



2019 | NSW Public Sector  
Employee Survey

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AGENCY REPORT

Environment Protection Authority



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## RESPONSE RATE

# 89%

629 OF 708 RESPONDENTS

RESPONSE RATE 2018: 92%

## EMPLOYEE ENGAGEMENT

# 72%

DIFFERENCE FROM 2018 **+3**  
(70%)

DIFFERENCE FROM PUBLIC SECTOR **+7**  
(66%)

## ENGAGEMENT WITH WORK

# 76%

DIFFERENCE FROM 2018 **+5**  
(71%)

DIFFERENCE FROM PUBLIC SECTOR **+4**  
(73%)

## SENIOR MANAGERS

# 57%

DIFFERENCE FROM 2018 **+5**  
(52%)

DIFFERENCE FROM PUBLIC SECTOR **+7**  
(50%)

## COMMUNICATION

# 74%

DIFFERENCE FROM 2018 **+8**  
(65%)

DIFFERENCE FROM PUBLIC SECTOR **+11**  
(62%)

## HIGH PERFORMANCE

# 71%

DIFFERENCE FROM 2018 **+5**  
(66%)

DIFFERENCE FROM PUBLIC SECTOR **+6**  
(65%)

## PUBLIC SECTOR VALUES

# 71%

DIFFERENCE FROM 2018 **+4**  
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+9**  
(62%)

## DIVERSITY & INCLUSION

# 81%

DIFFERENCE FROM 2018 **+5**  
(76%)

DIFFERENCE FROM PUBLIC SECTOR **+12**  
(69%)

## FLEXIBLE WORKING SATISFACTION

# 76%

DIFFERENCE FROM 2018 **0** (77%)

DIFFERENCE FROM PUBLIC SECTOR **+18**  
(59%)

## ACTION ON RESULTS

# 56%

DIFFERENCE FROM 2018 **+3**  
(53%)

DIFFERENCE FROM PUBLIC SECTOR **+17**  
(39%)



## 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  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
1h. I am comfortable notifying my manager if I become aware of any risks at work	95%	-
1a. I understand what is expected of me to do well in my role	90%	84%
2a. My workgroup strives to achieve customer/client satisfaction	89%	87%
1g. I know how to address a health and safety issue I have identified	89%	84%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	89%	81%
2c. I receive help and support from other members of my workgroup	87%	85%
5b. My manager listens to what I have to say	86%	80%
8e. My manager supports flexible working in my team	85%	81%
2e. People in my workgroup treat each other with respect	85%	84%
2b. My workgroup works collaboratively to achieve its objectives	84%	80%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
11a. I have confidence in the ways my organisation resolves grievances	40%	36%
7c. I feel that change is managed well in my organisation	41%	32%
7g. I have confidence in the way recruitment decisions are made	44%	39%
5h. My manager deals appropriately with employees who perform poorly	46%	44%
6b. I feel that senior managers effectively lead and manage change	49%	44%
6a. I believe senior managers provide clear direction for the future of the organisation	51%	49%
3g. I am satisfied with the opportunities available for career development in my organisation	54%	54%
7d. There is good co-operation between teams across our organisation	55%	45%
6h. I feel that senior managers listen to employees	55%	49%
6d. Senior managers encourage innovation by employees	56%	53%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
6g. I feel that senior managers keep employees informed about what's going on	66%	54%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	76%	66%
5e. My manager involves my workgroup in decisions about our work	78%	68%
7d. There is good co-operation between teams across our organisation	55%	45%
7c. I feel that change is managed well in my organisation	41%	32%
5c. My manager communicates effectively with me	78%	70%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	89%	81%
3f. I have received appropriate training and development to do my job well	74%	66%
5d. My manager encourages and values employee input	82%	75%
5f. I have confidence in the decisions my manager makes	79%	72%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018



### 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

**Q11a.** I have confidence in the ways my organisation resolves grievances



**Q5h.** My manager deals appropriately with employees who perform poorly



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



**Q6d.** Senior managers encourage innovation by employees



**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

**Q11a.** I have confidence in the ways my organisation resolves grievances



**Q5h.** My manager deals appropriately with employees who perform poorly



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



**Q6d.** Senior managers encourage innovation by employees



**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

**Q11a.** I have confidence in the ways my organisation resolves grievances



**Q5h.** My manager deals appropriately with employees who perform poorly



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



**Q6d.** Senior managers encourage innovation by employees



**Q6e.** Senior managers promote collaboration between my organisation and other organisations we work with



## FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

## 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)**

# RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

**Survey responses: 629**

<b>Gender</b>	<b>Survey %</b>	<b>Employment Status</b>	<b>Survey %</b>	<b>Type of work</b>	<b>Survey %</b>
Male	39	Senior Executive (ongoing/permanent or term)	4	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	22
Female	58	Ongoing/Permanent (other than senior executive)	69	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)	4
Other	3	Temporary (including temporary teachers and graduates)	16	Administrative support (e.g. executive/personal assistant, receptionist)	7
		Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7
		Contract – Non Executive	7	Policy	16
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	2	Research	0
		Other	0	Program and project management support	16
		Don't know	2	Legal (including developing and/or reviewing legislation)	6
				Other	22
<b>Age</b>	<b>Survey %</b>	<b>Manager of managers</b>	<b>Survey %</b>	<b>Organisation Tenure</b>	<b>Survey %</b>
15 - 34 years	26	Yes	9	Less than 1 year	20
35 - 54 years	62	No	91	1 - 2 years	12
55+ years	12			2 - 5 years	22
				5 - 10 years	18
				10 - 20 years	19
				More than 20 years	9
<b>LOTE spoken at home</b>	<b>Survey %</b>	<b>Supervisors</b>	<b>Survey %</b>	<b>Salary</b>	<b>Survey %</b>
Yes	12	Yes	28	\$83,402 and below	14
No	82	No	72	\$83,403 - \$108,043	27
Prefer not to say	6			\$108,044 - \$144,520	42
				\$144,521 and above	8
				Prefer not to say	8
<b>Aboriginal and/or Torres Strait Islanders</b>	<b>Survey %</b>	<b>Working arrangement</b>	<b>Survey %</b>		
Yes	1	Full-time	84		
No	95	Part-time	16		
Prefer not to say	5				
<b>Disability</b>	<b>Survey %</b>				
Yes	3				
No	91				
Prefer not to say	6				
<b>LGBTI</b>	<b>Survey %</b>				
Yes	6				
No	87				
Prefer not to say	6				

