

# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey

Nurse  
Teacher  
Librarian  
Accountant  
Police Officer  
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare  
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner  
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk  
Engineer Receptionist Supervisor Ship's Engineer  
Nurse Police Officer Museum Guide Conservator Fitter  
Solicitor Cable Jointer Nurse Librarian Advisor  
Warden Prison Officer Technician Administrator  
Train Driver Bus Driver Policy Analyst Fitter  
Surveyor Scientist Nurse Welfare Worker  
Laboratory Turner Plumber Ambulance Officer Youth  
Worker Hospital Orderly Fitter Receptionist Labourer Jointer  
Solicitor Caretaker Cross Fitter Ship's Officer Ship's  
Master Marine Transport Professional Showright Curator Museum Guide  
Conservator Plant Operator Cable Engineer  
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian  
Policy Analyst Surveyor Social Worker  
Welfare Worker Laboratory Technician Turner Plumber  
Electrician Social Worker Cleaner Fitter Fire Fighter  
Curator Fitter Museum Guide Conservator Plant  
Operator Engineer Electrical Linesworker  
Cable Jointer Plant  
Operator Ranger  
Teacher Nurse  
Librarian  
Advisor

AGENCY REPORT

Environment Protection Authority

## RESPONSE RATE

# 94%

518 OF 554 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 73%

DIFFERENCE FROM 2016 -2

DIFFERENCE FROM PUBLIC SECTOR +8

## SENIOR MANAGERS

# 58%

DIFFERENCE FROM 2016 -2

DIFFERENCE FROM PUBLIC SECTOR +10

## COMMUNICATION

# 69%

DIFFERENCE FROM 2016 0

DIFFERENCE FROM PUBLIC SECTOR +9



## QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 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 or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

## ENGAGEMENT WITH WORK

# 74%

DIFFERENCE FROM PUBLIC SECTOR +2

## HIGH PERFORMANCE

# 70%

DIFFERENCE FROM PUBLIC SECTOR +7

## PUBLIC SECTOR VALUES

# 70%

DIFFERENCE FROM PUBLIC SECTOR +10

## DIVERSITY & INCLUSION

# 78%

DIFFERENCE FROM PUBLIC SECTOR +10

# KEY DRIVERS OF ENGAGEMENT



## WHAT TO FOCUS ON?

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this reporting level.

If engagement scores are high, other scores are often high as well.

		AGREEMENT	% AGREEMENT 2016	% AGREEMENT PUBLIC SECTOR
1	<b>Q1c.</b> My job gives me a feeling of personal accomplishment	<b>76%</b>	76%	75%
2	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>80%</b>	83%	69%
3	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>65%</b>	69%	48%
4	<b>Q7h.</b> My organisation generally selects capable people to do the job	<b>67%</b>	67%	52%
5	<b>Q7f.</b> My organisation is committed to developing its employees	<b>69%</b>	76%	50%
6	<b>Q6h.</b> I feel that senior managers listen to employees	<b>55%</b>	54%	41%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

2a.	My workgroup strives to achieve customer/client satisfaction	87%
1a.	I understand what is expected of me to do well in my role	86%
2c.	I receive help and support from other members of my workgroup	86%
2e.	People in my workgroup treat each other with respect	84%
5b.	My manager listens to what I have to say	83%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	82%
8b.	Personal background is not a barrier to success in my organisation	82%
7j.	I am proud to tell others I work for my organisation	82%
4a.	I am paid fairly for the work I do	82%
2b.	My workgroup works collaboratively to achieve its objectives	80%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

7c.	I feel that change is managed well in my organisation	38%
9a.	I have confidence in the ways my organisation resolves grievances	38%
7g.	I have confidence in the way recruitment decisions are made	38%
5h.	My manager appropriately deals with employees who perform poorly	43%
7d.	There is good co-operation between teams across our organisation	52%
6b.	I feel that senior managers effectively lead and manage change	53%
3g.	I am satisfied with the opportunities available for career development in my organisation	53%
6h.	I feel that senior managers listen to employees	55%
14.	I believe action will be taken on the results from this survey by my organisation	55%
7b.	My organisation is making the necessary improvements to meet our future challenges	56%



