

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
Museum Guide Conservator Fitter Electrical Linesworker
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 Bench Engineer 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

Planning and Environment

Office of Environment & Heritage

RESPONSE RATE

84%

2,300 OF 2,742 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

66%

DIFFERENCE FROM 2016 -3

DIFFERENCE FROM CLUSTER -2

DIFFERENCE FROM PUBLIC SECTOR +1

SENIOR MANAGERS

38%

DIFFERENCE FROM 2016 -5

DIFFERENCE FROM CLUSTER -8

DIFFERENCE FROM PUBLIC SECTOR -9

COMMUNICATION

60%

DIFFERENCE FROM 2016 -3

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR +1



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

71%

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR -1

HIGH PERFORMANCE

60%

DIFFERENCE FROM CLUSTER -4

DIFFERENCE FROM PUBLIC SECTOR -3

PUBLIC SECTOR VALUES

57%

DIFFERENCE FROM CLUSTER -5

DIFFERENCE FROM PUBLIC SECTOR -3

DIVERSITY & INCLUSION

72%

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR +5

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 CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q1c. My job gives me a feeling of personal accomplishment	73%	75%	76%	75%
2	Q7f. My organisation is committed to developing its employees	47%	55%	49%	50%
3	Q7a. My organisation focuses on improving the work we do	58%	72%	66%	69%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	39%	48%	53%	57%
5	Q7h. My organisation generally selects capable people to do the job	58%	61%	61%	52%
6	Q7g. I have confidence in the way recruitment decisions are made	30%	%	36%	35%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

1a.	I understand what is expected of me to do well in my role	87%
2a.	My workgroup strives to achieve customer/client satisfaction	86%
2c.	I receive help and support from other members of my workgroup	83%
5b.	My manager listens to what I have to say	80%
2b.	My workgroup works collaboratively to achieve its objectives	80%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	78%
2e.	People in my workgroup treat each other with respect	78%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	77%
5d.	My manager encourages and values employee input	75%
8c.	I am able to speak up and share a different view to my colleagues and manager	75%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

7c.	I feel that change is managed well in my organisation	22%
7g.	I have confidence in the way recruitment decisions are made	30%
6b.	I feel that senior managers effectively lead and manage change	32%
14.	I believe action will be taken on the results from this survey by my organisation	32%
9a.	I have confidence in the ways my organisation resolves grievances	32%
6a.	I believe senior managers provide clear direction for the future of the organisation	34%
6h.	I feel that senior managers listen to employees	34%
6g.	I feel that senior managers keep employees informed about what's going on	37%
6d.	Senior managers encourage innovation by employees	37%
6c.	I feel that senior managers model the values of my organisation	38%



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

3f.	I have received appropriate training and development to do my job well	68%	63%
3g.	I am satisfied with the opportunities available for career development in my organisation	44%	40%
1e.	I am satisfied with my job	66%	62%
2b.	My workgroup works collaboratively to achieve its objectives	80%	77%
14.	I believe action will be taken on the results from this survey by my organisation	32%	30%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	61%	60%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	67%	67%
1b.	I am provided with the support I need to do my best at work	61%	60%
5b.	My manager listens to what I have to say	80%	79%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

7a.	My organisation focuses on improving the work we do	58%	72%
9a.	I have confidence in the ways my organisation resolves grievances	32%	41%
7b.	My organisation is making the necessary improvements to meet our future challenges	39%	48%
7f.	My organisation is committed to developing its employees	47%	55%
6a.	I believe senior managers provide clear direction for the future of the organisation	34%	41%
6c.	I feel that senior managers model the values of my organisation	38%	45%
7c.	I feel that change is managed well in my organisation	22%	28%
7l.	My organisation motivates me to help it achieve its objectives	50%	56%
6d.	Senior managers encourage innovation by employees	37%	43%
6b.	I feel that senior managers effectively lead and manage change	32%	37%



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 Office of Environment & Heritage

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.

