



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Planning and Environment

Office of Environment & Heritage



Contents

Headlines	3
Highest and Lowest Questions	4
Most and Least Improved Questions	5
Highest Neutral Scoring Questions	6
Respondent Profile	7
Taking Action	8
Key Drivers of Engagement	9
Team Comparison	10
All Questions by Topic	11
Profile of Respondents	38
Results by Select Demographics	45
Report Guide	55

RESPONSE RATE

81%

2,422 OF 2,981
RESPONDENTS

RESPONSE RATE 2018: 85%

EMPLOYEE ENGAGEMENT

70%

DIFFERENCE FROM 2018 **+5**
(65%)

DIFFERENCE FROM CLUSTER **+1**
(69%)

DIFFERENCE FROM PUBLIC SECTOR **+4**
(66%)

ENGAGEMENT WITH WORK

75%

DIFFERENCE FROM 2018 **+4**
(71%)

DIFFERENCE FROM CLUSTER **+1**
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+2**
(73%)

SENIOR MANAGERS

52%

DIFFERENCE FROM 2018 **+10**
(42%)

DIFFERENCE FROM CLUSTER **+1**
(51%)

DIFFERENCE FROM PUBLIC SECTOR **+2**
(50%)

COMMUNICATION

69%

DIFFERENCE FROM 2018 **+5**
(64%)

DIFFERENCE FROM CLUSTER **+2**
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+6**
(62%)

HIGH PERFORMANCE

67%

DIFFERENCE FROM 2018 **+6**
(61%)

DIFFERENCE FROM CLUSTER **+1**
(66%)

DIFFERENCE FROM PUBLIC SECTOR **+2**
(65%)

PUBLIC SECTOR VALUES

66%

DIFFERENCE FROM 2018 **+6**
(60%)

DIFFERENCE FROM CLUSTER **+1**
(66%)

DIFFERENCE FROM PUBLIC SECTOR **+4**
(62%)

DIVERSITY & INCLUSION

77%

DIFFERENCE FROM 2018 **+4**
(73%)

DIFFERENCE FROM CLUSTER **+1**
(76%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(69%)

FLEXIBLE WORKING SATISFACTION

75%

DIFFERENCE FROM 2018 **-1**
(76%)

DIFFERENCE FROM CLUSTER **+3**
(72%)

DIFFERENCE FROM PUBLIC SECTOR **+16**
(59%)

ACTION ON RESULTS

45%

DIFFERENCE FROM 2018 **+6**
(39%)

DIFFERENCE FROM CLUSTER **-2**
(47%)

DIFFERENCE FROM PUBLIC SECTOR **+5**
(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	93%	-
2a. My workgroup strives to achieve customer/client satisfaction	88%	86%
1a. I understand what is expected of me to do well in my role	88%	85%
1g. I know how to address a health and safety issue I have identified	87%	86%
2c. I receive help and support from other members of my workgroup	85%	85%
5b. My manager listens to what I have to say	83%	80%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	82%	76%
2b. My workgroup works collaboratively to achieve its objectives	81%	82%
2e. People in my workgroup treat each other with respect	81%	80%
5d. My manager encourages and values employee input	80%	78%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	32%	22%
11a. I have confidence in the ways my organisation resolves grievances	38%	32%
7g. I have confidence in the way recruitment decisions are made	38%	32%
10a. I believe action will be taken on the results from this survey by my organisation	45%	39%
6h. I feel that senior managers listen to employees	48%	39%
6b. I feel that senior managers effectively lead and manage change	48%	36%
5h. My manager deals appropriately with employees who perform poorly	49%	43%
7b. My organisation is making the necessary improvements to meet our future challenges	50%	39%
3g. I am satisfied with the opportunities available for career development in my organisation	51%	46%
6d. Senior managers encourage innovation by employees	52%	42%



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
6c. I feel that senior managers model the values of my organisation	55%	42%
6b. I feel that senior managers effectively lead and manage change	48%	36%
6a. I believe senior managers provide clear direction for the future of the organisation	53%	40%
7l. My organisation motivates me to help it achieve its objectives	61%	50%
7m. My organisation inspires me to do the best in my job	60%	49%
7b. My organisation is making the necessary improvements to meet our future challenges	50%	39%
6d. Senior managers encourage innovation by employees	52%	42%
7i. I would recommend my organisation as a great place to work	72%	61%
6g. I feel that senior managers keep employees informed about what's going on	56%	45%
6i. Senior managers in my organisation support the career advancement of women	73%	62%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
8d. How satisfied are you with your ability to access and use flexible working arrangements?	75%	76%
2b. My workgroup works collaboratively to achieve its objectives	81%	82%



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



Q10a. I believe action will be taken on the results from this survey by my organisation



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



Q6d. Senior managers encourage innovation by employees



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



Q10a. I believe action will be taken on the results from this survey by my organisation



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



Q6d. Senior managers encourage innovation by employees



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



Q10a. I believe action will be taken on the results from this survey by my organisation



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



Q6d. Senior managers encourage innovation by employees



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: 2422

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	52	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	20
Female	47	Ongoing/Permanent (other than senior executive)	70	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)	17
Other	1	Temporary (including temporary teachers and graduates)	15	Administrative support (e.g. executive/personal assistant, receptionist)	7
		Casual	3	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	3
		Contract – Non Executive	7	Policy	4
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	2	Research	5
		Other	0	Program and project management support	27
		Don't know	1	Legal (including developing and/or reviewing legislation)	0
				Other	16
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	22	Yes	9	Less than 1 year	18
35 - 54 years	60	No	91	1 - 2 years	9
55+ years	18			2 - 5 years	19
		Supervisors	Survey %	5 - 10 years	15
		Yes	37	10 - 20 years	25
		No	63	More than 20 years	14
		Working arrangement	Survey %		
		Full-time	87	Salary	Survey %
		Part-time	13	\$83,402 and below	32
				\$83,403 - \$108,043	30
				\$108,044 - \$144,520	27
				\$144,521 and above	4
				Prefer not to say	6
LOTE spoken at home	Survey %				
Yes	10				
No	87				
Prefer not to say	2				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	6				
No	90				
Prefer not to say	4				
Disability	Survey %				
Yes	3				
No	94				
Prefer not to say	3				
LGBTI	Survey %				
Yes	5				
No	91				
Prefer not to say	4				

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.