### 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'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	73%	66%
14.	I believe action will be taken on the results from this survey by my organisation	55%	49%
3g.	I am satisfied with the opportunities available for career development in my organisation	53%	48%
6i.	Senior managers in my organisation support the career advancement of women	73%	68%
6d.	Senior managers encourage innovation by employees	61%	57%
5h.	My manager appropriately deals with employees who perform poorly	43%	39%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	70%	67%
1e.	I am satisfied with my job	70%	68%
2a.	My workgroup strives to achieve customer/client satisfaction	87%	85%
4a.	I am paid fairly for the work I do	82%	80%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

7b.	My organisation is making the necessary improvements to meet our future challenges	56%	67%
7c.	I feel that change is managed well in my organisation	38%	46%
7f.	My organisation is committed to developing its employees	69%	76%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	75%	82%
6b.	I feel that senior managers effectively lead and manage change	53%	60%
9a.	I have confidence in the ways my organisation resolves grievances	38%	45%
6a.	I believe senior managers provide clear direction for the future of the organisation	58%	65%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	63%	68%
8c.	I am able to speak up and share a different view to my colleagues and manager	79%	84%
3f.	I have received appropriate training and development to do my job well	73%	78%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Environment Protection Authority

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Environment Protection Authority	Corporate Services Branch	Forestry Branch	Gas Regulation Branch	Hazardous Incidents and Environmental Health	Legal Services Branch	Metropolitan Branch	North Branch	Regulatory Reform and Advice Branch	South and West Branch	Stakeholder Engagement and Communications	Waste and Resource Recovery Branch
NUMBER OF RESPONDENTS	518	33	26	29	86	22	44	36	46	43	15	130
EMPLOYEE ENGAGEMENT	73%	68%	62%	76%	76%	75%	76%	67%	72%	70%	82%	73%
ENGAGEMENT WITH WORK	74%	71%	71%	67%	81%	76%	73%	67%	74%	80%	87%	72%
SENIOR MANAGERS	58%	49%	56%	69%	57%	56%	64%	57%	48%	67%	76%	53%
COMMUNICATION	69%	66%	62%	77%	74%	65%	72%	67%	67%	67%	89%	64%
HIGH PERFORMANCE	70%	63%	69%	83%	75%	68%	74%	66%	67%	75%	81%	64%
PUBLIC SECTOR VALUES	70%	64%	68%	79%	73%	68%	75%	67%	66%	73%	90%	65%
DIVERSITY & INCLUSION	78%	75%	75%	84%	82%	70%	80%	75%	80%	79%	93%	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 RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

EMPLOYEE ENGAGEMENT	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	27	50	16		78%	78%	60%
Q7j. I am proud to tell others I work for my organisation	36	46	15		82%	84%	68%
Q7k. I feel a strong personal attachment to my organisation	30	39	23	7	69%	73%	63%
Q7l. My organisation motivates me to help it achieve its objectives	24	43	23	9	67%	69%	53%
Q7m. My organisation inspires me to do the best in my job	23	41	26	8	64%	68%	53%

KEY





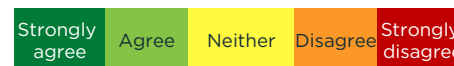
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ENGAGEMENT WITH WORK	74% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	31	46	15		76%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	34	43	14	7	77%	80%	72%
Q1e. I am satisfied with my job	21	49	19	10	70%	68%	68%

KEY







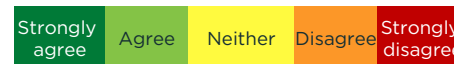
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SENIOR MANAGERS	58% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	46	26	11	58%	65%	48%
Q6b. I feel that senior managers effectively lead and manage change	12	41	30	13	53%	60%	44%
Q6c. I feel that senior managers model the values of my organisation	17	47	24	7	65%	69%	48%
Q6d. Senior managers encourage innovation by employees	14	46	25	12	61%	57%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	13	50	26	8	63%	68%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16	54	23		70%	67%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12	44	23	15	56%	54%	45%
Q6h. I feel that senior managers listen to employees	10	45	27	13	55%	54%	41%
Q7c. I feel that change is managed well in my organisation	7	31	36	23	38%	46%	39%