Results are rounded and may not add up to 100%



## 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.

Results are rounded and may not add up to 100%

# 56%

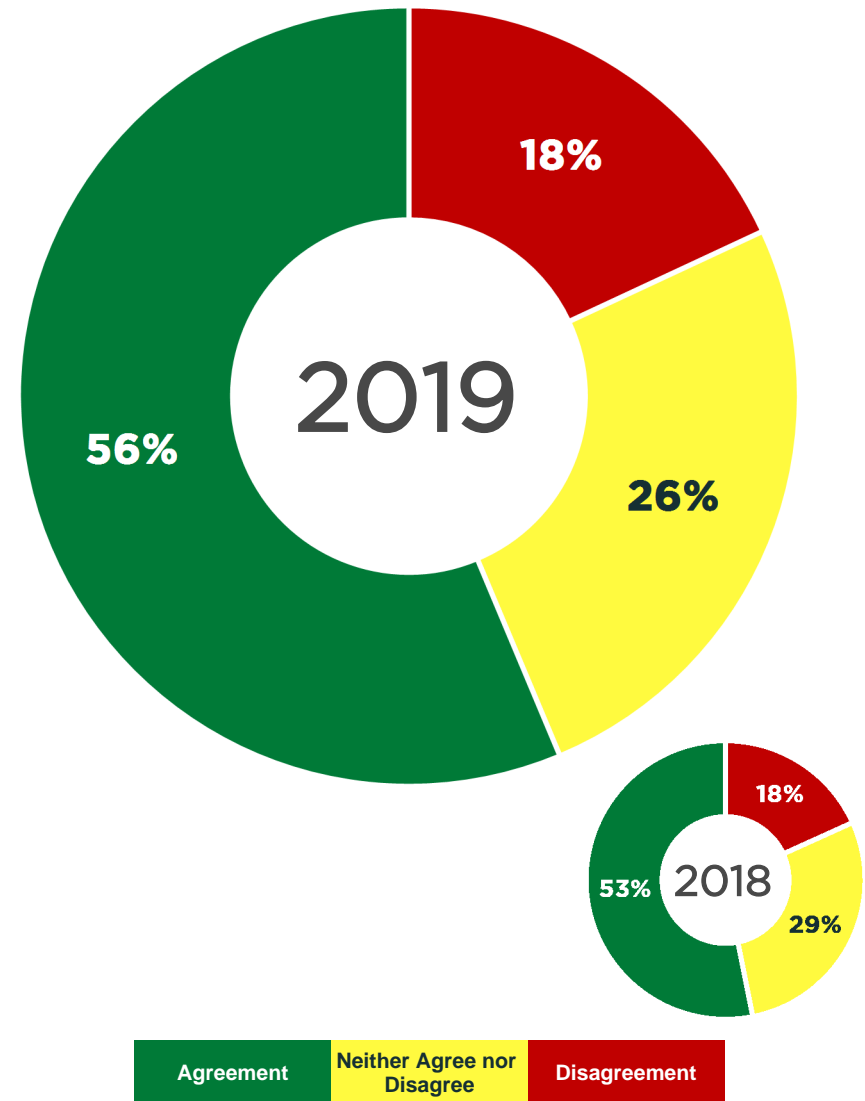
of employees replied favourably to:

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

**39%**  
SECTOR

**0%**  
CLUSTER

**53%**  
2018





# 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 2019	% AGREEMENT 2018	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>67%</b>	60%	53%
<b>2</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>75%</b>	73%	69%
<b>3</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>62%</b>	58%	52%
<b>4</b>	<b>Q7h.</b> My organisation generally selects capable people to do the job	<b>67%</b>	64%	54%
<b>5</b>	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>51%</b>	49%	51%
<b>6</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>55%</b>	49%	44%

# 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	WaRR Operations & Programs	WaRR Strategy & Policy
NUMBER OF RESPONDENTS	629	23	50	106	34	246	29	104	37
EMPLOYEE ENGAGEMENT	72%	81%	71%	72%	78%	73%	83%	67%	67%
ENGAGEMENT WITH WORK	76%	91%	75%	79%	80%	76%	89%	68%	79%
SENIOR MANAGERS	57%	84%	57%	61%	63%	55%	80%	47%	45%
COMMUNICATION	74%	95%	74%	74%	75%	73%	86%	68%	68%
HIGH PERFORMANCE	71%	88%	69%	70%	73%	71%	83%	65%	69%
PUBLIC SECTOR VALUES	71%	91%	72%	71%	75%	70%	87%	64%	68%
DIVERSITY & INCLUSION	81%	96%	80%	79%	84%	82%	87%	78%	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 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.

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	72% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	30	46	17		76%	71%	62%
Q7j. I am proud to tell others I work for my organisation	36	45	14		82%	76%	70%
Q7k. I feel a strong personal attachment to my organisation	31	39	21		71%	68%	64%
Q7l. My organisation motivates me to help it achieve its objectives	22	43	24	7	66%	62%	56%
Q7m. My organisation inspires me to do the best in my job	22	43	25	7	64%	61%	56%

