

# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey



### DEPARTMENT REPORT

Planning and Environment

## Department of Planning and Environment

## RESPONSE RATE

# 94%

1,564 OF 1,665 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 65%

DIFFERENCE FROM 2016 +4

DIFFERENCE FROM CLUSTER -3

DIFFERENCE FROM PUBLIC SECTOR +1

## SENIOR MANAGERS

# 57%

DIFFERENCE FROM 2016 +9

DIFFERENCE FROM CLUSTER +11

DIFFERENCE FROM PUBLIC SECTOR +10

## COMMUNICATION

# 70%

DIFFERENCE FROM 2016 +4

DIFFERENCE FROM CLUSTER +7

DIFFERENCE FROM PUBLIC SECTOR +10



## 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 CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR +2

## HIGH PERFORMANCE

# 69%

DIFFERENCE FROM CLUSTER +5

DIFFERENCE FROM PUBLIC SECTOR +6

## PUBLIC SECTOR VALUES

# 70%

DIFFERENCE FROM CLUSTER +8

DIFFERENCE FROM PUBLIC SECTOR +10

## DIVERSITY & INCLUSION

# 76%

DIFFERENCE FROM CLUSTER +3

DIFFERENCE FROM PUBLIC SECTOR +9

# 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	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>59%</b>	50%	47%	48%
2	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>55%</b>	47%	42%	44%
3	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>64%</b>	56%	53%	57%
4	<b>Q7f.</b> My organisation is committed to developing its employees	<b>58%</b>	54%	49%	50%
5	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>75%</b>	73%	66%	69%
6	<b>Q6h.</b> I feel that senior managers listen to employees	<b>54%</b>	45%	40%	41%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

2a.	My workgroup strives to achieve customer/client satisfaction	91%
2c.	I receive help and support from other members of my workgroup	88%
2e.	People in my workgroup treat each other with respect	86%
1a.	I understand what is expected of me to do well in my role	84%
2b.	My workgroup works collaboratively to achieve its objectives	84%
5b.	My manager listens to what I have to say	84%
5a.	My manager encourages people in my workgroup to keep improving the work they do	82%
5d.	My manager encourages and values employee input	81%
2d.	There is good team spirit in my workgroup	80%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	80%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

7c.	I feel that change is managed well in my organisation	37%
7g.	I have confidence in the way recruitment decisions are made	40%
9a.	I have confidence in the ways my organisation resolves grievances	40%
7d.	There is good co-operation between teams across our organisation	46%
3e.	My performance is assessed against clear criteria	48%
5h.	My manager appropriately deals with employees who perform poorly	48%
3g.	I am satisfied with the opportunities available for career development in my organisation	49%
6h.	I feel that senior managers listen to employees	54%
7e.	People in my organisation take responsibility for their own actions	54%
6g.	I feel that senior managers keep employees informed about what's going on	55%



### 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

	AGREEMENT 2017	AGREEMENT 2016
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	75%	64%
6d. Senior managers encourage innovation by employees	58%	48%
3f. I have received appropriate training and development to do my job well	57%	46%
7i. I would recommend my organisation as a great place to work	67%	57%
1b. I am provided with the support I need to do my best at work	67%	57%
3g. I am satisfied with the opportunities available for career development in my organisation	49%	40%
6g. I feel that senior managers keep employees informed about what's going on	55%	45%
6c. I feel that senior managers model the values of my organisation	59%	50%
6a. I believe senior managers provide clear direction for the future of the organisation	59%	50%
6h. I feel that senior managers listen to employees	54%	45%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

	AGREEMENT 2017	AGREEMENT 2016
8c. I am able to speak up and share a different view to my colleagues and manager	77%	80%



### 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 Department of Planning and Environment

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.

