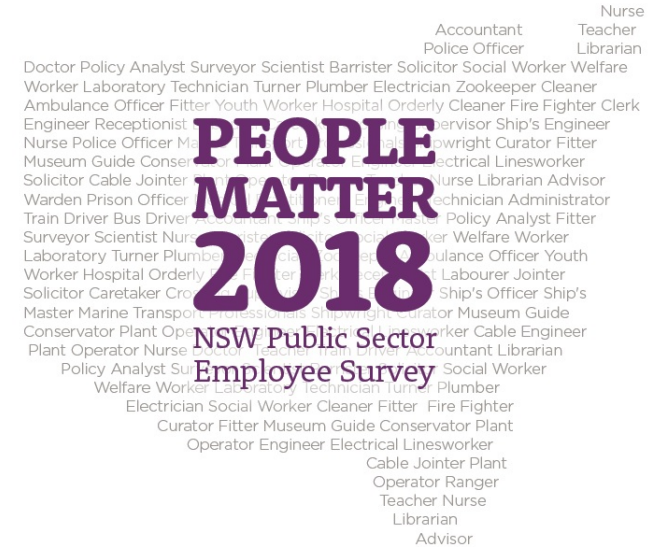

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Environment Protection Authority

RESPONSE RATE

92%

589 OF 637 RESPONDENTS

EMPLOYEE ENGAGEMENT

70%

DIFFERENCE FROM 2017 **-3**

DIFFERENCE FROM PUBLIC SECTOR **+4**

ENGAGEMENT WITH WORK

71%

DIFFERENCE FROM 2017 **-3**

DIFFERENCE FROM PUBLIC SECTOR **-1**

SENIOR MANAGERS

52%

DIFFERENCE FROM 2017 **-6**

DIFFERENCE FROM PUBLIC SECTOR **+3**

COMMUNICATION

65%

DIFFERENCE FROM 2017 **-3**

DIFFERENCE FROM PUBLIC SECTOR **+4**

HIGH PERFORMANCE

66%

DIFFERENCE FROM 2017 **-5**

DIFFERENCE FROM PUBLIC SECTOR **+1**

PUBLIC SECTOR VALUES

67%

DIFFERENCE FROM 2017 **-3**

DIFFERENCE FROM PUBLIC SECTOR **+5**

DIVERSITY & INCLUSION

76%

DIFFERENCE FROM PUBLIC SECTOR **+8**

FLEXIBLE WORKING SATISFACTION

77%

DIFFERENCE FROM 2017 **+2**

DIFFERENCE FROM PUBLIC SECTOR **+18**

ACTION ON RESULTS

53%

DIFFERENCE FROM 2017 **-2**

DIFFERENCE FROM PUBLIC SECTOR **+16**



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index 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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

2a.	My workgroup strives to achieve customer/client satisfaction	87%	87%
2c.	I receive help and support from other members of my workgroup	85%	86%
1g.	I know how to address a health and safety issue I have identified	84%	-
2e.	People in my workgroup treat each other with respect	84%	84%
1a.	I understand what is expected of me to do well in my role	84%	86%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	81%	82%
8e.	My manager supports flexible working in my team	81%	-
5b.	My manager listens to what I have to say	80%	83%
2b.	My workgroup works collaboratively to achieve its objectives	80%	80%
4a.	I am paid fairly for the work I do	78%	82%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

7c.	I feel that change is managed well in my organisation	32%	38%
9a.	I have confidence in the ways my organisation resolves grievances	36%	38%
7g.	I have confidence in the way recruitment decisions are made	39%	38%
5h.	My manager appropriately deals with employees who perform poorly	44%	43%
6b.	I feel that senior managers effectively lead and manage change	44%	53%
7d.	There is good co-operation between teams across our organisation	45%	52%
6h.	I feel that senior managers listen to employees	49%	55%
6a.	I believe senior managers provide clear direction for the future of the organisation	49%	58%
7b.	My organisation is making the necessary improvements to meet our future challenges	53%	56%
6d.	Senior managers encourage innovation by employees	53%	61%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring agreement questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS



MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	71%	70%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	77%	75%
5h.	My manager appropriately deals with employees who perform poorly	44%	43%
7g.	I have confidence in the way recruitment decisions are made	39%	38%
1f.	I am able to keep my work stress at an acceptable level	64%	63%
3g.	I am satisfied with the opportunities available for career development in my organisation	54%	53%



LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

6a.	I believe senior managers provide clear direction for the future of the organisation	49%	58%
7f.	My organisation is committed to developing its employees	60%	69%
6b.	I feel that senior managers effectively lead and manage change	44%	53%
6d.	Senior managers encourage innovation by employees	53%	61%
3f.	I have received appropriate training and development to do my job well	66%	73%
6c.	I feel that senior managers model the values of my organisation	58%	65%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	66%	73%
7a.	My organisation focuses on improving the work we do	73%	80%
7i.	I would recommend my organisation as a great place to work	71%	78%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	56%	63%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

Q9a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager appropriately deals with employees who perform poorly



Q7c. I feel that change is managed well in my organisation



Q6d. Senior managers encourage innovation by employees



Q7g. I have confidence in the way recruitment decisions are made



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q9a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager appropriately deals with employees who perform poorly



Q7c. I feel that change is managed well in my organisation



Q6d. Senior managers encourage innovation by employees



Q7g. I have confidence in the way recruitment decisions are made



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q9a. I have confidence in the ways my organisation resolves grievances



Q5h. My manager appropriately deals with employees who perform poorly



Q7c. I feel that change is managed well in my organisation



Q6d. Senior managers encourage innovation by employees



Q7g. I have confidence in the way recruitment decisions are made



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?
(STRENGTHS)

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES.
(AREAS OF POTENTIAL)

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT?
(AREAS OF CONCERN)



WHAT'S NEXT?

Sector employees have 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.