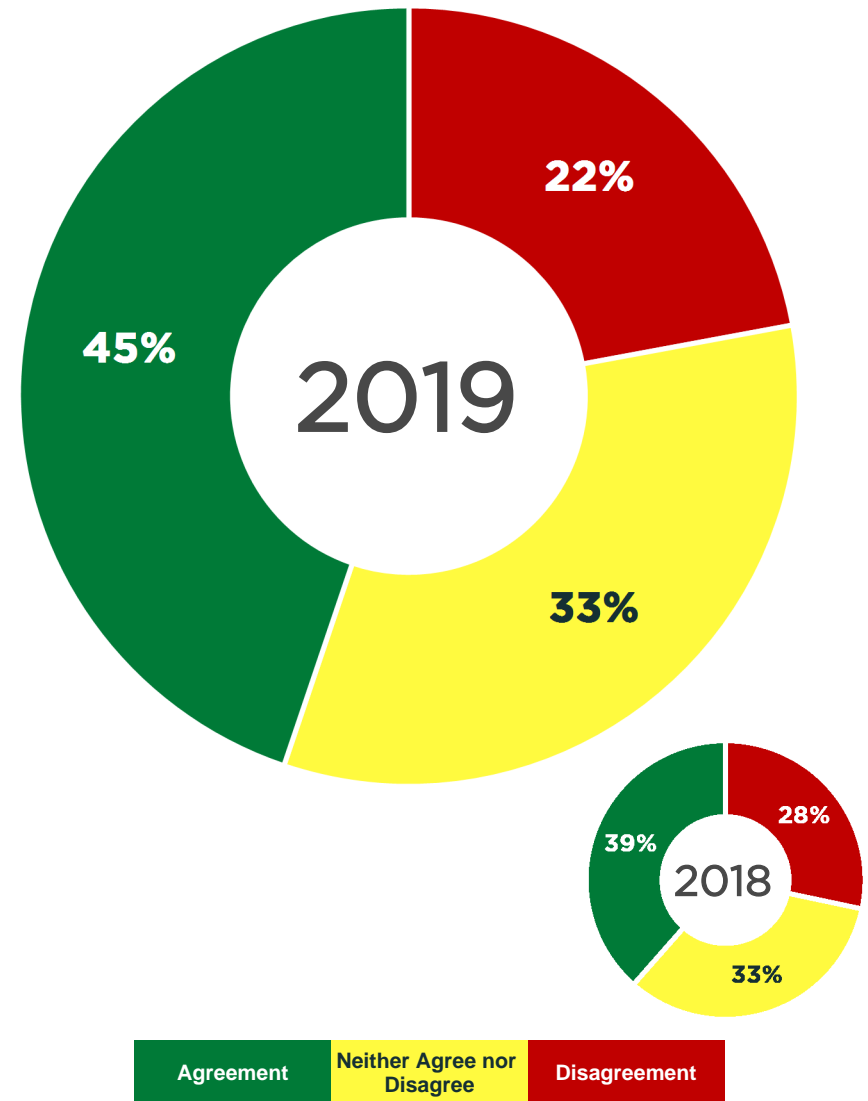
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45%

of employees replied favourably to:

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

39%	47%	39%
SECTOR	CLUSTER	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 CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7a. My organisation focuses on improving the work we do	67%	57%	68%	69%
2	Q7f. My organisation is committed to developing its employees	57%	48%	52%	53%
3	Q7b. My organisation is making the necessary improvements to meet our future challenges	50%	39%	55%	57%
4	Q6b. I feel that senior managers effectively lead and manage change	48%	36%	46%	47%
5	Q6c. I feel that senior managers model the values of my organisation	55%	42%	54%	52%
6	Q6h. I feel that senior managers listen to employees	48%	39%	47%	44%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Office of Environment & Heritage

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.

	Office of Environment & Heritage	Communities & Greater Sydney Delivery	Conservation & Regional Delivery	Heritage Division	Office of the Chief Executive	Park Operations	Park Programs	Policy Division	Science Division	Strategy and Performance
NUMBER OF RESPONDENTS	2422	194	280	91	14	950	387	73	226	92
EMPLOYEE ENGAGEMENT	70%	70%	71%	62%	75%	69%	72%	74%	70%	70%
ENGAGEMENT WITH WORK	75%	78%	79%	70%	79%	72%	78%	78%	82%	67%
SENIOR MANAGERS	52%	59%	54%	44%	68%	48%	54%	69%	52%	52%
COMMUNICATION	69%	74%	74%	60%	88%	65%	70%	80%	72%	70%
HIGH PERFORMANCE	67%	70%	72%	54%	85%	63%	68%	78%	71%	65%
PUBLIC SECTOR VALUES	66%	72%	71%	58%	83%	61%	68%	79%	69%	69%
DIVERSITY & INCLUSION	77%	83%	85%	72%	87%	72%	80%	86%	82%	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 10 RESPONDENTS



EXPLORE THE FULL RESULTS

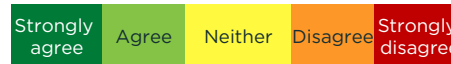
Questions are grouped by topics in this report.

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	70% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q7i. I would recommend my organisation as a great place to work	24	47	19	72%	61%	68%	62%	
Q7j. I am proud to tell others I work for my organisation	32	45	16	77%	71%	76%	70%	
Q7k. I feel a strong personal attachment to my organisation	31	42	18	72%	69%	69%	64%	
Q7l. My organisation motivates me to help it achieve its objectives	19	42	25	10	61%	50%	60%	56%
Q7m. My organisation inspires me to do the best in my job	20	41	26	10	60%	49%	60%	56%

KEY





EXPLORE THE FULL RESULTS

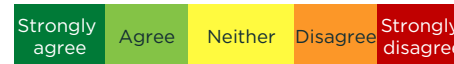
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ENGAGEMENT WITH WORK	75% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1c. My job gives me a feeling of personal accomplishment	30	47	13	8	76%	73%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	33	44	13	7	77%	72%	75%	72%
Q1e. I am satisfied with my job	25	48	16	9	72%	68%	70%	69%

KEY





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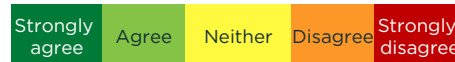
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SENIOR MANAGERS	52% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	41	26	14	7	53%	40%	51%	51%
Q6b. I feel that senior managers effectively lead and manage change	11	37	28	15	8	48%	36%	46%	47%
Q6c. I feel that senior managers model the values of my organisation	15	40	28	10		55%	42%	54%	52%
Q6d. Senior managers encourage innovation by employees	12	40	30	12		52%	42%	51%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	42	28	10		58%	49%	56%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	17	50	22	7		67%	62%	66%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	14	42	23	14	7	56%	45%	54%	48%
Q6h. I feel that senior managers listen to employees	12	36	29	14	9	48%	39%	47%	44%
Q7c. I feel that change is managed well in my organisation		26	33	24	12	32%	22%	35%	42%

KEY





EXPLORE THE FULL RESULTS

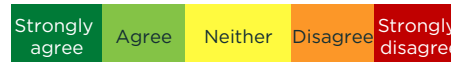
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COMMUNICATION	69% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	35	41	12	8	77%	75%	76%	72%
Q5d. My manager encourages and values employee input	41	39	12		80%	78%	79%	73%
Q5e. My manager involves my workgroup in decisions about our work	35	40	14	8	75%	73%	72%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	14	42	23	14	56%	45%	54%	48%
Q6h. I feel that senior managers listen to employees	12	36	29	14	48%	39%	47%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26	52	12		78%	73%	75%	69%

