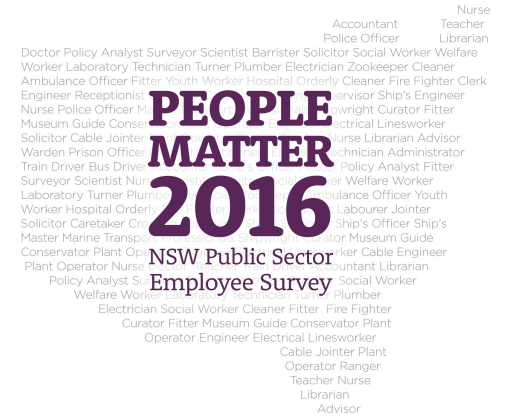


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Planning and Environment

## Department of Planning and Environment

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## RESPONSE RATE

# 100%

712 RESPONSES  
OUT OF 712 EMPLOYEES

## ENGAGEMENT INDEX

# 61%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**

PMES 2016 CLUSTER  
SCORE **68%**



## 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	<b>94%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>91%</b>
2i. People in my workgroup treat customers/clients with respect	<b>89%</b>
2e. I receive help and support from other members of my workgroup	<b>85%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>85%</b>
5k. My manager treats employees with dignity and respect	<b>83%</b>
3i. I have a strong desire to advance my career	<b>82%</b>
2h. People in my workgroup treat each other with respect	<b>82%</b>
5d. My manager listens to what I have to say	<b>81%</b>
5a. My manager encourages people in my workgroup to improve the quality of what they do	<b>81%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

7l. My organisation's processes for recruiting employees are efficient	<b>27%</b>
7f. I feel that change is handled well in my organisation	<b>32%</b>
9b. I have confidence in the ways my organisation resolves grievances	<b>35%</b>
7g. There is good co-operation between teams across our organisation	<b>38%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>40%</b>
7m. Recruitment and promotion decisions in this organisation are generally fair	<b>41%</b>
5n. My manager appropriately deals with employees who perform poorly	<b>42%</b>
6h. I feel that senior managers listen to employees	<b>45%</b>
6g. I feel that senior managers keep employees informed about what's going on	<b>45%</b>
9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	<b>46%</b>



### 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 Department of Planning and Environment, 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.

	Department of Planning and Environment	Community and Stakeholder Engagement	Department of Planning and Environment	Greater Sydney Commission Project	Finance and Operations	General Counsel	Growth Design and Programs	Planning Services	Policy and Strategy	Internal Agencies
<b>NUMBER OF RESPONDENTS</b>	712	50	83	13	75	28	98	218	106	15
<b>ENGAGEMENT</b>	61%	48%	64%	72%	69%	74%	53%	60%	61%	80%
<b>SENIOR MANAGERS</b>	48%	43%	55%	59%	59%	66%	38%	38%	56%	79%
<b>COMMUNICATION</b>	65%	56%	65%	74%	74%	80%	59%	61%	69%	83%
<b>HIGH PERFORMANCE</b>	67%	61%	68%	71%	76%	78%	59%	64%	68%	89%
<b>PUBLIC SECTOR VALUES</b>	69%	61%	70%	75%	77%	82%	61%	67%	70%	88%
<b>DIVERSITY &amp; INCLUSION</b>	73%	63%	71%	83%	81%	83%	68%	72%	74%	87%

### 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

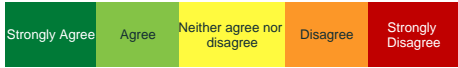
This section shows results for all the survey questions grouped by key themes.

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	61% RESPONSE SCALE				AGREEMENT %	PMES 2014	PLANNING AND ENVIRONMENT	SECTOR
Q7o. I would recommend my organisation as a great place to work	12	44	26	11	57%	43%	66%	60%
Q7p. I am proud to tell others I work for my organisation	18	45	24	8	63%	53%	75%	68%
Q7q. I feel a strong personal attachment to my organisation	15	35	33	11	50%	51%	68%	64%
Q7r. My organisation motivates me to help it achieve its objectives	11	40	32	11	51%	35%	58%	55%
Q7s. My organisation inspires me to do the best in my job	11	40	30	13	51%	36%	57%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK	76% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		70%	75%	76%
Q1h. I look for ways to perform my job more effectively		94%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		75%	77%	76%
Q1j. I am satisfied with my job at the present time		64%	64%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

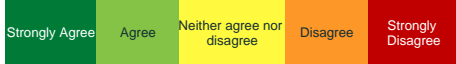
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Some key comparisons are provided.

