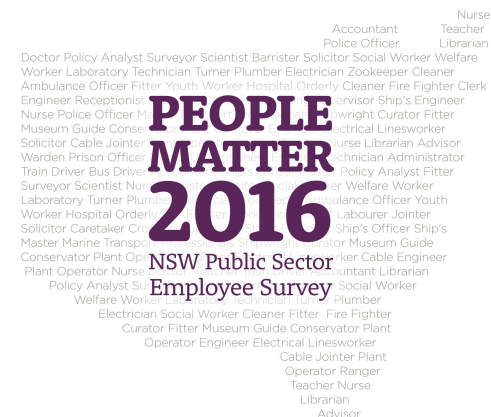


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Separate Agencies

Environment Protection Authority

CONTENTS OF REPORT

HEADLINES	3
QUESTION HEADLINES	4
COMPARISONS	5
ALL QUESTIONS	6
PROFILE OF RESPONDENTS	34
DEMOGRAPHIC RESULTS	39
TAKING ACTION	44
GUIDE TO THIS REPORT	45

RESPONSE RATE

90%

447 RESPONSES
OUT OF 497 EMPLOYEES

ENGAGEMENT INDEX

75%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**



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	96%
2i. People in my workgroup treat customers/clients with respect	93%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	93%
7c. My organisation strives to earn and sustain a high level of public trust	91%
1d. I feel I make a contribution to achieving the organisation's objectives	88%
2e. I receive help and support from other members of my workgroup	87%
7a. My organisation provides high quality services	87%
1a. I understand what is expected of me to do well in my role	87%
7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	87%
2h. People in my workgroup treat each other with respect	85%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l. My organisation's processes for recruiting employees are efficient	20%
5n. My manager appropriately deals with employees who perform poorly	39%
9b. I have confidence in the ways my organisation resolves grievances	45%
7f. I feel that change is handled well in my organisation	46%
3j. I am satisfied with the opportunities available for career development in my organisation	48%
3k. I would like to work in another agency within the NSW Public Sector during my career	49%
15. I believe action will be taken on the results from this survey by my organisation	49%
7m. Recruitment and promotion decisions in this organisation are generally fair	50%
6g. I feel that senior managers keep employees informed about what's going on	54%
6h. I feel that senior managers listen to employees	54%



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'.

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Environment Protection Authority, using the same key question groups.

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

	Environment Protection Authority	Waste and Resource Recovery Branch	Gas Regulation Branch	Metropolitan Branch	North Branch	Reform and Compliance Branch	South Branch	Hazardous Incidents and Environmental Health	Stakeholder Engagement and Communications	Corporate Services Branch
NUMBER OF RESPONDENTS	447	107	20	42	40	46	59	74	15	31
ENGAGEMENT	75%	73%	81%	80%	69%	76%	70%	79%	79%	71%
SENIOR MANAGERS	60%	60%	82%	66%	59%	59%	59%	54%	57%	58%
COMMUNICATION	69%	66%	85%	74%	67%	73%	64%	66%	78%	68%
HIGH PERFORMANCE	75%	72%	87%	78%	75%	77%	70%	74%	81%	74%
PUBLIC SECTOR VALUES	75%	72%	89%	78%	77%	81%	70%	74%	83%	73%
DIVERSITY & INCLUSION	79%	76%	90%	82%	78%	83%	75%	78%	87%	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 10 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	75% RESPONSE SCALE			AGREEMENT %	PMES 2014	SEPARATE AGENCIES	SECTOR	
Q7o. I would recommend my organisation as a great place to work	33	46	17	78%	77%	68%	60%	
Q7p. I am proud to tell others I work for my organisation	40	44	13	84%	83%	78%	68%	
Q7q. I feel a strong personal attachment to my organisation	37	36	20	73%	72%	70%	64%	
Q7r. My organisation motivates me to help it achieve its objectives	26	43	22	8	69%	64%	62%	55%
Q7s. My organisation inspires me to do the best in my job	25	42	25		68%	64%	61%	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 80% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		76%	78%	76%
Q1h. I look for ways to perform my job more effectively		96%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		80%	79%	76%
Q1j. I am satisfied with my job at the present time		68%	65%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

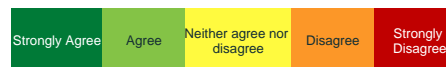
This section shows results for all the survey questions grouped by key themes.