KEY





EXPLORE THE FULL RESULTS

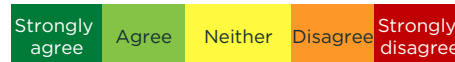
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HIGH PERFORMANCE	67% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	34	54			88%	85%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	39	42	10		81%	82%	82%	79%
Q3f. I have received appropriate training and development to do my job well	20	49	20	9	69%	67%	62%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	48	14		79%	75%	79%	75%
Q5f. I have confidence in the decisions my manager makes	36	38	15		75%	72%	73%	69%
Q6d. Senior managers encourage innovation by employees	12	40	30	12	52%	42%	51%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	42	28	10	58%	49%	56%	53%
Q7a. My organisation focuses on improving the work we do	15	52	21	9	67%	57%	68%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	11	39	28	15	50%	39%	55%	57%

KEY



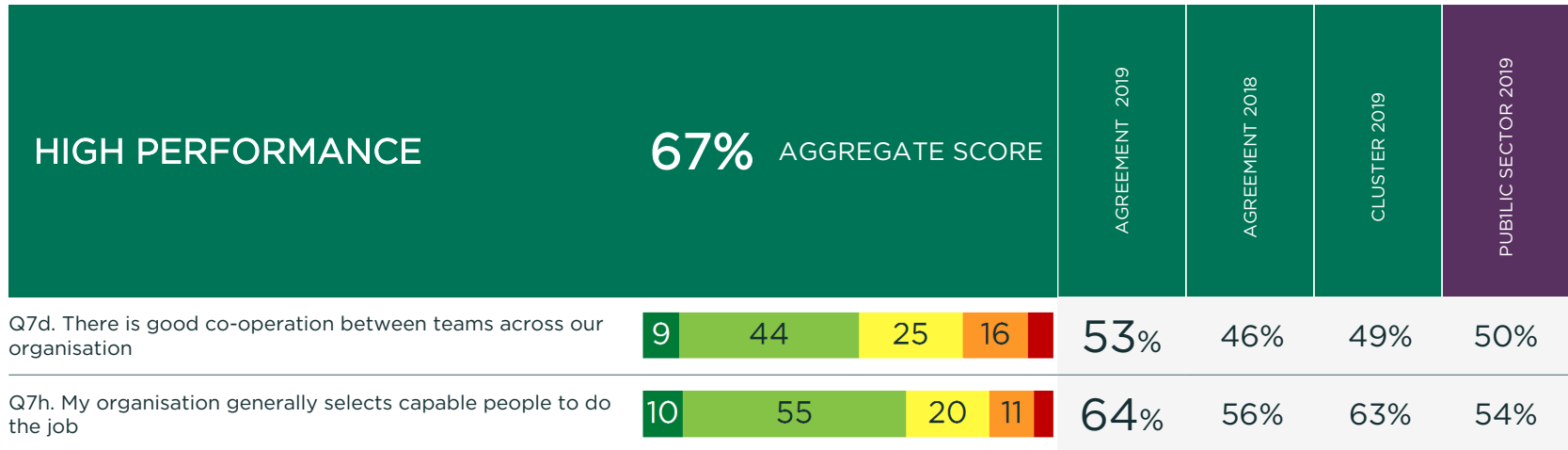


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Results are rounded and may not add up to 100%



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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	66% AGGREGATE SCORE			AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
	Q2a. My workgroup strives to achieve customer/client satisfaction	43	44	8	88%	86%	89%	86%	
Q2e. People in my workgroup treat each other with respect	42	39	10	81%	80%	82%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	48	14	79%	75%	79%	75%		
Q5b. My manager listens to what I have to say	42	42	10	83%	80%	82%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	41	26	14	7	53%	40%	51%	51%
Q6c. I feel that senior managers model the values of my organisation	15	40	28	10	55%	42%	54%	52%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	17	50	22	7	67%	62%	66%	61%	
Q6g. I feel that senior managers keep employees informed about what's going on	14	42	23	14	7	56%	45%	54%	48%
Q6h. I feel that senior managers listen to employees	12	36	29	14	9	48%	39%	47%	44%

KEY



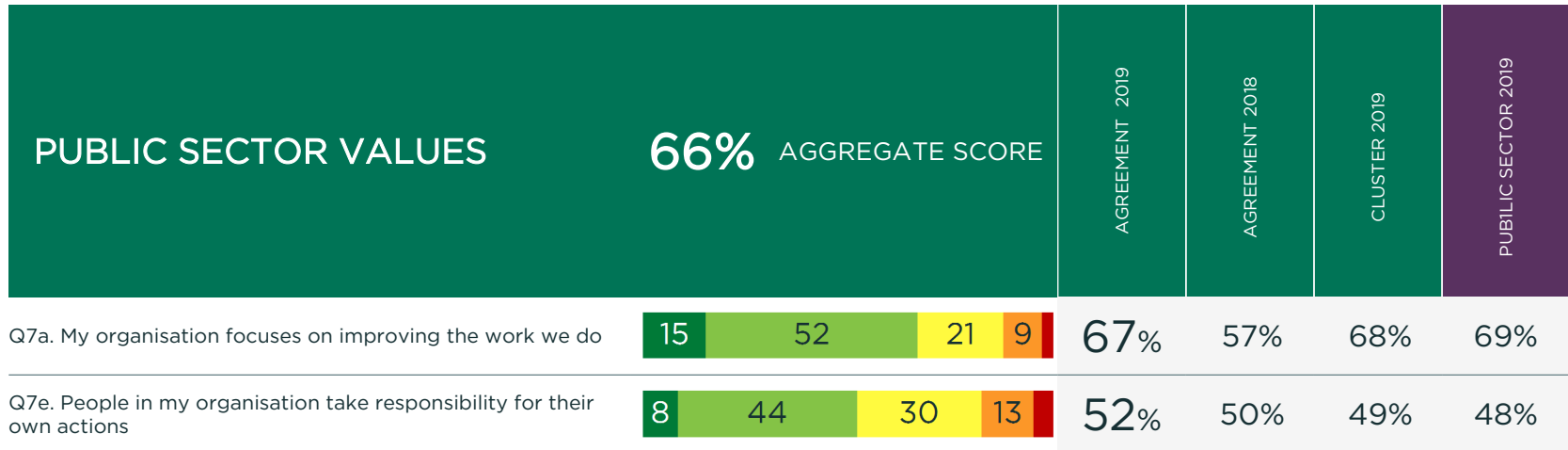


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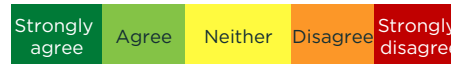
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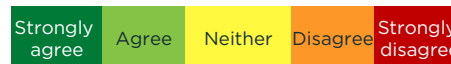
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DIVERSITY & INCLUSION	77% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	21	47	15	13	69%	63%	68%	67%
Q5b. My manager listens to what I have to say	42	42	10		83%	80%	82%	76%
Q5d. My manager encourages and values employee input	41	39	12		80%	78%	79%	73%
Q6i. Senior managers in my organisation support the career advancement of women	28	45	21		73%	62%	69%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	30	52	12		82%	76%	82%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	31	46	14		77%	73%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	26	52	12		78%	73%	75%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	37	38	15		75%	76%	72%	59%
Q8e. My manager supports flexible working in my team	41	38	14		79%	78%	77%	63%