SENIOR MANAGERS	48% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	38	23	19	8	50%	46%	47%
Q6b. I feel that senior leaders effectively lead and manage change	11	35	24	20	10	47%	41%	43%
Q6c. I feel that senior managers model the values of my organisation	12	38	27	15	8	50%	47%	48%
Q6d. Senior managers encourage innovation by employees	9	39	29	16	7	48%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	12	43	26	12		55%	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	49	23			64%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	37	22	19	13	45%	44%	44%
Q6h. I feel that senior managers listen to employees	9	36	28	15	12	45%	40%	39%
Q7f. I feel that change is handled well in my organisation	8	24	32	24	12	32%	32%	41%

KEY







## EXPLORE THE FULL SURVEY RESULTS

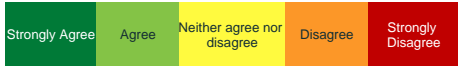
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Some key comparisons are provided.

COMMUNICATION	65% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5e. My manager communicates effectively with me	28	46	15	8	1	73%	73%	69%
Q5f. My manager encourages and values employee input	30	49	11	8	2	79%	76%	69%
Q5g. My manager involves my workgroup in decisions about our work	25	45	16	8	2	70%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	8	37	22	19	13	45%	44%	44%
Q6h. I feel that senior managers listen to employees	9	36	28	15	12	45%	40%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	21	58	10	8	2	80%	78%	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					67% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1a. I understand what is expected of me to do well in my role	24	55	9	9		80%	87%	90%	
Q1b. I have the tools I need to do my job effectively	9	50	16	18		59%	66%	70%	
Q1c. I get the information I need to do my job well	9	48	20	17		57%	64%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	23	56	12			79%	85%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	21	48	14	11		70%	74%	69%	
Q2b. People in my workgroup use time and resources efficiently	23	49	15	10		72%	72%	70%	
Q2c. My team works collaboratively to achieve its objectives	32	47	11	8		79%	78%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	28	51	12			79%	80%	76%	
Q3h. I have received appropriate training and development to do my job well	10	37	32	13	9	46%	59%	63%	

KEY





## EXPLORE THE FULL SURVEY RESULTS

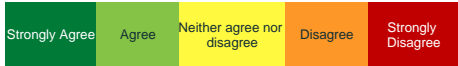
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Some key comparisons are provided.

HIGH PERFORMANCE	67% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		81%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		67%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		73%	71%	65%
Q5j. I have confidence in the decisions my line manager makes		79%	74%	67%
Q6d. Senior managers encourage innovation by employees		48%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		55%	52%	52%
Q7d. My organisation focuses on improving the work we do		73%	73%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		56%	54%	62%
Q7g. There is good co-operation between teams across our organisation		38%	43%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

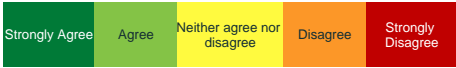
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Some key comparisons are provided.

	HIGH PERFORMANCE				67% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7n. My organisation generally selects capable people to do the job	8	48	28	10		56%	60%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	16	54	20			70%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	42	49	8			91%	90%	85%

KEY





## EXPLORE THE FULL SURVEY RESULTS

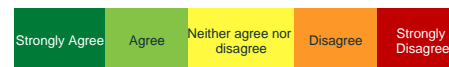
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		85%	87%	85%
Q2b. People in my workgroup use time and resources efficiently		72%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		78%	74%	67%
Q2h. People in my workgroup treat each other with respect		82%	79%	72%
Q2i. People in my workgroup treat customers/clients with respect		89%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		81%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		67%	65%	64%
Q5d. My manager listens to what I have to say		81%	79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		76%	72%	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	69% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree				Strongly Disagree
Q5k. My manager treats employees with dignity and respect	38	45	10		83%	82%	76%	
Q5l. My manager talks to me about how the values apply to my work	18	39	27	10	58%	60%	58%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	38	23	19	8	50%	46%	47%
Q6c. I feel that senior managers model the values of my organisation	12	38	27	15	8	50%	47%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	49	23			64%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	37	22	19	13	45%	44%	44%
Q6h. I feel that senior managers listen to employees	9	36	28	15	12	45%	40%	39%
Q7a. My organisation provides high quality services	15	55	21			70%	78%	80%
Q7b. My organisation strives to match services to customer/client needs	16	54	22			70%	77%	80%

