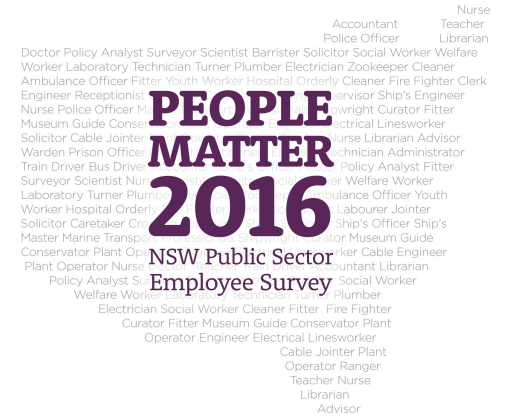


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Planning and Environment

Office of Environment & Heritage

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## RESPONSE RATE

# 77%

**2,348 RESPONSES  
OUT OF 3,054 EMPLOYEES**

## ENGAGEMENT INDEX

# 68%

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>96%</b>
2i.	People in my workgroup treat customers/clients with respect	<b>90%</b>
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	<b>89%</b>
1a.	I understand what is expected of me to do well in my role	<b>88%</b>
2a.	My workgroup strives to achieve customer/client satisfaction	<b>87%</b>
1d.	I feel I make a contribution to achieving the organisation's objectives	<b>85%</b>
2e.	I receive help and support from other members of my workgroup	<b>83%</b>
5k.	My manager treats employees with dignity and respect	<b>83%</b>
7c.	My organisation strives to earn and sustain a high level of public trust	<b>80%</b>
3a.	I have a current performance plan that sets out my individual objectives	<b>80%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

7l.	My organisation's processes for recruiting employees are efficient	<b>24%</b>
7f.	I feel that change is handled well in my organisation	<b>28%</b>
15.	I believe action will be taken on the results from this survey by my organisation	<b>30%</b>
6b.	I feel that senior leaders effectively lead and manage change	<b>37%</b>
3k.	I would like to work in another agency within the NSW Public Sector during my career	<b>38%</b>
6h.	I feel that senior managers listen to employees	<b>38%</b>
3j.	I am satisfied with the opportunities available for career development in my organisation	<b>40%</b>
6a.	I believe senior managers provide clear direction for the future of the organisation	<b>41%</b>
9b.	I have confidence in the ways my organisation resolves grievances	<b>41%</b>
6g.	I feel that senior managers keep employees informed about what's going on	<b>42%</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 Office of Environment & Heritage, 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.

	Office of Environment & Heritage	Office of the Chief Executive	Regional Operations Group (excluding Heritage Division)	Heritage Division	People and Culture Division	Business Information and Services Division	Finance, Procurement, Performance and Services Division	Policy Division	Legal Division	Science Division	National Parks and Wildlife Service (including Customer Experience)
<b>NUMBER OF RESPONDENTS</b>	2348	53	411	92	110	138	50	76	42	206	1138
<b>ENGAGEMENT</b>	68%	76%	67%	61%	71%	74%	72%	76%	75%	71%	67%
<b>SENIOR MANAGERS</b>	43%	69%	47%	42%	58%	63%	67%	71%	59%	61%	29%
<b>COMMUNICATION</b>	63%	81%	67%	56%	72%	77%	75%	79%	68%	74%	56%
<b>HIGH PERFORMANCE</b>	68%	82%	71%	62%	77%	77%	83%	82%	77%	77%	62%
<b>PUBLIC SECTOR VALUES</b>	68%	82%	72%	63%	77%	78%	83%	84%	77%	77%	61%
<b>DIVERSITY &amp; INCLUSION</b>	74%	86%	77%	66%	80%	82%	82%	83%	76%	82%	69%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



## EXPLORE THE FULL SURVEY RESULTS

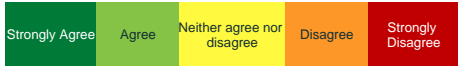
This section shows results for all the survey questions grouped by key themes.

