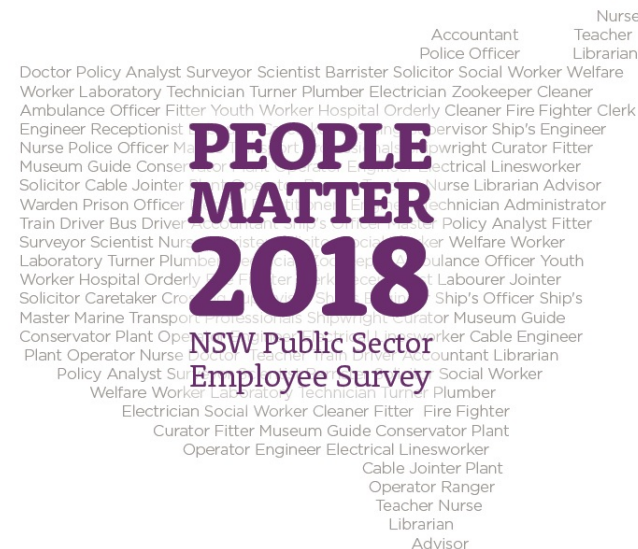

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



DEPARTMENT REPORT

Planning and Environment

Department of Planning and Environment

RESPONSE RATE

>100%

1,939 OF 1,834 RESPONDENTS

EMPLOYEE ENGAGEMENT

65%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM CLUSTER -3
DIFFERENCE FROM PUBLIC SECTOR 0

ENGAGEMENT WITH WORK

73%

DIFFERENCE FROM 2017 -1
DIFFERENCE FROM CLUSTER -2
DIFFERENCE FROM PUBLIC SECTOR +1

SENIOR MANAGERS

56%

DIFFERENCE FROM 2017 -1
DIFFERENCE FROM CLUSTER +7
DIFFERENCE FROM PUBLIC SECTOR +7

COMMUNICATION

69%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +8

HIGH PERFORMANCE

69%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +5

PUBLIC SECTOR VALUES

70%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM CLUSTER +5
DIFFERENCE FROM PUBLIC SECTOR +8

DIVERSITY & INCLUSION

77%

DIFFERENCE FROM CLUSTER +2
DIFFERENCE FROM PUBLIC SECTOR +9

FLEXIBLE WORKING SATISFACTION

75%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM CLUSTER +2
DIFFERENCE FROM PUBLIC SECTOR +16

ACTION ON RESULTS

60%

DIFFERENCE FROM 2017 +4
DIFFERENCE FROM CLUSTER +14
DIFFERENCE FROM PUBLIC SECTOR +24



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

The Employee Engagement index is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

| | | | |
|-----|---|-----|-----|
| 2a. | My workgroup strives to achieve customer/client satisfaction | 91% | 91% |
| 2c. | I receive help and support from other members of my workgroup | 88% | 88% |
| 2e. | People in my workgroup treat each other with respect | 85% | 86% |
| 2b. | My workgroup works collaboratively to achieve its objectives | 85% | 84% |
| 1a. | I understand what is expected of me to do well in my role | 83% | 84% |
| 1g. | I know how to address a health and safety issue I have identified | 82% | - |
| 8a. | My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 82% | 80% |
| 5b. | My manager listens to what I have to say | 82% | 84% |
| 5a. | My manager encourages people in my workgroup to keep improving the work they do | 81% | 82% |
| 8e. | My manager supports flexible working in my team | 80% | - |

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

| | | | |
|-----|---|-----|-----|
| 7c. | I feel that change is managed well in my organisation | 34% | 37% |
| 9a. | I have confidence in the ways my organisation resolves grievances | 42% | 40% |
| 7g. | I have confidence in the way recruitment decisions are made | 43% | 40% |
| 7d. | There is good co-operation between teams across our organisation | 47% | 46% |
| 3e. | My performance is assessed against clear criteria | 48% | 48% |
| 5h. | My manager appropriately deals with employees who perform poorly | 49% | 48% |
| 6b. | I feel that senior managers effectively lead and manage change | 51% | 55% |
| 3g. | I am satisfied with the opportunities available for career development in my organisation | 51% | 49% |
| 6h. | I feel that senior managers listen to employees | 54% | 54% |
| 7e. | People in my organisation take responsibility for their own actions | 54% | 54% |



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS



MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

| | | | |
|-----|---|-----|-----|
| 14. | I believe action will be taken on the results from this survey by my organisation | 60% | 56% |
| 7f. | My organisation is committed to developing its employees | 61% | 58% |
| 7g. | I have confidence in the way recruitment decisions are made | 43% | 40% |
| 8a. | My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 82% | 80% |
| 7h. | My organisation generally selects capable people to do the job | 67% | 64% |
| 3g. | I am satisfied with the opportunities available for career development in my organisation | 51% | 49% |
| 6i. | Senior managers in my organisation support the career advancement of women | 71% | 69% |
| 9a. | I have confidence in the ways my organisation resolves grievances | 42% | 40% |
| 3f. | I have received appropriate training and development to do my job well | 58% | 57% |
| 7l. | My organisation motivates me to help it achieve its objectives | 59% | 58% |



LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

| | | | |
|-----|---|-----|-----|
| 6b. | I feel that senior managers effectively lead and manage change | 51% | 55% |
| 7c. | I feel that change is managed well in my organisation | 34% | 37% |
| 5f. | I have confidence in the decisions my manager makes | 75% | 79% |
| 1e. | I am satisfied with my job | 70% | 71% |
| 5b. | My manager listens to what I have to say | 82% | 84% |
| 5e. | My manager involves my workgroup in decisions about our work | 73% | 75% |
| 5a. | My manager encourages people in my workgroup to keep improving the work they do | 81% | 82% |
| 2e. | People in my workgroup treat each other with respect | 85% | 86% |
| 1d. | I feel motivated to contribute more than what is normally required at work | 76% | 77% |
| 1a. | I understand what is expected of me to do well in my role | 83% | 84% |



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



Q5h. My manager appropriately deals with employees who perform poorly



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



Q7m. My organisation inspires me to do the best in my job



Q4. I am encouraged to participate in sustainable work practices by my supervisor or manager



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q5h. My manager appropriately deals with employees who perform poorly



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



Q7m. My organisation inspires me to do the best in my job



Q4. I am encouraged to participate in sustainable work practices by my supervisor or manager



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q5h. My manager appropriately deals with employees who perform poorly



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



Q7m. My organisation inspires me to do the best in my job



Q4. I am encouraged to participate in sustainable work practices by my supervisor or manager



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?
(STRENGTHS)

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

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



WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

60%

of employees replied favourably to:

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

37%

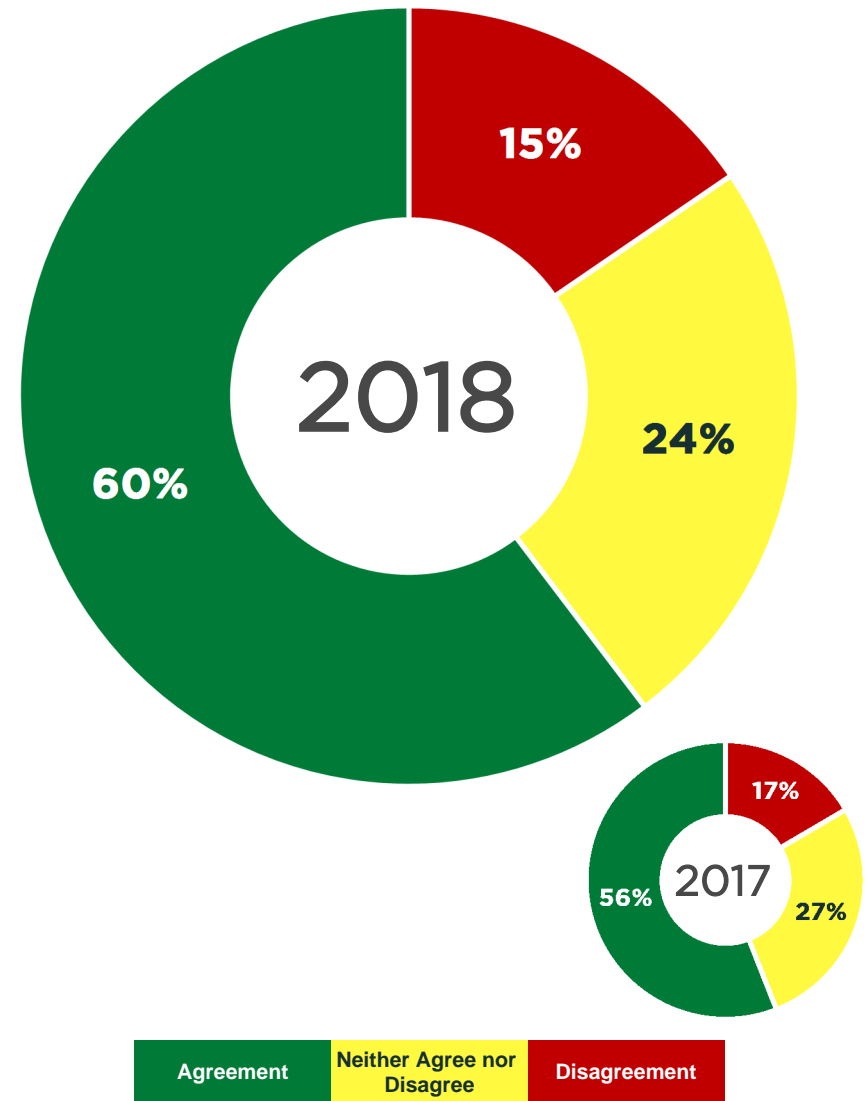
SECTOR

47%

CLUSTER

56%

2017



KEY DRIVERS OF ENGAGEMENT



Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

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

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

RANK

| | | % AGREEMENT 2018 | % AGREEMENT 2017 | AGREEMENT CLUSTER | % AGREEMENT PUBLIC SECTOR |
|----------|--|---------------------|---------------------|----------------------|---------------------------------|
| 1 | Q6c. I feel that senior managers model the values of my organisation | 60% | 59% | 51% | 50% |
| 2 | Q7f. My organisation is committed to developing its employees | 61% | 58% | 52% | 52% |
| 3 | Q6b. I feel that senior managers effectively lead and manage change | 51% | 55% | 44% | 46% |
| 4 | Q6h. I feel that senior managers listen to employees | 54% | 54% | 46% | 43% |
| 5 | Q7a. My organisation focuses on improving the work we do | 76% | 75% | 68% | 69% |
| 6 | Q6a. I believe senior managers provide clear direction for the future of the organisation | 59% | 59% | 50% | 49% |

