People Matter Employee Survey

HAVE YOUR SAY

Agency Report

Office of Transport Safety Investigation

- **Survey period:** 18 August to 12 September 2025
- **Completed surveys:** 33
- **Response rate:** >100%
- **Portfolio:** Transport
- **Parent unit:** Transport for NSW

NSW GOVERNMENT

Ipsos

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

NSW public sector

▸ Transport

▸ Transport for NSW

▸ Office of Transport Safety Investigation

Contents

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.
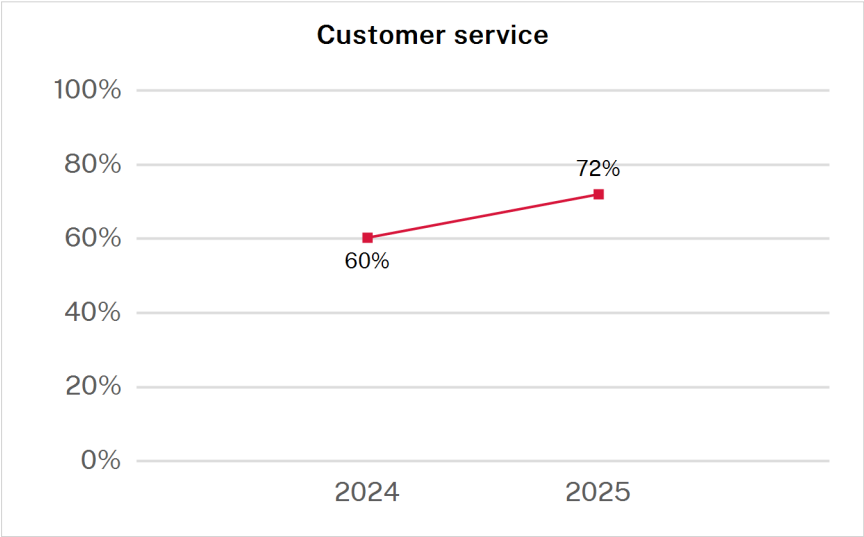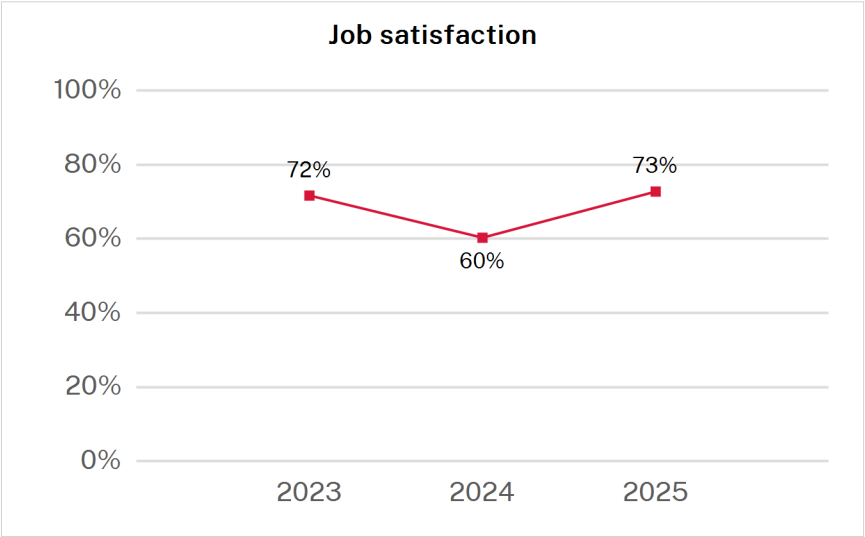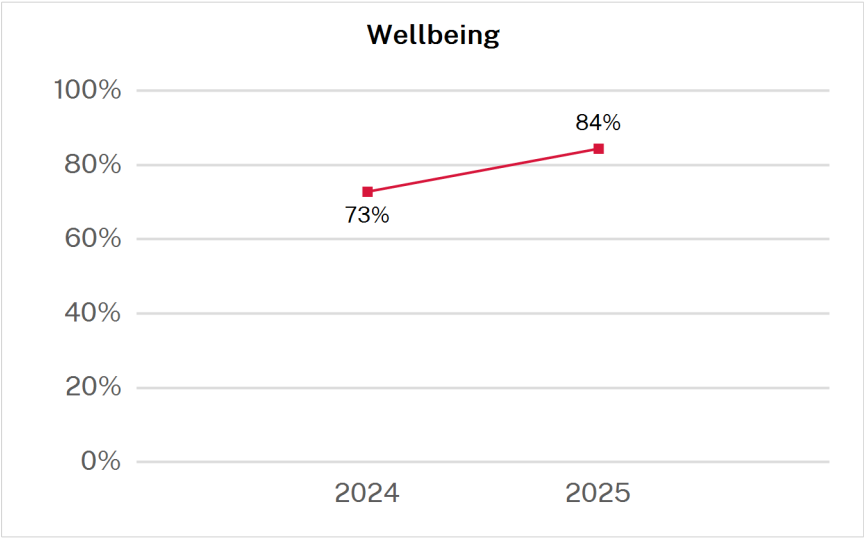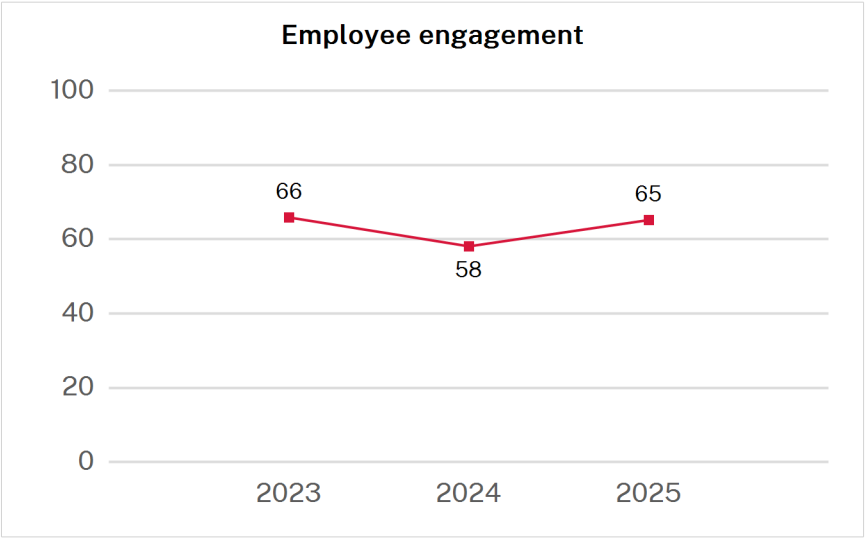
Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support 86% ↑ +18pp vs 2024	**Teamwork and collaboration** 66% ↑ +6pp vs 2024	**Recruitment** 58%	**Decision making and accountability** 51% ↑ +7pp vs 2024	**Employee engagement** 65 ↑ +7 vs 2024
Job purpose and enrichment 89% ↑ +14pp vs 2024	**Inclusion and diversity** 78%	**Learning and development** 65% ↑ +11pp vs 2024	**Communication and change management** 64% ↑ +10pp vs 2024	**Job satisfaction** 73% ↑ +12pp vs 2024
Risk and innovation 88% ↑ +19pp vs 2024	**Flexible working** 98% ↑ +1pp vs 2024	**Pay** 77% 0pp vs 2024	**Employee voice** 78% ↑ +13pp vs 2024	**Wellbeing** 84% ↑ +12pp vs 2024
Ethics and values 91% ↑ +6pp vs 2024	**Grievance handling** 65% ↑ +3pp vs 2024	**Recognition** 75% ↑ +5pp vs 2024	**Action on survey results** 50%	**Customer service** 72% ↑ +12pp vs 2024
	Health and safety 90% ↓ -1pp vs 2024	**Feedback and performance management** 59%		