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	68% RESPONSE SCALE	AGREEMENT %	PMES 2014	PLANNING AND ENVIRONMENT	SECTOR
Q7o. I would recommend my organisation as a great place to work		68%	61%	66%	60%
Q7p. I am proud to tell others I work for my organisation		76%	75%	75%	68%
Q7q. I feel a strong personal attachment to my organisation		71%	71%	68%	64%
Q7r. My organisation motivates me to help it achieve its objectives		56%	49%	58%	55%
Q7s. My organisation inspires me to do the best in my job		55%	48%	57%	55%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>77%</b> RESPONSE SCALE</span>	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		75%	75%	76%
Q1h. I look for ways to perform my job more effectively		96%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		78%	77%	76%
Q1j. I am satisfied with my job at the present time		62%	64%	63%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

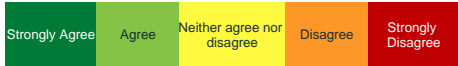
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Some key comparisons are provided.

SENIOR MANAGERS	43% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	32	27	18	14	41%	46%	47%
Q6b. I feel that senior leaders effectively lead and manage change	8	29	28	20	15	37%	41%	43%
Q6c. I feel that senior managers model the values of my organisation	10	34	30	14	12	45%	47%	48%
Q6d. Senior managers encourage innovation by employees	8	36	34	15	8	43%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	10	39	33	11		50%	52%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	13	47	27	8		60%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	34	25	19	14	42%	44%	44%
Q6h. I feel that senior managers listen to employees	7	31	30	17	14	38%	40%	39%
Q7f. I feel that change is handled well in my organisation		22	29	27	16	28%	32%	41%

KEY







## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

COMMUNICATION	63% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5e. My manager communicates effectively with me		74%	73%	69%
Q5f. My manager encourages and values employee input		77%	76%	69%
Q5g. My manager involves my workgroup in decisions about our work		71%	69%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		42%	44%	44%
Q6h. I feel that senior managers listen to employees		38%	40%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		79%	78%	69%

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.

	HIGH PERFORMANCE				68% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1a. I understand what is expected of me to do well in my role	34	54				88%	87%	90%
Q1b. I have the tools I need to do my job effectively	15	52	15	15		67%	66%	70%
Q1c. I get the information I need to do my job well	13	51	20	13		65%	64%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	32	53	10			85%	85%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	24	51	13	9		75%	74%	69%
Q2b. People in my workgroup use time and resources efficiently	24	48	17	9		72%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	31	46	13	7		77%	78%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	30	50	13			79%	80%	76%
Q3h. I have received appropriate training and development to do my job well	17	46	24	10		63%	59%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

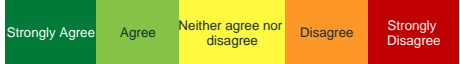
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Some key comparisons are provided.

HIGH PERFORMANCE	68% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		75%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		66%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		71%	71%	65%
Q5j. I have confidence in the decisions my line manager makes		73%	74%	67%
Q6d. Senior managers encourage innovation by employees		43%	46%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		50%	52%	52%
Q7d. My organisation focuses on improving the work we do		72%	73%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		48%	54%	62%
Q7g. There is good co-operation between teams across our organisation		43%	43%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

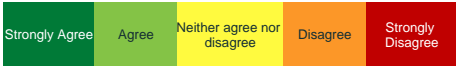
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Some key comparisons are provided.

	HIGH PERFORMANCE				68% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7n. My organisation generally selects capable people to do the job	8	52	23	11		61%	60%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	54	22			70%	71%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	49	9			89%	90%	85%

KEY





## EXPLORE THE FULL SURVEY RESULTS

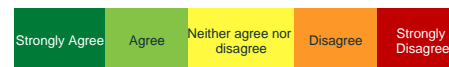
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	68% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		87%	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		74%	74%	67%
Q2h. People in my workgroup treat each other with respect		79%	79%	72%
Q2i. People in my workgroup treat customers/clients with respect		90%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		75%	76%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		66%	65%	64%
Q5d. My manager listens to what I have to say		79%	79%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		72%	72%	64%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