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Department of Planning and Environment

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.

| | Department of Planning and Environment | Arts, Screen and Culture | Cluster Corporate Services | Energy, Water and Portfolio Strategy | Legal Services | Media and Communications | Planning and Design | Planning Services | Policy and Strategy | Resources and Geoscience | Resources Regulation/Central Coast Coordination |
|-----------------------|--|--------------------------|----------------------------|--------------------------------------|----------------|--------------------------|---------------------|-------------------|---------------------|--------------------------|---|
| NUMBER OF RESPONDENTS | 1939 | 108 | 429 | 105 | 72 | 53 | 178 | 326 | 229 | 169 | 180 |
| EMPLOYEE ENGAGEMENT | 65% | 66% | 63% | 63% | 74% | 61% | 70% | 68% | 68% | 61% | 60% |
| ENGAGEMENT WITH WORK | 73% | 72% | 69% | 66% | 87% | 74% | 77% | 79% | 81% | 65% | 66% |
| SENIOR MANAGERS | 56% | 54% | 54% | 63% | 75% | 44% | 62% | 61% | 64% | 49% | 46% |
| COMMUNICATION | 69% | 67% | 66% | 74% | 82% | 66% | 73% | 73% | 76% | 67% | 62% |
| HIGH PERFORMANCE | 69% | 68% | 64% | 73% | 83% | 64% | 74% | 73% | 75% | 64% | 63% |
| PUBLIC SECTOR VALUES | 70% | 69% | 67% | 76% | 84% | 63% | 75% | 75% | 76% | 64% | 63% |
| DIVERSITY & INCLUSION | 77% | 77% | 76% | 79% | 85% | 79% | 79% | 79% | 82% | 76% | 71% |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

| EMPLOYEE ENGAGEMENT | 65% AGGREGATE SCORE | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|---------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q7i. I would recommend my organisation as a great place to work | 19 | 47 | 21 | 9 | 66% | 67% | 66% | 61% |
| Q7j. I am proud to tell others I work for my organisation | 24 | 46 | 20 | 8 | 70% | 70% | 75% | 69% |
| Q7k. I feel a strong personal attachment to my organisation | 18 | 40 | 25 | 13 | 57% | 57% | 69% | 63% |
| Q7l. My organisation motivates me to help it achieve its objectives | 16 | 44 | 24 | 12 | 59% | 58% | 59% | 55% |
| Q7m. My organisation inspires me to do the best in my job | 17 | 41 | 26 | 12 | 58% | 57% | 59% | 55% |

KEY





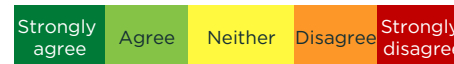
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

| ENGAGEMENT WITH WORK | 73% AGGREGATE SCORE | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|---------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q1c. My job gives me a feeling of personal accomplishment | 25 | 48 | 13 | 11 | 73% | 74% | 76% | 76% |
| Q1d. I feel motivated to contribute more than what is normally required at work | 30 | 45 | 12 | 9 | 76% | 77% | 76% | 72% |
| Q1e. I am satisfied with my job | 21 | 48 | 14 | 13 | 70% | 71% | 71% | 69% |

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

| SENIOR MANAGERS | 56% AGGREGATE SCORE | | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|---------------------|----|----|----|----|----------------|----------------|--------------|--------------------|
| Q6a. I believe senior managers provide clear direction for the future of the organisation | 16 | 43 | 19 | 15 | | 59% | 59% | 50% | 49% |
| Q6b. I feel that senior managers effectively lead and manage change | 14 | 36 | 21 | 19 | 9 | 51% | 55% | 44% | 46% |
| Q6c. I feel that senior managers model the values of my organisation | 17 | 43 | 22 | 11 | 7 | 60% | 59% | 51% | 50% |
| Q6d. Senior managers encourage innovation by employees | 15 | 45 | 22 | 13 | | 59% | 58% | 51% | 50% |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with | 17 | 45 | 22 | 11 | | 62% | 63% | 55% | 52% |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 20 | 54 | 15 | 7 | | 74% | 75% | 68% | 62% |
| Q6g. I feel that senior managers keep employees informed about what's going on | 13 | 42 | 20 | 17 | 9 | 55% | 55% | 50% | 47% |
| Q6h. I feel that senior managers listen to employees | 13 | 40 | 24 | 14 | 8 | 54% | 54% | 46% | 43% |
| Q7c. I feel that change is managed well in my organisation | | 27 | 25 | 26 | 15 | 34% | 37% | 32% | 40% |

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

| COMMUNICATION | 69% AGGREGATE SCORE | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 | |
|--|---------------------|----|----|----|----------------|----------------|--------------|--------------------|-----|
| Q5c. My manager communicates effectively with me | 32 | 44 | 11 | 9 | 76% | 77% | 75% | 72% | |
| Q5d. My manager encourages and values employee input | 38 | 42 | 11 | | 80% | 81% | 79% | 72% | |
| Q5e. My manager involves my workgroup in decisions about our work | 31 | 42 | 13 | 10 | 73% | 75% | 72% | 67% | |
| Q6g. I feel that senior managers keep employees informed about what's going on | 13 | 42 | 20 | 17 | 9 | 55% | 55% | 50% | 47% |
| Q6h. I feel that senior managers listen to employees | 13 | 40 | 24 | 14 | 8 | 54% | 54% | 46% | 43% |
| Q8c. I am able to speak up and share a different view to my colleagues and manager | 25 | 53 | 11 | 8 | | 77% | 77% | 75% | 67% |

