

# People Matter

NSW Public Sector  
Employee Survey 2023

## Agency Report

## Office of Transport Safety Investigation

**Survey period:** 21 August to 15 September 2023

**Completed surveys:** 30

**Response rate:** >100% +12 compared to 2022

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

### NSW public sector

- Transport
  - Office of Transport Safety Investigation

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## High level results

Discover key employee experience insights

# Headline results for key topics

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



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

See 'Additional information about the survey' for interpretation guidance and details about the survey model.

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
<div>Role clarity and support</div> <div>66%</div> <div>2022 +3 (63%)</div>	<div>Teamwork and collaboration</div> <div>68%</div> <div>2022 -2 (69%)</div>	<div>Recruitment</div> <div>45% !</div> <div>2022 -</div>	<div>Senior managers</div> <div>57%</div> <div>2022 -12 (69%)</div>	<div>Employee engagement</div> <div>66</div> <div>2022 +6 (60)</div>
<div>Job purpose and enrichment</div> <div>74%</div> <div>2022 +1 (74%)</div>	<div>Inclusion and diversity</div> <div>72%</div> <div>2022 -</div>	<div>Learning and development</div> <div>60%</div> <div>2022 +2 (59%)</div>	<div>Decision making and accountability</div> <div>57% !</div> <div>2022 0 (56%)</div>	<div>Job satisfaction</div> <div>70%</div> <div>2022 +15 (55%)</div>
<div>Risk and innovation</div> <div>78%</div> <div>2022 +2 (76%)</div>	<div>Flexible working</div> <div>88% *</div> <div>2022 +5 (83%)</div>	<div>Pay</div> <div>83% *</div> <div>2022 +3 (80%)</div>	<div>Communication and change management</div> <div>59%</div> <div>2022 -</div>	<div>Wellbeing</div> <div>61%</div> <div>2022 -</div>
<div>Ethics and values</div> <div>81% *</div> <div>2022 -</div>	<div>Grievance handling</div> <div>62%</div> <div>2022 -</div>	<div>Recognition</div> <div>81%</div> <div>2022 +19 (62%)</div>	<div>Employee voice</div> <div>65%</div> <div>2022 -</div>	<div>Customer service</div> <div>61%</div> <div>2022 -5 (66%)</div>
	<div>Health and safety</div> <div>81%</div> <div>2022 +15 (66%)</div>	<div>Feedback and performance management</div> <div>54% !</div> <div>2022 +4 (50%)</div>	<div>Action on survey results</div> <div>69%</div> <div>2022 +16 (53%)</div>	

0-49% 50-74% 75-100%

r = below privacy cut-off

## Highest and lowest scoring questions

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

<div> <div>+</div> Questions with the highest favourable scores </div>				2023 % favourable	difference from 2022
Ethics and values	7u	I understand what ethical behaviour means within my workplace		97%	-
Flexible working	8f	My manager supports flexible working in my team		97%	+7
Ethics and values	7v	I would know how to report unethical behaviour if I became aware of it		93%	-
Inclusion and diversity	8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)		93%	+8
Ethics and values	7r	I support my organisation's values		90%	-5
<div> <div>-</div> Questions with the lowest favourable scores </div>				2023 % favourable	difference from 2022
Wellbeing	1n	I feel burned out by my work (disagree)		33%	-22
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees		34%	-26
Communication and change management	7b	Change is managed well in my organisation		34%	-13
Recruitment	7h	My organisation generally selects capable people to do the job		38%	-15
Customer service	7i	The processes in my organisation are designed to support the best experience for customers		41%	-11