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	60% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	48	21	11	65%	56%	47%
Q6b. I feel that senior leaders effectively lead and manage change	16	44	24	12	60%	49%	43%
Q6c. I feel that senior managers model the values of my organisation	20	49	20	7	69%	57%	48%
Q6d. Senior managers encourage innovation by employees	12	45	30	10	57%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	14	55	24		68%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	52	25		67%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12	42	27	13	54%	51%	44%
Q6h. I feel that senior managers listen to employees	12	42	32	9	54%	47%	39%
Q7f. I feel that change is handled well in my organisation	11	35	33	16	46%	42%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

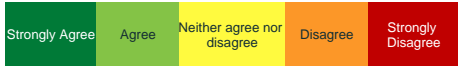
This section shows results for all the survey questions grouped by key themes.

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	69% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5e. My manager communicates effectively with me	30	44	15	8	74%	73%	69%
Q5f. My manager encourages and values employee input	34	43	14		78%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work	29	40	20	8	69%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	12	42	27	13	54%	51%	44%
Q6h. I feel that senior managers listen to employees	12	42	32	9	54%	47%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	23	61	12		84%	77%	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				75% RESPONSE SCALE		AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1a. I understand what is expected of me to do well in my role	32	55	8		87%	88%	90%		
Q1b. I have the tools I need to do my job effectively	17	60	13	9	77%	71%	70%		
Q1c. I get the information I need to do my job well	15	58	18	9	72%	70%	67%		
Q1d. I feel I make a contribution to achieving the organisation's objectives	34	54	10		88%	89%	86%		
Q1e. I feel I am able to suggest ideas to improve our way of doing things	29	47	15		77%	73%	69%		
Q2b. People in my workgroup use time and resources efficiently	22	50	19	8	72%	72%	70%		
Q2c. My team works collaboratively to achieve its objectives	29	49	13	9	78%	76%	75%		
Q2d. People in my workgroup have the appropriate skills to do the job well	25	58	11		83%	80%	76%		
Q3h. I have received appropriate training and development to do my job well	25	53	18		78%	63%	63%		

KEY





EXPLORE THE FULL SURVEY RESULTS

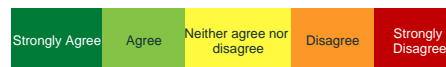
This section shows results for all the survey questions grouped by key themes.

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	75% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		79%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		66%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		76%	69%	65%
Q5j. I have confidence in the decisions my line manager makes		76%	73%	67%
Q6d. Senior managers encourage innovation by employees		57%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		68%	61%	52%
Q7d. My organisation focuses on improving the work we do		83%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		67%	63%	62%
Q7g. There is good co-operation between teams across our organisation		54%	48%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

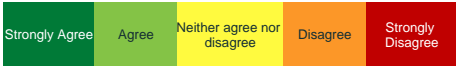
This section shows results for all the survey questions grouped by key themes.

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				75% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7n. My organisation generally selects capable people to do the job	10	57	22	8	67%	65%	51%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	57	19		74%	67%	67%	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	52	7		93%	90%	85%	

KEY





EXPLORE THE FULL SURVEY RESULTS

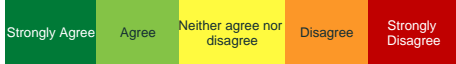
This section shows results for all the survey questions grouped by key themes.