r = below privacy cut-off

Long-term trend

This page shows results for the past three years (2023-2025) for the key outcomes.

Comparing results side by side highlights changes over time, showing where progress has been made, where outcomes are stable, and where further focus may be needed.

Employee engagement

2023	2024	2025
66	58	65

Wellbeing

2024	2025
73%	84%

Job satisfaction

2023	2024	2025
72%	60%	73%

Customer service

2024	2025
60%	72%

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 taken in response to last year's survey results or something else?

⊕ Most improved questions

				2025 % favourable	difference from **2024**
Risk and innovation	7a	My organisation is making improvements to meet future challenges		81%	+22
Other wellbeing	1o	I feel burned out by my work (disagree)		56%	+21
Job purpose and enrichment	1e	My job gives me opportunities to use a variety of skills		94%	+20
Role clarity and support	1d	I have the time to do my job well		85%	+20
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do		84%	+20

⊖ Least improved questions

				2025 % favourable	difference from **2024**
Action on survey results	9b	I am confident my organisation will act on the results of this survey		50%	-12
Decision making and accountability	7e	People in my organisation take responsibility for their own actions		32%	-3
Learning and development	3f	I have received the training and development I need to do my job well		63%	-2
Ethics and values	7o	I support my organisation's values		93%	-1
Health and safety	7x	I am confident work health and safety issues I raise will be addressed promptly		90%	-1

Difference from (percentage point)

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

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'.