KEY





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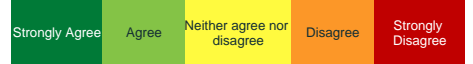
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	22	53	16		74%	80%	83%
Q7d. My organisation focuses on improving the work we do	19	54	17		73%	73%	76%
Q7h. People in my organisation take responsibility for their own actions	8	40	32	15	48%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	19	56	19		75%	68%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

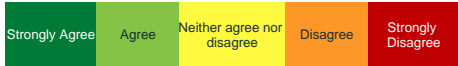
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Some key comparisons are provided.

DIVERSITY & INCLUSION	73% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		57%	60%	59%
Q5d. My manager listens to what I have to say		81%	79%	73%
Q5f. My manager encourages and values employee input		79%	76%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		72%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		76%	72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		61%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		74%	78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		70%	71%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		80%	78%	69%

KEY







## EXPLORE THE FULL SURVEY RESULTS

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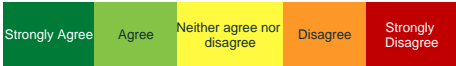
Some key comparisons are provided.

## DIVERSITY & INCLUSION

**73%** RESPONSE SCALE

				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	42	49	8	91%	90%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	23	46	21	69%	72%	58%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

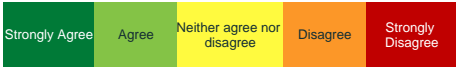
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Some key comparisons are provided.

RECRUITMENT	41% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR	
Q7l. My organisation's processes for recruiting employees are efficient	22	27	29	17	27%	27%	33%	
Q7m. Recruitment and promotion decisions in this organisation are generally fair	7	34	35	15	9	41%	45%	41%
Q7n. My organisation generally selects capable people to do the job	8	48	28	10		56%	60%	51%

KEY





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

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

Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	51%	RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	41	28	62%	63%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19	36	34	55%	54%	53%		
Q7g. There is good co-operation between teams across our organisation	7	31	27	24	11	38%	43%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

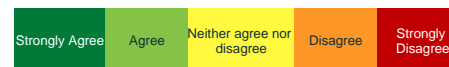
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	59% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		60%	70%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		66%	74%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		54%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		60%	63%	59%
Q3e. My performance is assessed against clear criteria		47%	54%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		77%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required		50%	58%	60%
Q3h. I have received appropriate training and development to do my job well		46%	59%	63%
Q3i. I have a strong desire to advance my career		82%	75%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

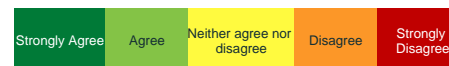
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	59% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		40%	39%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		65%	43%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		74%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly		42%	43%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		65%	68%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		62%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		55%	54%	53%
Q7j. My organisation is committed to developing its employees		54%	53%	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	60% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	29	36	27			65%	43%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	41	28			62%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	19	36	34			55%	54%	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	70% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q4a. I am paid fairly for the work I do	18	56	14	9	74%	70%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	18	49	20	9	67%	68%	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	68% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	22	51	22			73%	77%	77%
Q8c. Age is not a barrier to success in my organisation	19	45	23	8		64%	67%	71%
Q8d. Disability is not a barrier to success in my organisation	18	42	36			60%	62%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	23	46	29			69%	75%	76%
Q8f. Gender is not a barrier to success in my organisation	24	47	22			71%	74%	74%

KEY







## EXPLORE THE FULL SURVEY RESULTS

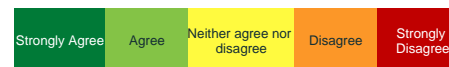
This section shows results for all the survey questions grouped by key themes.