	Office of Environment & Heritage	Heritage Division	Office of the Chief Executive	Park Operations	Park Programs	Policy Division	Regional Operations	Science Division
NUMBER OF RESPONDENTS	2300	119	62	852	348	82	467	236
EMPLOYEE ENGAGEMENT	66%	60%	75%	61%	68%	76%	67%	70%
ENGAGEMENT WITH WORK	71%	68%	82%	63%	73%	83%	73%	82%
SENIOR MANAGERS	38%	35%	58%	23%	36%	70%	46%	58%
COMMUNICATION	60%	59%	73%	50%	65%	79%	65%	72%
HIGH PERFORMANCE	60%	57%	75%	50%	63%	79%	64%	72%
PUBLIC SECTOR VALUES	57%	54%	75%	45%	60%	81%	63%	71%
DIVERSITY & INCLUSION	72%	68%	83%	64%	77%	80%	77%	81%

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	66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	18	45	23	9	63%	68%	66%	60%
Q7j. I am proud to tell others I work for my organisation	28	44	19		72%	76%	76%	68%
Q7k. I feel a strong personal attachment to my organisation	29	40	21	8	69%	71%	69%	63%
Q7l. My organisation motivates me to help it achieve its objectives	14	36	29	15	50%	56%	56%	53%
Q7m. My organisation inspires me to do the best in my job	15	35	30	14	49%	55%	57%	53%

KEY





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ENGAGEMENT WITH WORK	71% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	26	47	14	10	73%	75%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	29	43	15	8	73%	78%	75%	72%
Q1e. I am satisfied with my job	21	45	18	12	66%	62%	69%	68%

KEY





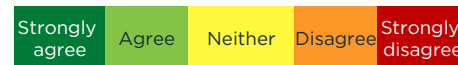
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SENIOR MANAGERS	38% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	26	26	22	18	34%	41%	46%	48%
Q6b. I feel that senior managers effectively lead and manage change	8	24	27	21	20	32%	37%	42%	44%
Q6c. I feel that senior managers model the values of my organisation	9	28	33	14	15	38%	45%	47%	48%
Q6d. Senior managers encourage innovation by employees	7	30	36	17	9	37%	43%	47%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9	38	35	12		47%	50%	53%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	48	26	8		61%	60%	66%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	29	24	19	20	37%	42%	45%	45%
Q6h. I feel that senior managers listen to employees	7	27	30	19	17	34%	38%	40%	41%
Q7c. I feel that change is managed well in my organisation	18	25	28	25		22%	28%	31%	39%

KEY





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COMMUNICATION	60% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q5c. My manager communicates effectively with me	30	42	15	9	71%	74%	73%	70%	
Q5d. My manager encourages and values employee input	34	41	15		75%	77%	76%	71%	
Q5e. My manager involves my workgroup in decisions about our work	29	40	18	9	69%	71%	69%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	8	29	24	19	20	37%	42%	45%	45%
Q6h. I feel that senior managers listen to employees	7	27	30	19	17	34%	38%	40%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	54	14	7		75%	79%	73%	66%

KEY





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	HIGH PERFORMANCE				60% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	33	54	8		87%	88%	87%	90%				
Q2b. My workgroup works collaboratively to achieve its objectives	36	44	12		80%	77%	81%	78%				
Q3f. I have received appropriate training and development to do my job well	17	51	20	10	68%	63%	62%	62%				
Q5a. My manager encourages people in my workgroup to keep improving the work they do	26	48	17	7	74%	75%	76%	72%				
Q5f. I have confidence in the decisions my manager makes	31	39	18	8	70%	73%	72%	67%				
Q6d. Senior managers encourage innovation by employees	7	30	36	17	9	37%	43%	47%	48%			
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9	38	35	12		47%	50%	53%	51%			
Q7a. My organisation focuses on improving the work we do	11	47	24	13		58%	72%	66%	69%			
Q7b. My organisation is making the necessary improvements to meet our future challenges	8	31	31	20	10	39%	48%	53%	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		60% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation		42%	43%	45%	47%				
Q7h. My organisation generally selects capable people to do the job		58%	61%	61%	52%				

KEY





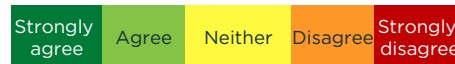
EXPLORE THE FULL RESULTS

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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.