53%

of employees replied favourably to:

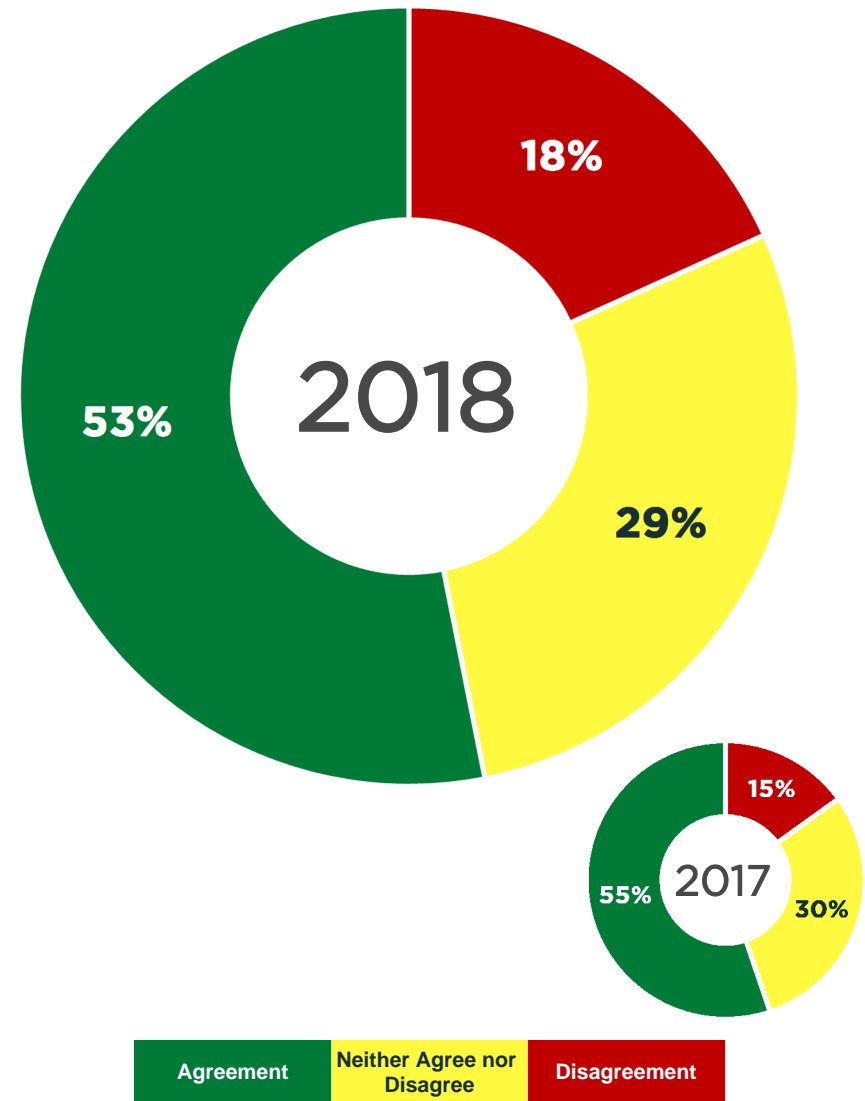
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

55%

2017



KEY DRIVERS OF ENGAGEMENT



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 level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

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

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	% AGREEMENT PUBLIC SECTOR
1	Q7a. My organisation focuses on improving the work we do	73%	80%	69%
2	Q7f. My organisation is committed to developing its employees	60%	69%	52%
3	Q7h. My organisation generally selects capable people to do the job	64%	67%	54%
4	Q6h. I feel that senior managers listen to employees	49%	55%	43%
5	Q6c. I feel that senior managers model the values of my organisation	58%	65%	50%
6	Q6a. I believe senior managers provide clear direction for the future of the organisation	49%	58%	49%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Environment Protection Authority

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	Environment Protection Authority	Container Deposit Scheme Branch	Corporate Services Branch	Hazardous Incidents and Environmental Health	Legal Services Branch	Regulatory Services Division	Stakeholder Engagement and Communications	Waste and Resource Recovery Branch
NUMBER OF RESPONDENTS	589	21	42	99	26	236	28	137
EMPLOYEE ENGAGEMENT	70%	68%	74%	70%	77%	71%	75%	63%
ENGAGEMENT WITH WORK	71%	51%	79%	74%	89%	71%	82%	64%
SENIOR MANAGERS	52%	47%	57%	53%	76%	56%	63%	36%
COMMUNICATION	65%	58%	66%	63%	86%	69%	81%	55%
HIGH PERFORMANCE	66%	53%	70%	65%	79%	69%	77%	57%
PUBLIC SECTOR VALUES	67%	65%	70%	65%	87%	71%	79%	55%
DIVERSITY & INCLUSION	76%	73%	78%	73%	80%	78%	86%	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 10 RESPONDENTS



EXPLORE THE FULL RESULTS

Questions are grouped by topics 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	70% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	24	48	19		71%	78%	61%
Q7j. I am proud to tell others I work for my organisation	33	43	17		76%	82%	69%
Q7k. I feel a strong personal attachment to my organisation	28	40	21	8	68%	69%	63%
Q7l. My organisation motivates me to help it achieve its objectives	20	42	26	8	62%	67%	55%
Q7m. My organisation inspires me to do the best in my job	20	41	25	10	61%	64%	55%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics 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.

ENGAGEMENT WITH WORK	71% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	27	46	13	10	72%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	28	45	15	7	73%	77%	72%
Q1e. I am satisfied with my job	21	48	15	12	68%	70%	69%

KEY





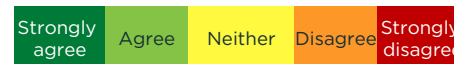
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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.