	Department of Planning and Environment	Arts and Culture	Central Coast Coordination and Resources Regulation and Division	Cluster Corporate Services	Community and Stakeholder Engagement	Energy, Water and Portfolio Strategy	General Counsel	Growth Design and Programs	Planning Services	Policy, Strategy and Governance	Resources and Geoscience
NUMBER OF RESPONDENTS	1564	78	124	322	65	65	48	143	273	174	227
EMPLOYEE ENGAGEMENT	65%	72%	60%	67%	65%	63%	74%	63%	66%	69%	61%
ENGAGEMENT WITH WORK	74%	74%	69%	73%	74%	69%	80%	80%	78%	81%	65%
SENIOR MANAGERS	57%	65%	50%	61%	61%	57%	71%	52%	56%	66%	49%
COMMUNICATION	70%	72%	60%	71%	69%	70%	80%	69%	73%	74%	65%
HIGH PERFORMANCE	69%	70%	65%	69%	68%	69%	79%	67%	71%	73%	63%
PUBLIC SECTOR VALUES	70%	76%	64%	72%	70%	72%	81%	67%	72%	76%	64%
DIVERSITY & INCLUSION	76%	79%	72%	77%	77%	74%	81%	73%	80%	80%	74%

### 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	65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	18	49	20	9	67%	57%	66%	60%
Q7j. I am proud to tell others I work for my organisation	22	48	21		70%	63%	76%	68%
Q7k. I feel a strong personal attachment to my organisation	19	38	26	13	57%	50%	69%	63%
Q7l. My organisation motivates me to help it achieve its objectives	15	43	26	13	58%	51%	56%	53%
Q7m. My organisation inspires me to do the best in my job	16	41	26	12	57%	51%	57%	53%

KEY





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ENGAGEMENT WITH WORK	74% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	27	47	13	10	74%	70%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	32	45	13	8	77%	75%	75%	72%
Q1e. I am satisfied with my job	21	50	15	11	71%	64%	69%	68%

KEY







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SENIOR MANAGERS	57% 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	16	42	20	14	7	59%	50%	46%	48%
Q6b. I feel that senior managers effectively lead and manage change	16	40	21	15	10	55%	47%	42%	44%
Q6c. I feel that senior managers model the values of my organisation	17	42	23	10	8	59%	50%	47%	48%
Q6d. Senior managers encourage innovation by employees	15	43	24	13		58%	48%	47%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	46	22	11		63%	55%	53%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	24	51	16			75%	64%	66%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	41	20	17	8	55%	45%	45%	45%
Q6h. I feel that senior managers listen to employees	14	40	25	14	8	54%	45%	40%	41%
Q7c. I feel that change is managed well in my organisation	8	29	26	25	12	37%	32%	31%	39%

KEY





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COMMUNICATION	70% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	34	43	12	8	77%	73%	73%	70%
Q5d. My manager encourages and values employee input	40	41	11		81%	79%	76%	71%
Q5e. My manager involves my workgroup in decisions about our work	32	42	14	8	75%	70%	69%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	13	41	20	17	55%	45%	45%	45%
Q6h. I feel that senior managers listen to employees	14	40	25	14	54%	45%	40%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	52	12	7	77%	80%	73%	66%

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	69% 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	31	53	8	84%	80%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	43	41	9	84%	79%	81%	78%
Q3f. I have received appropriate training and development to do my job well	13	44	25	13	57%	46%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	50	11	82%	81%	76%	72%
Q5f. I have confidence in the decisions my manager makes	36	43	12	79%	79%	72%	67%
Q6d. Senior managers encourage innovation by employees	15	43	24	13	58%	48%	47%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	46	22	11	63%	55%	53%
Q7a. My organisation focuses on improving the work we do	19	56	15	7	75%	73%	66%
Q7b. My organisation is making the necessary improvements to meet our future challenges	16	48	21	11	64%	56%	53%

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					69% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	10	36	22	23	8	46%	38%	45%	47%				
Q7h. My organisation generally selects capable people to do the job	9	55	21	11		64%	56%	61%	52%				