PUBLIC SECTOR VALUES		57% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction		41	45	9	86%	87%	88%	85%
Q2e. People in my workgroup treat each other with respect		38	39	12	78%	79%	80%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		26	48	17	74%	75%	76%	72%
Q5b. My manager listens to what I have to say		35	45	11	80%	79%	80%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		8	26	26	34%	41%	46%	48%
Q6c. I feel that senior managers model the values of my organisation		9	28	33	38%	45%	47%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		13	48	26	61%	60%	66%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		8	29	24	37%	42%	45%	45%
Q6h. I feel that senior managers listen to employees		7	27	30	34%	38%	40%	41%

KEY





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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.

PUBLIC SECTOR VALUES		57% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		11	47	24	13	58%	72%	66%	69%
Q7e. People in my organisation take responsibility for their own actions		7	41	32	14	48%	49%	49%	47%

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.

DIVERSITY & INCLUSION		72% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		61%	60%	64%	63%				
Q5b. My manager listens to what I have to say		80%	79%	80%	75%				
Q5d. My manager encourages and values employee input		75%	77%	76%	71%				
Q6i. Senior managers in my organisation support the career advancement of women		57%	58%	63%	58%				
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		78%	80%	79%	74%				
Q8b. Personal background is not a barrier to success in my organisation		75%	-	78%	74%				
Q8c. I am able to speak up and share a different view to my colleagues and manager		75%	79%	73%	66%				
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		77%	77%	72%	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.

RECRUITMENT	44% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	25	31	21	18	30%	-	36%	35%
Q7h. My organisation generally selects capable people to do the job	8	51	24	12	58%	61%	61%	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.

PERFORMANCE FRAMEWORK & DEVELOPMENT		55% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		67%	67%	66%	63%				
Q3e. My performance is assessed against clear criteria		56%	58%	51%	54%				
Q3g. I am satisfied with the opportunities available for career development in my organisation		44%	40%	44%	48%				
Q5g. My manager provides acknowledgement or other recognition for the work I do		74%	77%	74%	67%				
Q5h. My manager appropriately deals with employees who perform poorly		41%	43%	43%	44%				
Q7f. My organisation is committed to developing its employees		47%	55%	49%	50%				

KEY

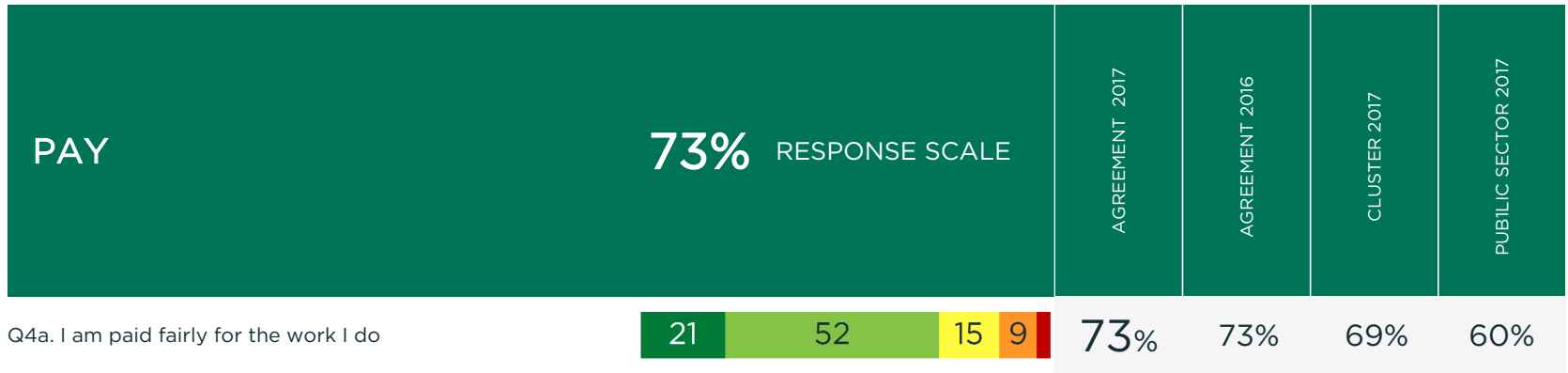




EXPLORE THE FULL RESULTS

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





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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		67% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017		
Q1b. I am provided with the support I need to do my best at work	15	47	18	16	61%	60%	64%	63%	
Q1f. I am able to keep my work stress at an acceptable level	12	43	21	17	8	55%	57%	61%	59%
Q2c. I receive help and support from other members of my workgroup	34	49	11		83%	83%	84%	81%	
Q2d. There is good team spirit in my workgroup	33	35	16	11	68%	71%	73%	69%	

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.