KEY



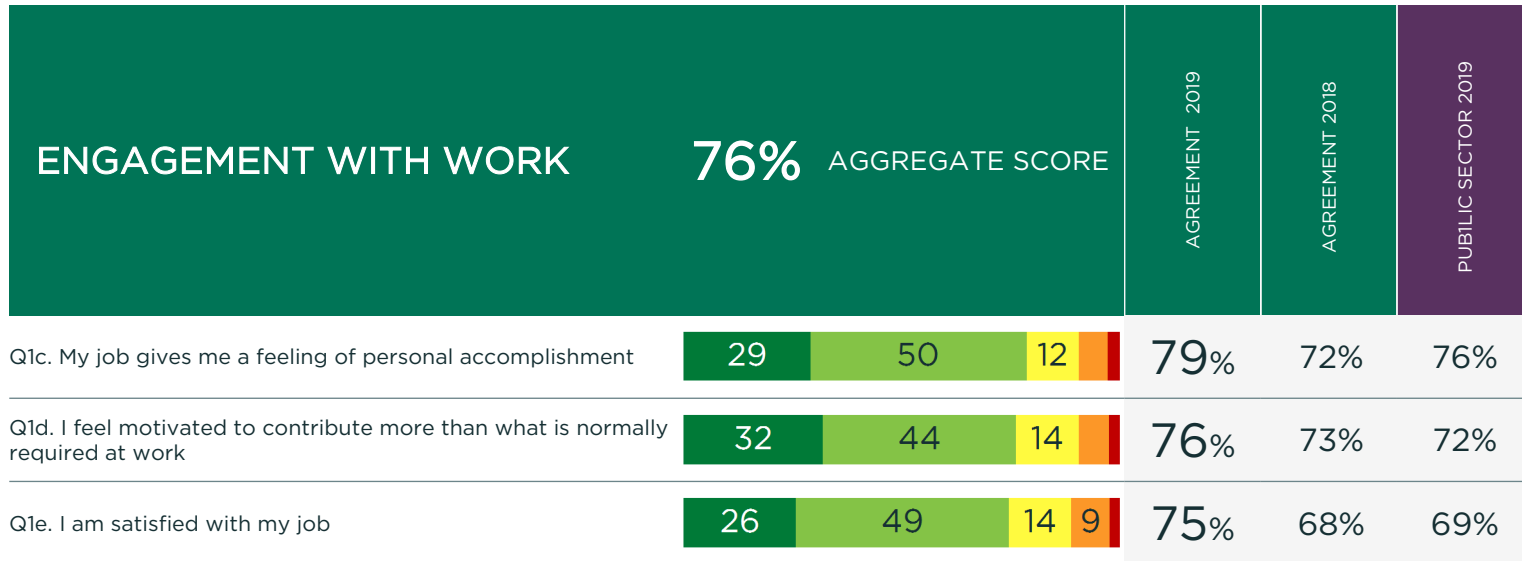


## EXPLORE THE FULL RESULTS

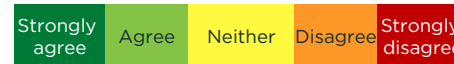
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KEY





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SENIOR MANAGERS	57% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	40	28	15		51%	49%	51%
Q6b. I feel that senior managers effectively lead and manage change	12	38	29	15	7	49%	44%	47%
Q6c. I feel that senior managers model the values of my organisation	16	45	24	9		62%	58%	52%
Q6d. Senior managers encourage innovation by employees	12	44	30	10		56%	53%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	45	29			60%	56%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	53	20			71%	71%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	51	16	11	7	66%	54%	48%
Q6h. I feel that senior managers listen to employees	14	41	26	12		55%	49%	44%
Q7c. I feel that change is managed well in my organisation	7	34	32	18	8	41%	32%	42%

### KEY





## EXPLORE THE FULL RESULTS

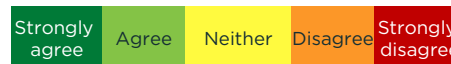
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COMMUNICATION	74% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019	
Q5c. My manager communicates effectively with me	36	42	11	8	78%	70%	72%	
Q5d. My manager encourages and values employee input	40	42	11		82%	75%	73%	
Q5e. My manager involves my workgroup in decisions about our work	35	44	12		78%	68%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	16	51	16	11	7	66%	54%	48%
Q6h. I feel that senior managers listen to employees	14	41	26	12		55%	49%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	31	51	11			81%	77%	69%

KEY





## EXPLORE THE FULL RESULTS

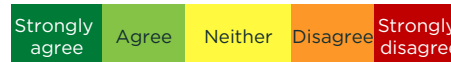
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				71% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	34	56				90%	84%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	43	41	9			84%	80%	79%
Q3f. I have received appropriate training and development to do my job well	23	51	17	8		74%	66%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	32	49	14			81%	75%	75%
Q5f. I have confidence in the decisions my manager makes	37	43	11			79%	72%	69%
Q6d. Senior managers encourage innovation by employees	12	44	30	10		56%	53%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	45	29			60%	56%	53%
Q7a. My organisation focuses on improving the work we do	18	56	17			75%	73%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	12	46	23	15		58%	53%	57%

KEY



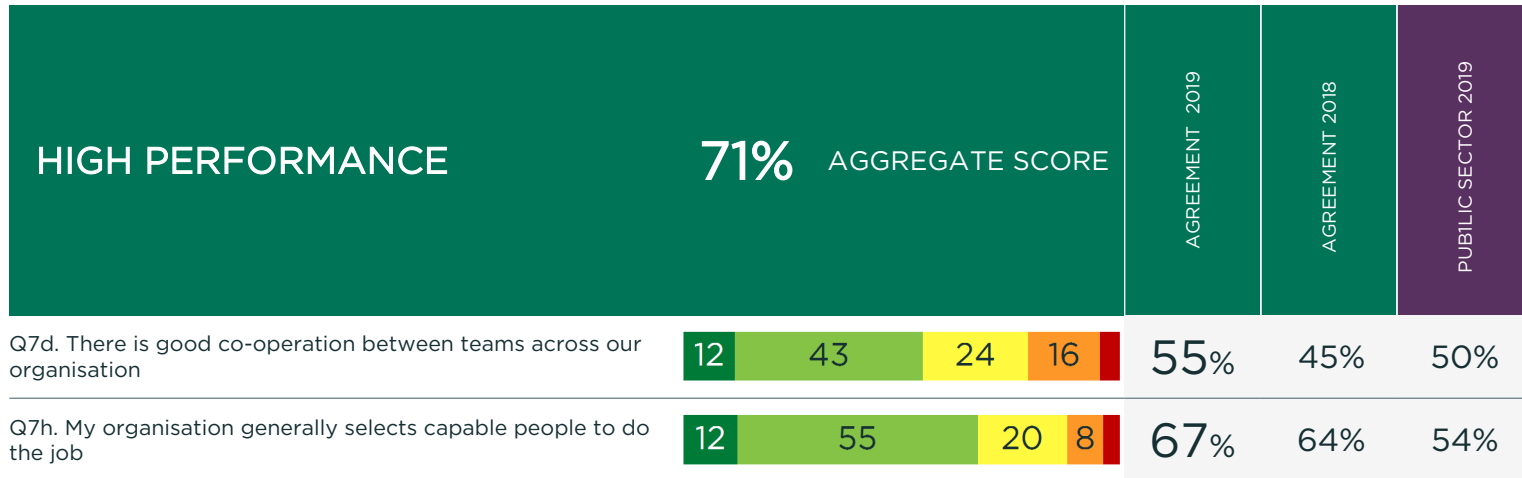


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KEY







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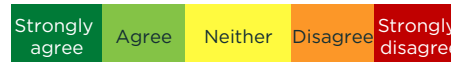
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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	71% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
	Q2a. My workgroup strives to achieve customer/client satisfaction	45	44	89%	87%
Q2e. People in my workgroup treat each other with respect	48	37	85%	84%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	32	49	81%	75%	75%
Q5b. My manager listens to what I have to say	42	45	86%	80%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	40	51%	49%	51%
Q6c. I feel that senior managers model the values of my organisation	16	45	62%	58%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	18	53	71%	71%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	51	66%	54%	48%
Q6h. I feel that senior managers listen to employees	14	41	55%	49%	44%