SENIOR MANAGERS	52% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	39	25	17	8	49%	58%	49%
Q6b. I feel that senior managers effectively lead and manage change	9	36	28	18	10	44%	53%	46%
Q6c. I feel that senior managers model the values of my organisation	14	44	26	9	7	58%	65%	50%
Q6d. Senior managers encourage innovation by employees	10	43	30	13		53%	61%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	42	28	10		56%	63%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	54	20			71%	70%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	11	43	22	18		54%	56%	47%
Q6h. I feel that senior managers listen to employees	11	38	28	15	8	49%	55%	43%
Q7c. I feel that change is managed well in my organisation		27	34	24	9	32%	38%	40%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics 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.

COMMUNICATION	65% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	32	38	15	10	70%	75%	72%
Q5d. My manager encourages and values employee input	37	38	14		75%	79%	72%
Q5e. My manager involves my workgroup in decisions about our work	31	37	16	11	68%	69%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	11	43	22	18	54%	56%	47%
Q6h. I feel that senior managers listen to employees	11	38	28	15	49%	55%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26	51	11		77%	79%	67%

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics 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.

	HIGH PERFORMANCE				66% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	29	54	9		84%	86%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	37	43	9		80%	80%	79%	
Q3f. I have received appropriate training and development to do my job well	17	49	22	8	66%	73%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	47	14	8	75%	78%	74%	
Q5f. I have confidence in the decisions my manager makes	33	39	15		72%	76%	68%	
Q6d. Senior managers encourage innovation by employees	10	43	30	13	53%	61%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	42	28	10	56%	63%	52%	
Q7a. My organisation focuses on improving the work we do	18	55	18	8	73%	80%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	8	44	28	15	53%	56%	57%	

KEY

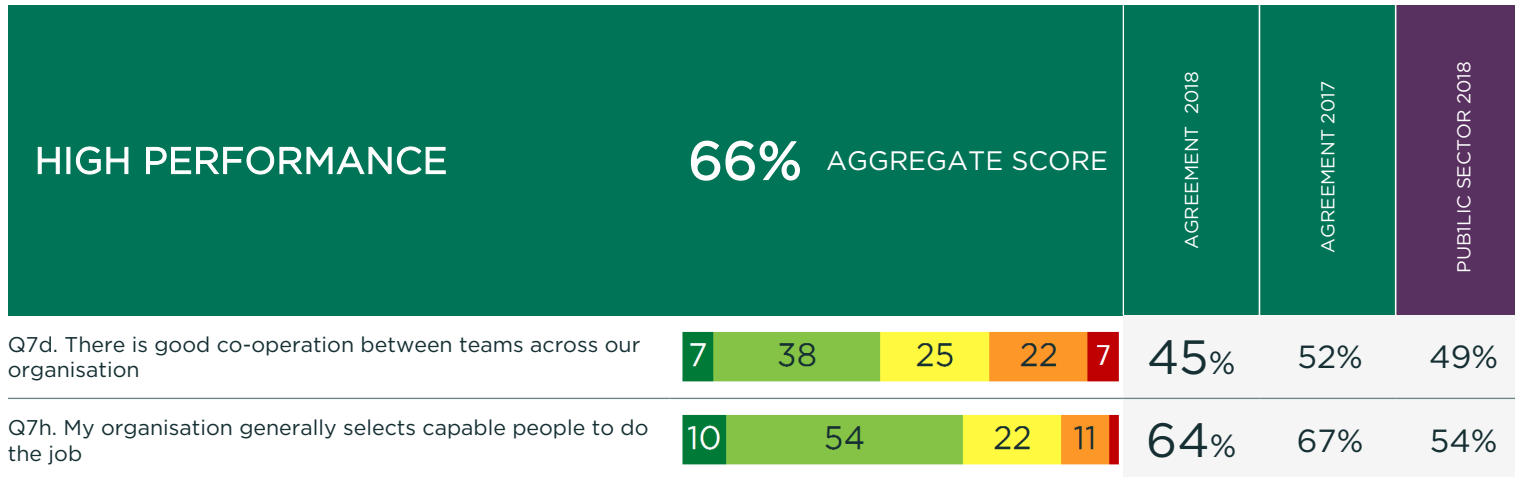




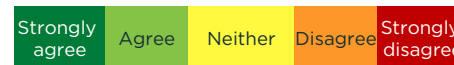
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 topics 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	67% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	39	48	7			87%	87%	86%
Q2e. People in my workgroup treat each other with respect	45	39	8			84%	84%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	47	14	8		75%	78%	74%
Q5b. My manager listens to what I have to say	37	43	11			80%	83%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	39	25	17	8	49%	58%	49%
Q6c. I feel that senior managers model the values of my organisation	14	44	26	9	7	58%	65%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	54	20			71%	70%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	11	43	22	18		54%	56%	47%
Q6h. I feel that senior managers listen to employees	11	38	28	15	8	49%	55%	43%