KEY





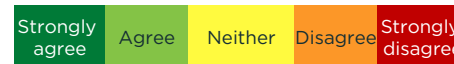
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PUBLIC SECTOR VALUES		70% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction		46	44	91%	85%	88%	85%
Q2e. People in my workgroup treat each other with respect		47	39	86%	82%	80%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		33	50	82%	81%	76%	72%
Q5b. My manager listens to what I have to say		40	43	84%	81%	80%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		16	42	59%	50%	46%	48%
Q6c. I feel that senior managers model the values of my organisation		17	42	59%	50%	47%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		24	51	75%	64%	66%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		13	41	55%	45%	45%	45%
Q6h. I feel that senior managers listen to employees		14	40	54%	45%	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		70% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		75%	73%	66%	69%				
Q7e. People in my organisation take responsibility for their own actions		54%	48%	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	76% 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	21	46	13	16	67%	57%	64%	63%
Q5b. My manager listens to what I have to say	40	43	9		84%	81%	80%	75%
Q5d. My manager encourages and values employee input	40	41	11		81%	79%	76%	71%
Q6i. Senior managers in my organisation support the career advancement of women	30	39	25		69%	61%	63%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	27	53	14		80%	74%	79%	74%
Q8b. Personal background is not a barrier to success in my organisation	29	50	13		80%	-	78%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	52	12	7	77%	80%	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>	33	43	14	7	75%	69%	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	52% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	8	32	30	18	13	40%	-	36%	35%
Q7h. My organisation generally selects capable people to do the job	9	55	21	11		64%	56%	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	58% 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	21	46	19	11	67%	60%	66%	63%
Q3e. My performance is assessed against clear criteria	13	36	26	20	48%	47%	51%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	13	37	24	18	49%	40%	44%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	36	42	12		78%	74%	74%	67%
Q5h. My manager appropriately deals with employees who perform poorly	17	31	34	12	48%	42%	43%	44%
Q7f. My organisation is committed to developing its employees	11	47	27	11	58%	54%	49%	50%

KEY

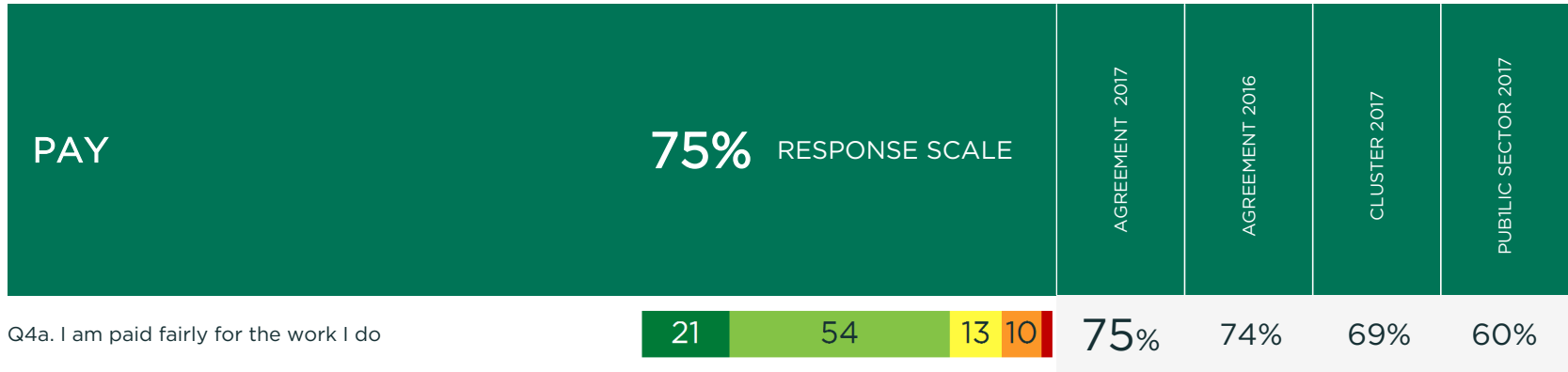




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



### KEY





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WORKPLACE SUPPORT	76% 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	21	46	13	16	67%	57%	64%	63%
Q1f. I am able to keep my work stress at an acceptable level	15	54	15	13	69%	69%	61%	59%
Q2c. I receive help and support from other members of my workgroup	43	45	8		88%	85%	84%	81%
Q2d. There is good team spirit in my workgroup	42	38	11		80%	74%	73%	69%