➕ Questions with the highest favourable scores

				2025 % favourable	difference from 2024
Ethics and values	7r	I understand what ethical behaviour means within my workplace		100%	0
Ethics and values	7s	I would know how to report unethical behaviour if I became aware of it		100%	+3
Ethics and values	7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation		100%	+3
Flexible working	8h	My manager supports flexible working in my team		100%	0
Job purpose and enrichment	1f	I have a choice in deciding how I carry out day to day work tasks		97%	+6

➖ Questions with the lowest favourable scores

				2025 % favourable	difference from 2024
Decision making and accountability	7e	People in my organisation take responsibility for their own actions		32%	-3
Communication and change management	7b	Change is managed well in my organisation		42%	+10
Other wellbeing	1q	I am struggling to maintain enthusiasm for my work (disagree)		48%	+4
Action on survey results	9a	My organisation has made improvements based on the survey results from last year		50%	-
Action on survey results	9b	I am confident my organisation will act on the results of this survey		50%	-12

Difference from (percentage point)

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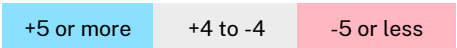
r = below privacy cut-off

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	Favourable / Neutral / Unfavourable	2025 % favourable	Action
Customer service	6d	My senior executives communicate the importance of customers in our work	74 / 23	74%	Maintain
Other wellbeing	1q	I am struggling to maintain enthusiasm for my work (disagree)	48 / 21 / 30	48%	Improve
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	75 / 19	75%	Maintain
Communication and change management	7b	Change is managed well in my organisation	42 / 26 / 32	42%	Improve
Teamwork and collaboration	2a	My workgroup works collaboratively to achieve its goals	69 / 13 / 19	69%	Maintain
Ethics and values	6b	My senior executives model the values of my organisation	68 / 16 / 16	68%	Maintain

Maintain (high correlation, high score) - Questions that have a high correlation with engagement and also have a high favourable score.

Improve (high correlation, low score) - Questions that have a high correlation with engagement but a low favourable score.

Monitor (low correlation, low score) - Questions that have a low correlation with engagement and a low favourable score.

Review (low correlation, high score) - Questions that have a low correlation with engagement but a high favourable score.

r = below privacy cut-off

Manager

Managers are key in translating strategy into action, driving day-to-day performance, fostering engagement, and ensuring a safe, inclusive, and productive team environment.

This page shows all survey questions related to employees' managers, drawn from various thematic topics.

The term 'manager' refers to the person in the workgroup, team or project that the employee reports to.

Topic		Questions related to manager	Favourable / Neutral / Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Flexible working	8h	My manager supports flexible working in my team	100	100%	0	+32	+26	+15
Risk and innovation	5a	My manager encourages people in my workgroup to keep improving the work they do	84 / 9	84%	+20	+10	+13	+13
Employee voice	5d	My manager involves my workgroup in decisions about our work	81 / 13	81%	+14	+11	+13	+12
Recognition	5f	My manager provides recognition for the work I do	81 / 13	81%	+5	+11	+11	+10
Employee voice	5c	My manager encourages and values employee input	78 / 13 / 9	78%	+10	+3	+4	+3
Inclusion and diversity	5i	My manager supports my career advancement	78 / 13 / 9	78%	-	+13	+15	+15
Communication and change management	5b	My manager communicates effectively with me	75 / 16 / 9	75%	+10	+1	+1	+3
Job purpose and enrichment	5h	My manager communicates how my role contributes to my organisation's purpose	75 / 19	75%	+16	+7	+9	+10

Difference from (percentage point)

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

r = below privacy cut-off

Senior executives

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

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

Topic		Questions related to senior executives	Favourable / Neutral / Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Teamwork and collaboration	6c	My senior executives promote collaboration between my organisation and other organisations we work with	77 / 20	77%	0	+26	+34	+35
Customer service	6d	My senior executives communicate the importance of customers in our work	74 / 23	74%	+9	+12	+16	+16
Employee voice	6e	My senior executives listen to employees	74 / 16 / 10	74%	+11	+31	+40	+42
Communication and change management	6a	My senior executives provide clear direction for the future of the organisation	70 / 17 / 13	70%	+17	+21	+35	+39
Ethics and values	6b	My senior executives model the values of my organisation	68 / 16 / 16	68%	+15	+15	+25	+27

Difference from (percentage point)