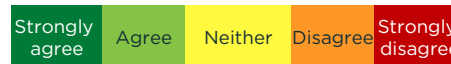
ACTION ABOUT SURVEY RESULTS

32% RESPONSE SCALE

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



KEY

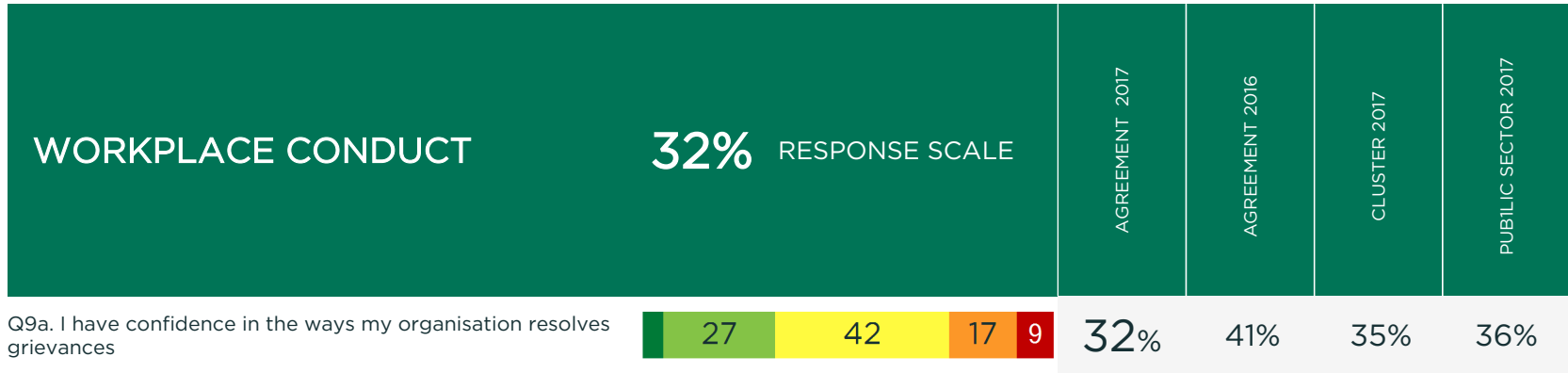




EXPLORE THE FULL RESULTS

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

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT		RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes			86%	69%	67%
No			14%	31%	33%
Q3b. I have informal feedback conversations with my manager					
Yes			82%	79%	75%
No			18%	21%	25%
Q3c. I have scheduled feedback conversations with my manager					
Yes			70%	60%	57%
No			30%	40%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 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		45%	41%	41%
No		55%	59%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to another role?				
There are no major barriers to my career progression		23%	27%	30%
Lack of visible opportunities		40%	39%	31%
Lack of promotion opportunities		35%	36%	30%
Lack of support from my manager / supervisor		11%	12%	14%
Geographic location considerations		43%	29%	28%
Personal / family considerations		41%	31%	33%
Insufficient training and development		12%	14%	16%
Lack of required capabilities or experience		11%	11%	11%
Lack of support for temporary assignments/secondments		17%	16%	15%
The application/recruitment process is too cumbersome or time consuming		35%	25%	23%
Other		10%	9%	9%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		20%	18%	25%
No		70%	70%	62%
Don't know		10%	12%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		59%	55%	63%
No		41%	43%	35%
Don't know		0%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		27%	25%	33%
No		66%	66%	58%
Don't know		7%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		14%	12%	18%
No		80%	82%	76%
Don't know		6%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		12%	18%	22%
Your immediate manager/supervisor		29%	26%	24%
A fellow worker at your level		28%	28%	27%
A subordinate		10%	9%	8%
A client or customer		2%	2%	2%
A member of the public other than a client or customer		0%	0%	1%
Other		5%	4%	4%
Prefer not to say		14%	13%	13%