KEY



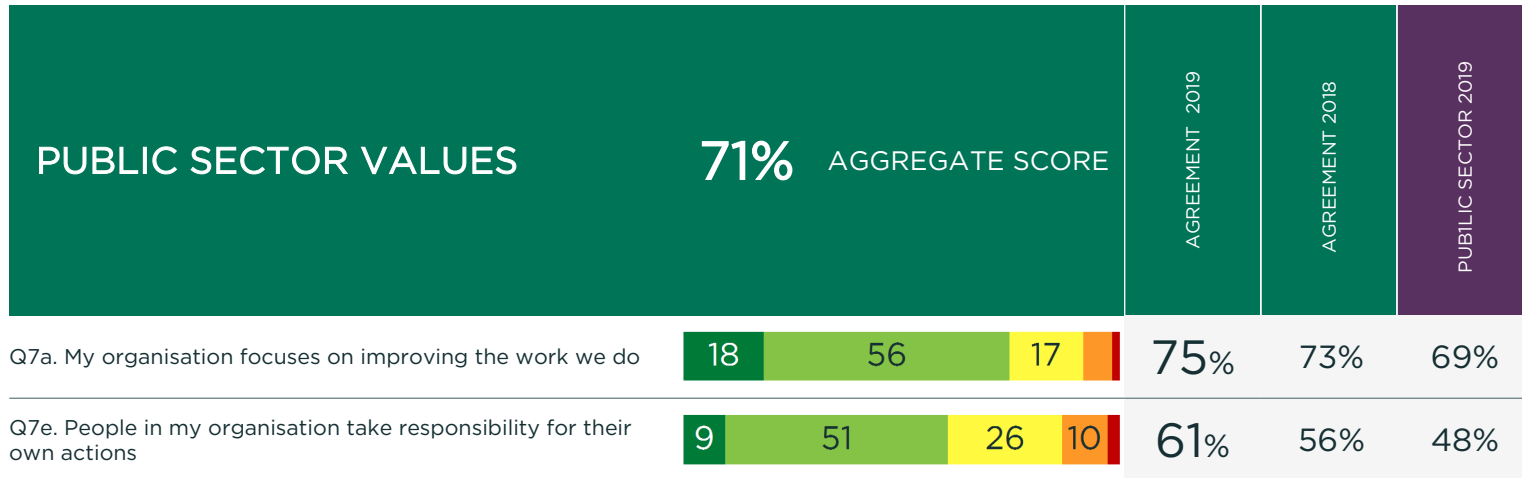


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DIVERSITY & INCLUSION	81% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	24	48	13	12	72%	65%	67%
Q5b. My manager listens to what I have to say	42	45	8		86%	80%	76%
Q5d. My manager encourages and values employee input	40	42	11		82%	75%	73%
Q6i. Senior managers in my organisation support the career advancement of women	31	45	20		76%	71%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	35	54	8		89%	81%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	35	48	10		83%	78%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	31	51	11		81%	77%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	35	42	13	8	76%	77%	59%
Q8e. My manager supports flexible working in my team	44	41	9		85%	81%	63%