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

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	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
	Employee engagement (total score)*		**65**	+7	+2	+5	+9
7i	I am proud to tell others I work for my organisation	74 / 19 /	74%	+12	+7	+15	+21
7k	My organisation motivates me to help it achieve its goals	61 / 23 / 16	61%	+17	+9	+15	+20
7h	I would recommend my organisation as a great place to work	58 / 29 / 13	58%	+8	-2	+1	+9
7j	I feel a strong personal attachment to my organisation	53 / 30 / 17	53%	+6	-5	-1	+5
7l	My organisation inspires me to do the best in my job	52 / 39 / 10	52%	+7	-2	+5	+11

*The 'Additional information about the survey' section explains how the engagement score is calculated

Difference from (percentage point)

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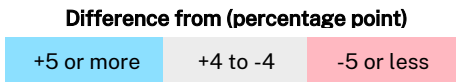
r = below privacy cut-off

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	**2025** % favourable	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**	Difference from **Parent**
	Job satisfaction (total score)				**73**%	+12	+3	+7	+12
1h	I am satisfied with my job	79	15		**79**%	+17	+11	+13	+20
1g	My job gives me a feeling of personal accomplishment	67	24	9	**67**%	+8	-6	0	+4

Difference from (percentage point)

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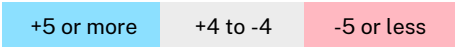
r = below privacy cut-off

Wellbeing - overall

Wellbeing means feeling good, functioning well, and experiencing satisfaction and fulfilment in work and life.
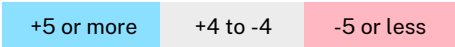
		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
	Wellbeing (total score)				**84**%	**+12**	**+27**	**+25**	**+31**
7w	There are effective resources in my organisation to support employee wellbeing	90			**90**%	+8	+28	+24	+28
1i	The amount of stress in my job is manageable	85	9		**85**%	+11	+31	+26	+31
7t	I am satisfied with current workplace practices to help me manage my wellbeing	84	10		**84**%	+10	+29	+28	+34
1l	In general, my sense of wellbeing is...	79	9	12	**79**%	+17	+21	+22	+32

Difference from (percentage point)

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

r = below privacy cut-off

Other wellbeing questions

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

1m I am able to adapt when changes occur

	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Strongly disagree	0%	-3	-1	-2	-2
Disagree	0%	-3	-2	-4	-5
Neither agree nor disagree	9%	+3	0	-4	-6
Agree	64%	-10	-2	+1	+2
Strongly agree	27%	+13	+5	+9	+11

1n What best describes your current workload?

	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Well above capacity - too much work	9%	-	-11	-5	-9
Slightly above capacity - lots of work to do	24%	-	-13	-6	-9
At capacity - about the right amount of work to do	48%	-	+14	+5	+12
Slightly below capacity - available for more work	15%	-	+8	+6	+6
Well below capacity - not enough work	3%	-	+2	0	0

1o I feel burned out by my work

	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Strongly disagree	3%	-6	-4	-4	-3
Disagree	53%	+27	+26	+23	+25
Neither agree nor disagree	31%	-4	+2	-1	0
Agree	9%	-11	-16	-12	-14
Strongly agree	3%	-6	-8	-6	-8

r = below privacy cut-off

Other wellbeing questions

The World Health Organisation has defined burnout as a syndrome resulting from chronic workplace stress which has not been properly managed.

These questions relate to the three dimensions of burnout: exhaustion, cynicism and reduced professional efficacy.

1p I feel mentally exhausted by my work on most days

	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Strongly disagree	3%	-12	-4	-5	-3
Disagree	61%	+25	+32	+28	+31
Neither agree nor disagree	24%	+1	0	-4	-3
Agree	6%	-15	-22	-16	-19
Strongly agree	6%	0	-6	-3	-6

1q I am struggling to maintain enthusiasm for my work

	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Strongly disagree	6%	-3	-4	-3	-1
Disagree	42%	+7	+8	+10	+15
Neither agree nor disagree	21%	+12	-1	-2	0
Agree	24%	-8	+2	+1	-2
Strongly agree	6%	-9	-5	-7	-11

1r I feel I am not as effective in my role as I used to be

|	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Strongly disagree	15%	+3	+1	+1	+4
Disagree	39%	+10	+2	+3	+6
Neither agree nor disagree	21%	-5	0	-1	0
Agree	21%	+1	+3	+4	0
Strongly agree	3%	-9	-6	-7	-10
% respondents who experienced all three dimensions of burnout	3%	-15	-14	-13	-17

r = below privacy cut-off

Customer service

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

			Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**	Difference from **Parent**
	Customer service (total score)					**72**%	+12	+7	+11	+12
7g	My organisation meets the needs of the communities, people, and/or businesses of NSW		81		13	81%	+10	+17	+20	+21
2c	My workgroup considers customer needs when planning our work		78	16		78%	+13	0	+3	0
6d	My senior executives communicate the importance of customers in our work		74	23		74%	+9	+12	+16	+16
7f	The processes in my organisation are designed to support the best experience for customers		55	26	19	55%	+14	-2	+6	+11