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

# Most and least improved questions

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

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

+ Most improved questions			2023 % favourable	difference from 2022
Recognition	7p	I receive adequate recognition for my contributions from my organisation	83%	+25
Feedback and performance management	5g	My manager appropriately deals with employees who perform poorly	54%	+24
Inclusion and diversity	8c	I feel that I belong in my organisation	76%	+21
Job satisfaction	1i	I am satisfied with my job	70%	+20
Employee engagement	7k	I would recommend my organisation as a great place to work	66%	+18
- Least improved questions			2023 % favourable	difference from 2022
Inclusion and diversity / Senior managers	6f	Senior managers support the career advancement of all employees	34%	-26
Wellbeing	1n	I feel burned out by my work (disagree)	33%	-22
Customer service / Senior managers	6d	Senior managers communicate the importance of customers in our work	59%	-21
Ethics and values / Senior managers	6b	Senior managers model the values of my organisation	55%	-15
Recruitment	7h	My organisation generally selects capable people to do the job	38%	-15

Difference from (percentage point)



r = below privacy cut-off

# Key drivers of engagement

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

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

Topic	Engagement key driver questions		2023 % favourable	Action
Decision making and accountability	5e	I have confidence in the decisions my manager makes	52%	Improve
Wellbeing	1n	I feel burned out by my work (disagree)	33%	Improve
Employee voice	5d	My manager involves my workgroup in decisions about our work	66%	Maintain
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	66%	Maintain
Learning and development	3g	I am satisfied with the opportunities available for career development in my organisation	48%	Improve
Communication and change management	7s	I am supported through changes that affect my work	59%	Improve

r = below privacy cut-off



## Results by topic

Discover more about your results

Employee engagement

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

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

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Employee engagement (total score)*				66	+6	+1	-1
7k I would recommend my organisation as a great place to work	66	17	17	66%	+18	+3	-7
7l I am proud to tell others I work for my organisation	76	17	7	76%	+7	+6	+3
7m I feel a strong personal attachment to my organisation	55	31	14	55%	-3	-5	-6
7n My organisation motivates me to help it achieve its goals	59	17	24	59%	+6	+4	0
7o My organisation inspires me to do the best in my job	59	21	21	59%	+6	+3	0

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



r = below privacy cut-off

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

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

19n How long do you think you will continue to work in your current organisation?	2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Less than 1 year	r	-	-	-
1 year to less than 2 years	r	-	-	-
2 years to less than 5 years	38%	-6	+18	+19
5 years to less than 10 years	r	-	-	-
10 years to less than 20 years	r	-	-	-
More than 20 years	r	-	-	-
19o What best describes your plans involved with leaving your current organisation?				
I am planning to retire	r	-	-	-
I am applying for/intend to apply for new roles in another NSW public sector organisation	r	-	-	-
I am applying for/intend to apply for roles in the private sector	r	-	-	-
I am applying for/intend to apply for new roles in the not for profit / community sector	r	-	-	-
It is the end of my non-ongoing, casual or contracted employment	r	-	-	-
Other	r	-	-	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

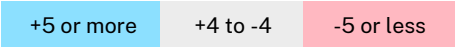
r = below privacy cut-off

Job satisfaction

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Job satisfaction (total score)					70%	+15	+1	-1
1g	My job gives me a feeling of personal accomplishment	<div><div>73</div><div>7</div><div>20</div></div>			73%	+13	+1	+2
1h	I feel motivated to contribute more than what is normally required at work	<div><div>67</div><div>13</div><div>20</div></div>			67%	+12	+1	-2
1i	I am satisfied with my job	<div><div>70</div><div>10</div><div>20</div></div>			70%	+20	+3	-2

Difference from (percentage point)



r = below privacy cut-off

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

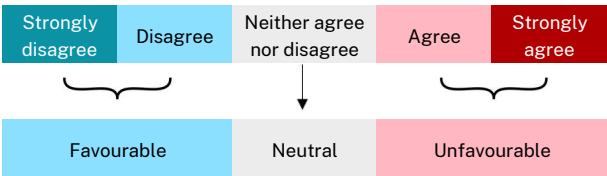
Burnout is typically characterised by ongoing feelings of:

- energy depletion / exhaustion
- negativity or cynicism about one's job
- reduced professional effectiveness.