KEY



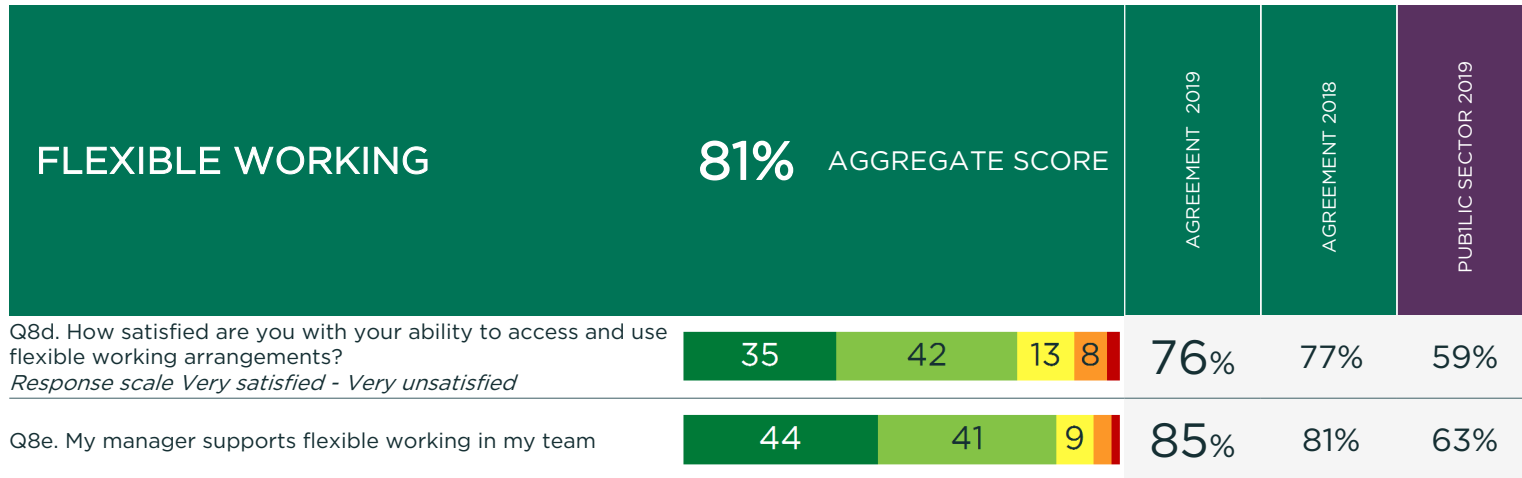


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KEY



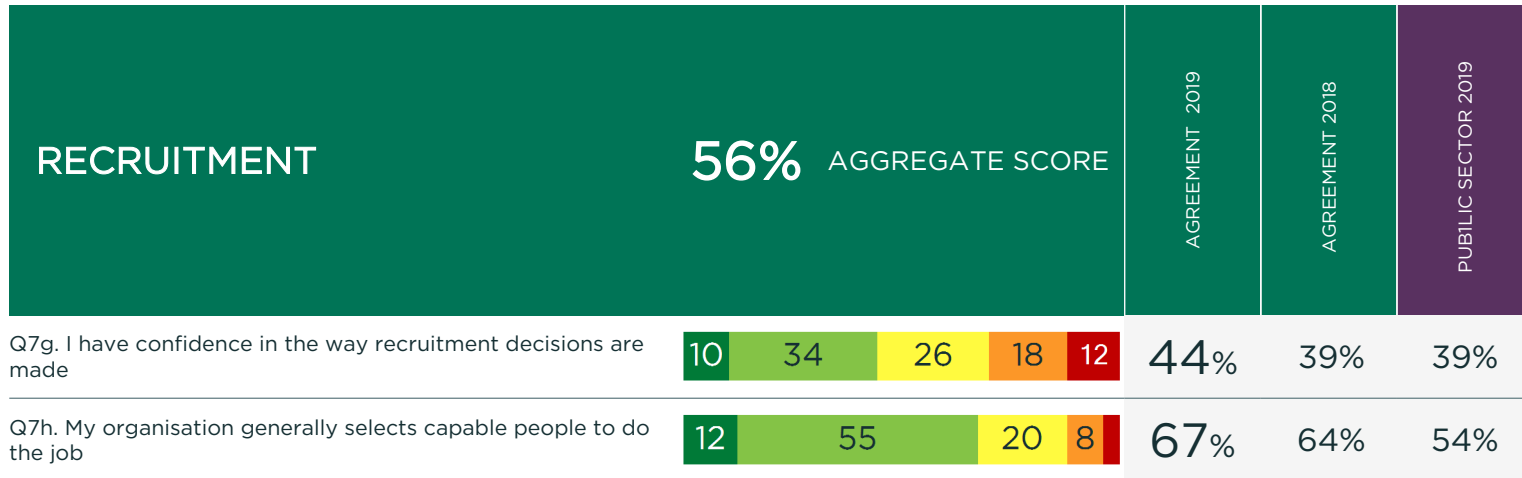


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KEY





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## PERFORMANCE FRAMEWORK & DEVELOPMENT

**64%** AGGREGATE SCORE

AGREEMENT 2019

AGREEMENT 2018

PUBLIC LIC SECTOR 2019

Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	24	52	13	9	76%	66%	66%
Q3e. My performance is assessed against clear criteria	14	43	26	14	57%	53%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	15	39	23	16	54%	54%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	41	40	12		81%	74%	69%
Q5h. My manager deals appropriately with employees who perform poorly	18	28	38	10	46%	44%	48%
Q7f. My organisation is committed to developing its employees	15	52	22	9	67%	60%	53%

KEY





## EXPLORE THE FULL RESULTS

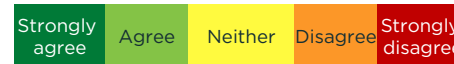
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

	77% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	24	48	13	12	72%	65%	67%
Q1f. I am able to keep my work stress at an acceptable level	17	51	16	14	68%	64%	61%
Q2c. I receive help and support from other members of my workgroup	46	41	8		87%	85%	81%
Q2d. There is good team spirit in my workgroup	42	37	11		80%	76%	70%