KEY





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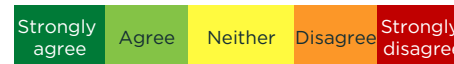
## ACTION ABOUT SURVEY RESULTS

**56%** RESPONSE SCALE

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



KEY

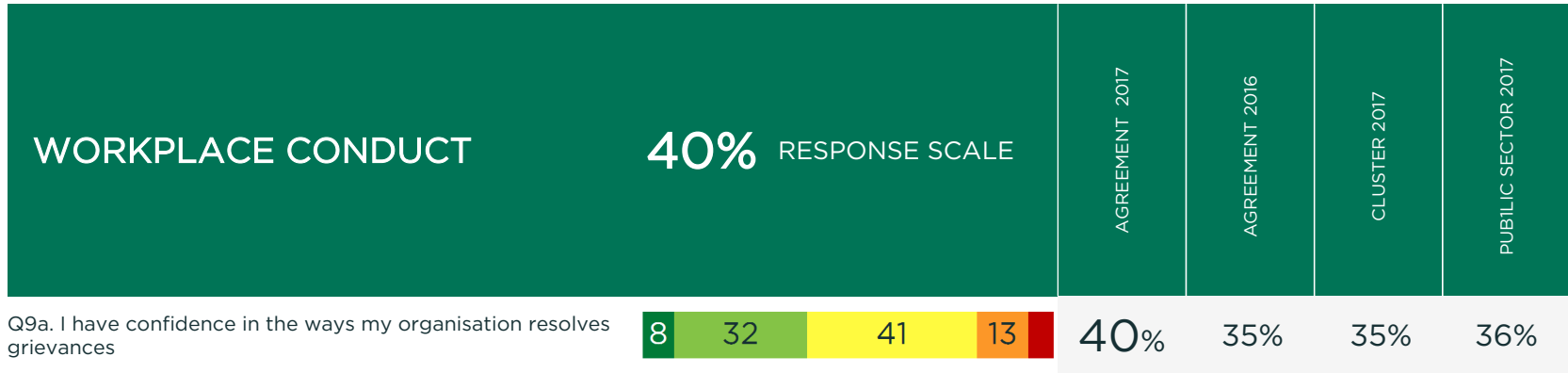




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Questions are grouped by themes in this report.

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



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives				
Yes		60%	69%	67%
No		40%	31%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes		79%	79%	75%
No		21%	21%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes		56%	60%	57%
No		44%	40%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3h.</b> 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		43%	41%	41%
No		57%	59%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 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		32%	27%	30%
Lack of visible opportunities		34%	39%	31%
Lack of promotion opportunities		31%	36%	30%
Lack of support from my manager / supervisor		10%	12%	14%
Geographic location considerations		26%	29%	28%
Personal / family considerations		28%	31%	33%
Insufficient training and development		12%	14%	16%
Lack of required capabilities or experience		10%	11%	11%
Lack of support for temporary assignments/secondments		16%	16%	15%
The application/recruitment process is too cumbersome or time consuming		23%	25%	23%
Other		9%	9%	9%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		11%	18%	25%
No		76%	70%	62%
Don't know		12%	12%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		43%	55%	63%
No		54%	43%	35%
Don't know		3%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		19%	25%	33%
No		72%	66%	58%
Don't know		10%	9%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		9%	12%	18%
No		84%	82%	76%
Don't know		7%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 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		20%	18%	22%
Your immediate manager/supervisor		24%	26%	24%
A fellow worker at your level		24%	28%	27%
A subordinate		8%	9%	8%
A client or customer		6%	2%	2%
A member of the public other than a client or customer	(r)			
Other		1%	4%	4%
Prefer not to say		17%	13%	13%