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	70% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		57%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		69%	60%	58%
Q1l. My workload is acceptable		60%	56%	55%
Q2e. I receive help and support from other members of my workgroup		85%	84%	80%
Q2f. There is good team spirit in my workgroup		74%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		74%	69%	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

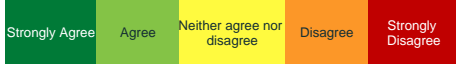
**48%** RESPONSE SCALE

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



AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
48%	34%	32%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

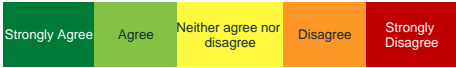
This section shows results for all the survey questions grouped by key themes.

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	52% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		75%	68%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		35%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		46%	49%	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%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		66%	57%	46%
Better skills in my workgroup		25%	26%	27%
Improved career opportunities		63%	57%	52%
Improved learning and development opportunities		50%	50%	50%
Greater involvement in decision making		42%	39%	33%
Better pay and benefits		50%	52%	58%
Greater recognition for the work I do		41%	41%	45%
Better leadership from senior managers		39%	42%	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%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		20%	26%	27%
Better accountability for performance		19%	24%	25%
A better location		26%	21%	20%
More flexible working conditions		38%	34%	38%
Better work/life balance		41%	42%	46%
Improved facilities		38%	28%	30%
Improved technology and systems		46%	40%	38%
Better job security		37%	52%	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%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		53%	62%	72%
No		36%	32%	24%
Don't Know		11%	6%	4%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		11%	18%	25%
No		78%	72%	64%
Don't Know		10%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		40%	57%	63%
No		57%	41%	35%
Don't Know		3%	2%	2%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		19%	26%	35%
No		73%	67%	58%
Don't Know		7%	7%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		12%	14%	20%
No		82%	81%	75%
Don't Know		6%	5%	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%	PLANNING AND ENVIRONMENT	SECTOR
<b>Q10e.</b> 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		27%	17%	23%
Your Immediate Manager/Supervisor		41%	30%	26%
A fellow worker at your level		12%	23%	25%
A subordinate		3%	8%	8%
A member of the public other than a client or customer		1%	0%	0%
Other		5%	6%	4%
Prefer not to say		12%	13%	13%



## EXPLORE THE FULL SURVEY RESULTS

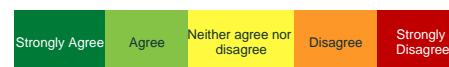
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

PLANNING AND ENVIRONMENT QUESTIONS	RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT
Q1. I am clear on the accountabilities of my role	19	63	9			83%	88%
Q2. My organisation listens to its customers and stakeholders	15	54	21	8		70%	73%
Q3. My organisation delivers on its promises	9	44	34	11		52%	55%
Q4. I have a clear understanding of the vision of my organisation	12	51	25	9		63%	66%
Q5. I am aware how my role contributes to the vision of the organisation	16	54	19	8		70%	72%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	15	47	26	8		63%	63%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	9	35	38	14		45%	59%
Q8. My job design facilitates flexible working	13	50	23	10		63%	66%
Q9. My team is equipped with the right tools to provide good customer service	9	43	25	18		52%	60%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	7	34	38	15		41%	50%

### KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

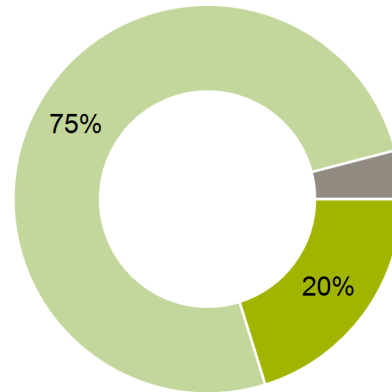
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		45%
Female		52%
Other		2%
<b>Age</b>		
<35		29%
35 - 54		60%
> 54		11%

