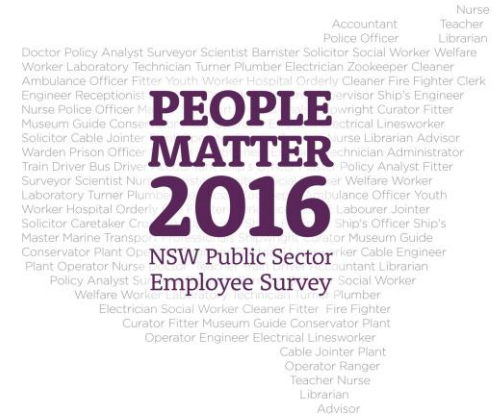


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Cluster Report

Transport

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RESPONSE RATE

48%

**13,680 RESPONSES OUT OF
28,585 EMPLOYEES**

ENGAGEMENT INDEX

63%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2014
CLUSTER SCORE **63%**



ENGAGEMENT

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

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

RESPONSE RATE

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

Some entities exceeded 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT %

1h. I look for ways to perform my job more effectively	93%
1a. I understand what is expected of me to do well in my role	87%
1d. I feel I make a contribution to achieving the organisation's objectives	84%
2a. My workgroup strives to achieve customer/client satisfaction	84%
2i. People in my workgroup treat customers/clients with respect	83%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	82%
7c. My organisation strives to earn and sustain a high level of public trust	80%
2e. I receive help and support from other members of my workgroup	79%
7b. My organisation strives to match services to customer/client needs	79%
8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	78%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT %

7l. My organisation's processes for recruiting employees are efficient	32%
15. I believe action will be taken on the results from this survey by my organisation	37%
7f. I feel that change is handled well in my organisation	37%
6h. I feel that senior managers listen to employees	38%
7m. Recruitment and promotion decisions in this organisation are generally fair	40%
6b. I feel that senior leaders effectively lead and manage change	42%
9b. I have confidence in the ways my organisation resolves grievances	43%
6g. I feel that senior managers keep employees informed about what's going on	44%
7g. There is good co-operation between teams across our organisation	45%
3j. I am satisfied with the opportunities available for career development in my organisation	45%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

ALMOST 14,000 EMPLOYEES ACROSS THE TRANSPORT CLUSTER TOOK THE OPPORTUNITY TO HAVE THEIR SAY IN PEOPLE MATTER

The People Matter employee survey was open to all employees at Transport between 2nd and 31st May 2016. Almost 14,000 employees took the opportunity to have their say, resulting in a 48% response rate. This level of response is sufficient for the analysis of data across Transport and all of its organisations to be robust and representative.

Levels of employee engagement remain stable at 63% which is the same as the score for 2014. Results across all Transport organisations were broadly comparable. Analysis indicated that engagement in Transport is most strongly driven by perceptions of employee capability, collaboration between teams and employee development opportunities.

Survey results for Transport revealed that there is a clear distinction between perceptions of senior managers and direct managers, with the latter attracting notably higher scores. This is consistent with a trend found across the public sector. Perceptions about senior managers in Transport were generally in line with sector average scores across all related questions except for change management which scored below average and communicating the importance of customers which scored well above average.

Communication is an enabler for high performance and respondents across Transport for the most part felt that they could speak up and have their voices heard. There was also general agreement that they are listened to locally by their direct managers and supervisors. This is encouraging as analysis demonstrates that perceptions about direct managers fundamentally influence how respondents feel about communication.

Effective and visible leadership is essential for realising a high performance culture. The results for the high performance question group were slightly below the sector average at 66%. Within this group, the lower scoring factors were innovation and collaboration.

The public sector values of integrity, trust, service and accountability guide the high standards required of all employees and organisations across the sector. Agreement with questions regarding service quality and customer focus were the highest for Transport by a clear margin however scores across all the questions sets for values closely matched those of the sector averages.

The majority of respondents in Transport agreed that diversity and inclusion in the workplace can contribute to better business outcomes. Perceptions about diversity and inclusion did not deviate far from averages when gender or non-English speaking backgrounds were considered however Aboriginal and Torres Straight Islanders and LGBTI respondents were less positive about their views on diversity and inclusion.

This report focuses on all the key question groups in People Matter, comparing performance in Transport to the sector average and where possible providing analysis to demonstrate the themes and areas which, if improved, are most likely to influence improvements in engagement and other key performance indicators.

The initial overview sections are followed by summary results for all clusters and all agencies in this cluster. The Key Questions section contains cluster results for the individual questions and the aggregate scores for each question group. A profile of respondents and select demographic responses are near the end of the report.

EMPLOYEE ENGAGEMENT

ENGAGEMENT IS STABLE

A complete list of the questions which are used to measure Employee Engagement are listed in the All Questions section.

EMPLOYEE ENGAGEMENT 63%	PMES 2016 SECTOR SCORE	65%
	PMES 2014 SECTOR SCORE	65%
	PMES 2014 CLUSTER SCORE	63%

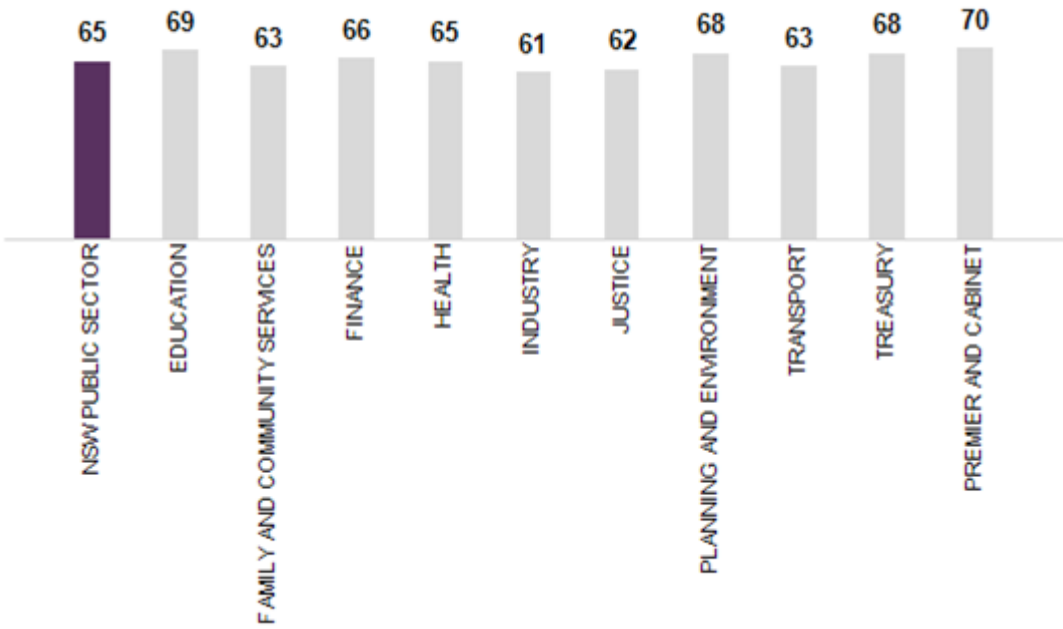
KEY DRIVERS OF ENGAGEMENT

The following questions have been identified through an advanced statistical technique called **Key Driver Analysis** to be the questions with the strongest impact on Employee Engagement.