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	75% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	34	51	12		85%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	22	50	19	8	72%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	33	48	13		81%	77%	67%
Q2h. People in my workgroup treat each other with respect	38	47	11		85%	82%	72%
Q2i. People in my workgroup treat customers/clients with respect	39	54			93%	91%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	25	54	15		79%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	20	45	23	10	66%	60%	64%
Q5d. My manager listens to what I have to say	35	46	12		81%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	36	42	16		78%	70%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

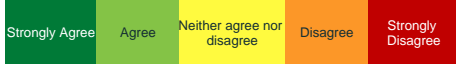
This section shows results for all the survey questions grouped by key themes.

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	75% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q5k. My manager treats employees with dignity and respect	40	44	12		83%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	23	34	31	9	57%	55%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	48	21	11	65%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	20	49	20	7	69%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	52	25		67%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12	42	27	13	54%	51%	44%
Q6h. I feel that senior managers listen to employees	12	42	32	9	54%	47%	39%
Q7a. My organisation provides high quality services	27	60	10		87%	88%	80%
Q7b. My organisation strives to match services to customer/client needs	24	58	15		82%	83%	80%

KEY





EXPLORE THE FULL SURVEY RESULTS

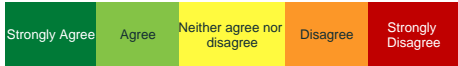
This section shows results for all the survey questions grouped by key themes.

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 75% RESPONSE SCALE			AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	44	47	91%	90%	83%
Q7d. My organisation focuses on improving the work we do	30	52	83%	80%	76%
Q7h. People in my organisation take responsibility for their own actions	11	50	61%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	26	57	83%	75%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

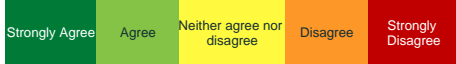
This section shows results for all the survey questions grouped by key themes.

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	79% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	19	48	21	11	67%	61%	59%
Q5d. My manager listens to what I have to say	35	46	12		81%	78%	73%
Q5f. My manager encourages and values employee input	34	43	14		78%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	28	50	16		78%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	36	42	16		78%	70%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	26	42	26		68%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	25	58	15		83%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	57	19		74%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	23	61	12		84%	77%	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.

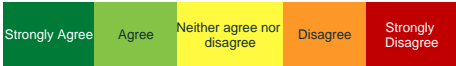
Some key comparisons are provided.

DIVERSITY & INCLUSION

79% RESPONSE SCALE

	AGREEMENT %			SEPARATE AGENCIES	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	52	7	93%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	39	43	12	82%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

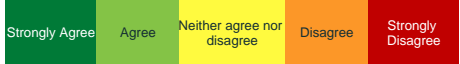
This section shows results for all the survey questions grouped by key themes.

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.

RECRUITMENT	46% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	17	28	35	17	20%	34%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	8	42	32	12	50%	48%	41%
Q7n. My organisation generally selects capable people to do the job	10	57	22	8	67%	65%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

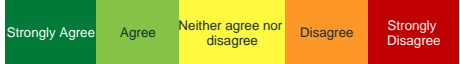
This section shows results for all the survey questions grouped by key themes.

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 58% RESPONSE SCALE						AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	40	28			65%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	21	34	38			55%	57%	53%
Q7g. There is good co-operation between teams across our organisation	11	43	26	17		54%	48%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

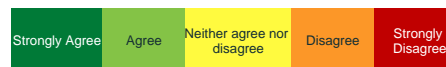
This section shows results for all the survey questions grouped by key themes.

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	68% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		80%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		78%	71%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		73%	60%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		66%	59%	59%
Q3e. My performance is assessed against clear criteria		59%	50%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		81%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required		74%	63%	60%
Q3h. I have received appropriate training and development to do my job well		78%	63%	63%
Q3i. I have a strong desire to advance my career		74%	75%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

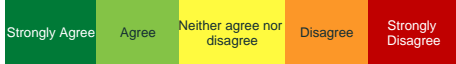
This section shows results for all the survey questions grouped by key themes.