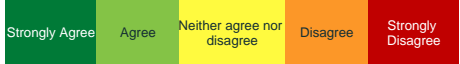
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	68% 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	40	43	11	0	0	83%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	21	41	25	10	0	62%	60%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	32	27	18	14	41%	46%	47%
Q6c. I feel that senior managers model the values of my organisation	10	34	30	14	12	45%	47%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	13	47	27	8	0	60%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	34	25	19	14	42%	44%	44%
Q6h. I feel that senior managers listen to employees	7	31	30	17	14	38%	40%	39%
Q7a. My organisation provides high quality services	24	55	13	0	0	79%	78%	80%
Q7b. My organisation strives to match services to customer/client needs	21	56	15	0	0	77%	77%	80%

KEY





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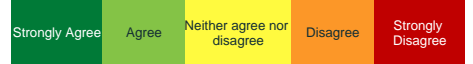
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	68% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	27	53	13		80%	80%	83%
Q7d. My organisation focuses on improving the work we do	21	51	18	8	72%	73%	76%
Q7h. People in my organisation take responsibility for their own actions	8	41	32	14	49%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15	54	23		69%	68%	63%

KEY





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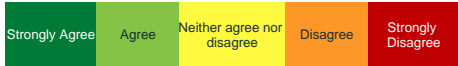
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Some key comparisons are provided.

DIVERSITY & INCLUSION	74% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		60%	60%	59%
Q5d. My manager listens to what I have to say		79%	79%	73%
Q5f. My manager encourages and values employee input		77%	76%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		74%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		72%	72%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		58%	58%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		80%	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		79%	78%	69%

KEY







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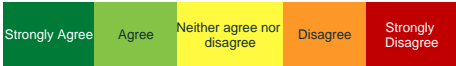
Some key comparisons are provided.

## DIVERSITY & INCLUSION

**74%** RESPONSE SCALE

					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	49	9		89%	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>	34	43	14		77%	72%	58%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

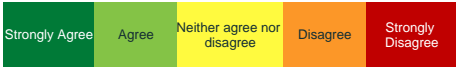
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Some key comparisons are provided.

RECRUITMENT	43% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		24%	27%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		45%	45%	41%
Q7n. My organisation generally selects capable people to do the job		61%	60%	51%

KEY





## EXPLORE THE FULL SURVEY RESULTS

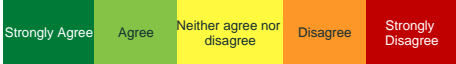
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	55%	RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	23	42	25	65%	63%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	18	37	34	55%	54%	53%		
Q7g. There is good co-operation between teams across our organisation	8	35	28	20	9	43%	43%	48%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

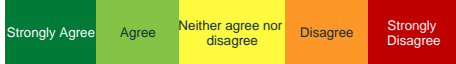
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	63% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		80%	70%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		78%	74%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		72%	64%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		67%	63%	59%
Q3e. My performance is assessed against clear criteria		58%	54%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		79%	77%	71%
Q3g. I am able to access the right learning and development opportunities as required		63%	58%	60%
Q3h. I have received appropriate training and development to do my job well		63%	59%	63%
Q3i. I have a strong desire to advance my career		72%	75%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

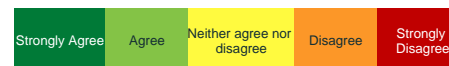
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	63% 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		38%	43%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		77%	75%	67%
Q5n. My manager appropriately deals with employees who perform poorly		43%	43%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		72%	68%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		65%	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		55%	53%	53%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

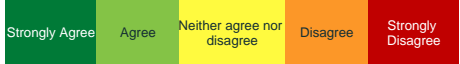
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Some key comparisons are provided.

MOBILITY	53% RESPONSE SCALE					AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	14	23	36	18	9	38%	43%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	23	42	25			65%	63%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	18	37	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.

<b>PAY &amp; BENEFITS</b> <span style="float: right;"><b>72%</b> RESPONSE SCALE</span>	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q4a. I am paid fairly for the work I do	73%	70%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	72%	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	70% RESPONSE SCALE				AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	24	53	17		77%	77%	77%
Q8c. Age is not a barrier to success in my organisation	19	47	22	10	66%	67%	71%
Q8d. Disability is not a barrier to success in my organisation	17	45	32		61%	62%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	22	52	23		74%	75%	76%
Q8f. Gender is not a barrier to success in my organisation	22	51	19		73%	74%	74%

KEY







## EXPLORE THE FULL SURVEY RESULTS

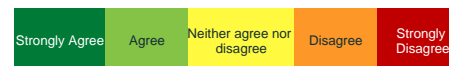
This section shows results for all the survey questions grouped by key themes.