KEY



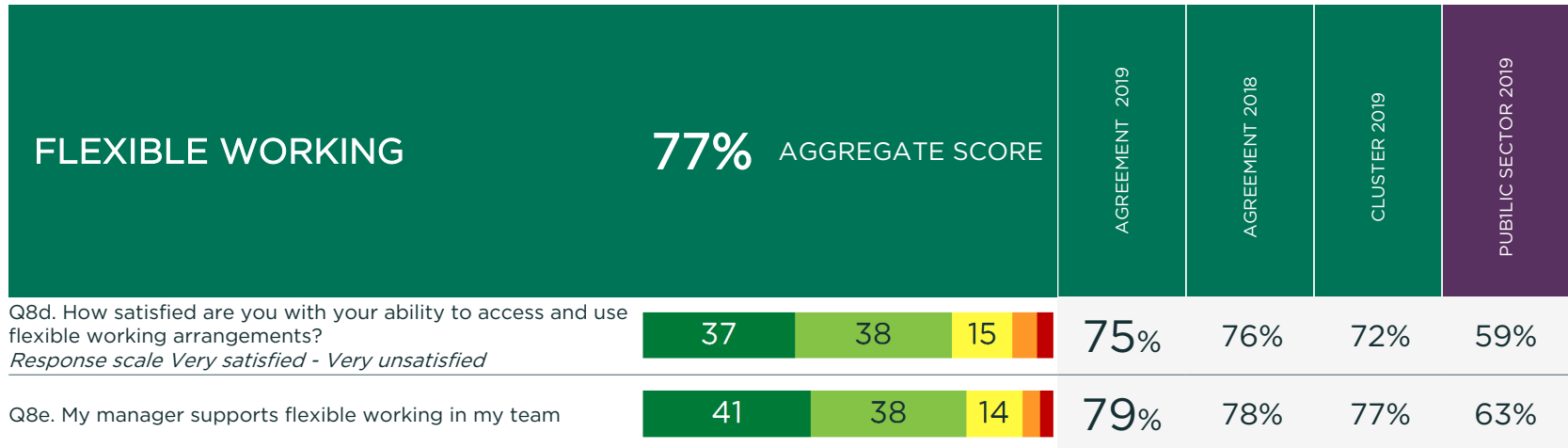


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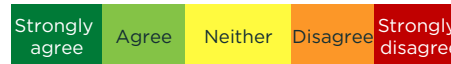
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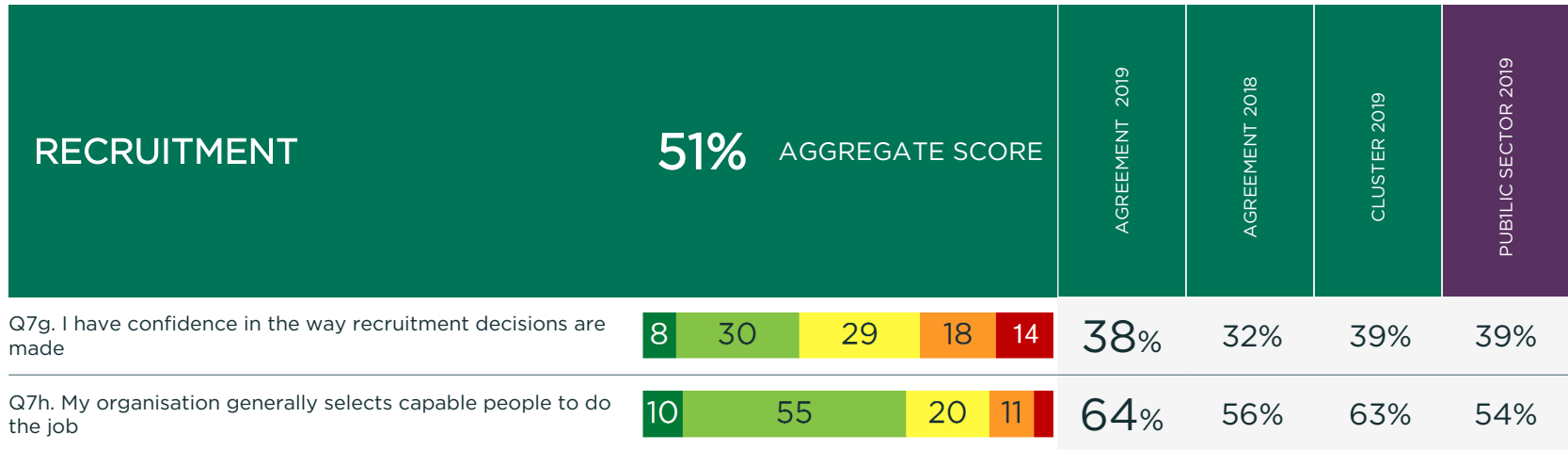


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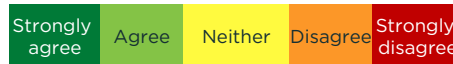
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

60% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		69%	67%	69%	66%
Q3e. My performance is assessed against clear criteria		54%	52%	55%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		51%	46%	45%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		79%	76%	77%	69%
Q5h. My manager deals appropriately with employees who perform poorly		49%	43%	48%	48%
Q7f. My organisation is committed to developing its employees		57%	48%	52%	53%

KEY





EXPLORE THE FULL RESULTS

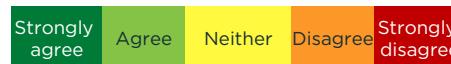
Questions are grouped by topics in this report.