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	68% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	14	34	31	17	48%	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18	31	34	14	49%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	31	48	14		79%	73%	67%
Q5n. My manager appropriately deals with employees who perform poorly	13	27	39	17	39%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	27	48	17		75%	66%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	40	28		65%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	21	34	38		55%	57%	53%
Q7j. My organisation is committed to developing its employees	20	57	18		76%	59%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

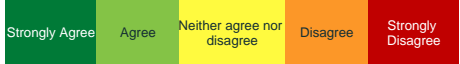
This section shows results for all the survey questions grouped by key themes.

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.

MOBILITY	57% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18	31	34	14	49%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	40	28		65%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	21	34	38		55%	57%	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 79% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q4a. I am paid fairly for the work I do	23 56 14	80%	68%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	26 53 14	78%	60%

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 GROUPS	75% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	29	52	16		81%	81%	77%
Q8c. Age is not a barrier to success in my organisation	25	47	21		72%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	22	46	28		69%	71%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	31	51	18		82%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	27	47	18		74%	77%	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	73% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		67%	61%	59%
Q1k. I am able to keep my work stress at an acceptable level		65%	60%	58%
Q1l. My workload is acceptable		58%	55%	55%
Q2e. I receive help and support from other members of my workgroup		87%	84%	80%
Q2f. There is good team spirit in my workgroup		76%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		87%	72%	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

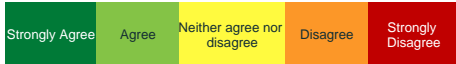
49% RESPONSE SCALE

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



	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	49%	43%	32%

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 CONDUCT	62% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	26	57	15		83%	75%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	7	37	43	9	45%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	13	46	30	9	59%	55%	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%	SEPARATE AGENCIES	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		59%	58%	46%
Better skills in my workgroup		18%	21%	27%
Improved career opportunities		57%	62%	52%
Improved learning and development opportunities		41%	48%	50%
Greater involvement in decision making		34%	34%	33%
Better pay and benefits		47%	56%	58%
Greater recognition for the work I do		38%	40%	45%
Better leadership from senior managers		31%	34%	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%	SEPARATE AGENCIES	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		24%	24%	27%
Better accountability for performance		22%	23%	25%
A better location		26%	20%	20%
More flexible working conditions		34%	39%	38%
Better work/life balance		39%	45%	46%
Improved facilities		22%	22%	30%
Improved technology and systems		37%	36%	38%
Better job security		43%	39%	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%	SEPARATE AGENCIES	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		53%	61%	72%
No		42%	35%	24%
Don't Know		5%	4%	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%	SEPARATE AGENCIES	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		10%	16%	25%
No		81%	75%	64%
Don't Know		9%	9%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		44%	46%	63%
No		56%	51%	35%



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%	SEPARATE AGENCIES	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		19%	26%	35%
No		74%	68%	58%
Don't Know		7%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		9%	14%	20%
No		86%	82%	75%
Don't Know		5%	4%	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%	SEPARATE AGENCIES	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		23%	25%	23%
Your Immediate Manager/Supervisor		20%	21%	26%
A fellow worker at your level		23%	24%	25%
A subordinate		10%	8%	8%
A member of the public other than a client or customer		3%	0%	0%
Other		3%	8%	4%
Prefer not to say		20%	13%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

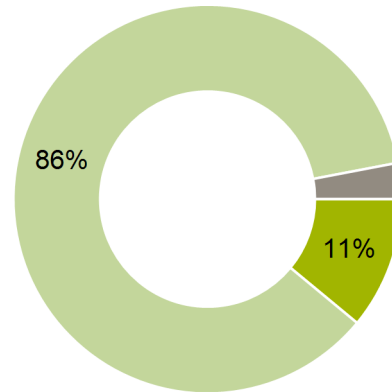
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		45%
Female		54%
Other		1%
Age		
<35		27%
35 - 54		58%
> 54		14%