KEY





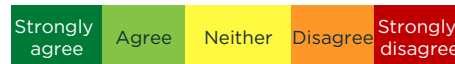
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

| | HIGH PERFORMANCE | | | | 69% AGGREGATE SCORE | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|------------------|----|----|----|---------------------|----------------|----------------|--------------|--------------------|
| Q1a. I understand what is expected of me to do well in my role | 27 | 55 | 7 | 8 | 83% | 84% | 86% | 90% | |
| Q2b. My workgroup works collaboratively to achieve its objectives | 42 | 42 | 7 | | 85% | 84% | 84% | 79% | |
| Q3f. I have received appropriate training and development to do my job well | 15 | 43 | 22 | 15 | 58% | 57% | 63% | 65% | |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do | 31 | 50 | 12 | | 81% | 82% | 78% | 74% | |
| Q5f. I have confidence in the decisions my manager makes | 34 | 42 | 14 | | 75% | 79% | 74% | 68% | |
| Q6d. Senior managers encourage innovation by employees | 15 | 45 | 22 | 13 | 59% | 58% | 51% | 50% | |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with | 17 | 45 | 22 | 11 | 62% | 63% | 55% | 52% | |
| Q7a. My organisation focuses on improving the work we do | 19 | 57 | 15 | | 76% | 75% | 68% | 69% | |
| Q7b. My organisation is making the necessary improvements to meet our future challenges | 15 | 48 | 19 | 12 | 64% | 64% | 54% | 57% | |

KEY

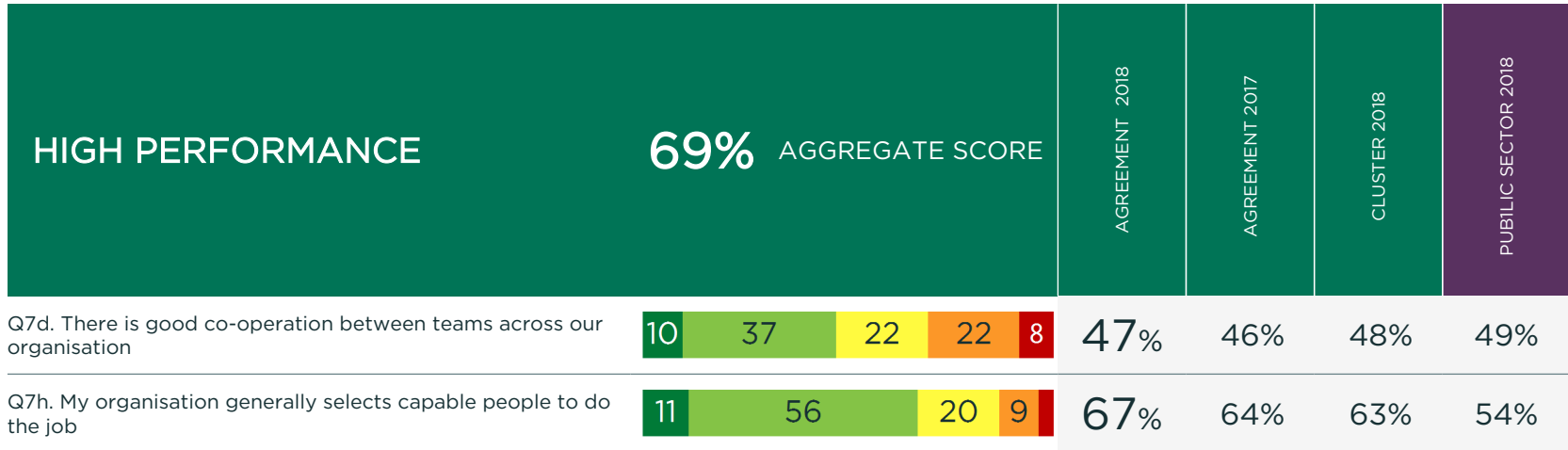




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





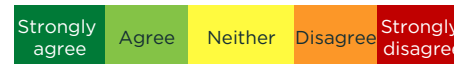
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

| PUBLIC SECTOR VALUES | 70% AGGREGATE SCORE | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|---|----|----------------|----------------|--------------|--------------------|
| | Q2a. My workgroup strives to achieve customer/client satisfaction | 46 | 45 | 91% | 91% | 90% |
| Q2e. People in my workgroup treat each other with respect | 44 | 41 | 85% | 86% | 83% | 75% |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do | 31 | 50 | 81% | 82% | 78% | 74% |
| Q5b. My manager listens to what I have to say | 37 | 46 | 82% | 84% | 82% | 76% |
| Q6a. I believe senior managers provide clear direction for the future of the organisation | 16 | 43 | 59% | 59% | 50% | 49% |
| Q6c. I feel that senior managers model the values of my organisation | 17 | 43 | 60% | 59% | 51% | 50% |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 20 | 54 | 74% | 75% | 68% | 62% |
| Q6g. I feel that senior managers keep employees informed about what's going on | 13 | 42 | 55% | 55% | 50% | 47% |
| Q6h. I feel that senior managers listen to employees | 13 | 40 | 54% | 54% | 46% | 43% |