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%

	73% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	21	47	15	13	69%	63%	68%	67%
Q1f. I am able to keep my work stress at an acceptable level	15	47	18	14	62%	57%	64%	61%
Q2c. I receive help and support from other members of my workgroup	42	44	10		85%	85%	85%	81%
Q2d. There is good team spirit in my workgroup	38	37	12	8	75%	70%	76%	70%

KEY



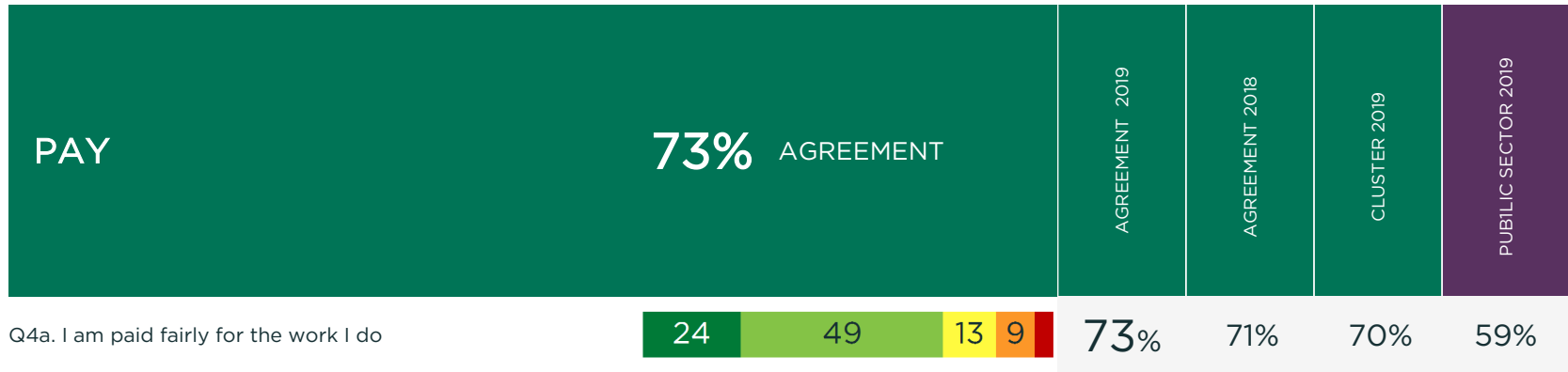


EXPLORE THE FULL RESULTS

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



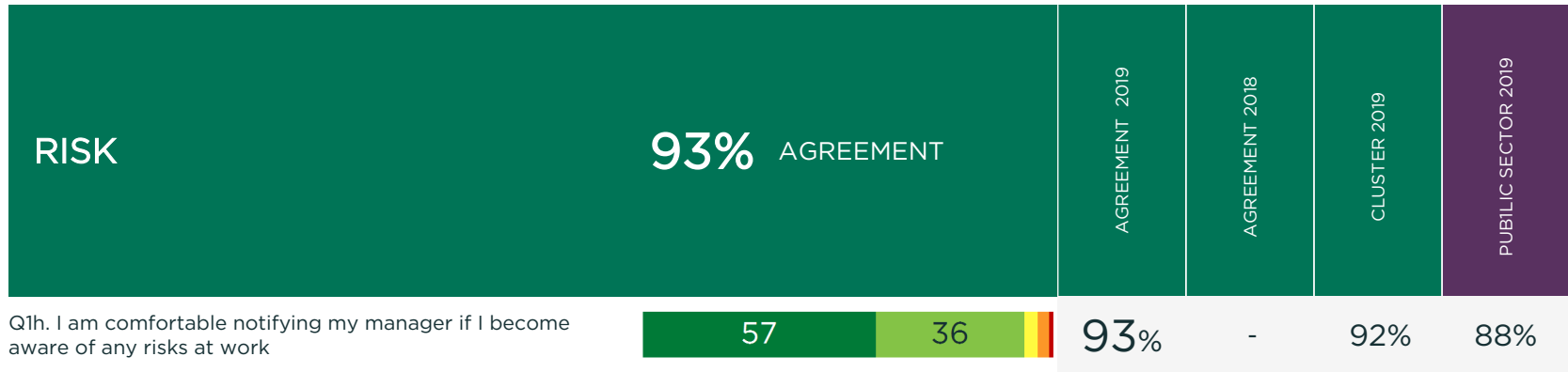


EXPLORE THE FULL RESULTS

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



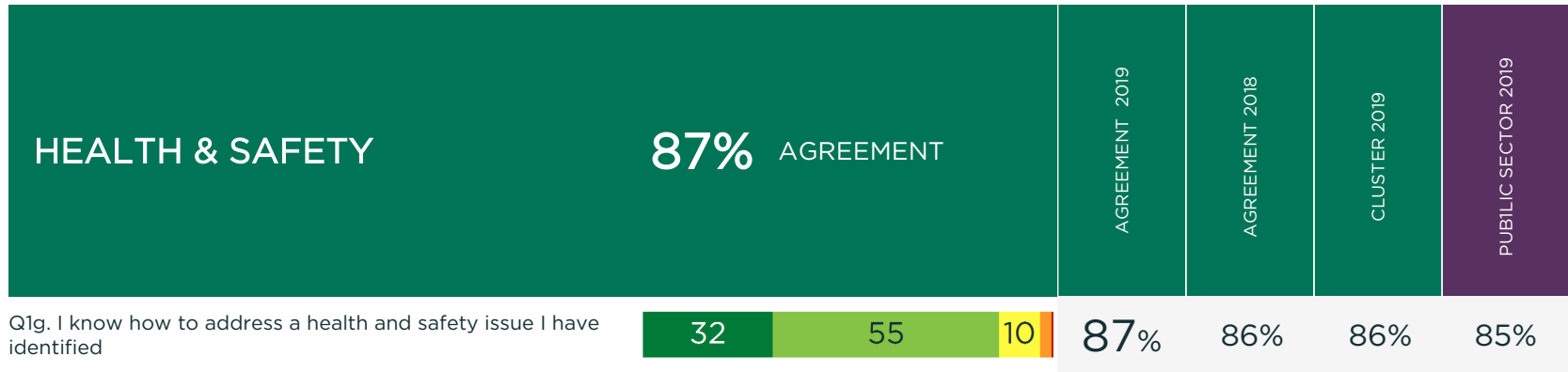


EXPLORE THE FULL RESULTS

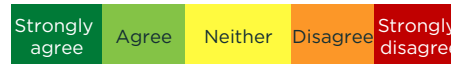
Questions are grouped by topics in this report.