PROFILE OF RESPONDENTS

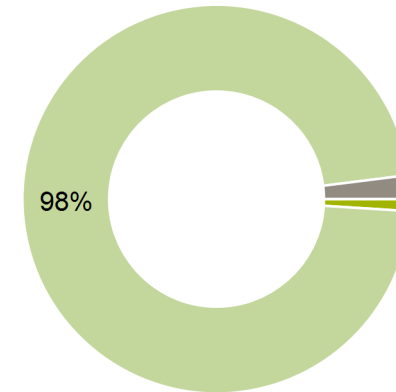


PERSONAL PROFILES

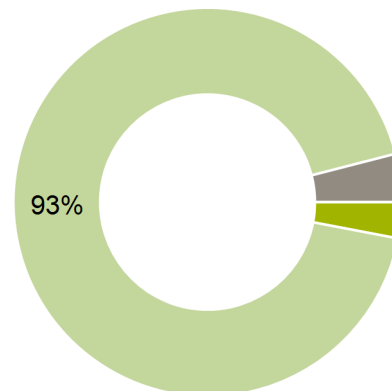
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



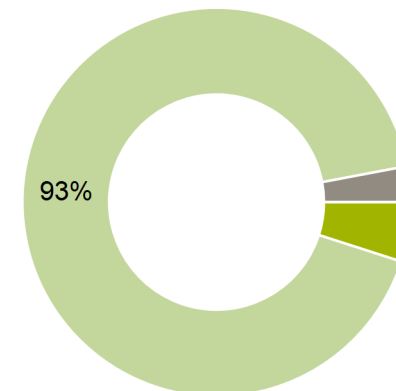
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		16%
1 - 2 years		11%
2 - 5 years		20%
5 - 10 years		21%
10 - 20 years		21%
More than 20 years		11%

PROFILE OF RESPONDENTS



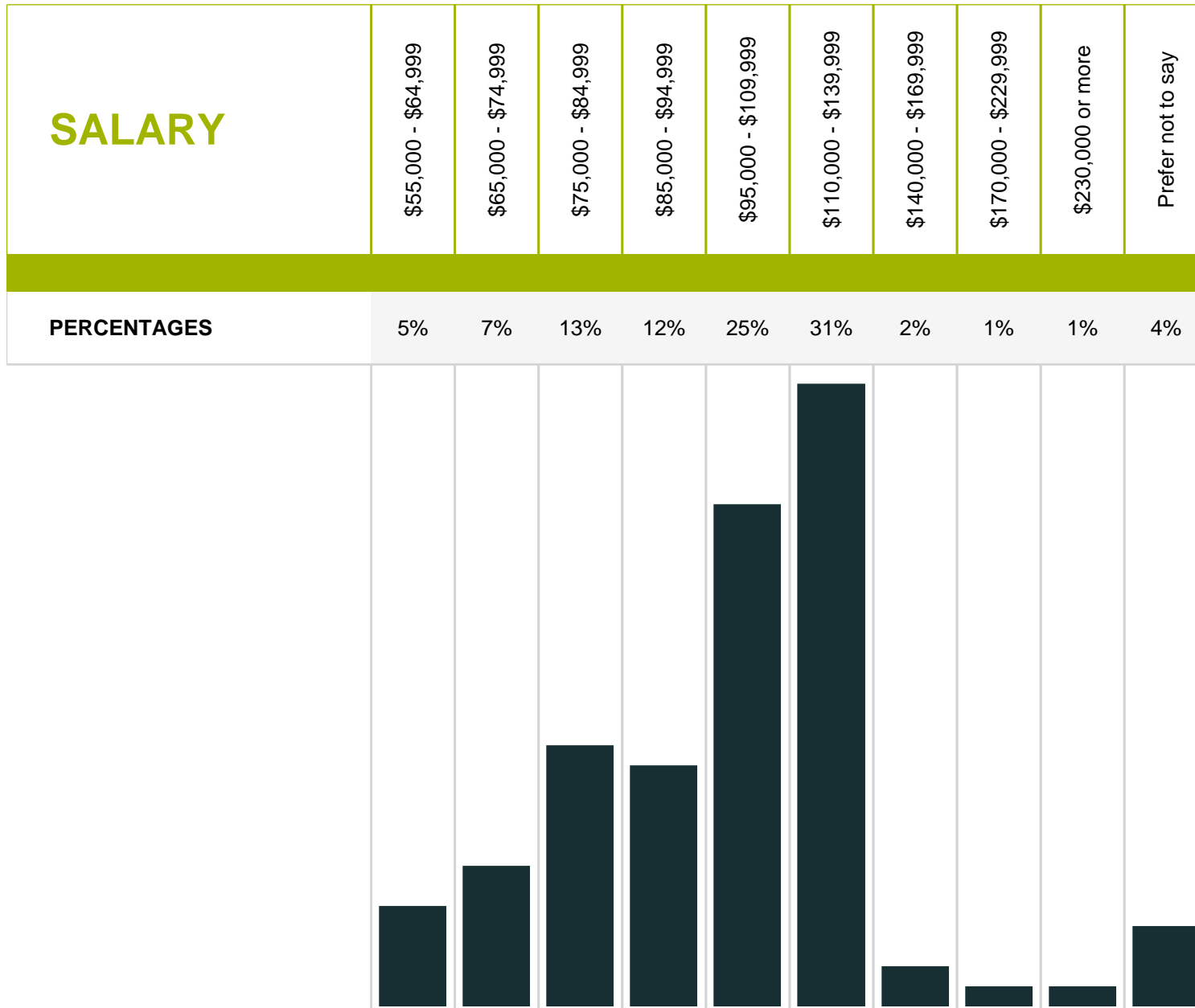
WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		24%
Other service delivery work		6%
Administrative support		9%
Corporate services		6%
Policy		16%
Research		0%
Program and project management support		17%
Legal (including developing and/or reviewing legislation)		0%
Other		21%