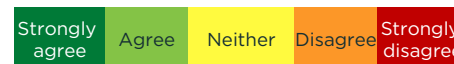
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PLANNING AND ENVIRONMENT QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
Q1. I am clear on the accountabilities of my role	24	59	9	0	0	84%	83%	87%
Q2. My organisation listens to its customers and stakeholders	18	60	16	0	0	78%	70%	74%
Q3. My organisation delivers on its promises	12	51	28	9	0	62%	52%	56%
Q4. I have a clear understanding of the vision of my organisation	16	54	18	11	0	69%	63%	65%
Q5. I am aware how my role contributes to the vision of the organisation	20	55	16	8	0	74%	70%	73%
Q6. Business planning within the organisation helps us to achieve our wider priorities and vision	17	49	23	8	0	66%	63%	59%
Q7. I am encouraged to participate in sustainable work practices by supervisor or manager	13	44	26	14	0	57%	45%	59%
Q8. My job design facilitates flexible working	19	52	14	10	0	72%	63%	68%
Q9. My team is equipped with the right tools to provide good customer service	12	50	18	14	0	63%	52%	62%
Q10. My organisation has the right tools in place to assist and manage geographically dispersed teams	12	45	25	14	0	56%	41%	50%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

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

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Age</b>		
15 - 19		0%
20 - 24		3%
25 -29		10%
30 - 34		14%
35 - 39		14%
40 - 44		17%
45 - 49		16%
50 - 54		11%
55 - 59		9%
60 - 64		4%
65+		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		19%
No		76%
Prefer not to say		5%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		2%
No		94%
Prefer not to say		4%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		92%
Prefer not to say		5%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		5%
No		90%
Prefer not to say		5%