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

45% AGREEMENT

Q10a. I believe action will be taken on the results from this survey by my organisation



KEY





EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%

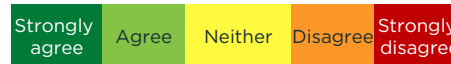
WORKPLACE CONDUCT

38% AGREEMENT

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



KEY

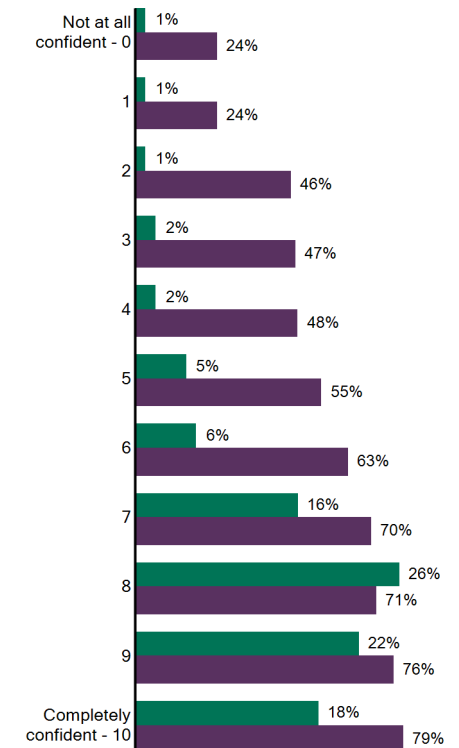
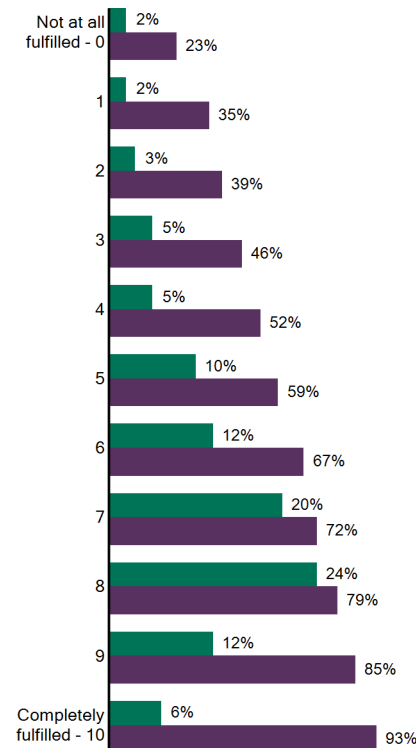
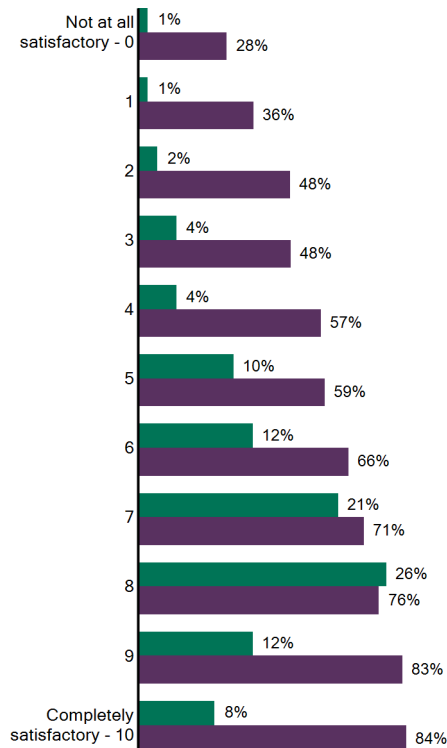


WELLBEING AND ENGAGEMENT

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

Q1j. I find my life at work fulfilling

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



Proportion of respondents answering each response option

Employee engagement score

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.



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	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		68%	71%	73%	71%
No		32%	29%	27%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		81%	80%	81%	76%
No		19%	20%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		61%	61%	63%	60%
No		39%	39%	37%	40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

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?

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		42%	42%	43%	41%
No		58%	58%	57%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Geographic location considerations		42%	45%	29%	25%
Personal/family considerations		37%	40%	28%	29%
Lack of visible opportunities		36%	35%	41%	29%
Lack of promotion opportunities		31%	33%	38%	28%
The application/recruitment process is too cumbersome or time consuming		30%	34%	23%	22%
There are no major barriers to my career progression		23%	25%	23%	29%
Lack of support for temporary assignments/secondments		14%	15%	16%	15%
Lack of required capabilities or experience		14%	12%	13%	11%
Insufficient training and development		13%	14%	15%	15%
Lack of support from my manager/supervisor		9%	12%	11%	13%
Other		9%	9%	9%	9%

% are calculated with the number of unique respondents (N = 2,353 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	CLUSTER 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		22%	23%	22%	27%
No		66%	65%	63%	56%
Don't know		11%	13%	15%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		63%	63%	58%	65%
No		35%	35%	39%	32%
Don't know		2%	2%	4%	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

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		27%	28%	27%	33%
No		65%	65%	64%	57%
Don't know		7%	8%	9%	10%

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

Yes		13%	14%	13%	18%
No		82%	80%	81%	75%
Don't know		5%	6%	6%	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

CLUSTER 2019

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	CLUSTER 2019	PUBLIC SECTOR 2019
A fellow worker at your level		29%	29%	27%	27%
Your immediate manager/supervisor		21%	23%	24%	23%
A senior manager		16%	17%	22%	21%
Prefer not to say		15%	13%	13%	13%
A subordinate		9%	11%	6%	7%
Other		7%	4%	6%	5%
A client or customer		1%	1%	2%	3%
A member of the public other than a client or customer		1%	1%	0%	1%



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

CLUSTER 2019

PUBLIC SECTOR 2019

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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	1%	1%	1%	4%
No	97%	98%	97%	94%
Don't know	1%	1%	1%	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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	72%	69%	72%	38%
A member of the public	16%	19%	11%	36%
Other	9%	4%	6%	19%
Prefer not to say	3%	8%	12%	7%



EXPLORE THE FULL RESULTS

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PLANNING AND ENVIRONMENT CUSTOMISED QUESTIONS

				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	
Q1. I am aware how my role contributes to the vision of my organisation	21	60	12	81%	68%	81%	
Q2. My team is equipped with the right tools to provide good customer service	13	51	17	15	64%	58%	63%
Q3. My organisation has the right tools in place to assist and manage geographically dispersed teams	13	48	22	14	61%	55%	56%
Q4. I have access to the information I need to do my job well	14	58	16	10	72%	70%	71%
Q5. I feel informed about changes in my organisation	12	49	21	13	61%	47%	56%
Q6. The people I work with have safe work practices	31	58	8		89%	88%	89%
Q7. My organisation provides opportunity for collaborative work practices	17	56	19		73%	-	70%
Q8. Overall, I believe the culture at my workplace has improved over the last 12 months	13	34	35	13	47%	-	45%
Q9. My manager actively supports a diverse and inclusive work environment	34	48	13		82%	-	80%
Q10. My manager keeps me informed about key agency directions	26	45	17	8	71%	-	70%

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		52%
Female		47%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		2%
25-29	■	8%
30-34	■	12%
35-39	■	14%
40-44	■	16%
45-49	■	16%
50-54	■	15%
55-59	■	12%
60-64	■	5%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