KEY

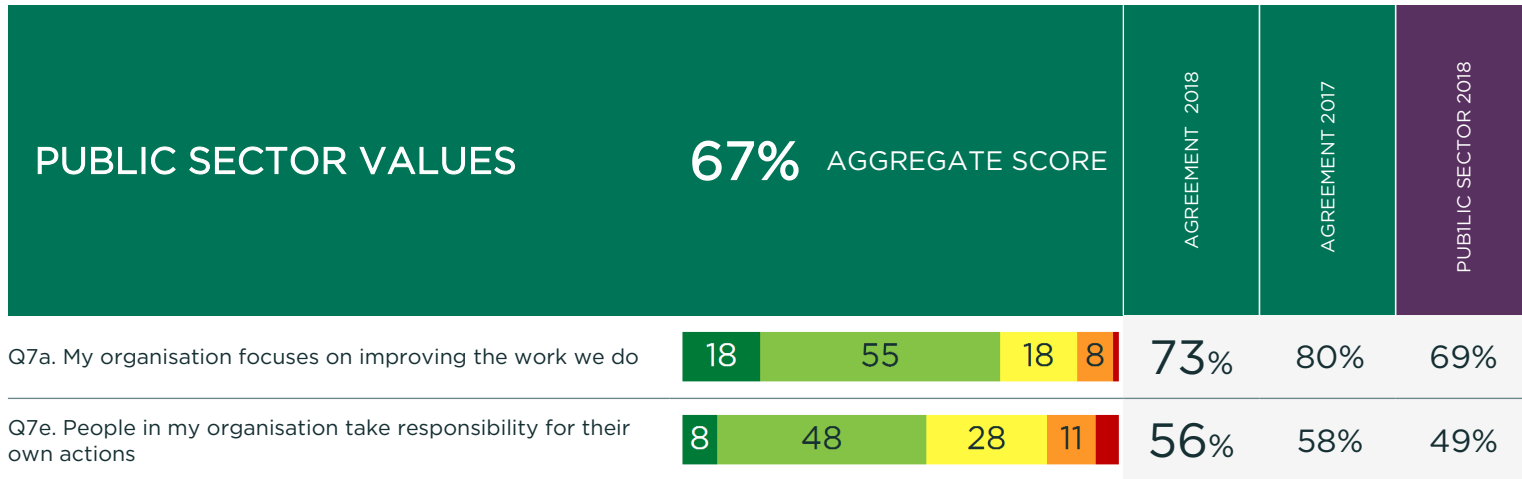




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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





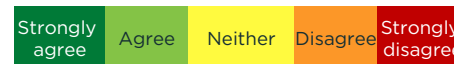
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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.

DIVERSITY & INCLUSION	76% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	21	45	15	15	65%	69%	65%
Q5b. My manager listens to what I have to say	37	43	11		80%	83%	76%
Q5d. My manager encourages and values employee input	37	38	14		75%	79%	72%
Q6i. Senior managers in my organisation support the career advancement of women	28	44	23		71%	73%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	28	53	13		81%	82%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	31	47	15		78%	82%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26	51	11		77%	79%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	30	46	13	8	77%	75%	59%
Q8e. My manager supports flexible working in my team	37	44	10		81%	-	63%