KEY

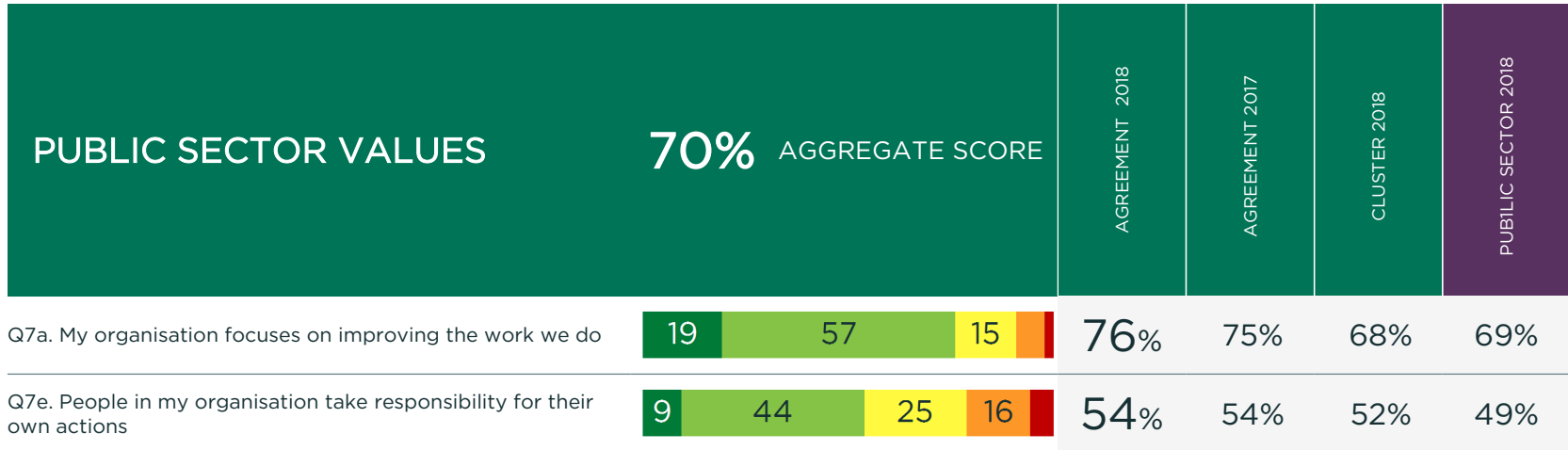




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

| DIVERSITY & INCLUSION | 77% AGGREGATE SCORE | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|--|---------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q1b. I am provided with the support I need to do my best at work | 20 | 47 | 13 | 16 | 67% | 67% | 66% | 65% |
| Q5b. My manager listens to what I have to say | 37 | 46 | 10 | | 82% | 84% | 82% | 76% |
| Q5d. My manager encourages and values employee input | 38 | 42 | 11 | | 80% | 81% | 79% | 72% |
| Q6i. Senior managers in my organisation support the career advancement of women | 29 | 42 | 22 | | 71% | 69% | 67% | 60% |
| Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | 27 | 55 | 11 | | 82% | 80% | 80% | 76% |
| Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.) | 30 | 50 | 12 | | 80% | 80% | 78% | 75% |
| Q8c. I am able to speak up and share a different view to my colleagues and manager | 25 | 53 | 11 | 8 | 77% | 77% | 75% | 67% |
| Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i> | 30 | 45 | 12 | 9 | 75% | 75% | 73% | 59% |
| Q8e. My manager supports flexible working in my team | 38 | 42 | 12 | | 80% | - | 77% | 63% |