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	66% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		60%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		57%	60%	58%
Q1l. My workload is acceptable		53%	56%	55%
Q2e. I receive help and support from other members of my workgroup		83%	84%	80%
Q2f. There is good team spirit in my workgroup		71%	72%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		73%	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.

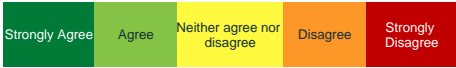
## ACTION ABOUT SURVEY RESULTS

**30%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

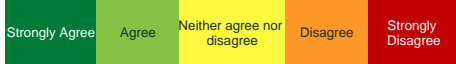
This section shows results for all the survey questions grouped by key themes.

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	53% RESPONSE SCALE	AGREEMENT %	PLANNING AND ENVIRONMENT	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		69%	68%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		41%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		48%	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		55%	57%	46%
Better skills in my workgroup		26%	26%	27%
Improved career opportunities		54%	57%	52%
Improved learning and development opportunities		47%	50%	50%
Greater involvement in decision making		38%	39%	33%
Better pay and benefits		48%	52%	58%
Greater recognition for the work I do		40%	41%	45%
Better leadership from senior managers		45%	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. What factors would motivate you to stay in the NSW public sector?</b>				
Better leadership from my manager		26%	26%	27%
Better accountability for performance		25%	24%	25%
A better location		23%	21%	20%
More flexible working conditions		31%	34%	38%
Better work/life balance		43%	42%	46%
Improved facilities		25%	28%	30%
Improved technology and systems		39%	40%	38%
Better job security		60%	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		66%	62%	72%
No		30%	32%	24%
Don't Know		4%	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		18%	18%	25%
No		72%	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		61%	57%	63%
No		37%	41%	35%
Don't Know		2%	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		26%	26%	35%
No		67%	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		13%	14%	20%
No		81%	81%	75%
Don't Know		5%	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		14%	17%	23%
Your Immediate Manager/Supervisor		27%	30%	26%
A fellow worker at your level		25%	23%	25%
A subordinate		11%	8%	8%
A client or customer		2%	1%	2%
A member of the public other than a client or customer		0%	0%	0%
Other		8%	6%	4%
Prefer not to say		13%	13%	13%



## EXPLORE THE FULL SURVEY RESULTS

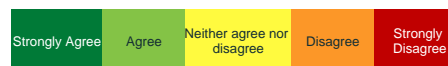
This section shows results for all the survey questions grouped by key themes.

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	26	63	7		89%	88%
Q2. My organisation listens to its customers and stakeholders	14	57	21		72%	73%
Q3. My organisation delivers on its promises	9	44	36	9	53%	55%
Q4. I have a clear understanding of the vision of my organisation	12	50	24	10	62%	66%
Q5. I am aware how my role contributes to the vision of the organisation	15	55	20	8	70%	72%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	13	49	25	10	61%	63%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	11	49	28	10	60%	59%
Q8. My job design facilitates flexible working	16	54	18	9	70%	66%
Q9. My team is equipped with the right tools to provide good customer service	11	49	21	15	60%	60%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	11	43	26	14	54%	50%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

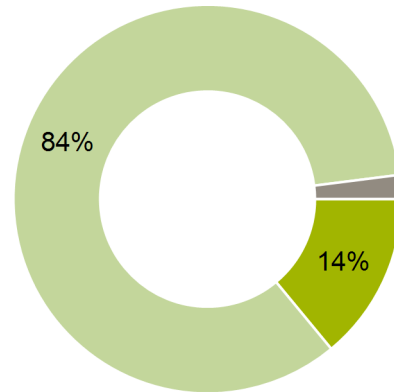
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		50%
Female		49%
Other		1%
<b>Age</b>		
<35		19%
35 - 54		63%
> 54		18%