# PROFILE OF RESPONDENTS

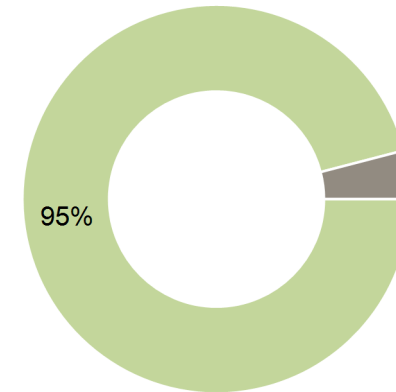


## PERSONAL PROFILES

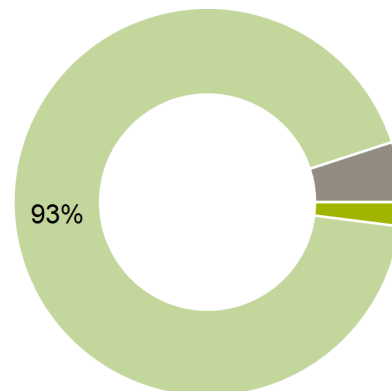
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



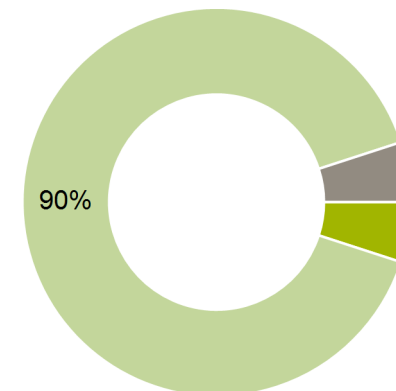
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		28%
1 - 2 years		13%
2 - 5 years		20%
5 - 10 years		24%
10 - 20 years		12%
More than 20 years		3%

# PROFILE OF RESPONDENTS



## WORK PROFILES

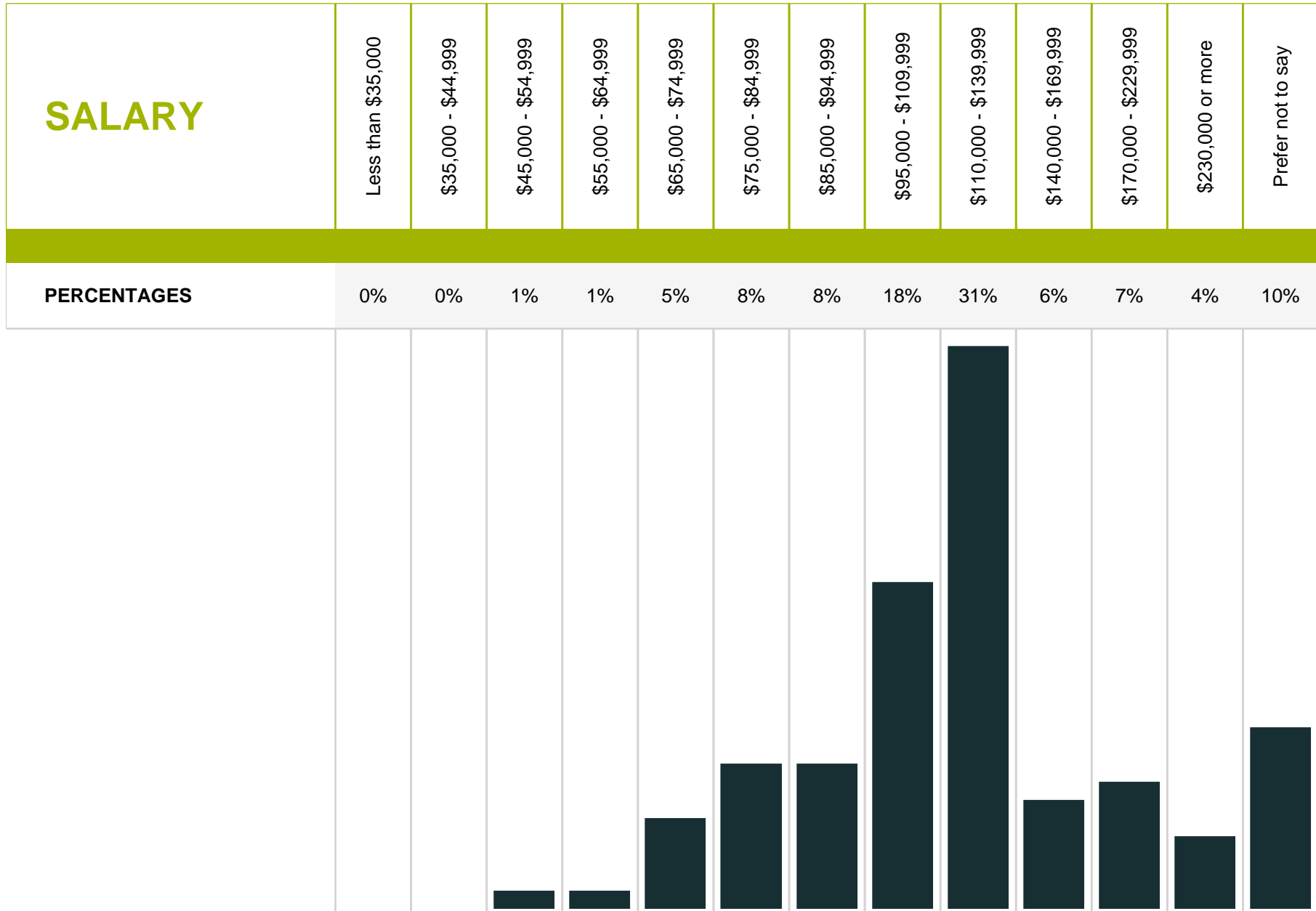
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		9%
Other service delivery work		8%
Administrative support		8%
Corporate services		15%
Policy		20%
Research		4%
Program and project management support		13%
Legal (including developing and/or reviewing legislation)		4%
Other		20%

# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY



# 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.

	Department of Planning and Environment	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
<b>NUMBER OF RESPONDENTS</b>	712	62	51	55	99	131	25	85	28	135
<b>ENGAGEMENT</b>	61%	61%	66%	60%	65%	59%	(r)	62%	(r)	58%
<b>SENIOR MANAGERS</b>	48%	38%	51%	46%	58%	48%	(r)	49%	(r)	43%
<b>COMMUNICATION</b>	65%	60%	69%	61%	70%	65%	(r)	66%	(r)	64%
<b>HIGH PERFORMANCE</b>	67%	65%	70%	66%	73%	66%	(r)	67%	(r)	63%
<b>PUBLIC SECTOR VALUES</b>	69%	67%	71%	63%	74%	70%	(r)	70%	(r)	66%
<b>DIVERSITY &amp; INCLUSION</b>	73%	73%	74%	70%	77%	75%	(r)	74%	(r)	70%

### 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.

	Department of Planning and Environment	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
<b>NUMBER OF RESPONDENTS</b>	712	1	2	9	6	37	55	55	122	207	38	47	27	67
<b>ENGAGEMENT</b>	61%	(r)	(r)	(r)	(r)	68%	58%	66%	56%	59%	68%	67%	(r)	55%
<b>SENIOR MANAGERS</b>	48%	(r)	(r)	(r)	(r)	55%	42%	45%	41%	45%	60%	66%	(r)	42%
<b>COMMUNICATION</b>	65%	(r)	(r)	(r)	(r)	74%	62%	67%	59%	65%	70%	76%	(r)	61%
<b>HIGH PERFORMANCE</b>	67%	(r)	(r)	(r)	(r)	77%	65%	69%	63%	66%	72%	74%	(r)	58%
<b>PUBLIC SECTOR VALUES</b>	69%	(r)	(r)	(r)	(r)	74%	64%	71%	64%	69%	76%	79%	(r)	63%
<b>DIVERSITY &amp; INCLUSION</b>	73%	(r)	(r)	(r)	(r)	84%	73%	76%	68%	74%	74%	79%	(r)	67%

### 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.

	Department of Planning and Environment	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	712	185	89	133	158	81	19
<b>ENGAGEMENT</b>	61%	68%	62%	56%	56%	61%	(r)
<b>SENIOR MANAGERS</b>	48%	62%	49%	44%	38%	46%	(r)
<b>COMMUNICATION</b>	65%	76%	67%	61%	59%	59%	(r)
<b>HIGH PERFORMANCE</b>	67%	74%	69%	64%	63%	63%	(r)
<b>PUBLIC SECTOR VALUES</b>	69%	78%	70%	63%	65%	66%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	73%	81%	76%	70%	70%	68%	(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 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.