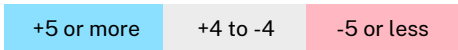
		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Wellbeing (total score)					61%	-	+8	-1
1j	The amount of stress in my job is manageable	67	30		67%	-	+12	+2
1m	In general, my sense of wellbeing is..	63	23	13	63%	+3	+6	0
1n	I feel burned out by my work (disagree)	33	37	30	33%	-22	-1	-6
7w	I am satisfied with current workplace practices to help me manage my wellbeing	69	28		69%	-	+10	0
7y	There are effective resources in my organisation to support employee wellbeing	76	14	10	76%	+18	+12	+1

Note on interpretation:

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



Difference from (percentage point)



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Customer service (total score)					61%	-5	-8	-9
1k	I am empowered to make the decisions needed to help customers and/or communities	50	23	27	50%	-5	-18	-17
2c	People in my workgroup can explain how their work impacts customers	79	17		79%	+9	-2	-1
2d	My workgroup considers customer needs when planning our work	73	17	10	73%	+3	-9	-8
6d	Senior managers communicate the importance of customers in our work	59	24	17	59%	-21	-7	-11
7i	The processes in my organisation are designed to support the best experience for customers	41	41	17	41%	-11	-14	-15
7j	My organisation meets the needs of the communities, people, and/or businesses of NSW	66	28	7	66%	-3	+3	-1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

Role clarity and support

Purpose and direction

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

Employees also need the right support to deliver what is expected in their role such as time to do their job well, tools and technology, and training.

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Role clarity and support (total score)				66%	+3	+1	-3
1a I understand what is expected of me to do well in my job	80	7	13	80%	+5	-4	-3
1b I get the support I need to do my job well	67	13	20	67%	+17	+3	-3
1c I have the tools and technology to do my job well	77	17	7	77%	-3	+9	+3
1d I have the time to do my job well	60	17	23	60%	+5	+7	-7
3e My performance is assessed against clear criteria	45	24	31	45%	-10	-10	-15
3f I have received the training and development I need to do my job well	68	25	7	68%	+5	+3	+3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Job purpose and enrichment (total score)					74%	+1	+3	+1
1e	My job gives me opportunities to use a variety of skills	<div><div>80</div><div>17</div></div>			80%	0	0	+3
1f	I have a choice in deciding how I carry out day to day work tasks	<div><div>87</div><div>10</div></div>			87%	+2	+15	+10
3d	In the last 12 months, I have received feedback to help me improve my work	<div><div>64</div><div>25</div><div>11</div></div>			64%	-1	0	-2
5h	My manager communicates how my role contributes to my organisation's purpose	<div><div>66</div><div>31</div></div>			66%	+1	-3	-6

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off



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

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

A healthy risk appetite can help foster innovation.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Risk and innovation (total score)					78%	+2	+6	+4
1l	I am comfortable notifying my manager if I become aware of any risks at work	80137			80%	-5	-6	-8
5a	My manager encourages people in my workgroup to keep improving the work they do	79147			79%	+9	+5	+2
7a	My organisation is making improvements to meet future challenges	76717			76%	+2	+21	+18

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Ethics and values (total score)					81%	-	+3	+2
6b	Senior managers model the values of my organisation			<div><div>55</div><div>24</div><div>21</div></div>	55%	-15	+1	-1
7q	My organisation shows a commitment to ethical behaviours			<div><div>72</div><div>24</div><div></div></div>	72%	-7	-1	-3
7r	I support my organisation's values			<div><div>90</div><div>7</div><div></div></div>	90%	-5	+2	+4
7u	I understand what ethical behaviour means within my workplace			<div><div>97</div><div></div><div></div></div>	97%	-	+3	+4
7v	I would know how to report unethical behaviour if I became aware of it			<div><div>93</div><div>7</div><div></div></div>	93%	-	+7	+7

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

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.

				Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio	
Teamwork and collaboration (total score)							68%	-2	+6	+5	
2a	My workgroup works collaboratively to achieve its goals			69		14	17	69%	-1	-10	-10
6c	Senior managers promote collaboration between my organisation and other organisations we work with			72		17	10	72%	-3	+20	+17
7c	There is good co-operation between teams across my organisation			62		28	10	62%	-1	+8	+8

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Inclusion and diversity (total score)					72%	-	+3	+2
2b	People in my workgroup treat each other with respect	8777			87%	+17	+7	+5
6f	Senior managers support the career advancement of all employees	34	41	24	34%	-26	-10	-13
8a	Personal background is not a barrier to participation in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	93			93%	+8	+14	+16
8b	I am comfortable sharing a different view to others in my organisation	69	14	17	69%	-	+1	-2
8c	I feel that I belong in my organisation	76	21		76%	+21	+5	+4

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Flexible working (total score)					88%	+5	+25	+13
8e	How satisfied are you with your ability to access and use flexible working arrangements?	79		21	79%	+4	+19	+6
8f	My manager supports flexible working in my team	97			97%	+7	+31	+21

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Use of flexible working  
Work environment

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

8d Type of flexible working		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Flexible start and finish times	<div></div>	97%	+2	+52	+36
Working more hours over fewer days		r	-	-	-
Working additional hours to make up for time off	<div></div>	45%	+5	+27	+20
Flexible scheduling for rostered workers		r	-	-	-
Part-time work		r	-	-	-
Job sharing		r	-	-	-
Working from different locations	<div></div>	38%	-17	+18	0
Working from home	<div></div>	97%	+7	+54	+34
Purchasing annual leave		r	-	-	-
Leave without pay		r	-	-	-
Study leave		r	-	-	-
Other		r	-	-	-
None of the above		r	-	-	-

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation	62	24	14	62%	-	-2	-5

\*See p.37 for related results on negative workplace behaviours.

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Health and safety (total score)					81%	+15	+15	+6
7x	I am confident work health and safety issues I raise will be addressed promptly	8610			86%	+13	+17	+12
7y	There are effective resources in my organisation to support employee wellbeing	761410			76%	+18	+12	+1

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off



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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Recruitment (total score)					45%	-	0	+1
7f	My organisation makes fair recruitment decisions	52	28	21	52%	-	+7	+7
7g	My organisation makes fair promotion decisions	46	36	18	46%	-	+7	+7
7h	My organisation generally selects capable people to do the job	38	34	28	38%	-15	-14	-11

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Learning and development (total score)					60%	+2	+5	+3
3f	I have received the training and development I need to do my job well	68 25 7			68%	+5	+3	+3
3g	I am satisfied with the opportunities available for career development in my organisation	48 21 31			48%	-7	-2	-5
7e	My organisation is committed to developing its employees	66 21 14			66%	+8	+13	+10

Difference from (percentage point)

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

	2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Yes	38%	-7	-3	-5
No	62%	+7	+3	+5

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

Lack of visible opportunities	r	-	-	-
Lack of promotion opportunities	37%	+7	+10	+9
Lack of support from my manager / supervisor	r	-	-	-
Geographic location considerations	r	-	-	-
Personal / family considerations	r	-	-	-
Insufficient training and development	r	-	-	-
Lack of required capabilities or experience	r	-	-	-
Lack of support for temporary assignments / secondments	r	-	-	-
The application / recruitment process is too cumbersome or time consuming	r	-	-	-
Other	r	-	-	-
There are no major barriers to my career progression	r	-	-	-

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
4 I am paid fairly for the work I do	83	10	7	83%	+3	+37	+22

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Recognition (total score)					81%	+19	+19	+15
5f	My manager provides recognition for the work I do	791010			79%	+14	+8	+5
7p	I receive adequate recognition for my contributions from my organisation	8314			83%	+25	+29	+25