# PROFILE OF RESPONDENTS

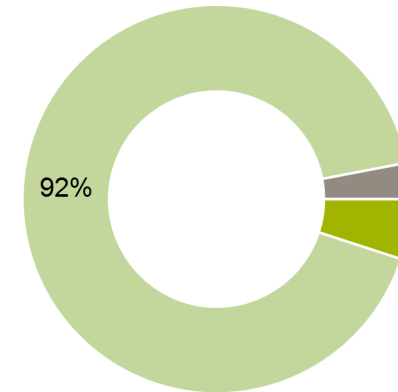


## PERSONAL PROFILES

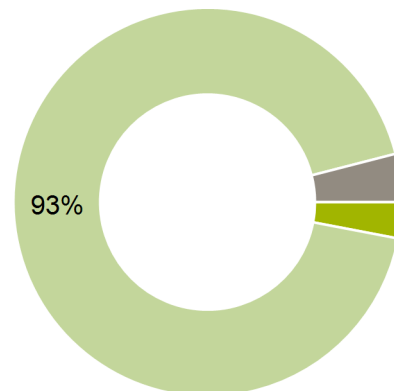
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



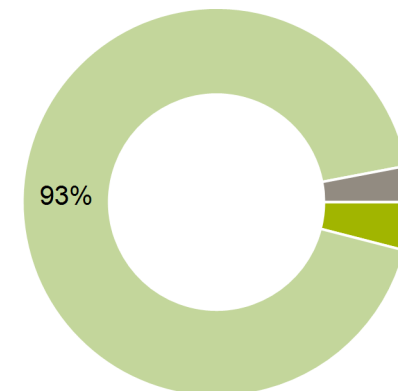
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		13%
1 - 2 years		12%
2 - 5 years		14%
5 - 10 years		21%
10 - 20 years		26%
More than 20 years		14%

# PROFILE OF RESPONDENTS



## WORK PROFILES

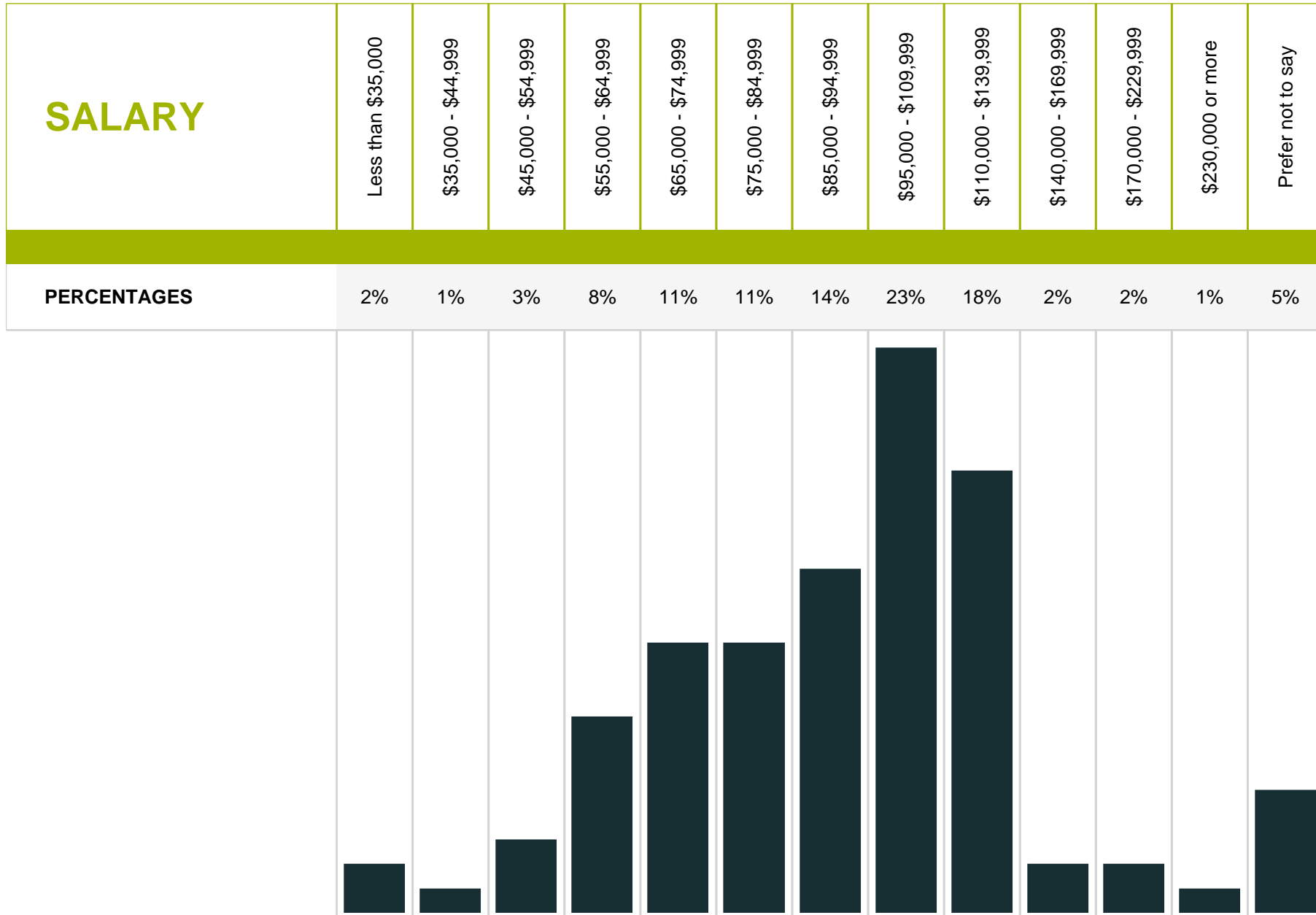
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		20%
Other service delivery work		15%
Administrative support		7%
Corporate services		12%
Policy		4%
Research		5%
Program and project management support		21%
Legal (including developing and/or reviewing legislation)		1%
Other		14%