Focus on improving perceptions on these questions should see an corresponding **impact on the Engagement index**.

★	KEY DRIVERS OF ENGAGEMENT	% AGREEMENT	% SECTOR
7n.	My organisation generally selects capable people to do the job	47%	51%
7g.	There is good co-operation between teams across our organisation	45%	48%
7j.	My organisation is committed to developing its employees	50%	53%
3j.	I am satisfied with the opportunities available for career development in my organisation	45%	45%
7e.	My organisation is making the necessary improvements to meet our future challenges	62%	62%
7d.	My organisation focuses on improving the work we do	73%	76%

EMPLOYEE ENGAGEMENT BY CLUSTER



Employee engagement is a long established and widely deployed business and organisational performance indicator. Definitions vary widely, however one of the most comprehensive studies into engagement by the Engage for Success Taskforce, commissioned in 2009 by the United Kingdom government, concluded that:

“Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help it succeed – and from that flows a series of tangible benefits for organisation and individual alike”

ENGAGEMENT IS STABLE AT THE CLUSTER LEVEL

The overall Engagement Index score for 2016 for Transport is 63% which is in line with the sector average and unchanged since 2014. However a marginal improvement was seen in the number of Transport respondents recommending the organisation and less negativity was seen in respondents feeling motivated and inspired where there was a shift into higher neutral scores.

Across the cluster, engagement results were mixed with Office of Transport Safety Regulations scoring 79% agreement and NSW TrainLink notably less positive at 57%. Only 47% of respondents from Sydney Trains indicated that they feel inspired to do their best at work.

People Matter also examined the levels of engagement shown by respondents with their work, an area which tends to attract moderately higher scores than engagement with broader areas of an organisation and this was reflected in Transport with an aggregate agreement score of 74%. It fits a wider trend observed in People Matter where respondents tended to answer more positively when asked about matters directly related to their work or work group, with higher neutrality and negativity recorded when asked about aspects further from their immediate experience, such as their manager, senior managers or the organisation as a whole.

Engagement within Transport by age and seniority followed typical trends seen in employment research. Engagement tapers off with age, with younger respondents being the most engaged with their organisation. There is little variance between managers (64%) and non managers (62%). However, managers of managers and senior executives are more positive (both 68%). By salary band, employees earning the most (\$230k+) and least (under \$35k) are more engaged at 72% and 70% respectively compared with the least engaged employees earning between \$55k-100k at 61% on average.

A typical tenure trend found in engagement research is that levels of engagement for new employees begin high, fall to their lowest after 2-5+ years and recover for employees with tenure of over 10+ years to higher than average levels. However, this pattern is not reflected in this cluster, nor is it reflected in the NSW public sector as a whole. Whilst levels of engagement do begin high (70% for less than 1 year of employment), the fall experienced with mid-level tenure never recovers, with the longest serving employees of 10+ years remaining amongst the least engaged employees in the cluster (62%).

Engagement levels of some specific demographic groups did not differ significantly from the cluster average including Aboriginal and Torres Strait Islander employees and those working full or part time. Differences between men and women and between those with different levels of educational attainment also did not deviate significantly. However, in line with trends seen across the sector, respondents with a disability or a recognised mental health condition were less engaged (58% and 56% respectively).

The scale of the survey and the amount of data collected allows the robust use of statistical technique called Key Driver Analysis to explore items in the survey with the strongest association with the Engagement Index, thereby providing one way to understand what themes are most influencing levels of engagement.

The analysis revealed that employee capability, co-operation between teams and a focus on continuous improvement within an organisation have a significant impact on levels of engagement. It is evident that employee development is also important to employees within Transport, with less than half (45%) satisfied with development opportunities.

SENIOR MANAGERS

RESULTS MATCH THE SECTOR AVERAGE

A complete list of the questions which are used to measure Senior Managers are listed in the All Questions section.

SENIOR MANAGERS 47%	PMES 2016 SECTOR SCORE	47%
	PMES 2016 CLUSTER HIGH	58%
	PMES 2016 CLUSTER LOW	38%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Senior Managers.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Senior Managers**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
7j.	My organisation is committed to developing its employees	50%	53%
7e.	My organisation is making the necessary improvements to meet our future challenges	62%	62%
6i.	Senior managers in my organisation genuinely support the career advancement of women	50%	54%
7g.	There is good co-operation between teams across our organisation	45%	48%
7n.	My organisation generally selects capable people to do the job	47%	51%
7d.	My organisation focuses on improving the work we do	73%	76%

Perceptions of senior managers were one of the lowest scoring areas for Transport which is consistent with trends seen across the sector. However it is not uncommon for leadership questions to return low scores due to the reduced visibility of senior leaders in large and complex organisations.

The aggregated agreement score for this question group was 47% for the cluster but lower for NSW TrainLink (36% agreement) and Sydney Trains (42%) and significantly higher than average for the Office of Transport Safety Regulations (83% agreement). Overall, perceptions about senior managers within Transport are in line with sector averages except with regards to how senior managers communicate the importance of customers which was seven percentage points higher than average (67%).

Just over two thirds (67%) of respondents agree that senior managers communicate the importance of customers in achieving business objectives, which reinforces the strong emphasis of customer and public service as a focus for this cluster. However, this is offset by lower levels of agreement with all other questions in this group (see page 17). Scores about how senior managers handled change, whether or not they listened to employees or provided clear direction for the future generally matched those of sector averages (37%, 38% and 45% respectively).