KEY

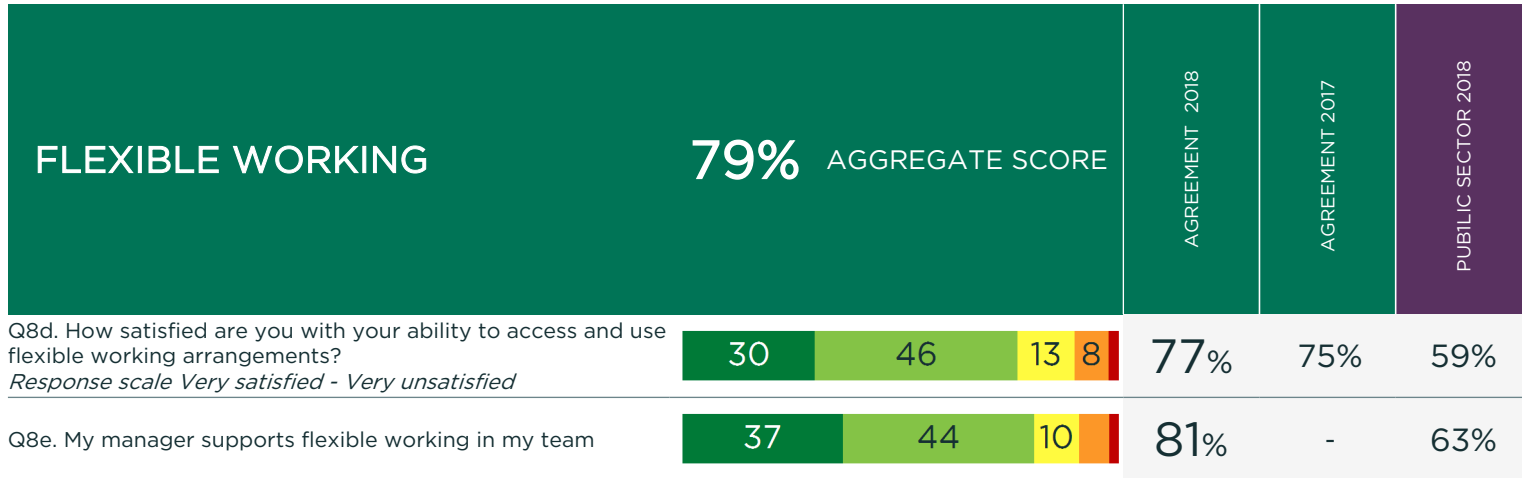




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

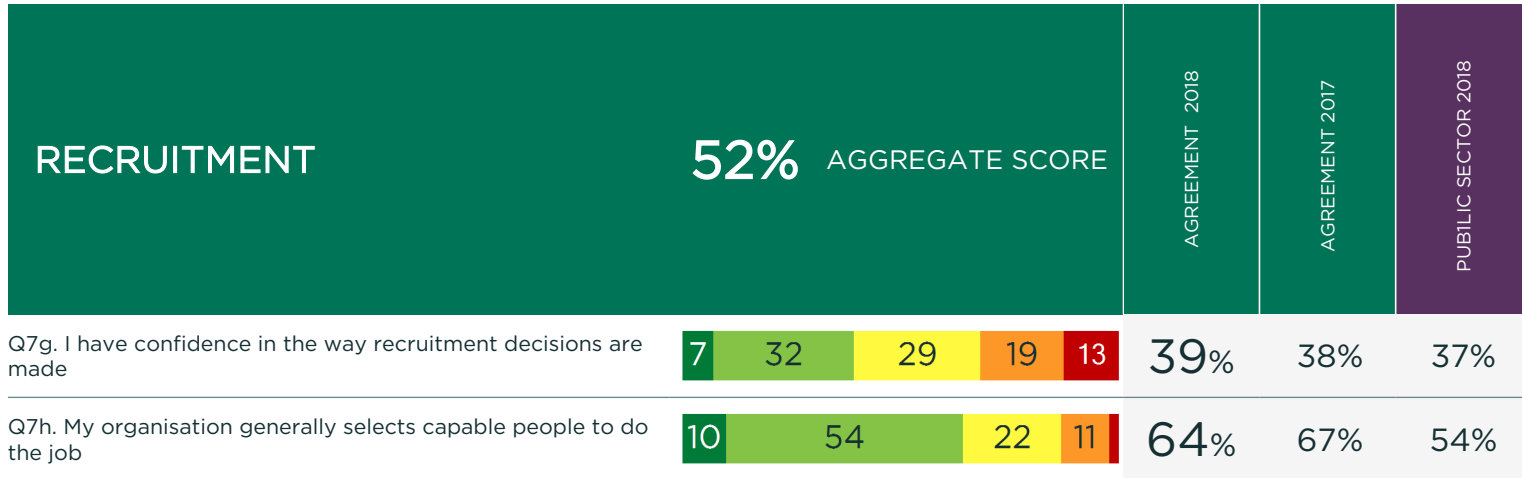




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 topics 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

59% AGGREGATE SCORE

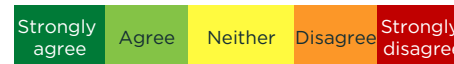
AGREEMENT 2018

AGREEMENT 2017

PUBLIC LIC SECTOR 2018

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20	46	16	13	5	66%	73%	65%
Q3e. My performance is assessed against clear criteria	11	42	23	19	5	53%	60%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	14	40	22	15	8	54%	53%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	35	39	14	8	8	74%	78%	69%
Q5h. My manager appropriately deals with employees who perform poorly	15	29	37	10	9	44%	43%	46%
Q7f. My organisation is committed to developing its employees	12	48	26	10	4	60%	69%	52%

KEY

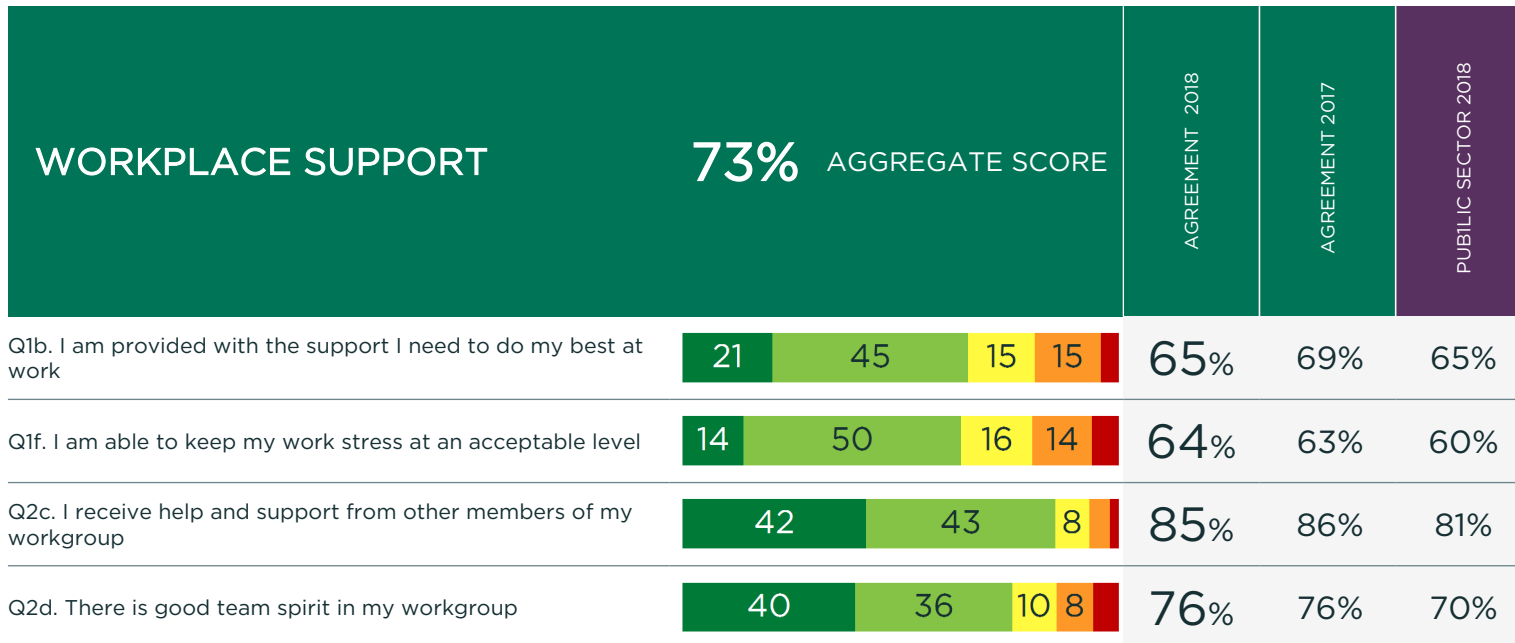




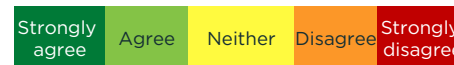
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