KEY

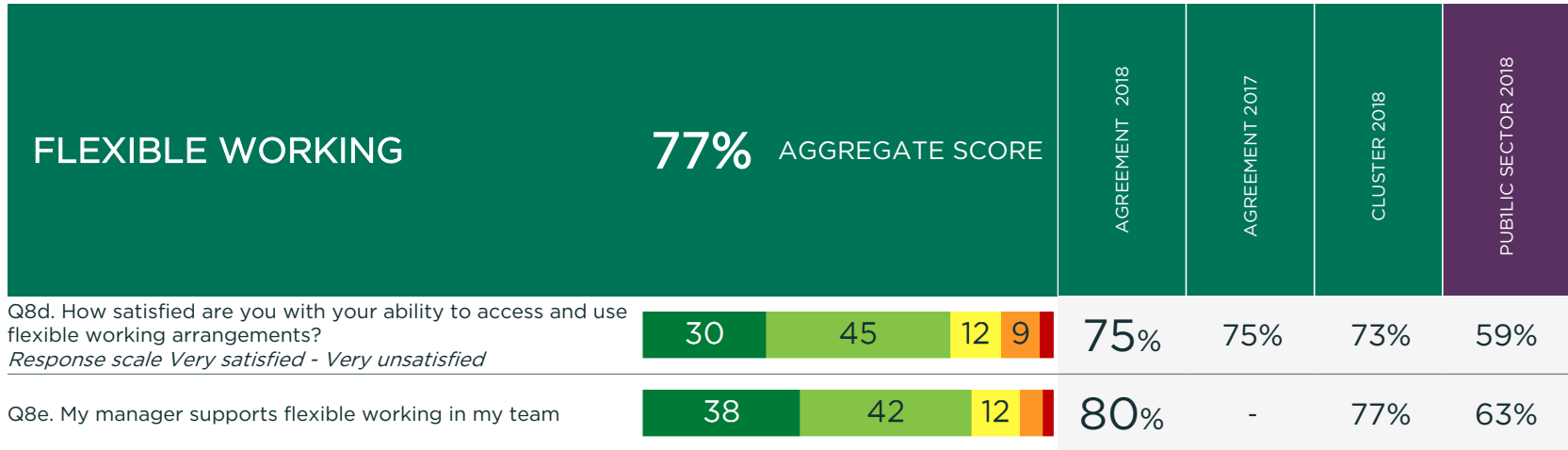




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY

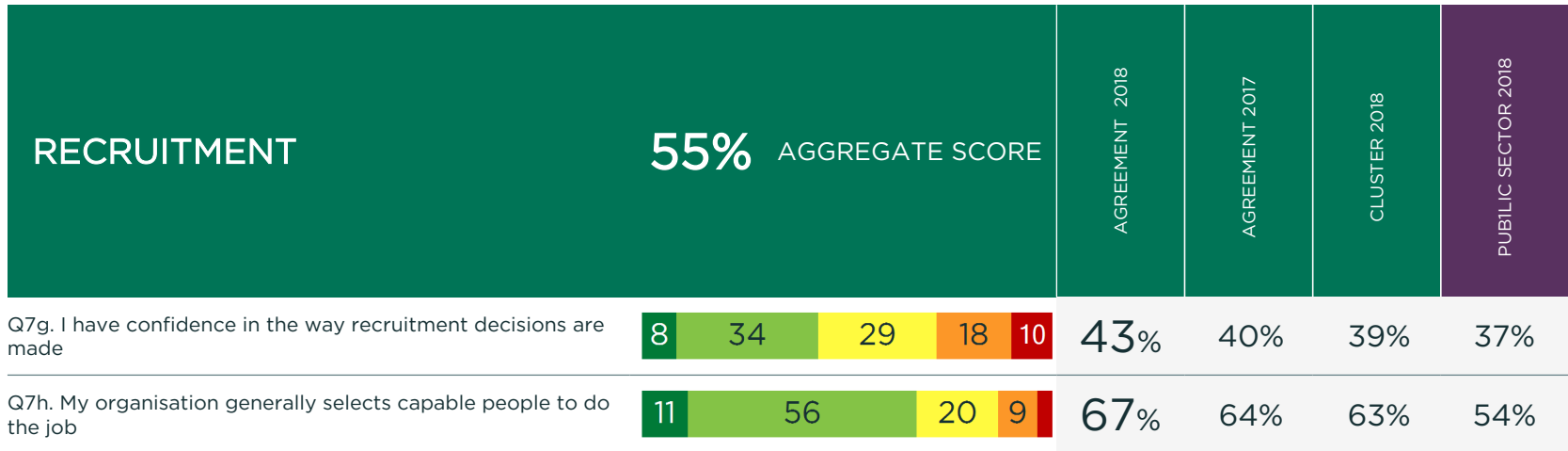




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

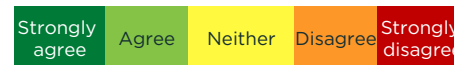
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT

59% AGGREGATE SCORE

| | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|----------------|----------------|----------------|--------------|--------------------|
| Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results | 20 46 17 12 | 66% | 67% | 67% | 65% |
| Q3e. My performance is assessed against clear criteria | 12 35 25 21 7 | 48% | 48% | 52% | 56% |
| Q3g. I am satisfied with the opportunities available for career development in my organisation | 16 36 21 17 10 | 51% | 49% | 47% | 50% |
| Q5g. My manager provides acknowledgement or other recognition for the work I do | 34 43 13 | 77% | 78% | 76% | 69% |
| Q5h. My manager appropriately deals with employees who perform poorly | 17 32 32 13 | 49% | 48% | 46% | 46% |
| Q7f. My organisation is committed to developing its employees | 12 49 22 12 | 61% | 58% | 52% | 52% |

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

| | 76% AGGREGATE SCORE | | | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|--|---------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q1b. I am provided with the support I need to do my best at work | 20 | 47 | 13 | 16 | 67% | 67% | 66% | 65% |
| Q1f. I am able to keep my work stress at an acceptable level | 15 | 54 | 13 | 13 | 69% | 69% | 64% | 60% |
| Q2c. I receive help and support from other members of my workgroup | 42 | 46 | | | 88% | 88% | 86% | 81% |
| Q2d. There is good team spirit in my workgroup | 40 | 39 | 10 | 8 | 79% | 80% | 75% | 70% |