The aggregate result for senior managers declines with tenure and salary band. Those with less than 1 year service showed 61% agreement but this drops to 51% for those with 1-2 years service and to 41% for those with between 5-10 years service. Those earning less than \$35k and over \$230k had notably higher levels of agreement (54% and 64% respectively) compared with those whose salary ranges from \$45k - \$110k (42% - 45% agreement). Full time employees were also more positive compared to part-time employees across the majority of questions.

There were no significant differences about perceptions of senior managers from men and women or from Aboriginal and Torres Strait Islander respondents however, LGBTI respondents had less positive views (40%).

By type of work, those within legal and administrative support were more positive (63% and 59% respectively) whilst those in service delivery roles with direct contact with the public were less positive (37%).

KEY INFLUENCERS

Statistical correlation analysis revealed that responses to survey questions regarding employee development and whether an organisation is focused on continuous improvement strongly influenced the outcomes of senior manager question scores and therefore shows a strong association between these themes and perceptions of leadership. Only half of respondents believe their organisation is committed to developing employees and that their senior managers support the career advancement of women, but both are broadly in line with the sector average.

RESULTS MATCH THE SECTOR AVERAGE

A complete list of the questions which are used to measure Communication are listed in the All Questions section.

COMMUNICATION 59%	PMES 2016 SECTOR SCORE	59%
	PMES 2016 CLUSTER HIGH	70%
	PMES 2016 CLUSTER LOW	51%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Communication.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Communication**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
5d. My manager listens to what I have to say	73%	73%
5j. I have confidence in the decisions my line manager makes	67%	67%
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	66%	65%
5i. My manager would take appropriate action if decision-making processes were found to be biased	65%	64%
5m. My manager provides acknowledgement or other recognition for the work I do	67%	67%
5l. My manager talks to me about how the values apply to my work	59%	58%

Empowering and connecting with employees through communication is vital to successful organisations. Questions regarding communication averaged 59% agreement for Transport which is in line with the sector average. Across the cluster, results for communication questions scored lowest in NSW TrainLink (48%), Sydney Trains (54%) and State Transit Authority (55%), with more positive scores evident in Transport for NSW (66%).

Scores were highest for questions about managers' encouragement of employee input, effective communication and whether or not employees felt able to speak up and share their views (69%, 69% and 71% respectively). Questions relating to how senior managers communicate and listen to employees returned comparatively lower levels of agreement, a trend that is evident across the public sector.

Younger employees (20 to 24 years old) within this cluster responded the most positively to communication questions (67% agreement), whilst respondents between the ages of 45-65 were less positive (58% agreement). Tenure followed a similar pattern to age whereby new starters were more positive and those with a greater length of service were notably less positive. Perceptions of communication increased by seniority with managers of managers most positive (69%), compared to direct managers or supervisors (63%) and non managers (58%). By salary, perceptions were generally consistent however those within the highest salary bands responded the most positively to communication questions.

Transport respondents who work in service delivery roles with direct contact with the public were notably less positive about communication efforts in their organisation (49%). In keeping with trends seen across the sector, respondents with a disability, Aboriginal and Torres Straight Islanders and those who identify as LGBTI showed lower levels of agreement (52%, 51% and 54% respectively). However, those who speak a language other than English at home were more positive about communication than the Transport average (65%).

KEY INFLUENCERS

Statistical correlation analysis revealed that responses to survey questions about direct managers were fundamentally influencing perceptions about communications within Transport since all of the top six key influencer questions were related to direct managers.

RESULTS ARE CLOSE TO THE SECTOR AVERAGE

A complete list of the questions which are used to measure High Performance are listed in the All Questions section.

HIGH PERFORMANCE 66%	PMES 2016 SECTOR SCORE	68%
	PMES 2016 CLUSTER HIGH	73%
	PMES 2016 CLUSTER LOW	61%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the High Performance.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the High Performance**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
1f. I am provided with the support I need to optimise my contribution at work	59%	59%
5g. My manager involves my workgroup in decisions about our work	64%	64%
7j. My organisation is committed to developing its employees	50%	53%
6h. I feel that senior managers listen to employees	38%	39%
5f. My manager encourages and values employee input	69%	69%
6c. I feel that senior managers model the values of my organisation	48%	48%

High Performance has been described as the consistent achievement of increased productivity through the setting of rigorous goals, targets and priorities, all of which are aligned across the organisation. Six factors and 21 questions were used to measure high performance in People Matter. The aggregate score was 66% across Transport and this is consistent with the sector average of 68%.

High Performance survey questions centred around six key themes: capability, efficiency, continuous improvement, innovation, collaboration and outcomes. The highest agreement scores were seen for outcomes questions (83%) and efficiency and effectiveness questions (71%).

Capability questions aimed to assess perceptions about work skills. Transport respondents collectively scored 63% agreement which is only two percentage points below the sector average. 75% agree that the people they work with have the appropriate skills to do their job well but perceptions were less positive about the organisation selecting capable people to do the job with just 47% agreeing. However this was a notable trend across the sector for recruitment questions.

Efficiency and effectiveness were evaluated by asking whether correct information and resources were in place to allow employees to deliver outcomes efficiently and by employee understanding what is expected of them. The aggregated score for these questions was 71% agreement, three percentage points below the sector average. However, 16% of respondents still disagreed that they have the tools to do their job effectively and 17% disagreed they get the information needed to do their job well.

Continuous Improvement and Innovation questions explored whether employees perceived Transport to be future-focused, improving quality and encouraging innovation. These question groups scored 67% and 56% respectively. 47% of respondents felt that senior managers encourage innovation with 23% disagreeing.

Collaboration questions asked how well employees collaborate within and between teams as well as the promotion of external collaboration by senior managers. Transport collectively scored 57% agreement for this question group, in line with the sector average. Although 75% agreed their team works collaboratively, less than half (45%) believed there is good cooperation between teams. However, this distinction was commonly seen across the sector.

Outcomes questions evaluated achievement of organisational objectives and business outcomes. Transport returned a result of 83% agreement which was in line with the sector average.

KEY INFLUENCERS

Analysis revealed that perceptions about workplace support, involvement in decisions, employee development and whether or not senior managers listen to employees strongly influenced perceptions about high performance.

PUBLIC SECTOR VALUES

RESULTS MATCH THE SECTOR AVERAGE

A complete list of the questions which are used to measure Public Sector Values are listed in the All Questions section.