# 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.

	Office of Environment & Heritage	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>	2348	427	319	155	261	93	109	453	29	293
<b>ENGAGEMENT</b>	68%	63%	68%	70%	73%	75%	70%	68%	(r)	66%
<b>SENIOR MANAGERS</b>	43%	26%	40%	47%	62%	66%	53%	43%	(r)	39%
<b>COMMUNICATION</b>	63%	51%	63%	66%	76%	72%	70%	66%	(r)	60%
<b>HIGH PERFORMANCE</b>	68%	58%	67%	73%	78%	79%	74%	70%	(r)	65%
<b>PUBLIC SECTOR VALUES</b>	68%	56%	67%	72%	79%	80%	74%	70%	(r)	64%
<b>DIVERSITY &amp; INCLUSION</b>	74%	64%	73%	77%	82%	79%	80%	77%	(r)	72%

### 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.

	Office of Environment & Heritage	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>	2348	38	23	54	168	236	225	302	488	391	46	36	13	108
<b>ENGAGEMENT</b>	68%	76%	(r)	69%	69%	64%	70%	66%	67%	70%	73%	80%	(r)	63%
<b>SENIOR MANAGERS</b>	43%	39%	(r)	37%	36%	38%	40%	40%	42%	50%	61%	76%	(r)	40%
<b>COMMUNICATION</b>	63%	60%	(r)	59%	57%	58%	62%	61%	65%	68%	76%	86%	(r)	60%
<b>HIGH PERFORMANCE</b>	68%	67%	(r)	64%	66%	65%	67%	64%	69%	73%	77%	86%	(r)	65%
<b>PUBLIC SECTOR VALUES</b>	68%	64%	(r)	61%	62%	63%	66%	64%	70%	74%	80%	87%	(r)	65%
<b>DIVERSITY &amp; INCLUSION</b>	74%	72%	(r)	70%	69%	68%	75%	71%	77%	79%	79%	91%	(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.

	Office of Environment & Heritage	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>	2348	275	258	293	448	550	292
<b>ENGAGEMENT</b>	68%	75%	72%	68%	67%	65%	65%
<b>SENIOR MANAGERS</b>	43%	58%	53%	44%	43%	35%	34%
<b>COMMUNICATION</b>	63%	76%	71%	65%	63%	58%	55%
<b>HIGH PERFORMANCE</b>	68%	78%	74%	70%	68%	64%	63%
<b>PUBLIC SECTOR VALUES</b>	68%	77%	74%	70%	68%	63%	61%
<b>DIVERSITY &amp; INCLUSION</b>	74%	83%	80%	76%	73%	70%	69%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY 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.