Difference from (percentage point)

+5 or more	+4 to -4	-5 or less
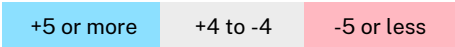
r = below privacy cut-off
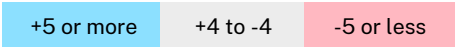
Role clarity and support
Purpose and direction

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	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
	Role clarity and support (total score)		**86%**	+18	+19	+17	+21
1a	I understand what is expected of me to do well in my job	91	91%	+17	+7	+12	+17
1c	I have the tools and technology to do my job well	91	91%	+17	+23	+21	+23
1d	I have the time to do my job well	85 · 9	85%	+20	+31	+20	+25
1b	I get the support I need to do my job well	79 · 15	79%	+17	+14	+15	+20

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	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
	Job purpose and enrichment (total score)					**89%**	+14	+15	+17	+17
1f	I have a choice in deciding how I carry out day to day work tasks		97			97%	+6	+25	+23	+19
1e	My job gives me opportunities to use a variety of skills		94			94%	+20	+14	+20	+22
5h	My manager communicates how my role contributes to my organisation's purpose		75	19		75%	+16	+7	+9	+10

Difference from (percentage point)

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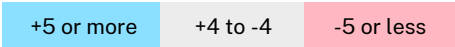
r = below privacy cut-off

Risk and innovation
Purpose and direction

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	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
	Risk and innovation (total score)				**88**%	+19	+17	+22	+25
1k	I know how to manage risks related to my role	97			97%	+15	+14	+13	+17
5a	My manager encourages people in my workgroup to keep improving the work they do	84		9	84%	+20	+10	+13	+13
7a	My organisation is making improvements to meet future challenges	81	13		81%	+22	+28	+39	+47

Difference from (percentage point)

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

r = below privacy cut-off

Ethics and values

Purpose and direction

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.

				2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
	Ethics and values (total score)			91%	+6	+10	+14	+14
7r	I understand what ethical behaviour means within my workplace	100		100%	0	+6	+8	+7
7s	I would know how to report unethical behaviour if I became aware of it	100		100%	+3	+12	+12	+12
7v	I am aware of my obligations under the Code of Ethics and Conduct in my organisation	100		100%	+3	+5	+6	+5
7o	I support my organisation's values	93	7	93%	-1	+5	+10	+10
7n	My organisation shows a commitment to ethical behaviours	87	10	87%	+16	+16	+21	+24
6b	My senior executives model the values of my organisation	68	16 16	68%	+15	+15	+25	+27

Legend: Favourable | Neutral | Unfavourable

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.

			2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
		Favourable / Neutral / Unfavourable					
	Teamwork and collaboration (total score)		**66%**	+6	+5	+11	+11
6c	My senior executives promote collaboration between my organisation and other organisations we work with	77 / 20	77%	0	+26	+34	+35
2a	My workgroup works collaboratively to achieve its goals	69 / 13 / 19	69%	+16	-7	-4	-4
7d	There is good co-operation between teams across my organisation	52 / 19 / 29	52%	+2	-4	+3	+5

Difference from (percentage point)

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

r = below privacy cut-off

Inclusion and diversity

Work environment

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

		Favourable / Neutral / Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**	Difference from **Parent**
	Inclusion and diversity (total score)		**78**%	-	+7	+11	+12
8c	I feel culturally safe at work	90 / 10	90%	+11	+14	+19	+18
5i	My manager supports my career advancement	78 / 13 / 9	78%	-	+13	+15	+15
8b	I feel that I belong in my organisation	77 / 19	77%	+10	+10	+15	+20
2b	People in my workgroup treat each other with respect	75 / 19	75%	+19	-2	-1	-2
8d	If I chose to, I would feel safe sharing personal aspects about myself at work	71 / 19 / 10	71%	0	+3	+9	+8

Difference from (percentage point)

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

r = below privacy cut-off

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.

		Favourable / Neutral / Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
	Flexible working (total score)		**98**%	+1	+34	+27	+15
8h	My manager supports flexible working in my team	100	100%	0	+32	+26	+15
8g	How satisfied are you with your ability to access and use flexible working arrangements?	97	97%	+3	+36	+27	+14

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.