PUBLIC SECTOR VALUES	PMES 2016 SECTOR SCORE	66%
	PMES 2016 CLUSTER HIGH	74%
	PMES 2016 CLUSTER LOW	59%

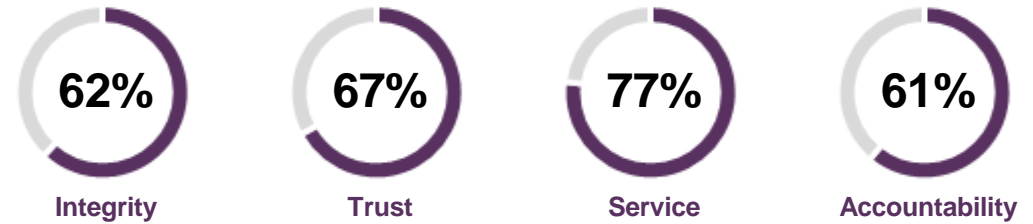
66%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Public Sector Values.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Public Sector Values**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
5j.	I have confidence in the decisions my line manager makes	67%	67%
5f.	My manager encourages and values employee input	69%	69%
5g.	My manager involves my workgroup in decisions about our work	64%	64%
6b.	I feel that senior leaders effectively lead and manage change	42%	43%
6e.	Senior managers promote collaboration between my organisation and others we work with	52%	52%
6d.	Senior managers encourage innovation by employees	47%	49%



The core values of Integrity, Trust, Service and Accountability were measured using 22 survey questions. Overall, Transport had an aggregate agreement score for Values of 66%, in line with the sector average

Across the cluster, Office of Transport Safety Regulations scored above 80% agreement for all values. Road and Maritime Services and Transport for NSW also scored highly at 80% for service. NSW TrainLink had the lowest agreement across all values questions.

Integrity was measured by questions related to employees being open and honest, managers and leaders modelling the behaviours expected and policies and procedures being in place to ensure there are no conflicts of interest. The Transport response was two percentage points above the sector average.

Trust included questions about being treated with fairness and respect and having a culture of open, two-way communication. The aggregated score for Transport was in line with the sector average. The majority feel their organisation strives to obtain a high level of public trust (80%) and that workgroups treat customers/clients with respect (83%).

Service questions were concerned with customer needs and service quality. A high proportion of Transport respondents (84%) agreed that their workgroups strive to achieve customer satisfaction and match services to customer/client needs (79%). 67% of respondents agreed that senior managers communicate the importance of customers. This was lower for respondents working in service delivery roles with direct contact with the public (58%).

Accountability questions relate to efficiency and continuous improvement. 67% of respondents agreed that workgroups use time and resources efficiently and 71% agreed that managers encourage people to improve their quality of work. There was less agreement about senior managers providing a clear direction for the future (45%) and people taking responsibility for their actions (46%).

KEY INFLUENCERS

Questions regarding confidence in managers and inclusive communication are strongly associated with public sector values. By seniority, managers of managers were more positive (75%) about values than lower level managers and non managers (69% and 65% respectively)

DIVERSITY & INCLUSION

RESULTS MATCH THE SECTOR AVERAGE

A complete list of the questions which are used to measure Diversity & Inclusion are listed in the All Questions section.

DIVERSITY & INCLUSION	PMES 2016 SECTOR SCORE	67%
	PMES 2016 CLUSTER HIGH	75%
	PMES 2016 CLUSTER LOW	61%

67%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Diversity & Inclusion.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Diversity & Inclusion**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
5g.	My manager involves my workgroup in decisions about our work	64%	64%
5e.	My manager communicates effectively with me	69%	69%
5j.	I have confidence in the decisions my line manager makes	67%	67%
5m.	My manager provides acknowledgement or other recognition for the work I do	67%	67%
5o.	My manager ensures fair access to developmental opportunities for people in my workgroup	59%	62%
5k.	My manager treats employees with dignity and respect	77%	76%

The concepts of workplace diversity and inclusion encompass physical and cultural differences among employees, recognition of differences in working styles and approaches as well as involvement and empowerment, where the inherent worth and dignity of all people are treated as paramount.

A total of 11 questions focused on diversity and inclusion in People Matter. Overall, Transport responses were broadly positive, with an aggregated agreement score across all questions of 67%, in line with the sector average.

Of the higher scoring questions, 82% of respondents agreed that diversity and inclusion in the workplace can contribute to better outcomes, 78% agreed that their organisation respects individual differences and 73% agreed their manager listens to what they say.

Currently 58% are satisfied with their ability to access flexible working arrangements, in line with the sector average. Women were more positive about their flexible working options (63%) compared to men (57%). Across the cluster, Transport for NSW, Office of Transport Safety Regulations and Roads and Maritime Services had higher scores for this question compared with NSW TrainLink, Sydney Trains and State Transit Authority. However, this is reflective of the operational environment of Transport which may restrict the extent of flexible working more than other parts of the sector.

Aboriginal and Torres Strait Islander and LGBTI employees and people with a disability had less positive views about diversity and inclusion. Whilst this trend is consistent across the sector for employees with a disability, it is not always the case for ATSI or LGBTI respondents in other clusters. There were no notable differences in scores for those who speak a language other than English at home.

KEY INFLUENCERS

Statistical correlation analysis has revealed that respondents' perceptions about direct managers strongly influences perceptions of diversity and inclusion in the workplace since the top six key influencing questions are related to direct manager behaviours.

CLUSTER COMPARISON



EXPLORE RESULTS ACROSS THE PUBLIC SECTOR

This page compares cluster scores for the key question groups.

The engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in a group.

Consider the range of scores in this cluster and how they compare to other clusters.

	Transport	Education	Family and Community Services	Finance	Health	Industry	Justice	Planning and Environment	Treasury	Premier and Cabinet
NUMBER OF RESPONDENTS	13680	27488	7331	6755	38927	6882	14988	4014	774	1367
ENGAGEMENT	63%	69%	63%	66%	65%	61%	62%	68%	68%	70%
SENIOR MANAGERS	47%	56%	44%	53%	45%	41%	38%	46%	58%	55%
COMMUNICATION	59%	63%	61%	64%	57%	59%	51%	63%	70%	66%
HIGH PERFORMANCE	66%	73%	68%	71%	68%	65%	61%	69%	73%	72%
PUBLIC SECTOR VALUES	66%	71%	67%	71%	64%	65%	59%	68%	74%	72%
DIVERSITY & INCLUSION	67%	69%	70%	72%	65%	69%	61%	73%	75%	73%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF
LIMIT OF 30 RESPONDENTS

AGENCY COMPARISON



EXPLORE RESULTS FOR LOWER LEVEL BUSINESS UNITS

This page compares scores for each of the business units below this report.

