</b>
5b	My manager listens to what I have to say	79	12 9	79%	0%	0%
5d	My manager encourages and values employee input	77	14 10	77%	0%	0%
5e	My manager involves my workgroup in decisions about our work	71	16 12	71%	+1%	0%
6f	Senior managers listen to employees	46	29 25	46%	+2%	-3%
8c	I can speak up and share a different view to others in my organisation	70	18 12	70%	+1%	0%

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	
9	I am confident my organisation will act on the results of this survey	45	28	27	45%	+1%	-3%

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
been aware of any misconduct in your organisation		14%	0%	-2%
witnessed bullying		16%	-1%	-6%
experienced bullying		11%	-1%	-3%
witnessed sexual harassment		2%	-	0%
experienced sexual harassment		4%	0%	-1%
experienced threats or physical harm		4%	-1%	-4%
experienced discrimination		11%	-	+1%
experienced racism		5%	-	0%

## 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%

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# Transport questions

				2021 % favourable	difference from 2020
My workgroup demonstrates good health and safety behaviour	85	11		85%	-2%
I seek out all necessary information, equipment and training to do my job safely	89	9		89%	-1%
I am regularly consulted on matters affecting safety in my workplace	70	20	10	70%	-2%
I have a clear understanding of how my work contributes to Transport's objectives and direction	79	15	7	79%	-1%
I am able to make decisions that affect my work	78	14	8	78%	0%
I am able to work productively to deliver what is required of me	83	11		83%	-
I am confident in my ability to provide quality customer service to customers	89	8		89%	0%
The changes currently being implemented within my organisation will result in better customer and community outcomes	52	32	17	52%	-3%
My organisation works towards achieving the greater good for the community	72	19	9	72%	-2%
I see senior managers of my organisation actively putting people at the heart of the decisions they make	51	26	23	51%	+2%

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

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## Results by child unit and demographic group

Discover if employees in different groups have different views

# Respondent profile snapshot

This is a snapshot of survey takers.

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

Gender	% respondents
Male	58
Female	30
Non-binary	1
Prefer not to say	11

Age	% respondents
15-34 years	17
35-54 years	51
55+ years	17
Prefer not to say	15

LOTE spoken at home	% respondents
Yes	31
No	61
Prefer not to say	8

Aboriginal and/or Torres Strait Islander	% respondents
Yes	3
No	89
Prefer not to say	8

Disability	% respondents
Yes	4
No	90
Prefer not to say	7

LGBTIQ+	% respondents
Yes	4
No	88
Prefer not to say	8

Employment status	% respondents
Senior executive	8
Ongoing / permanent	76
Temporary	3
Casual	0
Contract-non-executive	3
Labour hire	6
Other	1
Don't know	3

Working arrangement	% respondents
Full-time	96
Part-time	4

Type of work	% respondents
Service delivery involving direct contact with the public	18
Other service delivery work	22
Administrative support	4
Corporate services	15
Policy	1
Research	1
Program and project management support	21
Legal	1
Other	18

Organisation tenure	% respondents
Less than 1 year	14
1 year to less than 2 years	9
2 years to less than 5 years	23
5 years to less than 10 years	19
10 years to less than 20 years	21
More than 20 years	15

Salary	% respondents
\$85,743 and below	17
\$85,744 - \$111,076	21
\$111,077 - \$148,577	24
\$148,578 and above	22
Prefer not to say	16

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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	Corporate Services	Customer Strategy & Technology	Greater Sydney (including Sydney Trains)	Group Finance & Investment	Infrastructure & Place	NSW Point to Point Transport Commission	Office of the Secretary	Office of Transport Safety Investigations (OTSI)	People & Culture	Regional & Outer Metropolitan (including NSW TrainLink)	Safety, Environment & Regulation	Sydney Metro	Transport Asset Holding Entity (TAHE)
Employee engagement	66	67	70	67	65	66	82	76	72	69	62	63	74	75
Wellbeing	68%	69%	70%	71%	63%	67%	77%	77%	75%	69%	64%	65%	68%	89%
Role clarity and support	67%	66%	67%	71%	62%	63%	81%	68%	64%	63%	63%	63%	67%	73%
Inclusion and diversity	74%	77%	79%	71%	77%	77%	92%	88%	86%	78%	69%	72%	83%	85%
Teamwork and collaboration	65%	67%	74%	62%	68%	69%	89%	78%	89%	68%	59%	63%	77%	81%
Learning and development	54%	52%	54%	56%	49%	52%	75%	65%	53%	55%	51%	52%	59%	68%
Senior managers	57%	64%	68%	52%	61%	61%	89%	78%	91%	64%	52%	54%	72%	70%
Communication and change management	54%	60%	63%	52%	56%	56%	82%	69%	74%	60%	49%	51%	67%	72%
Employee voice	69%	71%	77%	65%	74%	72%	89%	83%	82%	76%	64%	67%	79%	82%