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.

	Environment Protection Authority	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	447	102	25	38	25	66	2	72	2	90
ENGAGEMENT	75%	70%	(r)	75%	(r)	81%	(r)	76%	(r)	73%
SENIOR MANAGERS	60%	57%	(r)	67%	(r)	63%	(r)	63%	(r)	59%
COMMUNICATION	69%	63%	(r)	70%	(r)	76%	(r)	72%	(r)	67%
HIGH PERFORMANCE	75%	71%	(r)	80%	(r)	80%	(r)	77%	(r)	73%
PUBLIC SECTOR VALUES	75%	71%	(r)	76%	(r)	82%	(r)	78%	(r)	74%
DIVERSITY & INCLUSION	79%	75%	(r)	77%	(r)	85%	(r)	81%	(r)	77%

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.

	Environment Protection Authority	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	447	0	0	0	19	28	53	49	107	131	8	6	3	18
ENGAGEMENT	75%	(r)	(r)	(r)	(r)	(r)	73%	74%	73%	75%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	60%	(r)	(r)	(r)	(r)	(r)	58%	61%	54%	64%	(r)	(r)	(r)	(r)
COMMUNICATION	69%	(r)	(r)	(r)	(r)	(r)	65%	71%	67%	71%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	(r)	(r)	(r)	73%	74%	73%	76%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	75%	(r)	(r)	(r)	(r)	(r)	73%	73%	75%	77%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	(r)	(r)	(r)	75%	80%	79%	79%	(r)	(r)	(r)	(r)

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.

	Environment Protection Authority	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	447	66	47	84	90	87	47
ENGAGEMENT	75%	77%	81%	70%	75%	74%	74%
SENIOR MANAGERS	60%	67%	66%	56%	63%	54%	64%
COMMUNICATION	69%	81%	80%	60%	69%	63%	72%
HIGH PERFORMANCE	75%	78%	82%	69%	75%	73%	79%
PUBLIC SECTOR VALUES	75%	81%	81%	72%	75%	72%	79%
DIVERSITY & INCLUSION	79%	86%	87%	71%	80%	74%	83%

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.