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

	Transport	NSW TrainLink - All	Roads and Maritime Services	State Transit Authority	Transport for NSW	Sydney Trains	Office of Transport Safety Investigations
NUMBER OF RESPONDENTS	13680	633	3874	653	4094	4415	11
ENGAGEMENT	63%	57%	64%	65%	65%	61%	79%
SENIOR MANAGERS	47%	36%	47%	43%	53%	42%	83%
COMMUNICATION	59%	48%	61%	55%	66%	54%	90%
HIGH PERFORMANCE	66%	57%	68%	62%	69%	62%	84%
PUBLIC SECTOR VALUES	66%	55%	68%	62%	71%	62%	84%
DIVERSITY & INCLUSION	67%	57%	70%	63%	73%	61%	86%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF
LIMIT OF 30 RESPONDENTS



EXPLORE THE FULL SURVEY RESULTS

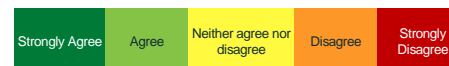
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

ENGAGEMENT	63% RESPONSE SCALE				AGREEMENT %	PINES 2014	SECTOR
Q7o. I would recommend my organisation as a great place to work	16	45	25	8	61%	58%	60%
Q7p. I am proud to tell others I work for my organisation	19	45	24	7	64%	64%	68%
Q7q. I feel a strong personal attachment to my organisation	18	41	26	10	59%	61%	64%
Q7r. My organisation motivates me to help it achieve its objectives	13	40	29	11	53%	53%	55%
Q7s. My organisation inspires me to do the best in my job	14	38	30	12	52%	52%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

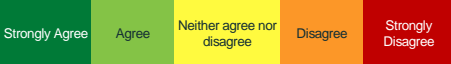
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

ENGAGEMENT WITH WORK	74% RESPONSE SCALE	AGREEMENT %	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		69%	76%
Q1h. I look for ways to perform my job more effectively		93%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		71%	76%
Q1j. I am satisfied with my job at the present time		62%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

SENIOR MANAGERS	47% RESPONSE SCALE					AGREEMENT %	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	35	26	16	12	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	9	32	28	18	13	42%	43%
Q6c. I feel that senior managers model the values of my organisation	11	37	28	13	11	48%	48%
Q6d. Senior managers encourage innovation by employees	10	38	30	14	9	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	41	28	11	8	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	16	51	21			67%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	9	35	26	16	14	44%	44%
Q6h. I feel that senior managers listen to employees	8	30	31	17	14	38%	39%
Q7f. I feel that change is handled well in my organisation	8	29	28	22	13	37%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

COMMUNICATION	59%	RESPONSE SCALE	AGREEMENT %	SECTOR	
Q5e. My manager communicates effectively with me	25	45	16 8	69%	69%
Q5f. My manager encourages and values employee input	25	44	16 8	69%	69%
Q5g. My manager involves my workgroup in decisions about our work	21	43	19 10 8	64%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	9	35	26 16 14	44%	44%
Q6h. I feel that senior managers listen to employees	8	30	31 17 14	38%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	19	53	16 8	71%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

HIGH PERFORMANCE	66%	RESPONSE SCALE	AGREEMENT %	SECTOR		
Q1a. I understand what is expected of me to do well in my role	32	55	8	87%	90%	
Q1b. I have the tools I need to do my job effectively	16	52	15	13	68%	70%
Q1c. I get the information I need to do my job well	12	49	21	13	62%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	31	53	10		84%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	22	46	15	11	68%	69%
Q2b. People in my workgroup use time and resources efficiently	18	49	19	10	67%	70%
Q2c. My team works collaboratively to achieve its objectives	24	50	15	8	75%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	22	52	15	7	75%	76%
Q3h. I have received appropriate training and development to do my job well	14	45	25	11	59%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

HIGH PERFORMANCE	66% RESPONSE SCALE				AGREEMENT %	SECTOR	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	21	50	16	8	71%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	17	44	24	10	61%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	18	46	20	9	64%	65%	
Q5j. I have confidence in the decisions my line manager makes	22	45	19	8	67%	67%	
Q6d. Senior managers encourage innovation by employees	10	38	30	14	9	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	41	28	11	8	52%	52%
Q7d. My organisation focuses on improving the work we do	20	53	17		73%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	16	46	22	11	62%	62%	
Q7g. There is good co-operation between teams across our organisation	8	36	27	19	9	45%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

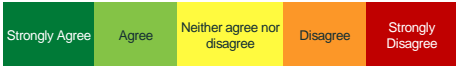
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

HIGH PERFORMANCE	66% RESPONSE SCALE	AGREEMENT %	SECTOR
Q7n. My organisation generally selects capable people to do the job		47%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		66%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		82%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	66% RESPONSE SCALE				AGREEMENT %	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	32	52	10		84%	85%
Q2b. People in my workgroup use time and resources efficiently	18	49	19	10	67%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	23	46	18	9	69%	67%
Q2h. People in my workgroup treat each other with respect	26	48	15		74%	72%
Q2i. People in my workgroup treat customers/clients with respect	29	54	12		83%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	21	50	16	8	71%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	17	44	24	10	61%	64%
Q5d. My manager listens to what I have to say	26	46	14		73%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22	43	21	7	65%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	66% RESPONSE SCALE	AGREEMENT %	SECTOR
Q5k. My manager treats employees with dignity and respect		77%	76%
Q5l. My manager talks to me about how the values apply to my work		59%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		45%	47%
Q6c. I feel that senior managers model the values of my organisation		48%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		67%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		44%	44%
Q6h. I feel that senior managers listen to employees		38%	39%
Q7a. My organisation provides high quality services		77%	80%
Q7b. My organisation strives to match services to customer/client needs		79%	80%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	66% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	24	56	14			80%	83%
Q7d. My organisation focuses on improving the work we do	20	53	17			73%	76%
Q7h. People in my organisation take responsibility for their own actions	8	38	29	17	9	46%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15	53	21			68%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

DIVERSITY & INCLUSION	67% RESPONSE SCALE				AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	15	44	21	14	59%	59%
Q5d. My manager listens to what I have to say	26	46	14		73%	73%
Q5f. My manager encourages and values employee input	25	44	16	8	69%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	21	45	19	8	66%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	22	43	21	7	65%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	14	36	38		50%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	21	56	15		78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	15	51	24	7	66%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	19	53	16	8	71%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

DIVERSITY & INCLUSION

67% RESPONSE SCALE

AGREEMENT %

SECTOR

Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes



82%

85%

Q8j. How satisfied are you with your ability to access and use flexible working arrangements?