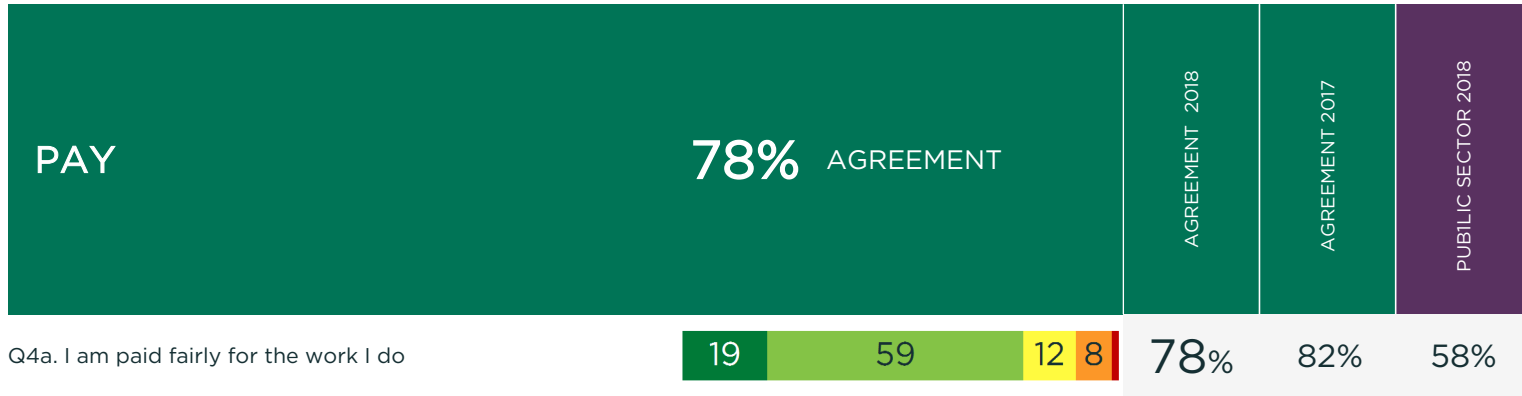




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

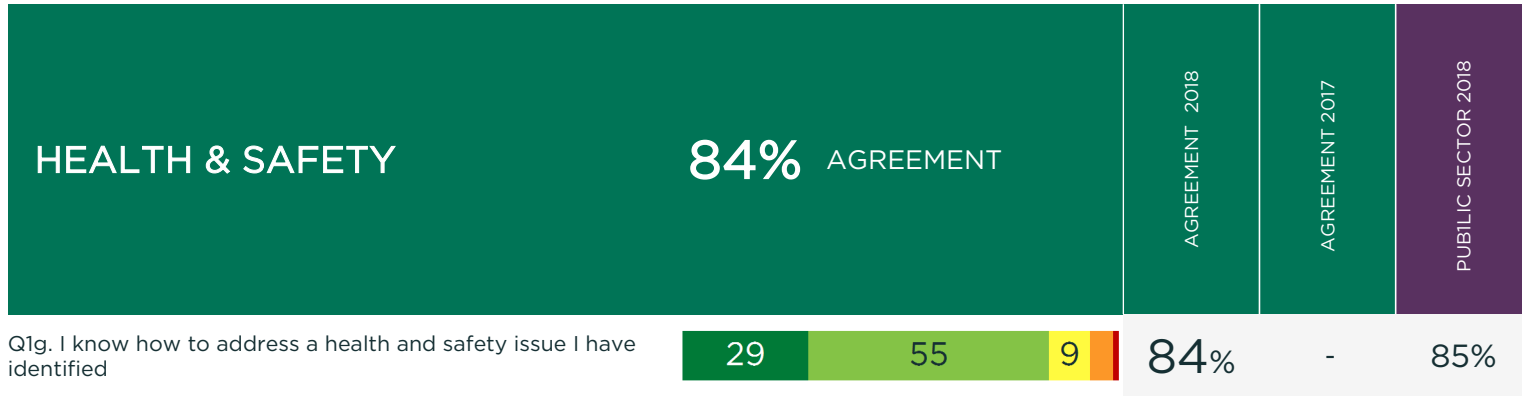




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 topics 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 ON RESULTS

53% AGREEMENT

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 topics 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.

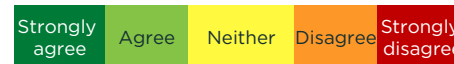
WORKPLACE CONDUCT

36% AGREEMENT

Q9a. I have confidence in the ways my organisation resolves grievances



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

2018

2017

PUBLIC SECTOR 2018

Q3a. I have a current performance and development plan that sets out my individual objectives

Yes



74%

88%

71%

No



26%

12%

29%

Q3b. I have informal feedback conversations with my manager

Yes



81%

84%

76%

No



19%

16%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



66%

72%

58%

No



34%

28%

42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
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		50%	48%	41%
No		50%	52%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

Q3i. Are there barriers preventing you from moving to another role?

		2018	2017	PUBLIC SECTOR 2018
The application/recruitment process is too cumbersome or time consuming		36%	32%	23%
Geographic location considerations		35%	38%	26%
Personal/family considerations		31%	37%	30%
Lack of visible opportunities		30%	32%	30%
There are no major barriers to my career progression		29%	26%	32%
Lack of promotion opportunities		29%	32%	29%
Lack of support for temporary assignments/secondments		15%	13%	15%
Lack of support from my manager/supervisor		12%	8%	14%
Lack of required capabilities or experience		11%	10%	11%
Insufficient training and development		8%	6%	16%
Other		8%	7%	9%

% are calculated with the number of unique respondents (N = 572 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		16%	11%	24%
No		70%	79%	58%
Don't know		14%	10%	18%

Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		57%	35%	66%
No		41%	61%	32%
Don't know		2%	4%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q11a. In the last 12 months I have witnessed bullying at work

Yes		24%	21%	33%
No		69%	71%	57%
Don't know		7%	8%	10%

Q11b. In the last 12 months I have been subjected to bullying at work

Yes		10%	10%	18%
No		83%	86%	76%
Don't know		7%	4%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q11c. 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

Your Immediate Manager/Supervisor		27%	24%	23%
A fellow worker at your level		22%	25%	27%
A senior manager		20%	22%	21%
Prefer not to say		14%	24%	14%
A subordinate		8%	2%	7%
Other		7%	4%	4%
A client or customer		2%	-	2%
A member of the public other than a client or customer	(r)			



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Response	2018	2017	PUBLIC SECTOR 2018
Yes	1%	-	3%
No	97%	-	94%
Don't know	2%	-	2%

Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

A person at work	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		43%
Female		55%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		0%
20 - 24		2%
25 -29	■	9%
30 - 34	■	12%
35 - 39	■	20%
40 - 44	■	18%
45 - 49	■	14%
50 - 54	■	12%
55 - 59	■	8%
60 - 64		3%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

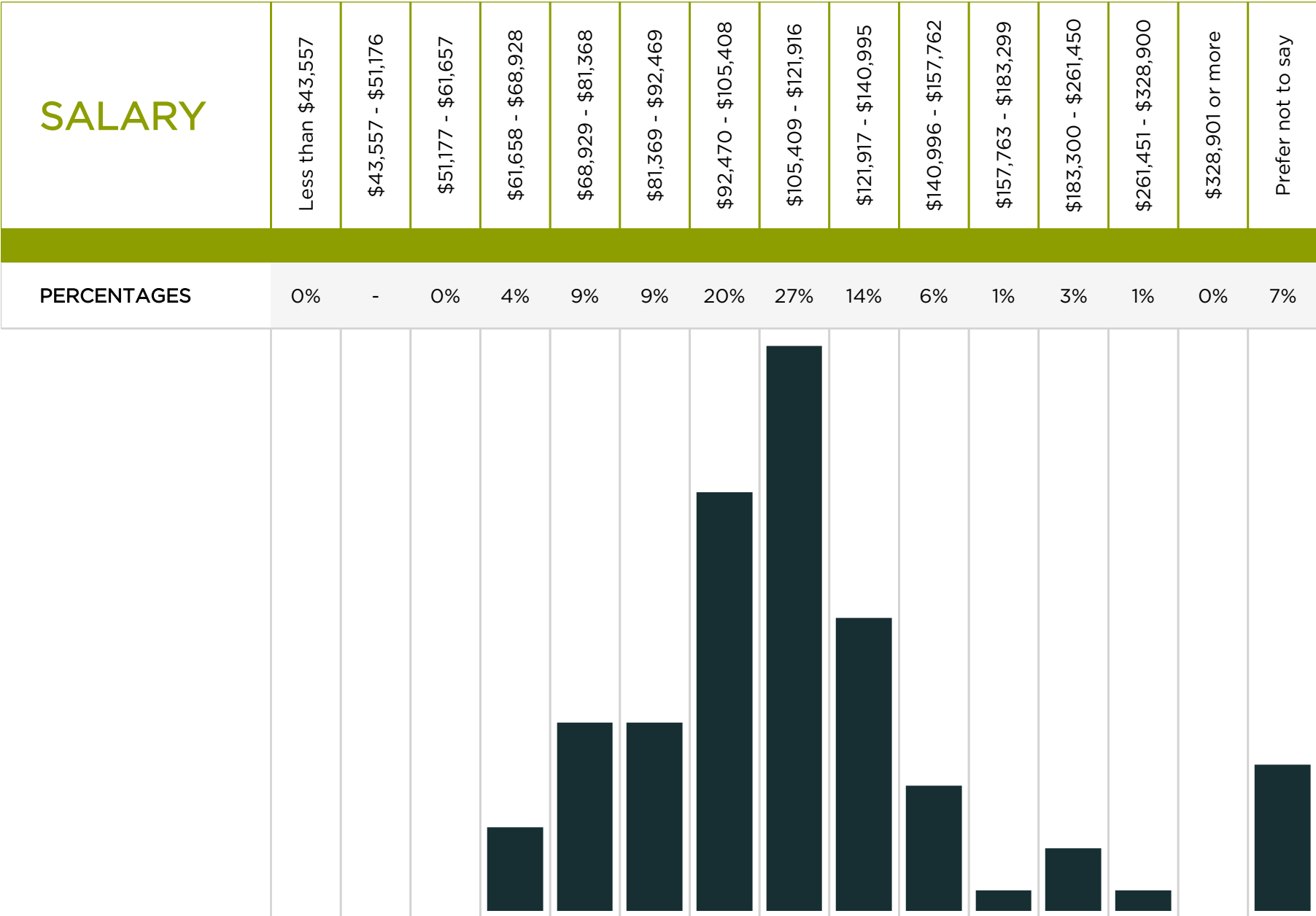
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	24%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	6%
Administrative support (e.g. executive/personal assistant, receptionist)	6%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6%
Policy	17%
Research	0%
Program and project management support	18%
Legal (including developing and/or reviewing legislation)	4%
Other	19%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		18%
1 - 2 years		11%
2 - 5 years		24%
5 - 10 years		19%
10 - 20 years		18%
More than 20 years		10%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		74%
Working from home		32%
Working additional hours to make up for time off		24%
Working from different locations		19%
Part-time work		14%
None of the above		12%
Working more hours over fewer days		9%

% are calculated with the number of unique respondents (N = 570 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	6%
Purchasing annual leave	2%
Study leave	2%
Other	2%
Job sharing	1%
Flexible scheduling for rostered workers	1%