	Environment Protection Authority	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	447	0	5	45	65	74	82	49	41	40	17	4
ENGAGEMENT	75%	(r)	(r)	77%	76%	77%	73%	75%	77%	74%	(r)	(r)
SENIOR MANAGERS	60%	(r)	(r)	60%	60%	60%	58%	69%	64%	62%	(r)	(r)
COMMUNICATION	69%	(r)	(r)	72%	74%	74%	65%	68%	71%	69%	(r)	(r)
HIGH PERFORMANCE	75%	(r)	(r)	76%	76%	79%	73%	78%	79%	72%	(r)	(r)
PUBLIC SECTOR VALUES	75%	(r)	(r)	77%	78%	79%	72%	80%	78%	72%	(r)	(r)
DIVERSITY & INCLUSION	79%	(r)	(r)	81%	85%	81%	75%	79%	83%	73%	(r)	(r)

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.

	Environment Protection Authority	Male	Female	Other
NUMBER OF RESPONDENTS	447	189	230	4
ENGAGEMENT	75%	74%	77%	(r)
SENIOR MANAGERS	60%	64%	59%	(r)
COMMUNICATION	69%	72%	69%	(r)
HIGH PERFORMANCE	75%	75%	76%	(r)
PUBLIC SECTOR VALUES	75%	77%	76%	(r)
DIVERSITY & INCLUSION	79%	81%	79%	(r)

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



WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

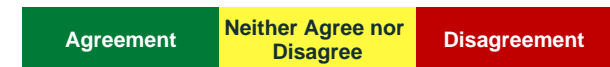
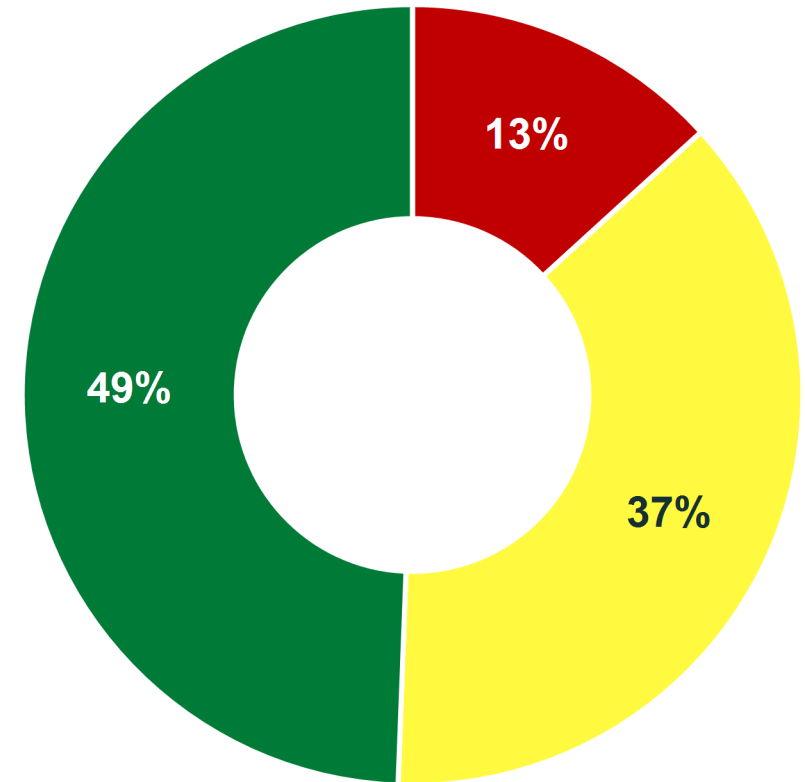
Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

49%

of employees replied favourably to:

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

32%
SECTOR



GUIDE TO THIS REPORT

ANONYMITY RULES

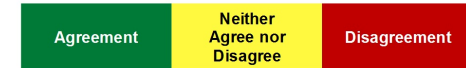
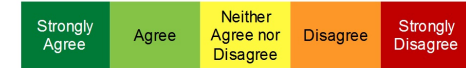
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

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.



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

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%