KEY



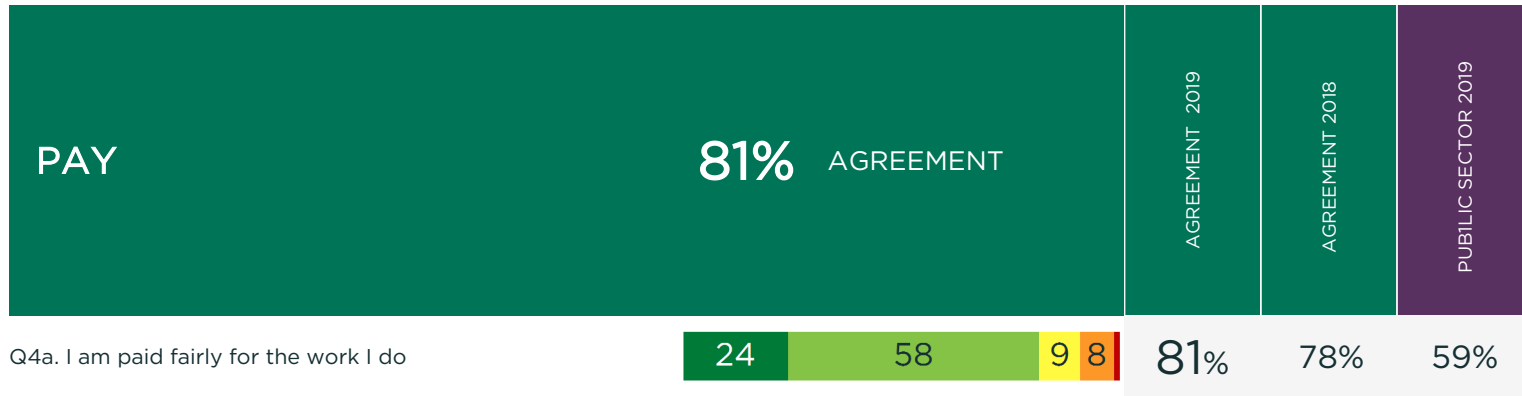


## EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



KEY





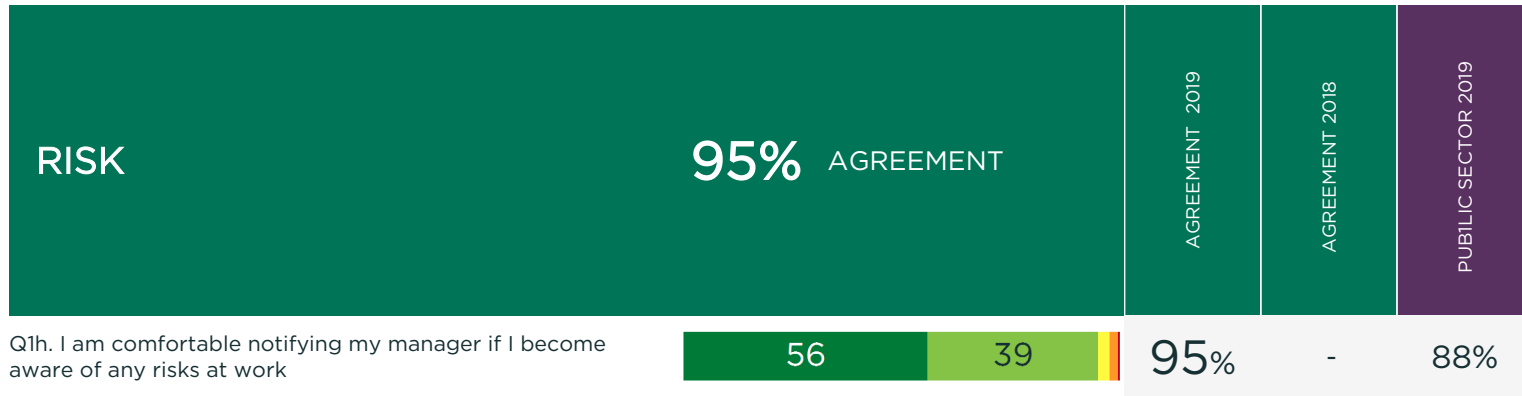


## EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



### KEY



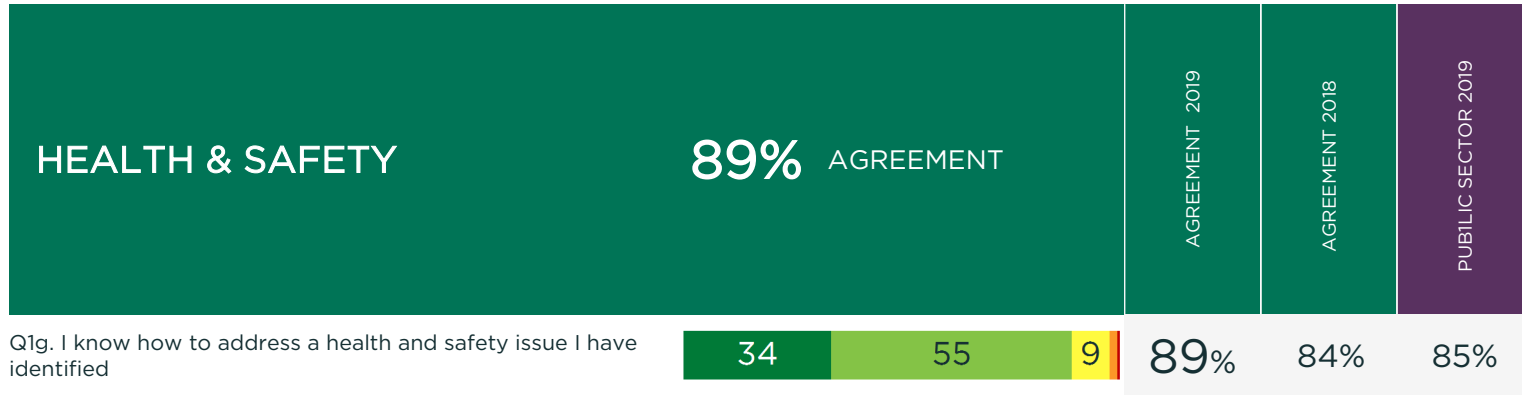


## EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



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.

Results are rounded and may not add up to 100%

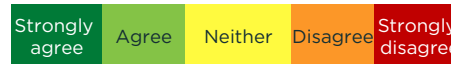
## ACTION ON RESULTS

**56%** AGREEMENT

Q10a. 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.

Results are rounded and may not add up to 100%

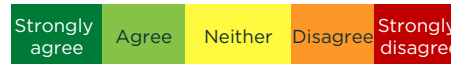
## WORKPLACE CONDUCT

40% AGREEMENT

Q11a. I have confidence in the ways my organisation resolves grievances



KEY





## WELLBEING AND ENGAGEMENT

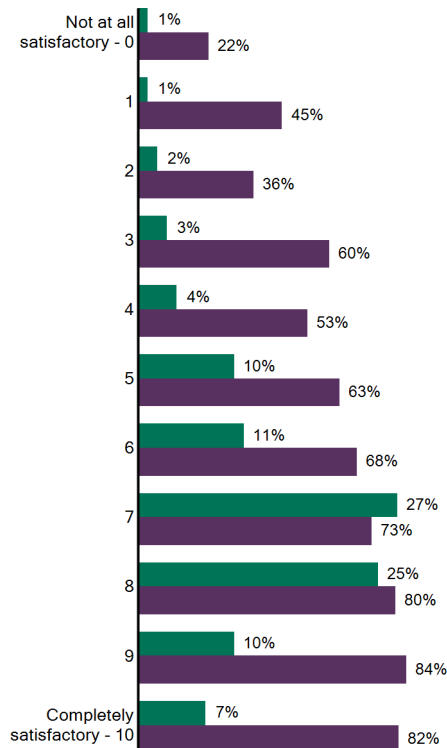
### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.

**Q1i.** In general, my sense of wellbeing is.....



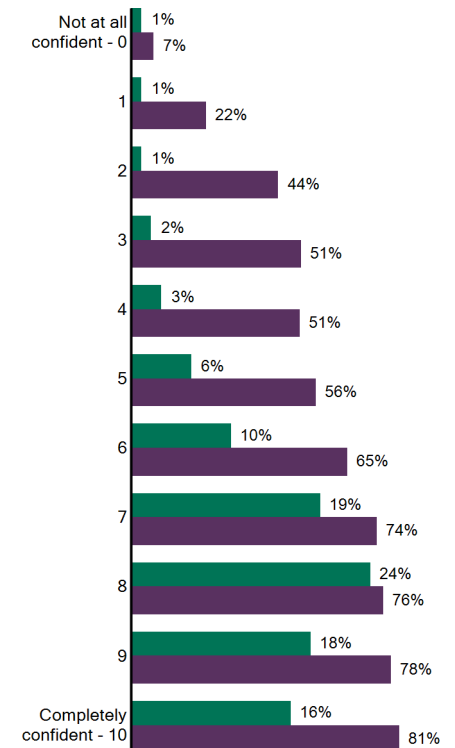
Proportion of respondents answering each response option

**Q1j.** I find my life at work fulfilling



Employee engagement score

**Q1k.** I am confident that I am contributing my best at work





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

2019

2018

PUBLIC SECTOR 2019

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

Yes



80%

74%

71%

No



20%

26%

29%

**Q3b.** I have informal feedback conversations with my manager

Yes



86%

81%

76%

No



14%

19%

24%

**Q3c.** I have scheduled feedback conversations with my manager

Yes



73%

66%

60%

No



27%

34%

40%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

2019

2018

PUBLIC SECTOR 2019

**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		49%	50%	41%
No		51%	50%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

2019

2018

PUBLIC SECTOR 2019

**Q3i.** Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	PUBLIC SECTOR 2019
Geographic location considerations		38%	35%	25%
Personal/family considerations		34%	31%	29%
The application/recruitment process is too cumbersome or time consuming		34%	36%	22%
Lack of promotion opportunities		31%	29%	28%
Lack of visible opportunities		30%	30%	29%
There are no major barriers to my career progression		22%	29%	29%
Lack of support for temporary assignments/secondments		17%	15%	15%
Lack of required capabilities or experience		12%	11%	11%
Lack of support from my manager/supervisor		10%	12%	13%
Insufficient training and development		9%	8%	15%
Other		8%	8%	9%

% are calculated with the number of unique respondents (N = 612 to this question)





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

**Q12a.** In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		16%	16%	27%
No		69%	70%	56%
Don't know		15%	14%	17%

**Q12b.** If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		43%	57%	65%
No		52%	41%	32%
Don't know		5%	2%	4%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

### Q13a. In the last 12 months I have witnessed bullying at work

Yes		22%	24%	33%
No		70%	69%	57%
Don't know		8%	7%	10%

### Q13b. In the last 12 months I have been subjected to bullying at work

Yes		10%	10%	18%
No		85%	83%	75%
Don't know		5%	7%	7%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

**Q13c.** 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

		2019	2018	PUBLIC SECTOR 2019
Your immediate manager/supervisor		25%	27%	23%
A fellow worker at your level		25%	22%	27%
Prefer not to say		23%	14%	13%
A senior manager		20%	20%	21%
A subordinate		7%	8%	7%
A client or customer		0%	2%	3%
A member of the public other than a client or customer		0%	-	1%
Other		0%	7%	5%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