KEY

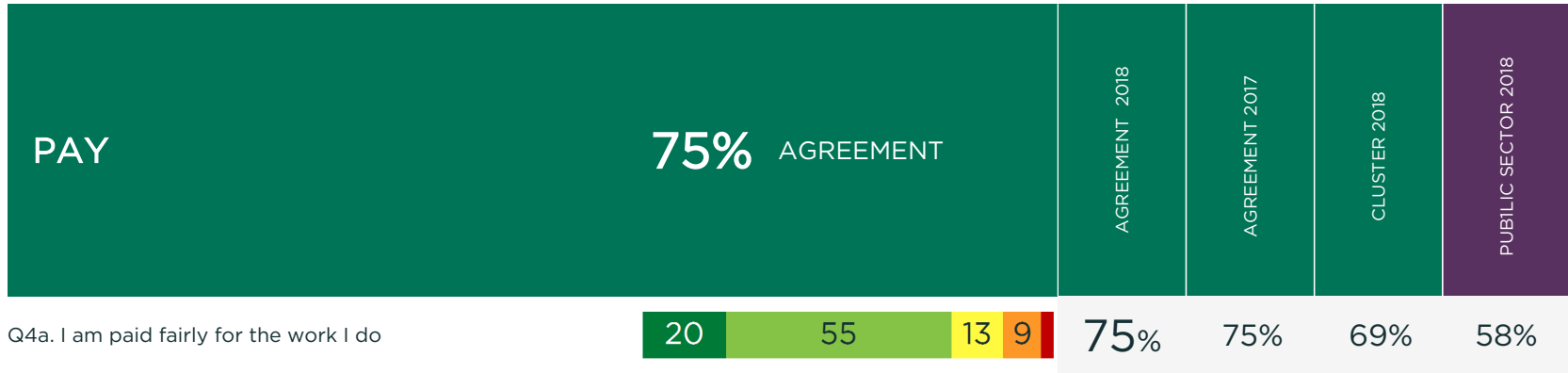




EXPLORE THE FULL RESULTS

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.