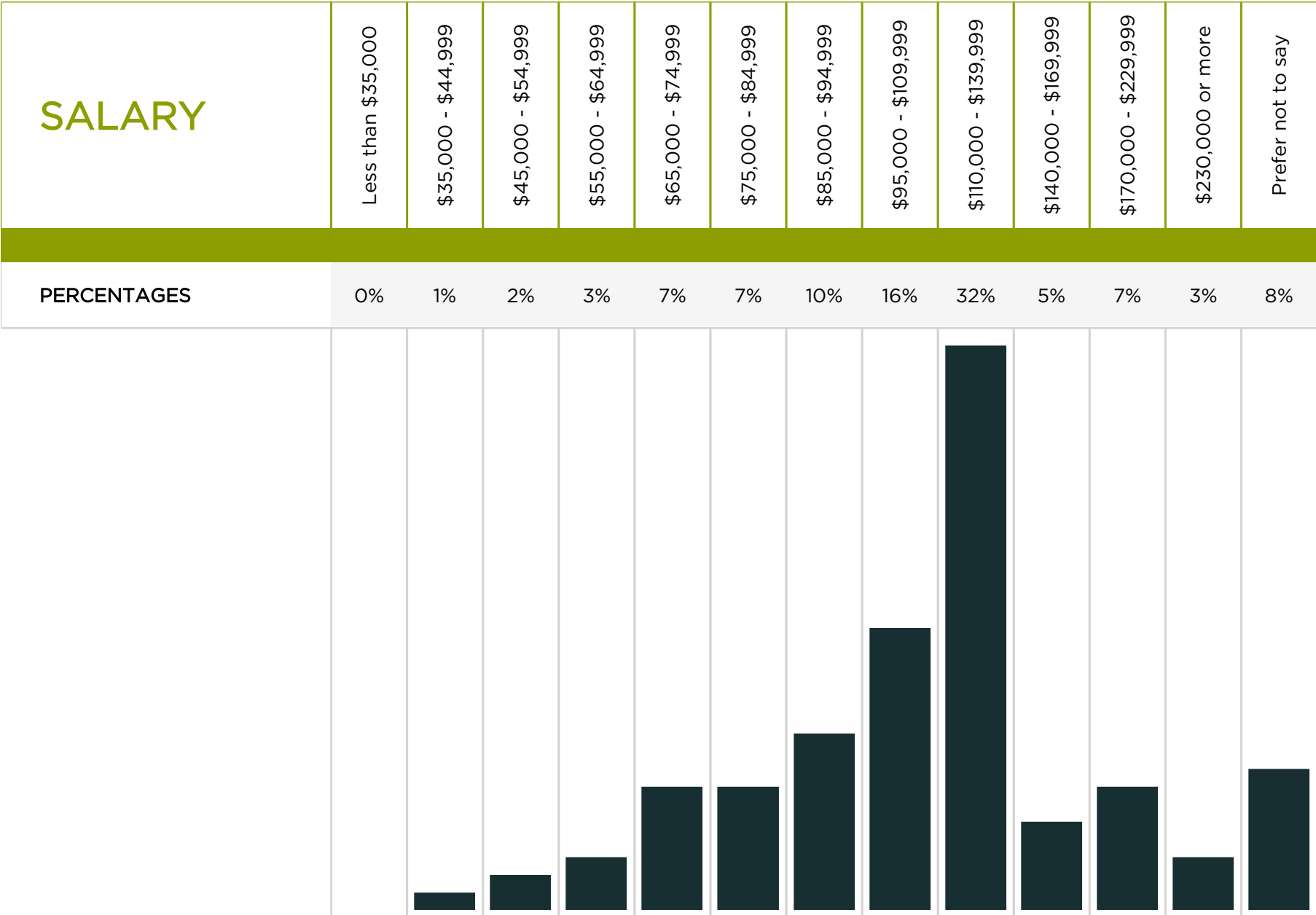


# PROFILE OF RESPONDENTS



## 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.

	Department of Planning and Environment	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	1564	152	132	123	304	222	64	183	52	288
EMPLOYEE ENGAGEMENT	65%	62%	66%	70%	67%	65%	70%	67%	72%	60%
ENGAGEMENT WITH WORK	74%	67%	72%	77%	77%	80%	82%	76%	81%	67%
SENIOR MANAGERS	57%	46%	58%	64%	62%	59%	60%	59%	72%	49%
COMMUNICATION	70%	61%	68%	77%	72%	75%	68%	72%	82%	63%
HIGH PERFORMANCE	69%	64%	70%	75%	69%	71%	73%	71%	78%	62%
PUBLIC SECTOR VALUES	70%	63%	70%	73%	73%	74%	73%	73%	82%	64%
DIVERSITY & INCLUSION	76%	72%	77%	84%	78%	79%	78%	79%	82%	71%

### 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.

	Department of Planning and Environment	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	1564	7	8	23	43	105	108	158	237	477	69	103	43	127
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	71%	68%	68%	65%	63%	66%	60%	66%	82%	58%
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	76%	71%	69%	70%	71%	80%	69%	80%	95%	66%
SENIOR MANAGERS	57%	(r)	(r)	(r)	56%	66%	59%	48%	54%	61%	53%	61%	84%	42%
COMMUNICATION	70%	(r)	(r)	(r)	69%	74%	73%	63%	69%	73%	68%	69%	91%	57%
HIGH PERFORMANCE	69%	(r)	(r)	(r)	69%	71%	69%	62%	67%	72%	65%	73%	88%	57%
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	69%	74%	71%	63%	69%	74%	67%	76%	91%	57%
DIVERSITY & INCLUSION	76%	(r)	(r)	(r)	75%	79%	81%	77%	76%	79%	73%	76%	92%	64%

### 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.

	Department of Planning and Environment	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	1564	485	238	321	236	167	62
<b>EMPLOYEE ENGAGEMENT</b>	65%	69%	67%	66%	60%	59%	67%
ENGAGEMENT WITH WORK	74%	77%	77%	78%	67%	67%	74%
SENIOR MANAGERS	57%	63%	58%	57%	52%	50%	54%
COMMUNICATION	70%	73%	70%	73%	64%	65%	66%
HIGH PERFORMANCE	69%	71%	69%	71%	66%	64%	68%
PUBLIC SECTOR VALUES	70%	75%	71%	71%	66%	65%	67%
DIVERSITY & INCLUSION	76%	80%	77%	77%	74%	73%	74%