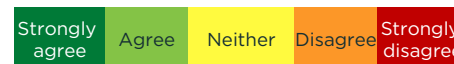
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PLANNING AND ENVIRONMENT QUESTIONS	RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
	Strongly agree	Agree	Neither	Disagree			
Q1. I am clear on the accountabilities of my role	25	63	8		88%	89%	87%
Q2. My organisation listens to its customers and stakeholders	14	56	22		70%	72%	74%
Q3. My organisation delivers on its promises	7	40	38	11	47%	53%	56%
Q4. I have a clear understanding of the vision of my organisation	11	42	27	14	53%	62%	65%
Q5. I am aware how my role contributes to the vision of the organisation	15	51	22	9	66%	70%	73%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	10	43	30	12	53%	61%	59%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	12	46	28	11	58%	60%	59%
Q8. My job design facilitates flexible working	20	51	17	8	71%	70%	68%
Q9. My team is equipped with the right tools to provide good customer service	12	47	21	13	60%	60%	62%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	11	42	26	15	53%	54%	50%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		53%
Female		46%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		1%
25 -29	█	6%
30 - 34	█	10%
35 - 39	█	14%
40 - 44	█	16%
45 - 49	█	16%
50 - 54	█	17%
55 - 59	█	12%
60 - 64	█	6%
65+		1%

PROFILE OF RESPONDENTS









PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		13%
No		84%
Prefer not to say		3%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		6%
No		90%
Prefer not to say		3%

PROFILE OF RESPONDENTS



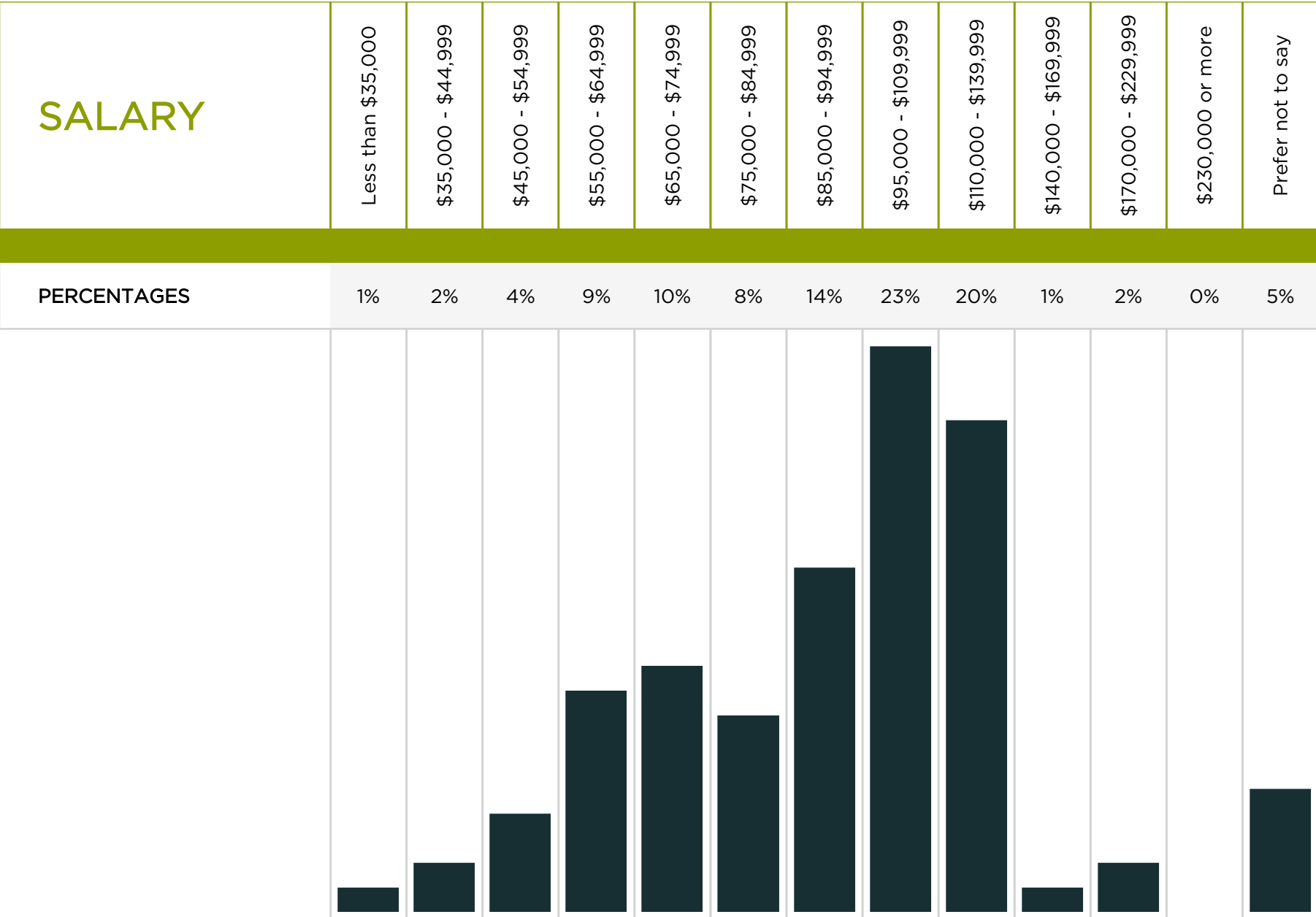
PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		93%
Prefer not to say		4%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		4%
No		92%
Prefer not to say		4%