	Office of Environment & Heritage	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>	2348	5	28	134	234	288	350	343	361	260	103	28
<b>ENGAGEMENT</b>	68%	(r)	(r)	75%	74%	71%	65%	67%	66%	68%	64%	(r)
<b>SENIOR MANAGERS</b>	43%	(r)	(r)	50%	54%	46%	40%	41%	37%	41%	35%	(r)
<b>COMMUNICATION</b>	63%	(r)	(r)	72%	71%	67%	63%	61%	59%	60%	60%	(r)
<b>HIGH PERFORMANCE</b>	68%	(r)	(r)	74%	76%	71%	66%	68%	65%	66%	64%	(r)
<b>PUBLIC SECTOR VALUES</b>	68%	(r)	(r)	73%	75%	70%	67%	67%	65%	67%	62%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	74%	(r)	(r)	81%	80%	77%	74%	72%	71%	71%	71%	(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.

	Office of Environment & Heritage	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	2348	1071	1047	24
<b>ENGAGEMENT</b>	68%	67%	70%	(r)
<b>SENIOR MANAGERS</b>	43%	41%	45%	(r)
<b>COMMUNICATION</b>	63%	63%	65%	(r)
<b>HIGH PERFORMANCE</b>	68%	67%	70%	(r)
<b>PUBLIC SECTOR VALUES</b>	68%	67%	70%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	74%	74%	75%	(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.

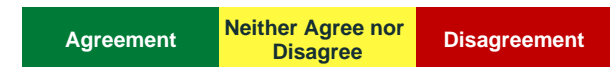
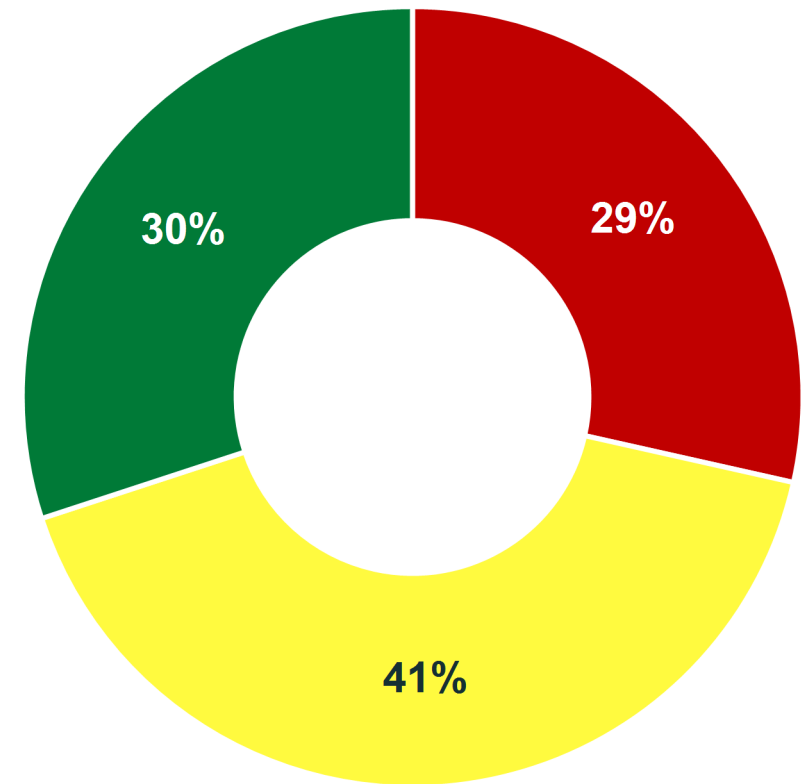
# 30%

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

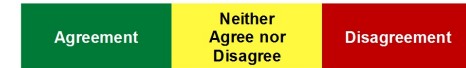
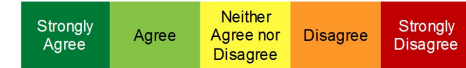
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%