	Department of Planning and Environment	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	712	0	21	64	106	143	123	74	59	45	21	7
<b>ENGAGEMENT</b>	61%	(r)	(r)	58%	59%	59%	61%	60%	68%	65%	(r)	(r)
<b>SENIOR MANAGERS</b>	48%	(r)	(r)	45%	43%	46%	51%	46%	60%	49%	(r)	(r)
<b>COMMUNICATION</b>	65%	(r)	(r)	66%	68%	64%	64%	63%	69%	67%	(r)	(r)
<b>HIGH PERFORMANCE</b>	67%	(r)	(r)	67%	67%	66%	67%	66%	71%	69%	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	69%	(r)	(r)	68%	69%	69%	68%	69%	74%	70%	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	73%	(r)	(r)	77%	76%	73%	73%	70%	72%	74%	(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.

	Department of Planning and Environment	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	712	304	351	15
<b>ENGAGEMENT</b>	61%	63%	61%	(r)
<b>SENIOR MANAGERS</b>	48%	52%	47%	(r)
<b>COMMUNICATION</b>	65%	69%	65%	(r)
<b>HIGH PERFORMANCE</b>	67%	70%	67%	(r)
<b>PUBLIC SECTOR VALUES</b>	69%	73%	68%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	73%	76%	73%	(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.

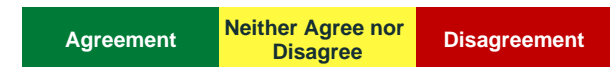
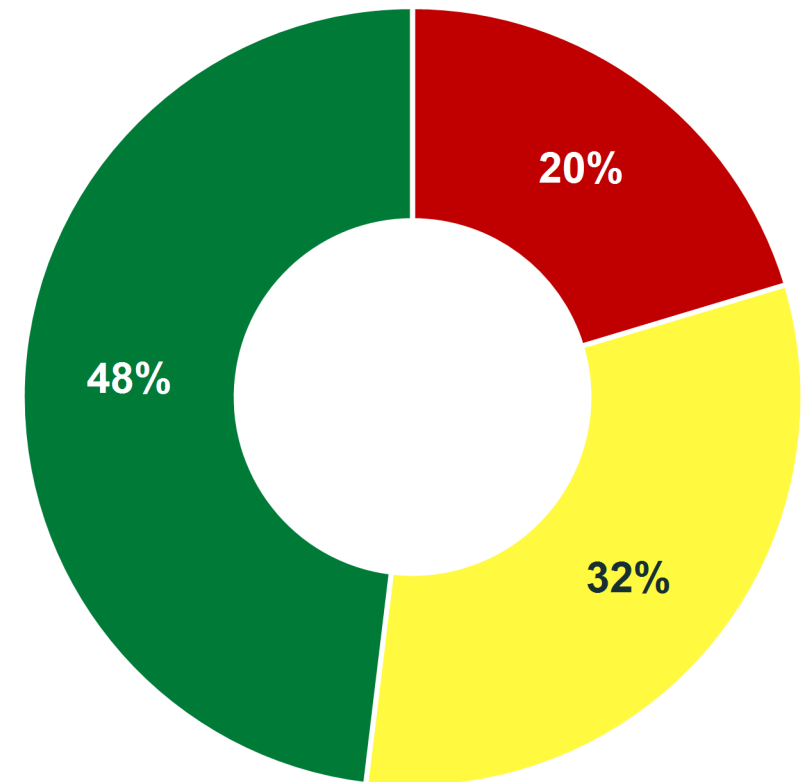
# 48%

of employees replied favourably to:

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

**32%**  
SECTOR

**34%**  
CLUSTER



# GUIDE TO THIS REPORT

## ANONYMITY RULES

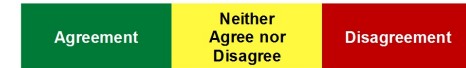
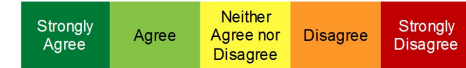
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%