PROFILE OF RESPONDENTS

i

WORK PROFILES



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.

	Office of Environment & Heritage	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	2300	508	348	147	110	102	130	521	17	337
EMPLOYEE ENGAGEMENT	66%	62%	66%	68%	71%	74%	69%	67%	(r)	62%
ENGAGEMENT WITH WORK	71%	64%	70%	70%	72%	83%	84%	75%	(r)	66%
SENIOR MANAGERS	38%	27%	36%	48%	52%	65%	53%	39%	(r)	30%
COMMUNICATION	60%	52%	61%	65%	69%	78%	71%	63%	(r)	54%
HIGH PERFORMANCE	60%	52%	59%	66%	68%	77%	70%	62%	(r)	54%
PUBLIC SECTOR VALUES	57%	48%	53%	63%	69%	79%	69%	60%	(r)	50%
DIVERSITY & INCLUSION	72%	65%	71%	78%	78%	82%	81%	76%	(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

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.

	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
NUMBER OF RESPONDENTS	2300	21	35	90	200	222	187	305	505	445	27	40	9	118
EMPLOYEE ENGAGEMENT	66%	(r)	70%	67%	63%	65%	66%	65%	65%	66%	(r)	81%	(r)	61%
ENGAGEMENT WITH WORK	71%	(r)	69%	74%	63%	68%	66%	68%	71%	77%	(r)	88%	(r)	63%
SENIOR MANAGERS	38%	(r)	38%	34%	32%	29%	39%	36%	38%	42%	(r)	71%	(r)	37%
COMMUNICATION	60%	(r)	65%	54%	55%	55%	59%	61%	62%	64%	(r)	81%	(r)	53%
HIGH PERFORMANCE	60%	(r)	64%	59%	54%	56%	60%	59%	60%	65%	(r)	81%	(r)	53%
PUBLIC SECTOR VALUES	57%	(r)	56%	52%	49%	50%	57%	57%	58%	62%	(r)	81%	(r)	51%
DIVERSITY & INCLUSION	72%	(r)	76%	66%	66%	70%	71%	72%	74%	77%	(r)	83%	(r)	65%

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.

	Office of Environment & Heritage	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	2300	269	194	383	405	607	345
EMPLOYEE ENGAGEMENT	66%	73%	71%	68%	66%	62%	60%
ENGAGEMENT WITH WORK	71%	81%	78%	75%	70%	66%	63%
SENIOR MANAGERS	38%	57%	48%	43%	36%	31%	26%
COMMUNICATION	60%	75%	69%	65%	59%	55%	51%
HIGH PERFORMANCE	60%	71%	68%	65%	59%	55%	52%
PUBLIC SECTOR VALUES	57%	72%	66%	62%	55%	51%	48%
DIVERSITY & INCLUSION	72%	82%	80%	76%	73%	68%	65%

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.