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

Feedback and performance management

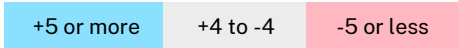
Enabling practices

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Feedback and performance management (total score)					54%	+4	-2	-6
3d	In the last 12 months, I have received feedback to help me improve my work	64	25	11	64%	-1	0	-2
3e	My performance is assessed against clear criteria	45	24	31	45%	-10	-10	-15
5g	My manager appropriately deals with employees who perform poorly	54	21	25	54%	+24	+4	-1

		2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
Performance management process					
3a	I have a performance and development plan that sets out my individual goals	83%	+33	+9	+9
3b	I have informal feedback conversations with my manager	90%	0	+10	+8
3c	I have scheduled feedback conversations with my manager	83%	+18	+17	+15

Difference from (percentage point)



r = below privacy cut-off

Senior managers  
Leadership

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.

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Senior managers (total score)					57%	-12	+5	+2
6a	Senior managers provide clear direction for the future of the organisation	66	21	14	66%	+1	+16	+17
6b	Senior managers model the values of my organisation	55	24	21	55%	-15	+1	-1
6c	Senior managers promote collaboration between my organisation and other organisations we work with	72	17	10	72%	-3	+20	+17
6d	Senior managers communicate the importance of customers in our work	59	24	17	59%	-21	-7	-11
6e	Senior managers listen to employees	55	21	24	55%	-10	+9	+6
6f	Senior managers support the career advancement of all employees	34	41	24	34%	-26	-10	-13

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

				Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio	
Decision making and accountability (total score)								57%	0	-3	-4
5e	I have confidence in the decisions my manager makes			52	21	28	52%	-3	-20	-22	
7d	People in my organisation take responsibility for their own actions			62	24	14	62%	+4	+15	+14	

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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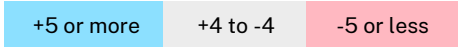
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Effective communication is proactive and timely and focuses on the most important points. What do employees need to know and how does it affect them?

				<div><div>Favourable</div><div>Neutral</div><div>Unfavourable</div></div>	<b>2023</b> % favourable	difference from <b>2022</b>	difference from <b>Sector</b>	difference from <b>Portfolio</b>
<b>Communication and change management (total score)</b>					<b>59%</b>	-	+3	+3
5b	My manager communicates effectively with me			<div><div>59</div><div>21</div><div>21</div></div>	59%	-6	-16	-19
6a	Senior managers provide clear direction for the future of the organisation			<div><div>66</div><div>21</div><div>14</div></div>	66%	+1	+16	+17
7b	Change is managed well in my organisation			<div><div>34</div><div>38</div><div>28</div></div>	34%	-13	-4	-2
7s	I am supported through changes that affect my work			<div><div>59</div><div>28</div><div>14</div></div>	59%	-	0	-1
7t	I have the opportunity to provide feedback on change processes that directly affect me			<div><div>79</div><div>17</div><div></div></div>	79%	-	+20	+19

Difference from (percentage point)



r = below privacy cut-off

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
Employee voice (total score)					65%	-	0	-3
5c	My manager encourages and values employee input	69	14	17	69%	-6	-6	-9
5d	My manager involves my workgroup in decisions about our work	66	14	21	66%	+6	-5	-8
6e	Senior managers listen to employees	55	21	24	55%	-10	+9	+6
8b	I am comfortable sharing a different view to others in my organisation	69	14	17	69%	-	+1	-2

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

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

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

		Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Sector	difference from Portfolio
9	I am confident my organisation will act on the results of this survey	69	14	17	69%	+16	+25	+21

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
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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...	2023 % respondents	difference from 2022	difference from Sector	difference from Portfolio
been aware of any misconduct in your organisation	r	-	-	-
witnessed bullying	r	-	-	-
experienced bullying	r	-	-	-
witnessed sexual harassment	r	-	-	-
experienced sexual harassment	r	-	-	-
experienced threats or physical harm	r	-	-	-
experienced discrimination	r	-	-	-
experienced racism	r	-	-	-