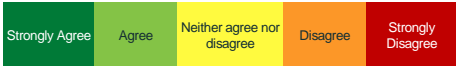


58%

58%

Response scale Very satisfied - Very unsatisfied

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

RECRUITMENT	40% RESPONSE SCALE	AGREEMENT %	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		40%	41%
Q7n. My organisation generally selects capable people to do the job		47%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

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

KEY



PERFORMANCE FRAMEWORK & DEVELOPMENT

58% RESPONSE SCALE

AGREEMENT %

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	16	48	18	12	7	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	19	48	16	10	7	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	16	42	20	15	7	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	16	43	22	13	7	58%	59%
Q3e. My performance is assessed against clear criteria	12	41	26	13	7	53%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	26	47	13	8	7	73%	71%
Q3g. I am able to access the right learning and development opportunities as required	13	42	25	12	8	55%	60%
Q3h. I have received appropriate training and development to do my job well	14	45	25	11	7	59%	63%
Q3i. I have a strong desire to advance my career	38	38	17	7	0	76%	69%

KEY



EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

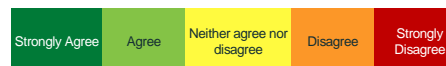
58% RESPONSE SCALE

AGREEMENT %

SECTOR

Q3j. I am satisfied with the opportunities available for career development in my organisation	11	34	27	17	12	45%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	20	31	33	11		50%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	23	44	17	9		67%	67%
Q5n. My manager appropriately deals with employees who perform poorly	13	34	32	12	9	47%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	17	42	25	9		59%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	39	27	8		58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	35	34	8		51%	53%
Q7j. My organisation is committed to developing its employees	9	41	29	12	8	50%	53%

KEY



EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.



EXPLORE THE FULL SURVEY RESULTS

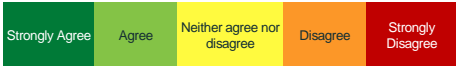
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

MOBILITY	53% RESPONSE SCALE					AGREEMENT %	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	20	31	33	11		50%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	39	27	8		58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	35	34	8		51%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

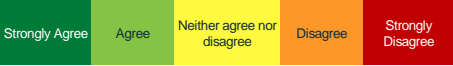
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

PAY & BENEFITS	64% RESPONSE SCALE					AGREEMENT %	SECTOR
Q4a. I am paid fairly for the work I do	15	51	18	11	66%	60%	
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	14	49	21	11	63%	60%	

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

DIVERSITY GROUPS

71% RESPONSE SCALE

AGREEMENT %

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Agreement %	Sector
Q8b. Cultural background is not a barrier to success in my organisation	23	52	17	7	1	75%	77%
Q8c. Age is not a barrier to success in my organisation	20	50	19	7	4	69%	71%
Q8d. Disability is not a barrier to success in my organisation	19	49	26	6	1	67%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	21	51	23	3	1	73%	76%
Q8f. Gender is not a barrier to success in my organisation	20	50	21	7	2	70%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

WORKPLACE SUPPORT	65% RESPONSE SCALE					AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	15	44	21	14		59%	59%
Q1k. I am able to keep my work stress at an acceptable level	14	50	19	11		64%	58%
Q1l. My workload is acceptable	12	50	19	13		62%	55%
Q2e. I receive help and support from other members of my workgroup	26	54	13			79%	80%
Q2f. There is good team spirit in my workgroup	25	42	17	10		67%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	13	46	21	11	8	59%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

37% RESPONSE SCALE

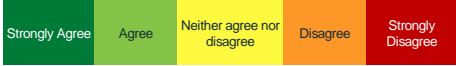
AGREEMENT %

SECTOR

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



KEY





EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

WORKPLACE CONDUCT

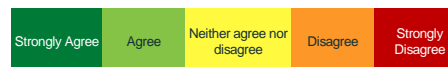
54% RESPONSE SCALE

AGREEMENT %

SECTOR

Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15	53	21		68%	63%	
Q9b. I have confidence in the ways my organisation resolves grievances	8	35	37	13	8	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	11	39	30	12	8	50%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

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



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?			
Better leadership from my manager		28%	27%
Better accountability for performance		28%	25%
A better location		28%	20%
More flexible working conditions		45%	38%
Better work/life balance		50%	46%
Improved facilities		27%	30%
Improved technology and systems		39%	38%
Better job security		53%	43%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct			
Yes		67%	72%
No		27%	24%
Don't Know		6%	4%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		20%	25%
No		68%	64%
Don't Know		12%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		57%	63%
No		41%	35%
Don't Know		2%	2%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

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



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.			
A senior manager		22%	23%
Your Immediate Manager/Supervisor		28%	26%
A fellow worker at your level		23%	25%
A subordinate		6%	8%
A client or customer		2%	2%
A member of the public other than a client or customer		0%	0%
Other		4%	4%
Prefer not to say		14%	13%



EXPLORE THE FULL SURVEY RESULTS

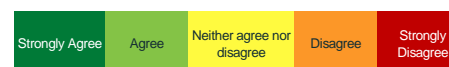
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

TRANSPORT QUESTIONS	RESPONSE SCALE				AGREEMENT %
Q1. Keeping high levels of health and safety is a priority of this organisation	31	52	10		84%
Q2. We are given all necessary safety equipment and training	26	54	14		80%
Q3. My workgroup demonstrates good safety behaviour	28	59	10		86%
Q4. I understand how my role makes a difference to our customers	31	58	8		89%
Q5. I have good working relationships with my co-workers	36	55			91%
Q6. My co-workers and I work well as a team	33	52	10		86%
Q7. My manager actively supports a diverse and inclusive work environment	27	48	16		75%
Q8. My manager ensures I have the information I need to do my job in a timely and accurate manner	21	49	18	8	70%
Q9. I am confident in my ability to adapt to new workplace technologies	39	53			91%
Q10. I have a clear understanding of how my work contributes to the NSW Government's overall strategy for transport	26	50	16		76%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