KEY





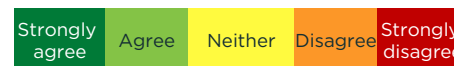
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COMMUNICATION	69% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q5c. My manager communicates effectively with me	33	42	13	8	75%	74%	70%
Q5d. My manager encourages and values employee input	37	43	11		79%	78%	71%
Q5e. My manager involves my workgroup in decisions about our work	29	40	18	9	69%	69%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	12	44	23	15	56%	54%	45%
Q6h. I feel that senior managers listen to employees	10	45	27	13	55%	54%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	54	10	8	79%	84%	66%

KEY





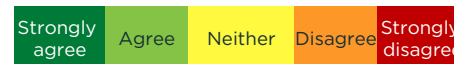
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	HIGH PERFORMANCE				70% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	33	53			86%	87%	90%			
Q2b. My workgroup works collaboratively to achieve its objectives	37	43	10	8	80%	78%	78%			
Q3f. I have received appropriate training and development to do my job well	20	53	18		73%	78%	62%			
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	49	14		78%	79%	72%			
Q5f. I have confidence in the decisions my manager makes	35	41	10	10	76%	76%	67%			
Q6d. Senior managers encourage innovation by employees	14	46	25	12	61%	57%	48%			
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	13	50	26	8	63%	68%	51%			
Q7a. My organisation focuses on improving the work we do	17	63	13		80%	83%	69%			
Q7b. My organisation is making the necessary improvements to meet our future challenges	12	44	30	12	56%	67%	57%			

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE				70% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	9	42	25	19	52%	54%	47%			
Q7h. My organisation generally selects capable people to do the job	10	57	21	9	67%	67%	52%			

### KEY





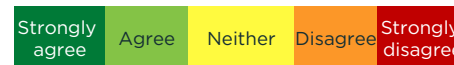
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES	70% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
	Strongly agree	Agree	Neither	Disagree	Strongly disagree	
Q2a. My workgroup strives to achieve customer/client satisfaction	35	52	8	87%		85%
Q2e. People in my workgroup treat each other with respect	39	45	10	84%		74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	49	14	78%		72%
Q5b. My manager listens to what I have to say	35	47	9	83%		75%
Q6a. I believe senior managers provide clear direction for the future of the organisation	13	46	26	58%	11	48%
Q6c. I feel that senior managers model the values of my organisation	17	47	24	65%	7	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16	54	23	70%		60%
Q6g. I feel that senior managers keep employees informed about what's going on	12	44	23	56%	15	45%
Q6h. I feel that senior managers listen to employees	10	45	27	55%	13	41%

KEY





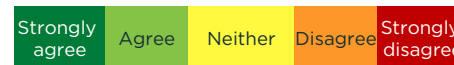
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		70% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		80%	83%	69%				
Q7e. People in my organisation take responsibility for their own actions		58%	61%	47%				

KEY





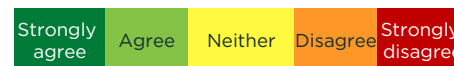
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DIVERSITY & INCLUSION	78% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	22	47	16	12	69%	67%	63%
Q5b. My manager listens to what I have to say	35	47	9		83%	81%	75%
Q5d. My manager encourages and values employee input	37	43	11		79%	78%	71%
Q6i. Senior managers in my organisation support the career advancement of women	27	47	21		73%	68%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	26	56	14		82%	83%	74%
Q8b. Personal background is not a barrier to success in my organisation	29	54	10	7	82%	-	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	54	10	8	79%	84%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	36	39	13	9	75%	82%	57%

KEY





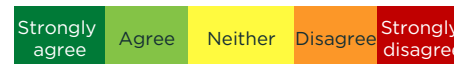
## EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

RECRUITMENT	53% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	9	29	33	18	10	38%	-	35%
Q7h. My organisation generally selects capable people to do the job	10	57	21	9		67%	67%	52%

KEY







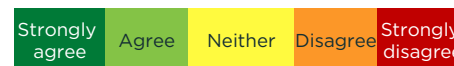
## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT	63% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20	54	15	9	73%	66%	63%
Q3e. My performance is assessed against clear criteria	14	45	23	14	60%	59%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	15	38	21	19	53%	48%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	37	40	13		78%	79%	67%
Q5h. My manager appropriately deals with employees who perform poorly	11	32	37	14	43%	39%	44%
Q7f. My organisation is committed to developing its employees	13	56	21	8	69%	76%	50%