8f Type of flexible working		**2025** % respondents	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**	Difference from **Parent**
Working from home		100%	+6	+58	+39	+16
Flexible start and finish times		90%	-1	+46	+30	+9
Working from different locations		40%	-10	+20	+2	-10
Working additional hours to make up for time off		33%	-8	+16	+8	-2
Working more hours over fewer days		r	-	-	-	-
Flexible scheduling for rostered workers		r	-	-	-	-
Part-time work		r	-	-	-	-
Job sharing		r	-	-	-	-
Purchasing annual leave		r	-	-	-	-
Leave without pay		r	-	-	-	-
Study leave		r	-	-	-	-
Other		r	-	-	-	-
I did not use any flexible working arrangements		r	-	-	-	-

r = below privacy cut-off

Grievance handling
Work environment

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

	Favourable	Neutral	Unfavourable

		2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Grievance handling						
10	If I experienced a grievance at work, I would be comfortable in raising it with my organisation — Favourable 65, Neutral 26, Unfavourable 10	65%	+3	0	+3	+6

Difference from (percentage point)

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

r = below privacy cut-off

Health and safety

Work environment

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	**2025** % favourable	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**	Difference from **Parent**
Health and safety						
7x I am confident work health and safety issues I raise will be addressed promptly	90	**90**%	-1	+22	+23	+26

Difference from (percentage point)

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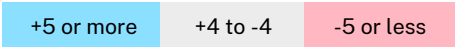
r = below privacy cut-off

Recruitment
Enabling practices

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

		Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**	Difference from **Parent**
Recruitment									
7u	My organisation follows a merit-based process for recruitment and promotion decisions	58	19	23	58%	-	+7	+16	+18

Difference from (percentage point)

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

r = below privacy cut-off

Learning and development
Enabling practices

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	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
	Learning and development (total score)				**65%**	+11	+5	+11	+16
1j	I have the opportunity to develop the skills that I need to do my job well	73	15	12	**73%**	+17	+6	+11	+16
3f	I have received the training and development I need to do my job well	63	22	16	**63%**	-2	-1	+6	+12
3g	I am satisfied with the opportunities available for professional development in my organisation	59	19	22	**59%**	+18	+8	+16	+21

Difference from (percentage point)

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

r = below privacy cut-off

Mobility
Enabling practices

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

|	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Lack of promotion opportunities	60%	+21	+27	+21	+13
Lack of visible opportunities	40%	-2	+9	+4	-3
Personal / family considerations	r	-	-	-	-
Lack of support for temporary assignments / secondments	r	-	-	-	-
There are no major barriers to my career progression	r	-	-	-	-
Geographic location considerations	r	-	-	-	-
Insufficient training and development	r	-	-	-	-
The application / recruitment process is too cumbersome or time consuming	r	-	-	-	-
Lack of required capabilities or experience	r	-	-	-	-
Lack of support from my manager / supervisor	r	-	-	-	-
Other	r	-	-	-	-

r = below privacy cut-off

Pay
Enabling practices

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Pay									
4	I am paid fairly for the work I do	77	7	17	77%	0	+30	+15	+17

Difference from (percentage point)

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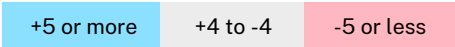
r = below privacy cut-off

Recognition
Enabling practices

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

		Favourable	Neutral	Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**	Difference from **Parent**
	Recognition (total score)				**75**%	**+5**	**+15**	**+17**	**+17**
5f	My manager provides recognition for the work I do	81	13		**81**%	**+5**	**+11**	**+11**	**+10**
7m	I receive adequate recognition for my contributions from my organisation	69	24	7	**69**%	**+4**	**+19**	**+23**	**+24**

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

		Favourable / Neutral / Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**	Difference from **Parent**
	Feedback and performance management (total score)		**59**%	-	-1	+2	+4
3d	In the last 12 months, I have received feedback to help me improve my work	69 / 25	**69**%	+13	+5	+10	+8
3e	My performance is assessed against clear criteria	56 / 28 / 16	**56**%	+9	+2	+4	+7
5g	I am confident my manager would appropriately deal with employees who perform poorly	52 / 19 / 29	**52**%	-	-10	-8	-5

	Performance management process	**2025** % respondents	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**	Difference from **Parent**
3a	I have a performance and development plan that sets out my individual goals	**88**%	-7	+12	+18	+13
3b	I have informal feedback conversations with my manager	**91**%	+14	+11	+13	+11
3c	I have scheduled feedback conversations with my manager	**78**%	+8	+11	+15	+8

Difference from (percentage point)

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

r = below privacy cut-off

Decision making and accountability
Leadership

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	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
	Decision making and accountability (total score)				**51**%	+7	-9	-5	-3
5e	I have confidence in the decisions my manager makes	69	19	13	**69**%	+16	-2	0	+1
7e	People in my organisation take responsibility for their own actions	32	32	35	**32**%	-3	-17	-9	-6

Difference from (percentage point)

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

r = below privacy cut-off

Communication and change management
Leadership

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?