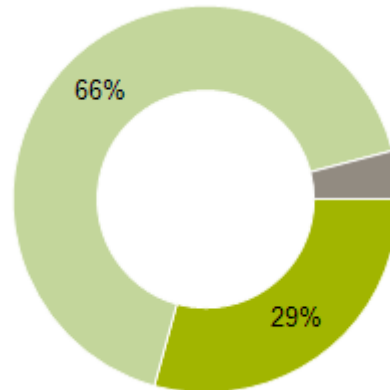
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		68%
Female		31%
Other		1%
Age		
<35		21%
35 - 54		58%
> 54		20%

PROFILE OF RESPONDENTS

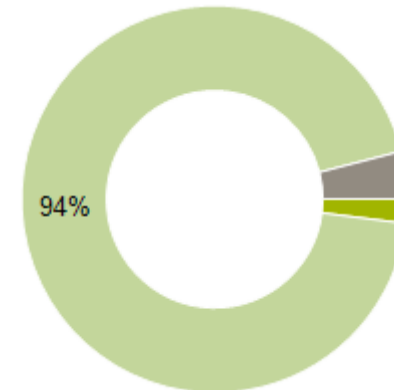


PERSONAL PROFILES

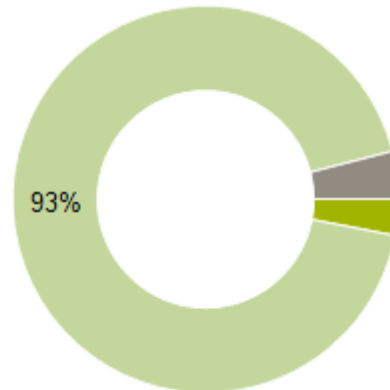
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



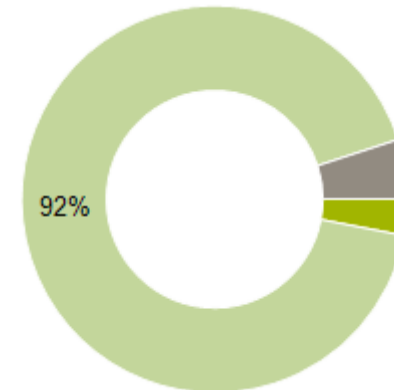
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		14%
1 - 2 years		12%
2 - 5 years		23%
5 - 10 years		20%
10 - 20 years		16%
More than 20 years		16%

PROFILE OF RESPONDENTS



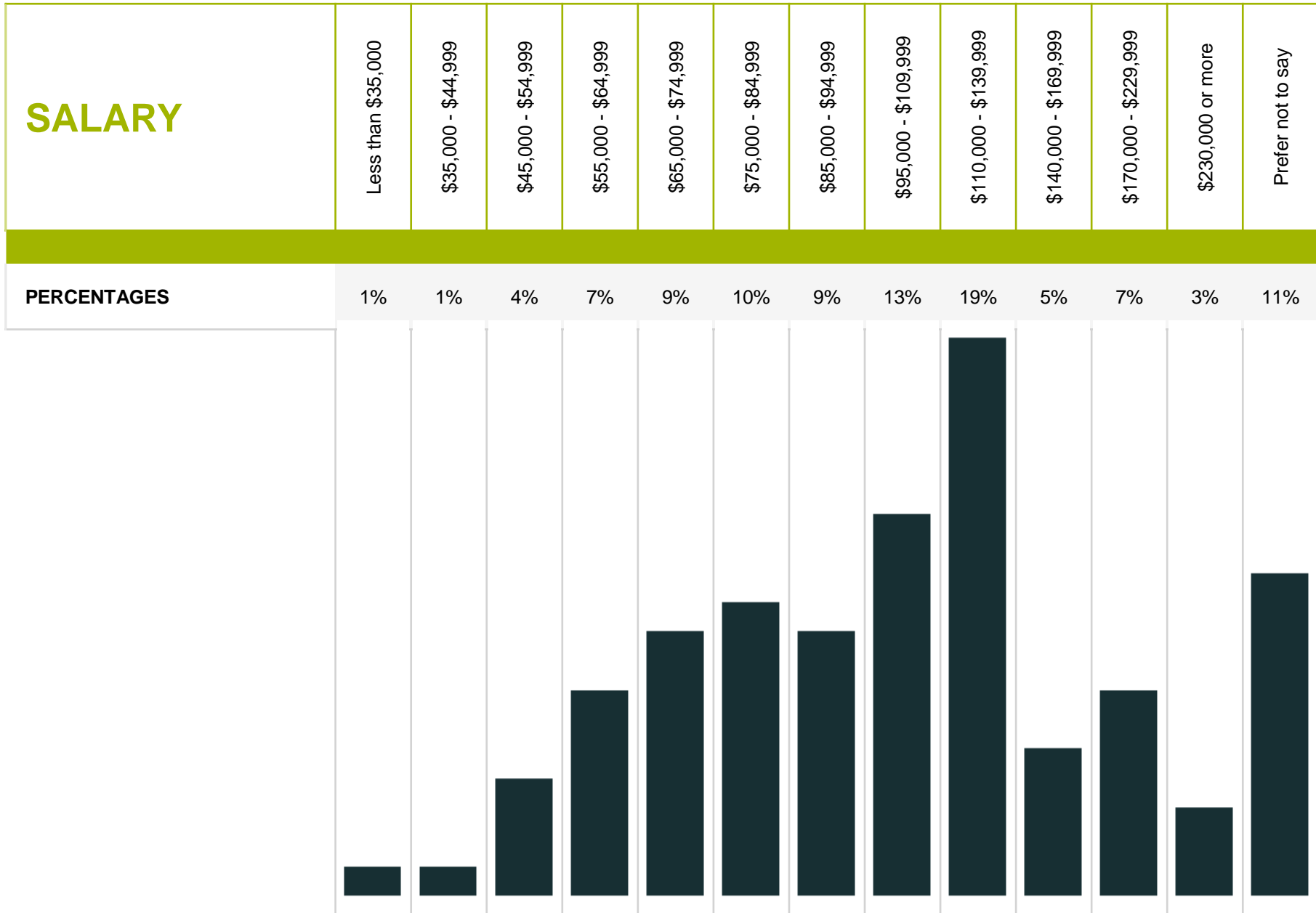
WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		21%
Other service delivery work		26%
Administrative support		5%
Corporate services		16%
Policy		2%
Research		1%
Program and project management support		17%
Legal (including developing and/or reviewing legislation)		1%
Other		12%