**Q14a.** In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Yes		1%	1%	4%
No	████████████████████	98%	97%	94%
Don't know		1%	2%	2%

**Q14b.** If yes to 14a, 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

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		39%
Female		58%
Other		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		1%
20-24		2%
25-29	■	10%
30-34	■	14%
35-39	■	18%
40-44	■	17%
45-49	■	15%
50-54	■	12%
55-59	■	8%
60-64		3%
65+		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

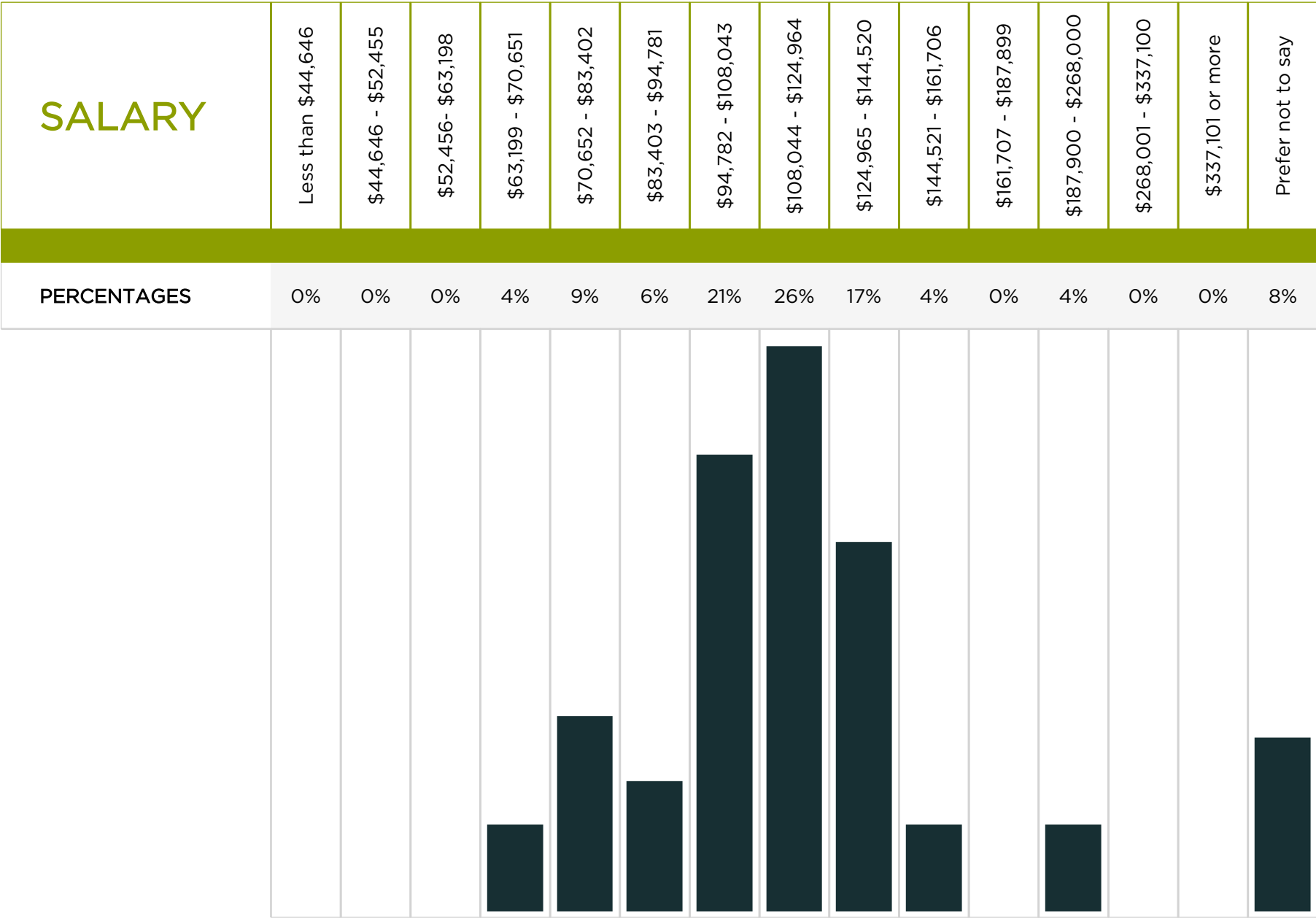
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	22%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	4%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7%
Policy	16%
Research	0%
Program and project management support	16%
Legal (including developing and/or reviewing legislation)	6%
Other	22%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%





# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		20%
1 - 2 years		12%
2 - 5 years		22%
5 - 10 years		18%
10 - 20 years		19%
More than 20 years		9%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Flexible start and finish times		76%
Working from home		58%
Working from different locations		29%
Working additional hours to make up for time off		24%
Part-time work		17%
Working more hours over fewer days		12%
Leave without pay		10%

% are calculated with the number of unique respondents (N = 599 to this question)



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		7%
Other		3%
Job sharing		2%
Purchasing annual leave		2%
Study leave		2%
Flexible scheduling for rostered workers		2%

% are calculated with the number of unique respondents (N = 599 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.

Results are rounded and may not add up to 100%

	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
<b>NUMBER OF RESPONDENTS</b>	<b>629</b>	<b>135</b>	<b>27</b>	<b>40</b>	<b>40</b>	<b>95</b>	<b>3</b>	<b>98</b>	<b>35</b>	<b>131</b>
<b>EMPLOYEE ENGAGEMENT</b>	72%	72%	(r)	78%	81%	70%	(r)	71%	80%	70%
<b>ENGAGEMENT WITH WORK</b>	76%	79%	(r)	82%	89%	75%	(r)	76%	82%	72%
<b>SENIOR MANAGERS</b>	57%	56%	(r)	71%	69%	55%	(r)	53%	69%	53%
<b>COMMUNICATION</b>	74%	75%	(r)	79%	81%	75%	(r)	70%	76%	71%
<b>HIGH PERFORMANCE</b>	71%	70%	(r)	81%	75%	71%	(r)	69%	75%	68%
<b>PUBLIC SECTOR VALUES</b>	71%	72%	(r)	78%	79%	72%	(r)	68%	77%	67%
<b>DIVERSITY &amp; INCLUSION</b>	81%	83%	(r)	84%	86%	82%	(r)	79%	85%	77%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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.

Results are rounded and may not add up to 100%

	Environment Protection Authority	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	629	2	1	1	25	53	39	126	154	102	22	3	22	2
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	73%	75%	70%	71%	76%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	76%	78%	77%	75%	85%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	58%	60%	58%	56%	59%	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	76%	77%	72%	73%	77%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	72%	76%	68%	69%	74%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	72%	75%	70%	71%	73%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	(r)	(r)	82%	83%	79%	82%	85%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY 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.