KEY

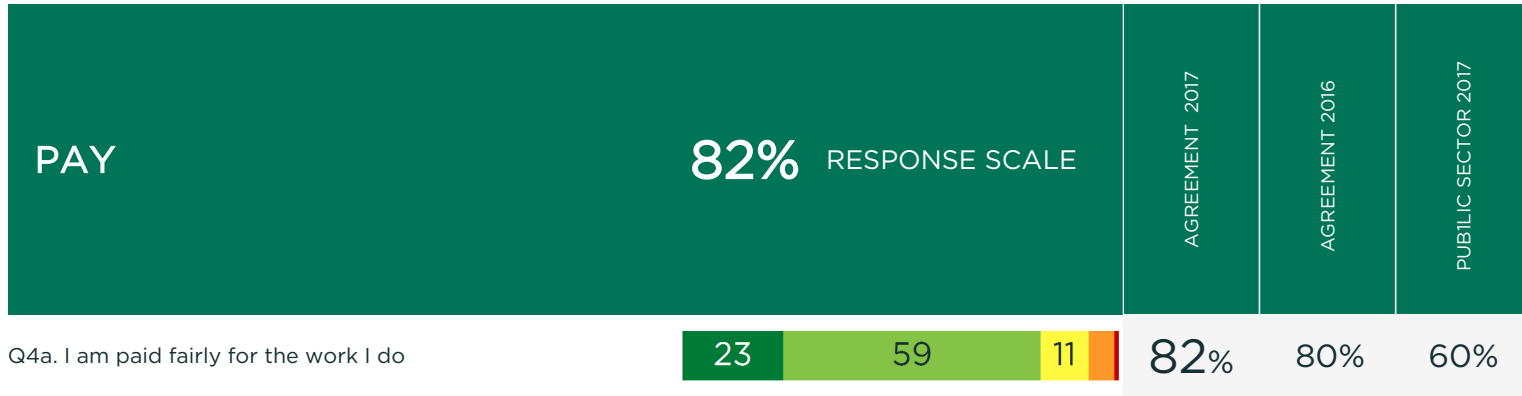




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



### KEY





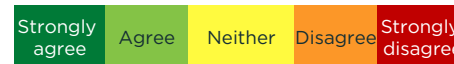
## EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

WORKPLACE SUPPORT	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	22	47	16	12	69%	67%	63%
Q1f. I am able to keep my work stress at an acceptable level	11	52	18	15	63%	65%	59%
Q2c. I receive help and support from other members of my workgroup	39	47	9		86%	87%	81%
Q2d. There is good team spirit in my workgroup	36	40	12	8	76%	76%	69%

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

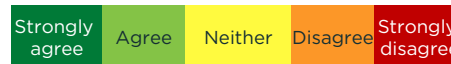
## ACTION ABOUT SURVEY RESULTS

**55%** RESPONSE SCALE

Q14. I believe action will be taken on the results from this survey by my organisation