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	66	67	71	53	68	59	66	72	71	69	66
Wellbeing	68%	71%	73%	53%	68%	57%	69%	75%	74%	71%	70%
Role clarity and support	67%	70%	71%	48%	71%	57%	67%	74%	73%	69%	70%
Inclusion and diversity	74%	76%	79%	53%	73%	64%	73%	78%	80%	77%	73%
Teamwork and collaboration	65%	66%	71%	51%	65%	56%	65%	71%	71%	68%	63%
Learning and development	54%	56%	60%	38%	59%	44%	55%	61%	64%	57%	54%
Senior managers	57%	57%	65%	41%	57%	49%	57%	64%	63%	60%	55%
Communication and change management	54%	55%	61%	43%	57%	45%	54%	63%	61%	57%	53%
Employee voice	69%	70%	75%	53%	70%	58%	69%	75%	76%	72%	65%

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	66	64	66	73	68	65	66	69	61	66
Wellbeing	68%	72%	68%	73%	69%	65%	71%	70%	53%	66%
Role clarity and support	67%	73%	66%	73%	65%	58%	67%	67%	54%	67%
Inclusion and diversity	74%	69%	73%	80%	78%	77%	73%	80%	73%	71%
Teamwork and collaboration	65%	58%	63%	75%	69%	67%	69%	71%	61%	63%
Learning and development	54%	56%	53%	63%	54%	50%	53%	55%	45%	54%
Senior managers	57%	49%	52%	70%	64%	60%	62%	65%	52%	55%
Communication and change management	54%	51%	50%	65%	60%	51%	54%	59%	48%	54%
Employee voice	69%	61%	66%	77%	74%	75%	73%	76%	63%	67%

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 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	66	75	71	69	63	64	63
Wellbeing	68%	80%	72%	70%	65%	66%	67%
Role clarity and support	67%	73%	70%	70%	64%	66%	68%
Inclusion and diversity	74%	84%	79%	77%	71%	70%	70%
Teamwork and collaboration	65%	79%	71%	67%	61%	60%	60%
Learning and development	54%	67%	60%	56%	49%	51%	53%
Senior managers	57%	74%	65%	61%	52%	50%	50%
Communication and change management	54%	72%	62%	58%	49%	47%	48%
Employee voice	69%	82%	75%	72%	66%	63%	63%

 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	66	68	68	61	62	67	68	64	62
Wellbeing	68%	71%	72%	67%	71%	66%	66%	69%	69%
Role clarity and support	67%	69%	72%	65%	68%	65%	64%	66%	59%
Inclusion and diversity	74%	77%	76%	69%	75%	79%	78%	74%	62%
Teamwork and collaboration	65%	68%	67%	58%	62%	70%	65%	61%	54%
Learning and development	54%	56%	58%	50%	57%	60%	59%	55%	44%
Senior managers	57%	61%	56%	45%	57%	62%	62%	55%	41%
Communication and change management	54%	58%	55%	45%	52%	58%	57%	52%	38%
Employee voice	69%	72%	71%	60%	66%	73%	72%	64%	53%

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	66	64	63	59	65	61	64	66	63	72
Wellbeing	68%	68%	62%	56%	61%	63%	64%	66%	71%	83%
Role clarity and support	67%	66%	61%	57%	61%	60%	66%	65%	64%	76%
Inclusion and diversity	74%	75%	70%	65%	68%	70%	70%	75%	74%	83%
Teamwork and collaboration	65%	63%	56%	49%	57%	59%	61%	61%	56%	78%
Learning and development	54%	53%	50%	39%	56%	48%	53%	59%	42%	64%
Senior managers	57%	50%	51%	44%	63%	51%	49%	55%	48%	69%
Communication and change management	54%	49%	48%	39%	54%	46%	49%	48%	44%	68%
Employee voice	69%	68%	61%	55%	65%	64%	64%	68%	64%	78%

 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.

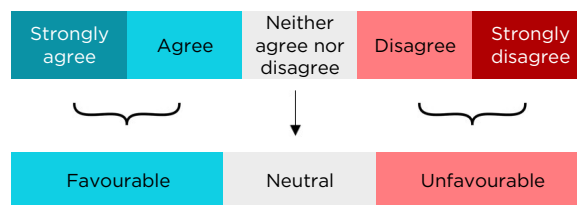


## Privacy

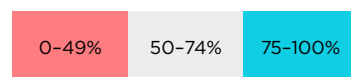
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

## % favourable calculation

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

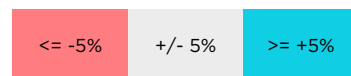


% favourable scores are colour coded based on these ranges:



## 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.				