		Favourable	Neutral	Unfavourable	2025 % favourable	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
	Communication and change management (total score)				**64**%	+10	+10	+18	+23
5b	My manager communicates effectively with me	75	16	9	75%	+10	+1	+1	+3
7q	I have the opportunity to provide feedback on change processes that directly affect me	73	20	7	73%	+6	+17	+22	+25
6a	My senior executives provide clear direction for the future of the organisation	70	17	13	70%	+17	+21	+35	+39
7p	I am supported through changes that affect my work	62	17	21	62%	+6	+7	+17	+24
7b	Change is managed well in my organisation	42	26	32	42%	+10	+6	+18	+26

Difference from (percentage point)

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

r = below privacy cut-off

Employee voice
Leadership

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 |

			2025 % favourable	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**	Difference from **Parent**
	Employee voice (total score)		**78**%	+13	+15	+18	+18
5d	My manager involves my workgroup in decisions about our work	81 | 13	**81**%	+14	+11	+13	+12
8a	I am comfortable sharing a different view to others in my organisation	80 | 7 | 13	**80**%	+18	+14	+16	+17
5c	My manager encourages and values employee input	78 | 13 | 9	**78**%	+10	+3	+4	+3
6e	My senior executives listen to employees	74 | 16 | 10	**74**%	+11	+31	+40	+42

Difference from (percentage point)

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

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...	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
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	–	–	–	–
witnessed discrimination	r	–	–	–	–
experienced discrimination	r	–	–	–	–
witnessed racism	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

Difference from (percentage point)

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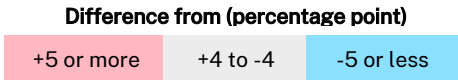
r = below privacy cut-off

Action on survey results
Leadership

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	**2025** % favourable	Difference from **2024**	Difference from **Sector**	Difference from **Portfolio**	Difference from **Parent**
	Action on survey results (total score)				**50**%	-	**+15**	**+22**	**+28**
9a	My organisation has made improvements based on the survey results from last year	50	37	13	**50**%	-	**+19**	**+25**	**+30**
9b	I am confident my organisation will act on the results of this survey	50	37	13	**50**%	**-12**	**+11**	**+20**	**+26**

Difference from (percentage point)

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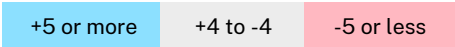
r = below privacy cut-off

Intention to stay

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

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

21k How long do you think you will continue to work in your current organisation?	2025 % respondents	Difference from 2024	Difference from Sector	Difference from Portfolio	Difference from Parent
Less than 1 year	r	–	–	–	–
1 year to less than 2 years	r	–	–	–	–
2 years to less than 5 years	r	–	–	–	–
5 years to less than 10 years	r	–	–	–	–
10 years to less than 20 years	r	–	–	–	–
More than 20 years	r	–	–	–	–

21l 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	–	–	–	–

r = below privacy cut-off

Transport questions

	Favourable · Neutral · Unfavourable	**2025** % favourable	Difference from **2024**	Difference from **Portfolio**	Difference from **Parent**
Transport questions					
My organisation works towards achieving the greater good for the community	90 / 10	90%	+8	+18	+18
My workgroup demonstrates good health and safety behaviour	87 / 10	87%	-1	+7	+7
I am confident in my ability to provide quality customer service to customers/passengers	84 / 16	84%	+5	-2	-1
I am able to work productively to deliver what is required of me	83 / 13	83%	+8	+5	+8
I see people in my workgroup being respectful and demonstrating the five ways of leading behaviours	68 / 19 / 13	68%	+30	+1	+2
My manager prepares me effectively for changes that affect my work	68 / 16 / 16	68%	+32	+8	+11
People in this organisation are able to speak up about problems and tough issues in their workplace	61 / 29 / 10	61%	+11	+9	+13
I see senior managers of my organisation actively putting people at the heart of the decisions they make	58 / 32 / 10	58%	-1	+19	+24
Senior executives inspire me about the future of this organisation	55 / 29 / 16	55%	+22	+23	+27
I believe that over the past 12 months my organisation has taken positive action to address negative workplace behaviours	52 / 35 / 13	52%	-	+8	+15

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 section provides a snapshot of survey respondents. Use it to assess whether the respondent group reflects your broader organisation or team.

This page cannot be shown due to privacy reasons.

r = below privacy cut-off

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

This page cannot be shown due to privacy reasons.