KEY

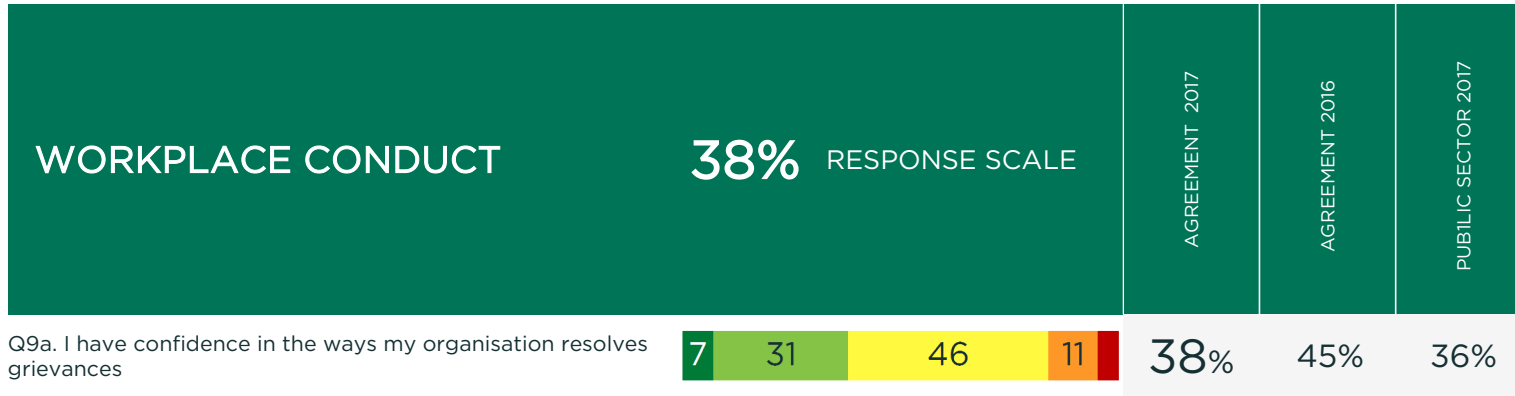




## EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



### KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives			
Yes		88%	67%
No		12%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager			
Yes		84%	75%
No		16%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager			
Yes		72%	57%
No		28%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

### MOBILITY

### RESPONSE SCALE

2017

PUBLIC SECTOR 2017

**Q3h.** Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?

Yes		48%	41%
No		52%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q3i. Are there any barriers preventing you from moving to another role?</b>			
There are no major barriers to my career progression		26%	30%
Lack of visible opportunities		32%	31%
Lack of promotion opportunities		32%	30%
Lack of support from my manager / supervisor		8%	14%
Geographic location considerations		38%	28%
Personal / family considerations		37%	33%
Insufficient training and development		6%	16%
Lack of required capabilities or experience		10%	11%
Lack of support for temporary assignments/secondments		13%	15%
The application/recruitment process is too cumbersome or time consuming		32%	23%
Other		7%	9%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		11%	25%
No		79%	62%
Don't know		10%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		35%	63%
No		61%	35%
Don't know		4%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work			
Yes		21%	33%
No		71%	58%
Don't know		8%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work			
Yes		10%	18%
No		86%	76%
Don't know		4%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<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		22%	22%
Your immediate manager/supervisor		24%	24%
A fellow worker at your level		25%	27%
A subordinate		2%	8%
A client or customer	(r)		
A member of the public other than a client or customer	(r)		
Other		4%	4%
Prefer not to say		24%	13%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		45%
Female		54%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		1%
25 -29	■	12%
30 - 34	■	13%
35 - 39	■	17%
40 - 44	■	20%
45 - 49	■	14%
50 - 54	■	10%
55 - 59	■	8%
60 - 64		4%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		11%
No		85%
Prefer not to say		4%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		1%
No		97%
Prefer not to say		3%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