### 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.

	Department of Planning and Environment	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	1564	4	43	147	211	211	257	246	162	135	62	18
<b>EMPLOYEE ENGAGEMENT</b>	65%	(r)	76%	68%	67%	62%	65%	66%	65%	63%	68%	(r)
ENGAGEMENT WITH WORK	74%	(r)	72%	73%	77%	73%	75%	74%	78%	74%	75%	(r)
SENIOR MANAGERS	57%	(r)	70%	61%	62%	54%	56%	57%	58%	54%	51%	(r)
COMMUNICATION	70%	(r)	79%	77%	74%	70%	69%	69%	70%	65%	62%	(r)
HIGH PERFORMANCE	69%	(r)	75%	70%	71%	69%	68%	69%	71%	67%	65%	(r)
PUBLIC SECTOR VALUES	70%	(r)	79%	75%	73%	69%	70%	70%	71%	68%	66%	(r)
DIVERSITY & INCLUSION	76%	(r)	87%	83%	80%	77%	75%	76%	77%	75%	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

# 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.

	Department of Planning and Environment	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	1564	698	793	19
<b>EMPLOYEE ENGAGEMENT</b>	65%	66%	65%	(r)
ENGAGEMENT WITH WORK	74%	74%	76%	(r)
SENIOR MANAGERS	57%	59%	57%	(r)
COMMUNICATION	70%	71%	70%	(r)
HIGH PERFORMANCE	69%	69%	69%	(r)
PUBLIC SECTOR VALUES	70%	72%	70%	(r)
DIVERSITY & INCLUSION	76%	77%	77%	(r)

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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## 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.

# 56%

of employees replied favourably to:

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

## 34%

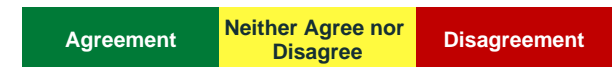
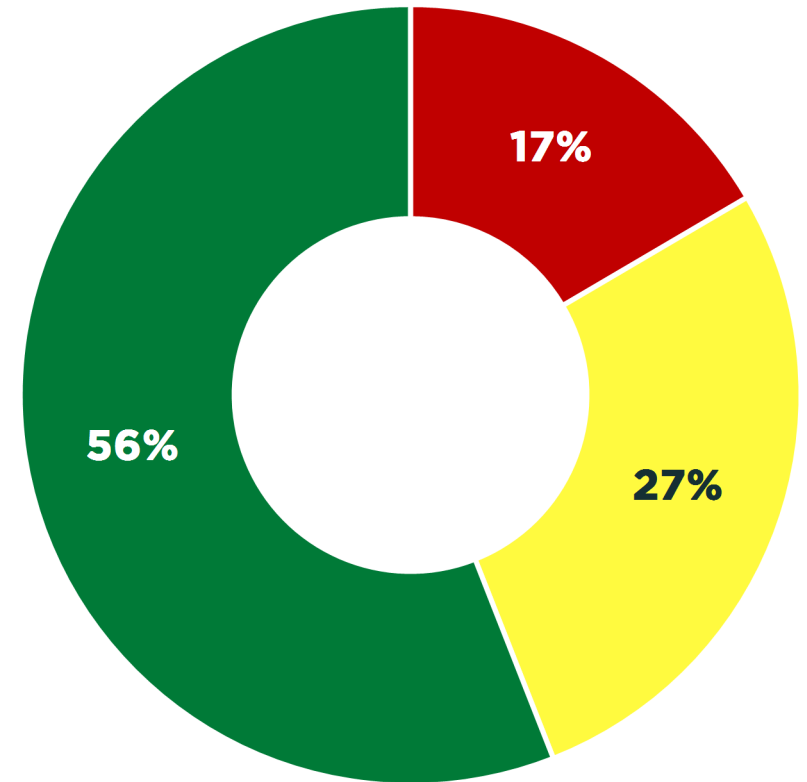
SECTOR

## 40%

CLUSTER

## 48%

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.