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.

Purpose and direction	Work environment	Enabling practices	Leadership	Outcomes
Role clarity and support	Teamwork and collaboration	Recruitment	Decision making and accountability	Employee engagement
Job purpose and enrichment	Inclusion and diversity	Learning and development	Communication and change management	Job satisfaction
Risk and innovation	Flexible working	Pay	Employee voice	Wellbeing
Ethics and values	Grievance handling	Recognition	Action on survey results	Customer service
	Health and safety	Feedback and performance management		

Interpretation guide

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.
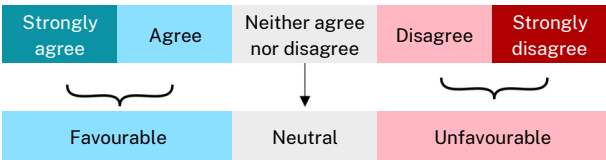
Headline Results – Key topics

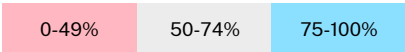Due to changes in the survey questions some topics do not have a comparison to the previous year. Where a comparison is available, the change is displayed in the box.

To improve clarity, survey questions that previously sat under multiple topics have now been assigned to a single, most relevant thematic topic. As a result, previous years' topic scores have been recalculated and may differ slightly from past reports.

% favourable calculation

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

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Favourable		Neutral	Unfavourable	

% favourable scores are colour coded based on these ranges:

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

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%.

Methodology - Burnout questions (disagree)

Burnout (disagree) questions are reported using a 5-point Likert scale from 'strongly disagree' to 'strongly agree'. For negatively framed questions, lower scores ('strongly disagree' and 'disagree') indicate more favourable responses (less burnout), while higher scores ('agree' and 'strongly agree') indicate less favourable scores (more burnout). To interpret the results, the further responses are towards 'strongly disagree', the less burnout is reported; the further towards 'strongly agree', the more burnout is reported.

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.

Difference scores

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

+5 or more	+4 to -4	-5 or less
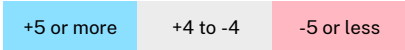
A '-' represents there is no applicable comparison available.

Sector: The NSW public sector as a whole, including all NSW Government employees who participated in the survey.

Portfolio: NSW Government departments and organisations are grouped into 12 portfolios. See cover page for details.

Parent: The business unit that sits directly above the business unit you are viewing. See cover page for details.

Interpretation guide

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.

Metro and Regional

The survey collects suburb and postcode data which is mapped to the Statistical Areas 4 (SA4) geographical from the Australian Bureau of Statistics (ABS) geographical framework. They are the largest sub-state regions in the Australian Statistical Geography Standard.

Metro includes all Sydney SA4s and is divided into Sydney East and Sydney West.

Sydney East includes Sydney - City and Inner South, Sydney - Eastern Suburbs, Sydney - Inner South West, Sydney - Inner West, Sydney - North Sydney and Hornsby, Sydney - Northern Beaches, Sydney - Ryde and Sydney - Sutherland SA4s.

Sydney West includes Sydney – Baulkham Hills and Hawkesbury, Sydney – Blacktown, Sydney – Outer South West, Sydney – Outer West and Blue Mountains, Sydney – Parramatta and Sydney – South West SA4s.

Regional includes Capital Region; Central Coast; Central West; Coffs Harbour– Grafton, Far West and Orana; Hunter Valley excluding Newcastle; Illawarra; Mid North Coast; Murray; New England and North West; Newcastle and Lake Macquarie; Richmond – Tweed; Riverina; and Southern Highlands and Shoalhaven SA4s.

Frontline and Non-frontline

Frontline roles are those where employees spend at least 70% of their time delivering services directly to members of the public. In the PMES, frontline and non-frontline status is determined by responses to the question: "Which of the following best describes the work you do?"

Frontline is defined as 'Service delivery involving direct contact with the public (e.g., teaching, nursing, policing, shopfront / counter service, train driver, customer service)'.

Non-frontline includes all other types of work:

- Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g., maintenance, technical support catering, cleaning, laundry)
- Administrative support (e.g., executive / personal assistant, receptionist)
- Corporate services (e.g., HR, finance, IT, ministerial or parliamentary processes)
- Policy
- Research
- Program and project management support
- Legal (including developing and/or reviewing legislation) or
- Other

Caring responsibilities

These are employees who selected at least one of the below options from the question; 'Do you have caring responsibilities outside of work?'

- Yes, for a child
- Yes, for a child who needs support due to disability, chronic illness, mental illness or other circumstances
- Yes, for an adult who needs support due to disability, chronic illness, mental illness, dementia, frail age or other circumstances

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.

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

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