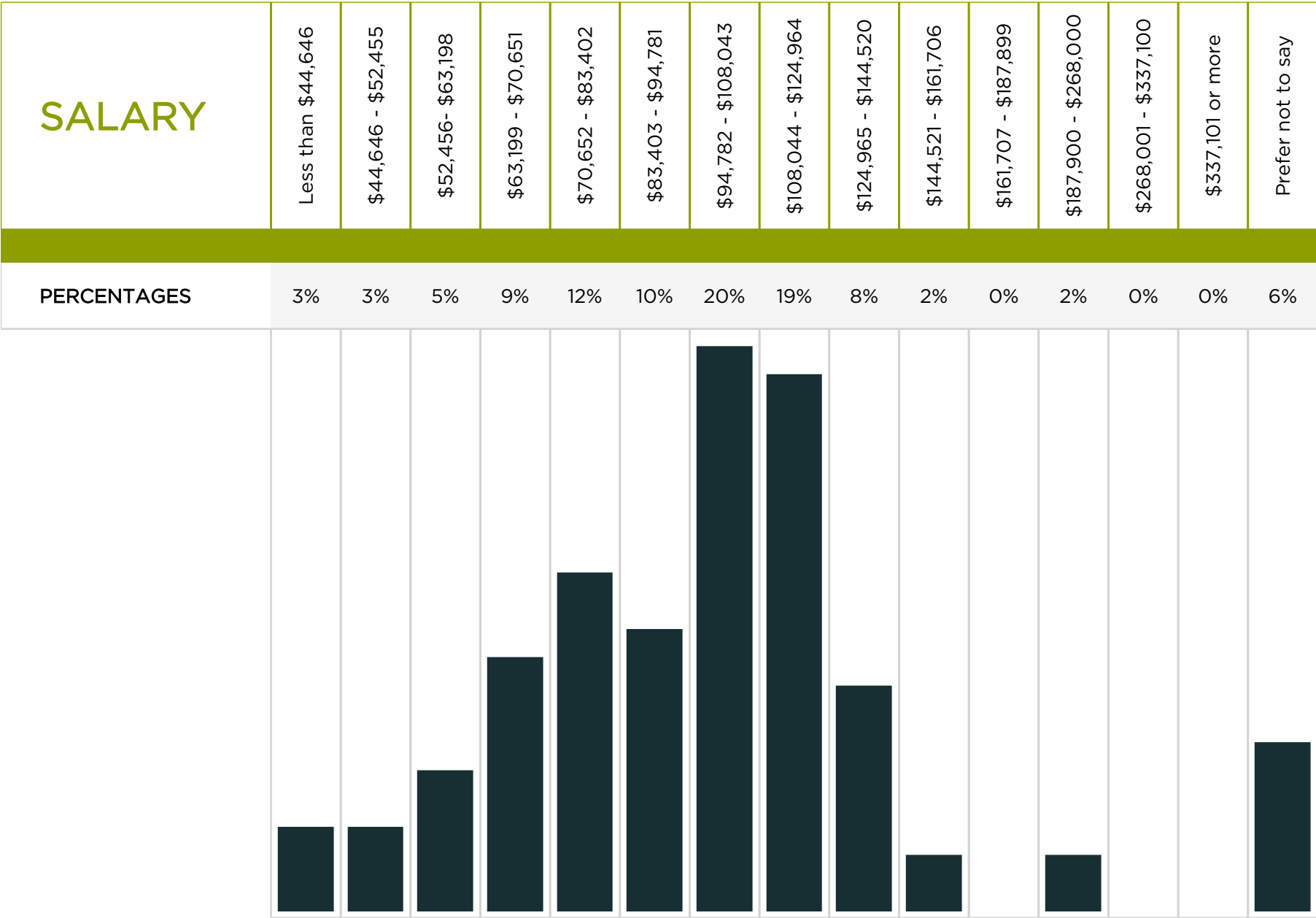
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	20%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	17%
Administrative support (e.g. executive/personal assistant, receptionist)	7%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	3%
Policy	4%
Research	5%
Program and project management support	27%
Legal (including developing and/or reviewing legislation)	0%
Other	16%

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
TENURE IN ORGANISATION		
Less than 1 year		18%
1 - 2 years		9%
2 - 5 years		19%
5 - 10 years		15%
10 - 20 years		25%
More than 20 years		14%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		70%
Working from home		43%
Working from different locations		29%
Working additional hours to make up for time off		25%
Working more hours over fewer days		20%
None of the above		16%
Part-time work		11%

% are calculated with the number of unique respondents (N = 2,310 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible scheduling for rostered workers		10%
Leave without pay		8%
Other		2%
Job sharing		2%
Purchasing annual leave		1%
Study leave		1%

% are calculated with the number of unique respondents (N = 2,310 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%

	Office of Environment & Heritage	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	2422	473	391	161	77	96	121	615	6	376
EMPLOYEE ENGAGEMENT	70%	68%	70%	76%	69%	73%	68%	71%	(r)	70%
ENGAGEMENT WITH WORK	75%	71%	74%	76%	77%	79%	84%	78%	(r)	76%
SENIOR MANAGERS	52%	47%	51%	63%	59%	67%	52%	55%	(r)	48%
COMMUNICATION	69%	63%	68%	72%	77%	80%	74%	73%	(r)	66%
HIGH PERFORMANCE	67%	61%	67%	73%	73%	76%	70%	69%	(r)	65%
PUBLIC SECTOR VALUES	66%	61%	64%	72%	74%	78%	70%	70%	(r)	63%
DIVERSITY & INCLUSION	77%	71%	76%	81%	82%	85%	85%	82%	(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

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

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	Office of Environment & Heritage	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	2422	72	79	116	211	271	236	455	434	190	42	10	39	5
EMPLOYEE ENGAGEMENT	70%	66%	70%	68%	69%	72%	71%	70%	70%	74%	71%	(r)	85%	(r)
ENGAGEMENT WITH WORK	75%	66%	74%	73%	71%	75%	77%	76%	77%	80%	91%	(r)	92%	(r)
SENIOR MANAGERS	52%	42%	42%	40%	45%	53%	56%	51%	56%	60%	64%	(r)	79%	(r)
COMMUNICATION	69%	55%	64%	55%	61%	68%	72%	71%	74%	76%	84%	(r)	90%	(r)
HIGH PERFORMANCE	67%	57%	63%	58%	61%	67%	69%	67%	69%	74%	74%	(r)	90%	(r)
PUBLIC SECTOR VALUES	66%	55%	59%	53%	59%	65%	69%	68%	70%	74%	78%	(r)	90%	(r)
DIVERSITY & INCLUSION	77%	63%	72%	66%	68%	75%	79%	80%	83%	86%	88%	(r)	95%	(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%

	Office of Environment & Heritage	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	2422	2	144
EMPLOYEE ENGAGEMENT	70%	(r)	68%
ENGAGEMENT WITH WORK	75%	(r)	69%
SENIOR MANAGERS	52%	(r)	48%
COMMUNICATION	69%	(r)	62%
HIGH PERFORMANCE	67%	(r)	63%
PUBLIC SECTOR VALUES	66%	(r)	62%
DIVERSITY & INCLUSION	77%	(r)	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 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.