	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+
NUMBER OF RESPONDENTS	2300	6	33	126	229	317	355	352	373	262	124	28
EMPLOYEE ENGAGEMENT	66%	(r)	77%	72%	72%	69%	64%	62%	64%	63%	60%	(r)
ENGAGEMENT WITH WORK	71%	(r)	84%	79%	77%	71%	69%	68%	70%	70%	66%	(r)
SENIOR MANAGERS	38%	(r)	52%	49%	49%	40%	39%	32%	33%	35%	33%	(r)
COMMUNICATION	60%	(r)	75%	72%	71%	63%	60%	55%	58%	58%	52%	(r)
HIGH PERFORMANCE	60%	(r)	73%	71%	68%	63%	59%	56%	57%	58%	57%	(r)
PUBLIC SECTOR VALUES	57%	(r)	69%	67%	66%	60%	57%	52%	54%	55%	52%	(r)
DIVERSITY & INCLUSION	72%	(r)	80%	84%	80%	75%	72%	68%	70%	70%	65%	(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.

	Office of Environment & Heritage	Male	Female	Other
NUMBER OF RESPONDENTS	2300	1185	1012	20
EMPLOYEE ENGAGEMENT	66%	64%	68%	(r)
ENGAGEMENT WITH WORK	71%	70%	72%	(r)
SENIOR MANAGERS	38%	35%	41%	(r)
COMMUNICATION	60%	59%	62%	(r)
HIGH PERFORMANCE	60%	59%	62%	(r)
PUBLIC SECTOR VALUES	57%	55%	60%	(r)
DIVERSITY & INCLUSION	72%	72%	74%	(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.

32%

of employees replied favourably to:

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

34%

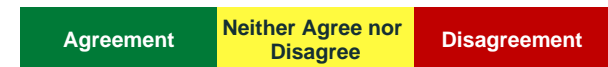
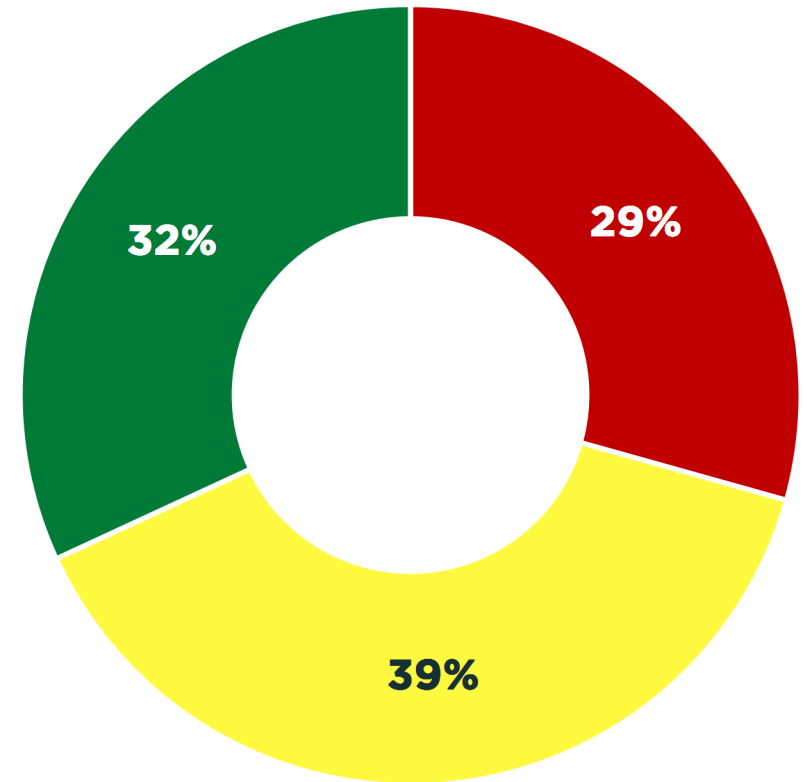
SECTOR

40%

CLUSTER

30%

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.