% are calculated with the number of unique respondents (N = 570 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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 (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	589	135	32	34	35	95	1	105	23	111
EMPLOYEE ENGAGEMENT	70%	68%	70%	71%	73%	72%	(r)	67%	(r)	70%
ENGAGEMENT WITH WORK	71%	74%	72%	69%	80%	71%	(r)	68%	(r)	66%
SENIOR MANAGERS	52%	50%	48%	60%	59%	49%	(r)	46%	(r)	55%
COMMUNICATION	65%	67%	63%	64%	70%	69%	(r)	60%	(r)	63%
HIGH PERFORMANCE	66%	67%	61%	69%	72%	69%	(r)	60%	(r)	63%
PUBLIC SECTOR VALUES	67%	67%	65%	70%	69%	69%	(r)	63%	(r)	66%
DIVERSITY & INCLUSION	76%	77%	72%	71%	78%	82%	(r)	75%	(r)	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 SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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 \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	589	1	0	2	20	51	52	111	151	81	32	5	15	3
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	82%	68%	67%	67%	68%	79%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	71%	(r)	(r)	(r)	(r)	82%	66%	67%	72%	74%	83%	(r)	(r)	(r)
SENIOR MANAGERS	52%	(r)	(r)	(r)	(r)	65%	47%	49%	48%	52%	63%	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	72%	56%	62%	65%	68%	79%	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	75%	60%	61%	62%	71%	80%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	78%	62%	63%	65%	69%	79%	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	(r)	(r)	81%	70%	73%	76%	80%	85%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Environment Protection Authority	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	589	1	42
EMPLOYEE ENGAGEMENT	70%	(r)	61%
ENGAGEMENT WITH WORK	71%	(r)	50%
SENIOR MANAGERS	52%	(r)	44%
COMMUNICATION	65%	(r)	56%
HIGH PERFORMANCE	66%	(r)	56%
PUBLIC SECTOR VALUES	67%	(r)	58%
DIVERSITY & INCLUSION	76%	(r)	67%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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
NUMBER OF RESPONDENTS	589	102	64	136	108	101	58
EMPLOYEE ENGAGEMENT	70%	73%	72%	71%	65%	68%	73%
ENGAGEMENT WITH WORK	71%	72%	78%	71%	65%	73%	80%
SENIOR MANAGERS	52%	58%	60%	54%	42%	49%	56%
COMMUNICATION	65%	71%	74%	68%	57%	61%	68%
HIGH PERFORMANCE	66%	66%	70%	67%	62%	64%	71%
PUBLIC SECTOR VALUES	67%	72%	75%	68%	60%	64%	70%
DIVERSITY & INCLUSION	76%	78%	82%	78%	73%	73%	79%

KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Environment Protection Authority	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	589	422	54	134	4	81	5	106	182	12	36	12	10	71
EMPLOYEE ENGAGEMENT	70%	71%	71%	74%	(r)	70%	(r)	74%	72%	(r)	73%	(r)	(r)	60%
ENGAGEMENT WITH WORK	71%	75%	81%	79%	(r)	67%	(r)	80%	72%	(r)	74%	(r)	(r)	53%
SENIOR MANAGERS	52%	54%	54%	57%	(r)	52%	(r)	53%	54%	(r)	49%	(r)	(r)	41%
COMMUNICATION	65%	67%	65%	69%	(r)	63%	(r)	69%	68%	(r)	68%	(r)	(r)	56%
HIGH PERFORMANCE	66%	68%	65%	69%	(r)	66%	(r)	68%	68%	(r)	67%	(r)	(r)	52%
PUBLIC SECTOR VALUES	67%	69%	67%	70%	(r)	68%	(r)	69%	70%	(r)	67%	(r)	(r)	55%
DIVERSITY & INCLUSION	76%	79%	79%	81%	(r)	77%	(r)	82%	80%	(r)	79%	(r)	(r)	60%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Environment Protection Authority	Sydney East	Sydney - City and Inner South	Sydney West	Sydney - Parramatta	Newcastle and Lake Macquarie	Far West and Orana	Coffs Harbour - Grafton	Capital Region	Illawarra	New England and North West	Central West	Murray
NUMBER OF RESPONDENTS	589	313	308	82	81	34	24	22	19	16	9	8	4
EMPLOYEE ENGAGEMENT	70%	72%	71%	66%	65%	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	71%	70%	70%	66%	66%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	52%	55%	54%	42%	42%	48%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	67%	67%	57%	56%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	67%	67%	57%	56%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	69%	69%	58%	58%	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	77%	77%	69%	69%	75%	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Environment Protection Authority	Riverina	Sydney - Inner West	Sydney - North Sydney and Hornsby	Richmond - Tweed	Sydney - South West	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	589	3	3	2	1	1	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Environment Protection Authority	Central Coast	Hunter Valley exc Newcastle	Mid North Coast	OUTSIDE NSW	Sydney - Outer West and Blue Mountains	Sydney - Ryde
NUMBER OF RESPONDENTS	589	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	71%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	52%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	589	1	12	48	68	109	101	76	68	47	17	9
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	75%	70%	71%	68%	70%	70%	72%	(r)	(r)
ENGAGEMENT WITH WORK	71%	(r)	(r)	69%	75%	70%	71%	70%	75%	79%	(r)	(r)
SENIOR MANAGERS	52%	(r)	(r)	55%	47%	50%	55%	50%	55%	57%	(r)	(r)
COMMUNICATION	65%	(r)	(r)	69%	65%	70%	67%	62%	63%	70%	(r)	(r)
HIGH PERFORMANCE	66%	(r)	(r)	69%	65%	64%	65%	67%	67%	70%	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	71%	65%	68%	69%	65%	67%	71%	(r)	(r)
DIVERSITY & INCLUSION	76%	(r)	(r)	77%	76%	81%	77%	72%	75%	77%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
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AT LEAST 5 PERCENTAGE POINTS
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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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
NUMBER OF RESPONDENTS	589	239	308	12
EMPLOYEE ENGAGEMENT	70%	69%	72%	(r)
ENGAGEMENT WITH WORK	71%	75%	71%	(r)
SENIOR MANAGERS	52%	54%	52%	(r)
COMMUNICATION	65%	69%	65%	(r)
HIGH PERFORMANCE	66%	67%	67%	(r)
PUBLIC SECTOR VALUES	67%	69%	67%	(r)
DIVERSITY & INCLUSION	76%	78%	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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GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

i PRIVACY

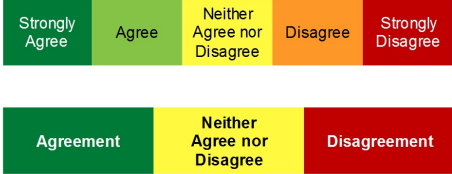
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams 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.