Results are rounded and may not add up to 100%

	Environment Protection Authority	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>629</b>	<b>0</b>	<b>51</b>
<b>EMPLOYEE ENGAGEMENT</b>	72%	(r)	62%
ENGAGEMENT WITH WORK	76%	(r)	61%
SENIOR MANAGERS	57%	(r)	43%
COMMUNICATION	74%	(r)	61%
HIGH PERFORMANCE	71%	(r)	58%
PUBLIC SECTOR VALUES	71%	(r)	57%
DIVERSITY & INCLUSION	81%	(r)	69%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# 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.

Results are rounded and may not add up to 100%

	Environment Protection Authority	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	<b>629</b>	<b>118</b>	<b>74</b>	<b>134</b>	<b>107</b>	<b>113</b>	<b>52</b>
<b>EMPLOYEE ENGAGEMENT</b>	72%	79%	71%	72%	68%	72%	74%
ENGAGEMENT WITH WORK	76%	88%	73%	77%	73%	75%	77%
SENIOR MANAGERS	57%	68%	59%	54%	51%	59%	52%
COMMUNICATION	74%	85%	74%	70%	70%	76%	65%
HIGH PERFORMANCE	71%	78%	70%	67%	68%	73%	69%
PUBLIC SECTOR VALUES	71%	80%	72%	67%	68%	73%	67%
DIVERSITY & INCLUSION	81%	89%	80%	78%	80%	83%	78%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# 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.

Results are rounded and may not add up to 100%

	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
<b>NUMBER OF RESPONDENTS</b>	<b>629</b>	<b>458</b>	<b>70</b>	<b>141</b>	<b>12</b>	<b>100</b>	<b>13</b>	<b>171</b>	<b>348</b>	<b>13</b>	<b>61</b>	<b>13</b>	<b>18</b>	<b>44</b>
<b>EMPLOYEE ENGAGEMENT</b>	72%	74%	75%	75%	(r)	76%	(r)	75%	74%	(r)	73%	(r)	(r)	65%
ENGAGEMENT WITH WORK	76%	79%	78%	81%	(r)	79%	(r)	80%	79%	(r)	75%	(r)	(r)	69%
SENIOR MANAGERS	57%	57%	58%	56%	(r)	60%	(r)	57%	59%	(r)	54%	(r)	(r)	49%
COMMUNICATION	74%	75%	76%	76%	(r)	74%	(r)	76%	75%	(r)	75%	(r)	(r)	67%
HIGH PERFORMANCE	71%	71%	71%	71%	(r)	71%	(r)	73%	72%	(r)	69%	(r)	(r)	65%
PUBLIC SECTOR VALUES	71%	72%	71%	73%	(r)	73%	(r)	73%	73%	(r)	72%	(r)	(r)	59%
DIVERSITY & INCLUSION	81%	83%	83%	85%	(r)	83%	(r)	85%	84%	(r)	81%	(r)	(r)	71%

\*multiple types may be chosen.

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





## 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.

Results are rounded and may not add up to 100%

	Environment Protection Authority	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Parramatta	Newcastle and Lake Macquarie	Coffs Harbour - Grafton	Far West and Orana	Capital Region	Illawarra	New England and North West	Central West	Mid North Coast	Riverina
NUMBER OF RESPONDENTS	629	338	75	330	73	27	24	23	20	17	9	8	7	6
EMPLOYEE ENGAGEMENT	72%	74%	74%	74%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	78%	81%	78%	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	62%	53%	61%	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	76%	70%	76%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	72%	69%	73%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	74%	69%	74%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	83%	81%	83%	81%	(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

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



## 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.

Results are rounded and may not add up to 100%

	Environment Protection Authority	Sydney - Inner West	Murray	Richmond - Tweed	Central Coast	Outside NSW	Southern Highlands and Shoalhaven	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - North Sydney and Hornsby	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Sydney - Ryde	Hunter Valley exc Newcastle
NUMBER OF RESPONDENTS	629	4	3	2	1	1	1	1	1	1	1	1	1	0
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



## 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.

Results are rounded and may not add up to 100%

	Environment Protection Authority	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Northern Beaches	Sydney - South West	Sydney - Sutherland
<b>NUMBER OF RESPONDENTS</b>	<b>629</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	72%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	76%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	74%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	81%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY 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.

Results are rounded and may not add up to 100%

	Environment Protection Authority	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>	<b>629</b>	<b>3</b>	<b>10</b>	<b>61</b>	<b>81</b>	<b>105</b>	<b>102</b>	<b>89</b>	<b>68</b>	<b>45</b>	<b>20</b>	<b>4</b>
<b>EMPLOYEE ENGAGEMENT</b>	72%	(r)	(r)	76%	70%	74%	69%	74%	76%	72%	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	76%	(r)	(r)	78%	73%	81%	72%	78%	79%	81%	(r)	(r)
<b>SENIOR MANAGERS</b>	57%	(r)	(r)	58%	49%	60%	54%	62%	63%	60%	(r)	(r)
<b>COMMUNICATION</b>	74%	(r)	(r)	75%	71%	81%	70%	76%	74%	72%	(r)	(r)
<b>HIGH PERFORMANCE</b>	71%	(r)	(r)	74%	67%	74%	65%	74%	73%	74%	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	71%	(r)	(r)	75%	65%	75%	68%	75%	73%	71%	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	81%	(r)	(r)	84%	79%	88%	79%	83%	81%	78%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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.

Results are rounded and may not add up to 100%

	Environment Protection Authority	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>629</b>	<b>234</b>	<b>347</b>	<b>15</b>
<b>EMPLOYEE ENGAGEMENT</b>	72%	72%	74%	(r)
ENGAGEMENT WITH WORK	76%	78%	80%	(r)
SENIOR MANAGERS	57%	56%	59%	(r)
COMMUNICATION	74%	75%	75%	(r)
HIGH PERFORMANCE	71%	71%	73%	(r)
PUBLIC SECTOR VALUES	71%	71%	73%	(r)
DIVERSITY & INCLUSION	81%	82%	83%	(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

# GUIDE TO THIS REPORT

## SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

## PRIVACY

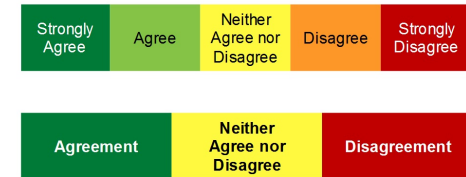
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

## 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.



## 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%.

## MORE DETAILS ABOUT METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.