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Results are rounded and may not add up to 100%

	Office of Environment & Heritage	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	2422	408	216	438	348	571	313
EMPLOYEE ENGAGEMENT	70%	77%	73%	70%	68%	67%	67%
ENGAGEMENT WITH WORK	75%	81%	75%	79%	76%	72%	71%
SENIOR MANAGERS	52%	66%	58%	52%	48%	46%	47%
COMMUNICATION	69%	79%	75%	71%	66%	64%	65%
HIGH PERFORMANCE	67%	75%	72%	69%	64%	63%	62%
PUBLIC SECTOR VALUES	66%	77%	72%	68%	63%	61%	62%
DIVERSITY & INCLUSION	77%	83%	82%	80%	75%	74%	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

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%

	Office of Environment & Heritage	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	2422	1611	451	580	222	251	55	672	985	33	178	30	56	375
EMPLOYEE ENGAGEMENT	70%	72%	72%	73%	72%	69%	70%	72%	72%	70%	71%	80%	71%	66%
ENGAGEMENT WITH WORK	75%	78%	78%	80%	76%	75%	75%	79%	79%	70%	76%	90%	74%	67%
SENIOR MANAGERS	52%	55%	53%	57%	50%	49%	49%	57%	56%	54%	58%	63%	50%	44%
COMMUNICATION	69%	73%	73%	75%	68%	70%	70%	74%	74%	70%	76%	83%	63%	58%
HIGH PERFORMANCE	67%	70%	70%	71%	66%	66%	66%	72%	71%	70%	68%	77%	64%	58%
PUBLIC SECTOR VALUES	66%	70%	68%	71%	65%	67%	66%	71%	71%	67%	72%	78%	60%	56%
DIVERSITY & INCLUSION	77%	83%	81%	84%	78%	81%	79%	84%	84%	76%	81%	86%	76%	62%

*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%

	Office of Environment & Heritage	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Parramatta	Capital Region	Sydney - Inner South West	Coffs Harbour - Grafton	Far West and Orana	Newcastle and Lake Macquarie	Central West	Riverina	New England and North West	Sydney - Outer West and Blue Mountains
NUMBER OF RESPONDENTS	2422	685	300	383	211	160	146	128	104	92	73	64	62	62
EMPLOYEE ENGAGEMENT	70%	72%	73%	73%	71%	73%	70%	71%	70%	71%	66%	73%	65%	77%
ENGAGEMENT WITH WORK	75%	76%	78%	78%	76%	82%	75%	76%	78%	78%	70%	86%	71%	80%
SENIOR MANAGERS	52%	56%	59%	60%	58%	51%	48%	53%	58%	56%	45%	57%	45%	62%
COMMUNICATION	69%	72%	72%	75%	73%	70%	67%	75%	72%	74%	53%	75%	59%	70%
HIGH PERFORMANCE	67%	70%	70%	72%	69%	69%	67%	70%	72%	70%	56%	73%	61%	71%
PUBLIC SECTOR VALUES	66%	70%	71%	74%	70%	66%	65%	69%	70%	70%	56%	69%	59%	72%
DIVERSITY & INCLUSION	77%	81%	79%	83%	81%	80%	78%	84%	79%	83%	62%	85%	70%	73%

*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%

	Office of Environment & Heritage	Sydney - North Sydney and Hornsby	Illawarra	Mid North Coast	Richmond - Tweed	Southern Highlands and Shoalhaven	Sydney - Inner West	Murray	Sydney - Sutherland	Hunter Valley exc Newcastle	Central Coast	Sydney - Baulkham Hills and Hawkesbury	Sydney - Eastern Suburbs	Sydney - Outer South West
NUMBER OF RESPONDENTS	2422	60	52	44	44	43	38	37	36	35	33	13	12	10
EMPLOYEE ENGAGEMENT	70%	74%	71%	73%	73%	62%	70%	79%	71%	69%	70%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	71%	78%	78%	78%	61%	77%	86%	73%	79%	76%	(r)	(r)	(r)
SENIOR MANAGERS	52%	52%	51%	46%	63%	38%	56%	71%	54%	65%	37%	(r)	(r)	(r)
COMMUNICATION	69%	66%	74%	70%	75%	60%	74%	86%	73%	68%	66%	(r)	(r)	(r)
HIGH PERFORMANCE	67%	67%	69%	63%	72%	54%	71%	80%	69%	70%	62%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	64%	67%	62%	75%	55%	71%	81%	72%	71%	58%	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	77%	80%	77%	85%	65%	82%	89%	81%	75%	75%	(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%

	Office of Environment & Heritage	Sydney - Northern Beaches	Sydney - South West	Sydney - Ryde	Outside NSW	Sydney - Blacktown
NUMBER OF RESPONDENTS	2422	9	4	1	0	0
EMPLOYEE ENGAGEMENT	70%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	75%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	52%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	69%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	66%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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%

	Office of Environment & Heritage	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	2422	8	54	176	270	312	356	360	345	274	115	26
EMPLOYEE ENGAGEMENT	70%	(r)	80%	75%	73%	71%	70%	69%	70%	67%	68%	(r)
ENGAGEMENT WITH WORK	75%	(r)	81%	80%	78%	77%	74%	76%	72%	72%	79%	(r)
SENIOR MANAGERS	52%	(r)	60%	58%	54%	54%	54%	51%	54%	45%	46%	(r)
COMMUNICATION	69%	(r)	77%	74%	72%	71%	69%	69%	67%	66%	66%	(r)
HIGH PERFORMANCE	67%	(r)	77%	74%	69%	68%	67%	68%	65%	61%	66%	(r)
PUBLIC SECTOR VALUES	66%	(r)	77%	72%	68%	67%	68%	66%	66%	61%	62%	(r)
DIVERSITY & INCLUSION	77%	(r)	83%	81%	81%	78%	78%	78%	76%	75%	75%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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.

Results are rounded and may not add up to 100%

	Office of Environment & Heritage	Male	Female	Other
NUMBER OF RESPONDENTS	2422	1197	1081	31
EMPLOYEE ENGAGEMENT	70%	70%	71%	58%
ENGAGEMENT WITH WORK	75%	76%	76%	56%
SENIOR MANAGERS	52%	52%	53%	26%
COMMUNICATION	69%	69%	69%	48%
HIGH PERFORMANCE	67%	67%	67%	53%
PUBLIC SECTOR VALUES	66%	66%	68%	50%
DIVERSITY & INCLUSION	77%	78%	78%	65%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

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

i PRIVACY

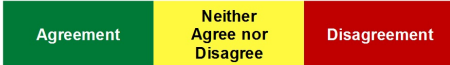
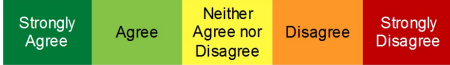
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 METHODOLOGY

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