Definitions

- **Misconduct:** behaviour that is unethical, illegal, corrupt, or that breaches your organisation's code of conduct

- **Bullying:** repeated unreasonable behaviour directed towards a worker or group of workers

- **Sexual harassment:** unwelcome behaviour of a sexual nature that would offend, humiliate or intimidate someone

- **Discrimination:** when a person, or a group of people, is treated less favourably than another person or group because of their background or certain personal characteristics

- **Racism:** prejudice, discrimination or hatred directed at someone because of their colour, ethnicity or national origin



r = below privacy cut-off

## Transport questions

	Favourable	Neutral	Unfavourable	2023 % favourable	difference from 2022	difference from Portfolio
My workgroup demonstrates good health and safety behaviour	93			93%	+10	+8
I am able to work productively to deliver what is required of me	75	11	14	75%	+8	-8
I am confident in my ability to provide quality customer service to customers/passengers	79	18		79%	+6	-9
My organisation works towards achieving the greater good for the community	82	14		82%	+10	+3
I see senior managers of my organisation actively putting people at the heart of the decisions they make	54	25	21	54%	+4	-3
We are retaining the people we need to achieve our business goals	50	32	18	50%	+6	+7
I see people in my workgroup being respectful and demonstrating the five ways of leading behaviours	68	21	11	68%	-	-5
Senior managers inspire me about the future of this organisation	61	25	14	61%	0	+13
Senior managers keep employees informed about what's going on	64	18	18	64%	-	+5
My manager prepares me effectively for changes that affect my work	64	14	21	64%	-	-3

Difference from (percentage point)

+5 or more

+4 to -4

-5 or less

r = below privacy cut-off

## Results by child unit and demographic group

Discover if employees in different groups have different views

This page cannot be shown due to privacy reasons.

This is a snapshot of survey takers.

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

## Selected key topic results by child unit

This page cannot be shown due to privacy reasons.

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



## Selected key topic results by select demographics

This page cannot be shown due to privacy reasons.

## **Additional information about the survey**

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

## Survey model

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

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

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

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

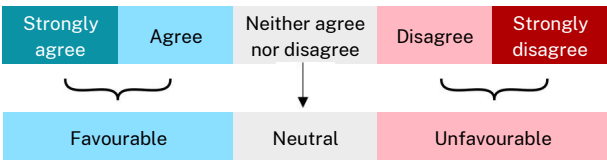


Privacy

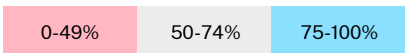
Responses from individual employees are confidential. Strict rules protect privacy at every stage of the survey process. These reports only show the results for a group of employees (i.e. a workgroup or demographic group) when there are 10 or more responses for the group.

% favourable calculation

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

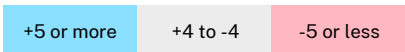


% favourable scores are colour coded based on these ranges:



Difference scores

Difference scores are displayed as a percentage point where available. Differences are colour coded based on these ranges:



A '-' represents there is no applicable comparison available.

Rounding

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

Burnout (disagree) question

The score provided for the burnout question indicates the % favourable responses (i.e. ‘strongly disagree’ and ‘disagree’ responses).

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

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

Employee engagement score calculation

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

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

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

Key driver analysis




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

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

# Action planning

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

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

 <div>CELEBRATE</div> <p>The things we do well:</p> <div></div> <div></div> <div></div> <div></div> <p>Think about how we can build on our strengths and learn from what we are good at.</p>	 <div>INVESTIGATE FURTHER WITH OUR TEAMS</div> <p>Are there any other opportunities coming out of the results that we want to explore further?</p> <div></div> <div></div> <div></div> <div></div> <p>How could we investigate? Through looking at the data in in more detail or through discussions with staff?</p>	 <div>OPPORTUNITIES</div> <p>Areas we need to focus on and turn into action plans:</p> <div></div> <div></div> <div></div> <div></div> <p>What are the key things we need to improve to make working here better?</p>
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PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.				
02.				
03.				