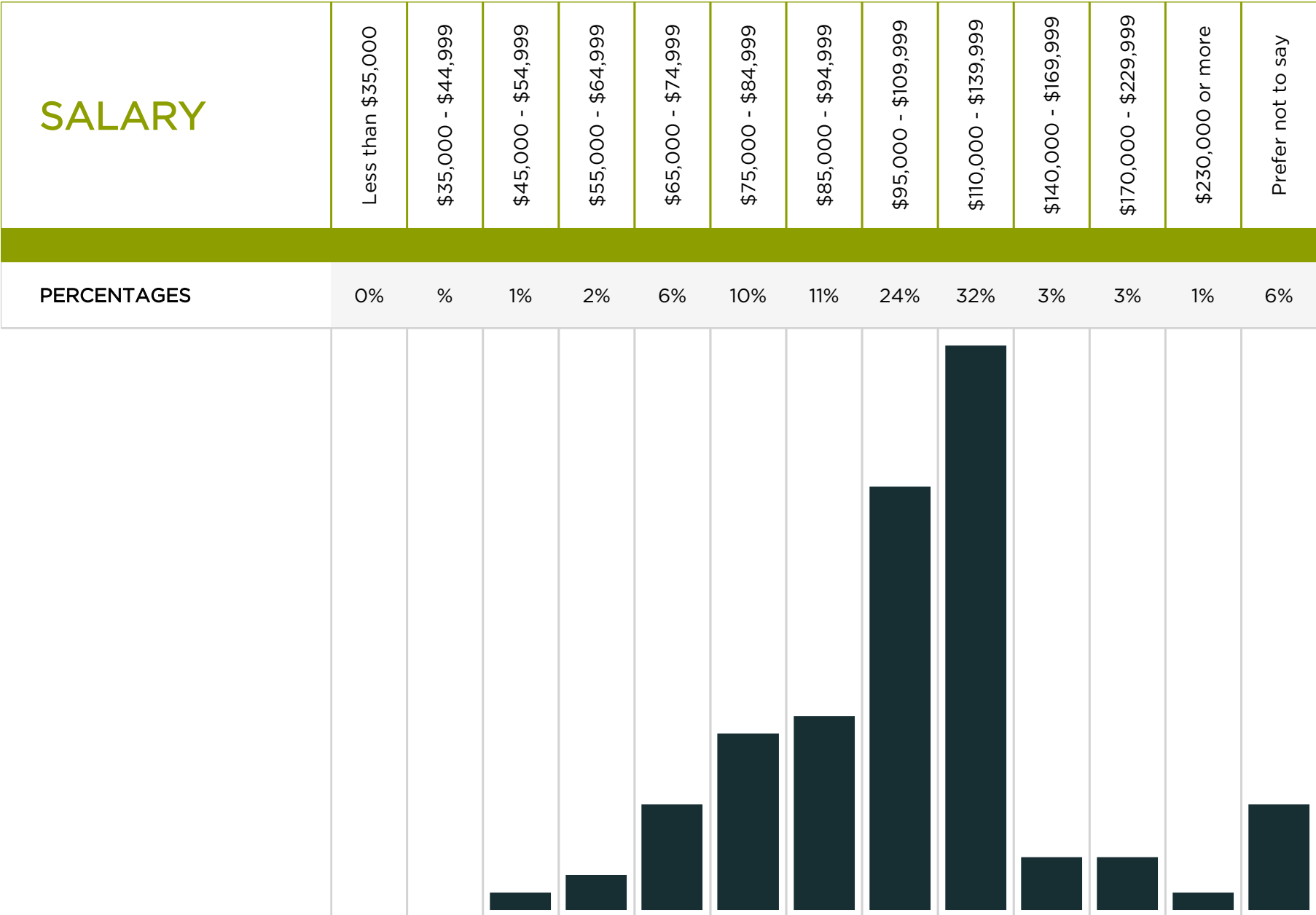
	RESPONSE SCALE	PERCENTAGE
<b>Do you have a disability?</b>		
Yes		3%
No		93%
Prefer not to say		4%
<b>Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?</b>		
Yes		5%
No		91%
Prefer not to say		5%

# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY





# RESULT BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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 (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	518	117	26	44	24	71	3	95	25	100
EMPLOYEE ENGAGEMENT	73%	68%	(r)	78%	(r)	73%	(r)	74%	(r)	71%
ENGAGEMENT WITH WORK	74%	73%	(r)	73%	(r)	77%	(r)	76%	(r)	72%
SENIOR MANAGERS	58%	55%	(r)	65%	(r)	54%	(r)	62%	(r)	54%
COMMUNICATION	69%	64%	(r)	66%	(r)	71%	(r)	72%	(r)	69%
HIGH PERFORMANCE	70%	66%	(r)	76%	(r)	71%	(r)	74%	(r)	68%
PUBLIC SECTOR VALUES	70%	66%	(r)	74%	(r)	71%	(r)	75%	(r)	67%
DIVERSITY & INCLUSION	78%	76%	(r)	78%	(r)	81%	(r)	80%	(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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	518	1	0	5	12	32	50	55	121	161	14	14	7	28
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	(r)	79%	72%	71%	72%	72%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	78%	75%	66%	72%	76%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	67%	53%	55%	58%	56%	(r)	(r)	(r)	(r)
COMMUNICATION	69%	(r)	(r)	(r)	(r)	72%	70%	66%	69%	68%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	70%	(r)	(r)	(r)	(r)	73%	67%	66%	69%	71%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	79%	67%	68%	71%	70%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	(r)	(r)	78%	79%	74%	76%	80%	(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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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
<b>NUMBER OF RESPONDENTS</b>	<b>518</b>	<b>75</b>	<b>67</b>	<b>112</b>	<b>90</b>	<b>107</b>	<b>47</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	75%	77%	72%	70%	74%	70%
ENGAGEMENT WITH WORK	74%	77%	79%	72%	74%	72%	77%
SENIOR MANAGERS	58%	63%	64%	56%	56%	54%	60%
COMMUNICATION	69%	78%	76%	67%	68%	64%	68%
HIGH PERFORMANCE	70%	73%	75%	69%	69%	70%	71%
PUBLIC SECTOR VALUES	70%	76%	76%	68%	70%	67%	69%
DIVERSITY & INCLUSION	78%	83%	82%	75%	80%	75%	78%