PROFILE OF RESPONDENTS



WORK PROFILES



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Transport	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	13680	2585	3202	654	1955	264	104	2091	75	1451
ENGAGEMENT	63%	58%	64%	69%	63%	65%	64%	66%	70%	63%
SENIOR MANAGERS	47%	37%	46%	59%	51%	54%	51%	52%	63%	45%
COMMUNICATION	59%	49%	60%	68%	64%	68%	63%	67%	68%	58%
HIGH PERFORMANCE	66%	58%	67%	74%	67%	71%	67%	70%	74%	65%
PUBLIC SECTOR VALUES	66%	57%	67%	73%	69%	73%	69%	72%	75%	65%
DIVERSITY & INCLUSION	67%	57%	68%	75%	71%	76%	70%	74%	75%	66%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Transport	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	13680	88	132	469	847	1162	1256	1112	1583	2365	672	914	399	1396
ENGAGEMENT	63%	70%	66%	63%	61%	62%	61%	61%	63%	66%	62%	65%	72%	61%
SENIOR MANAGERS	47%	54%	52%	45%	42%	45%	44%	43%	44%	49%	51%	54%	64%	44%
COMMUNICATION	59%	64%	59%	57%	52%	55%	55%	56%	58%	64%	65%	68%	77%	58%
HIGH PERFORMANCE	66%	72%	68%	66%	63%	64%	63%	63%	65%	69%	68%	71%	78%	63%
PUBLIC SECTOR VALUES	66%	71%	68%	64%	61%	63%	62%	63%	65%	70%	69%	74%	80%	64%
DIVERSITY & INCLUSION	67%	72%	66%	64%	61%	64%	63%	64%	68%	72%	71%	74%	81%	65%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Transport	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	13680	1671	1482	2820	2459	1963	1942
ENGAGEMENT	63%	70%	65%	63%	61%	62%	62%
SENIOR MANAGERS	47%	61%	51%	48%	41%	42%	43%
COMMUNICATION	59%	74%	65%	61%	54%	55%	54%
HIGH PERFORMANCE	66%	74%	68%	66%	62%	63%	64%
PUBLIC SECTOR VALUES	66%	76%	69%	67%	62%	63%	63%
DIVERSITY & INCLUSION	67%	78%	72%	69%	63%	63%	63%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Transport	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	13680	38	276	858	1460	1718	1847	1855	1819	1554	715	238
ENGAGEMENT	63%	72%	69%	65%	63%	63%	63%	62%	63%	62%	64%	67%
SENIOR MANAGERS	47%	64%	55%	50%	47%	49%	46%	46%	47%	45%	46%	51%
COMMUNICATION	59%	75%	67%	66%	61%	62%	59%	58%	58%	58%	58%	61%
HIGH PERFORMANCE	66%	80%	74%	70%	66%	66%	65%	65%	65%	66%	67%	69%
PUBLIC SECTOR VALUES	66%	80%	73%	70%	66%	67%	65%	65%	66%	66%	67%	68%
DIVERSITY & INCLUSION	67%	80%	78%	74%	70%	69%	66%	65%	65%	65%	67%	69%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Transport	Male	Female	Other
NUMBER OF RESPONDENTS	13680	8408	3792	172
ENGAGEMENT	63%	63%	65%	44%
SENIOR MANAGERS	47%	46%	50%	20%
COMMUNICATION	59%	59%	62%	32%
HIGH PERFORMANCE	66%	66%	68%	39%
PUBLIC SECTOR VALUES	66%	66%	68%	38%
DIVERSITY & INCLUSION	67%	67%	70%	39%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

ABORIGINAL OR TORRES STRAIT ISLANDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Transport	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	13680	262	11712	492
ENGAGEMENT	63%	60%	64%	51%
SENIOR MANAGERS	47%	43%	48%	28%
COMMUNICATION	59%	51%	61%	37%
HIGH PERFORMANCE	66%	61%	67%	46%
PUBLIC SECTOR VALUES	66%	60%	67%	47%
DIVERSITY & INCLUSION	67%	60%	68%	44%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS
THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT
OFF LIMIT OF 30 RESPONDENTS

LANGUAGE OTHER THAN ENGLISH



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Transport	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	13680	3658	8305	543
ENGAGEMENT	63%	67%	62%	52%
SENIOR MANAGERS	47%	54%	45%	30%
COMMUNICATION	59%	65%	59%	40%
HIGH PERFORMANCE	66%	71%	65%	48%
PUBLIC SECTOR VALUES	66%	70%	65%	48%
DIVERSITY & INCLUSION	67%	71%	67%	47%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Transport	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	13680	366	11630	523
ENGAGEMENT	63%	58%	64%	50%
SENIOR MANAGERS	47%	40%	48%	26%
COMMUNICATION	59%	52%	61%	37%
HIGH PERFORMANCE	66%	59%	67%	45%
PUBLIC SECTOR VALUES	66%	60%	67%	46%
DIVERSITY & INCLUSION	67%	59%	69%	44%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Transport	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	13680	573	11371	530
ENGAGEMENT	63%	56%	64%	52%
SENIOR MANAGERS	47%	37%	48%	32%
COMMUNICATION	59%	49%	61%	42%
HIGH PERFORMANCE	66%	58%	67%	50%
PUBLIC SECTOR VALUES	66%	58%	67%	51%
DIVERSITY & INCLUSION	67%	59%	69%	49%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Transport	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	13680	435	11489	567
ENGAGEMENT	63%	59%	64%	53%
SENIOR MANAGERS	47%	40%	48%	32%
COMMUNICATION	59%	54%	61%	42%
HIGH PERFORMANCE	66%	61%	67%	51%
PUBLIC SECTOR VALUES	66%	61%	67%	51%
DIVERSITY & INCLUSION	67%	62%	68%	50%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

GUIDE TO THIS REPORT

i ANONYMITY RULES

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

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

i HOW TO READ THIS REPORT

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



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

i HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

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

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

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

i ROUNDING

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

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

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