### 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

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	518	2	4	57	63	82	97	69	51	39	18	9
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	74%	75%	73%	72%	75%	72%	73%	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	75%	81%	74%	67%	81%	67%	79%	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	52%	63%	63%	54%	62%	57%	55%	(r)	(r)
COMMUNICATION	69%	(r)	(r)	71%	74%	75%	67%	73%	61%	63%	(r)	(r)
HIGH PERFORMANCE	70%	(r)	(r)	68%	73%	71%	70%	75%	66%	73%	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	70%	76%	75%	68%	75%	66%	67%	(r)	(r)
DIVERSITY & INCLUSION	78%	(r)	(r)	80%	82%	83%	77%	79%	72%	78%	(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

# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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
<b>NUMBER OF RESPONDENTS</b>	<b>518</b>	<b>227</b>	<b>267</b>	<b>5</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	70%	76%	(r)
ENGAGEMENT WITH WORK	74%	74%	76%	(r)
SENIOR MANAGERS	58%	55%	61%	(r)
COMMUNICATION	69%	67%	73%	(r)
HIGH PERFORMANCE	70%	68%	74%	(r)
PUBLIC SECTOR VALUES	70%	68%	74%	(r)
DIVERSITY & INCLUSION	78%	77%	80%	(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.

# 55%

of employees replied favourably to:

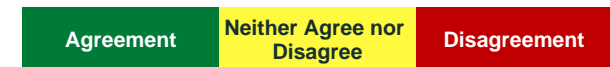
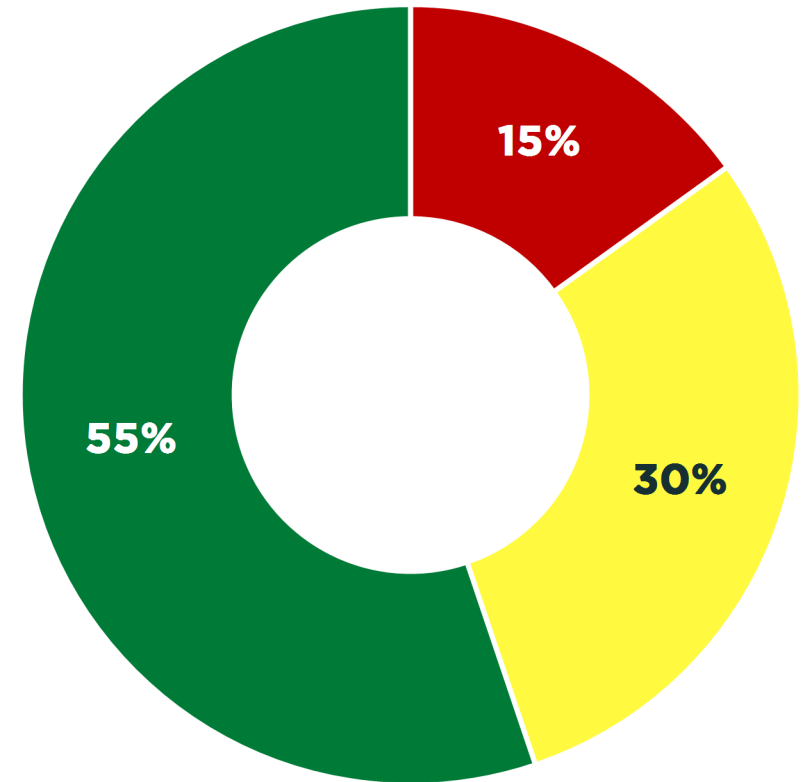
**'I believe action will be taken on the results from this survey by my organisation.'**

## 34%

SECTOR

## 49%

2016



# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

## **i** PRIVACY

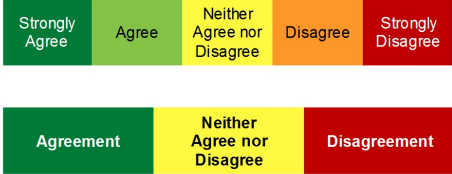
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

## **i** HOW TO READ THIS REPORT

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



## **i** ROUNDING

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

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

## **i** MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.