KEY

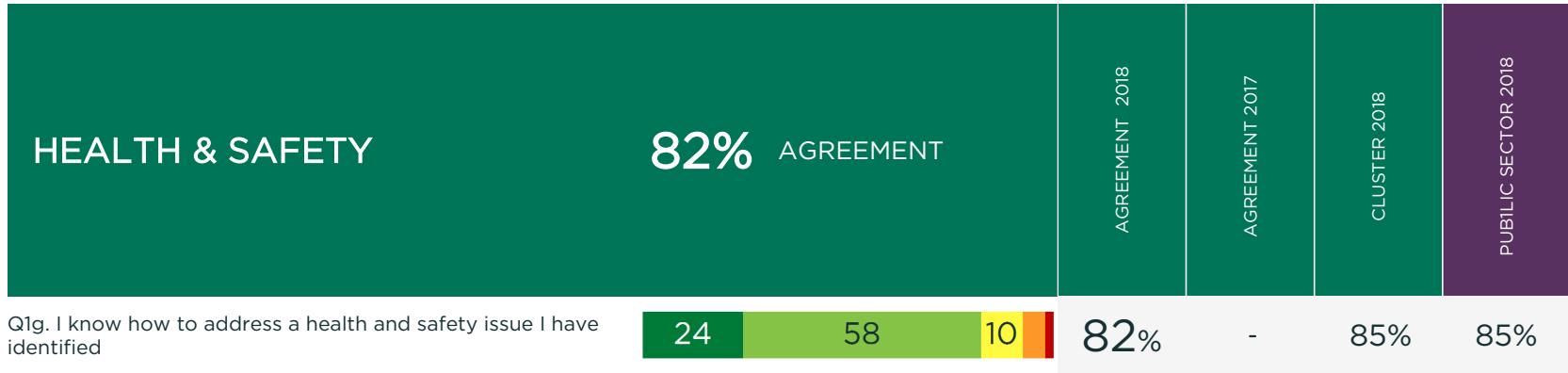




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY

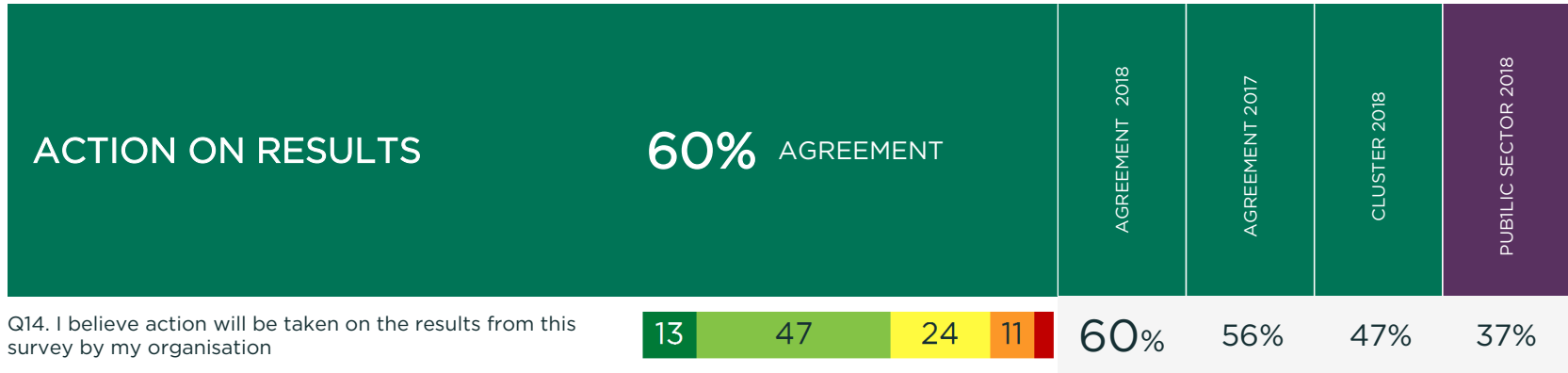




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY

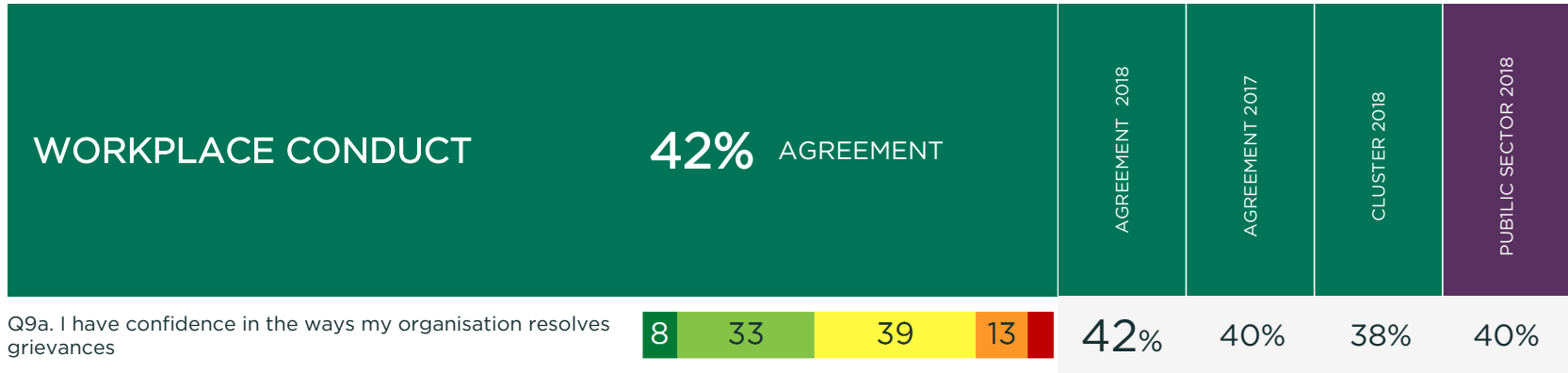




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



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

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

| | | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|--|--|------|------|--------------|--------------------|
| Q3a. I have a current performance and development plan that sets out my individual objectives | | | | | |
| Yes | | 58% | 60% | 65% | 71% |
| No | | 42% | 40% | 35% | 29% |
| Q3b. I have informal feedback conversations with my manager | | | | | |
| Yes | | 78% | 79% | 79% | 76% |
| No | | 22% | 21% | 21% | 24% |
| Q3c. I have scheduled feedback conversations with my manager | | | | | |
| Yes | | 54% | 56% | 58% | 58% |
| No | | 46% | 44% | 42% | 42% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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?

| | | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|-----|--|------|------|--------------|--------------------|
| Yes | | 45% | 43% | 40% | 41% |
| No | | 55% | 57% | 60% | 59% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

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

| | | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|---|--|------|------|--------------|--------------------|
| There are no major barriers to my career progression | | 35% | 32% | 29% | 32% |
| Lack of visible opportunities | | 32% | 34% | 36% | 30% |
| Lack of promotion opportunities | | 29% | 31% | 35% | 29% |
| Geographic location considerations | | 26% | 26% | 29% | 26% |
| The application/recruitment process is too cumbersome or time consuming | | 23% | 23% | 24% | 23% |
| Personal/family considerations | | 23% | 28% | 29% | 30% |
| Lack of support for temporary assignments/secondments | | 16% | 16% | 15% | 15% |
| Insufficient training and development | | 13% | 12% | 14% | 16% |
| Lack of required capabilities or experience | | 12% | 10% | 12% | 11% |
| Lack of support from my manager/supervisor | | 11% | 10% | 12% | 14% |
| Other | | 9% | 9% | 9% | 9% |

% are calculated with the number of unique respondents (N = 1,853 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

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

| | | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|------------|--|------|------|--------------|--------------------|
| Yes | | 15% | 11% | 19% | 24% |
| No | | 70% | 76% | 65% | 58% |
| Don't know | | 15% | 12% | 16% | 18% |

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

| | | | | | |
|------------|--|-----|-----|-----|-----|
| Yes | | 54% | 43% | 59% | 66% |
| No | | 42% | 54% | 39% | 32% |
| Don't know | | 4% | 3% | 2% | 2% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

| | | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|--|--|------|------|--------------|--------------------|
| Q11a. In the last 12 months I have witnessed bullying at work | | | | | |
| Yes | | 24% | 19% | 26% | 33% |
| No | | 67% | 72% | 65% | 57% |
| Don't know | | 9% | 10% | 9% | 10% |
| Q11b. In the last 12 months I have been subjected to bullying at work | | | | | |
| Yes | | 11% | 9% | 12% | 18% |
| No | | 83% | 84% | 82% | 76% |
| Don't know | | 5% | 7% | 6% | 6% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q11c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

| | | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|--|--|------|------|--------------|--------------------|
| A senior manager | | 38% | 20% | 26% | 21% |
| Your Immediate Manager/Supervisor | | 19% | 24% | 21% | 23% |
| A fellow worker at your level | | 18% | 24% | 25% | 27% |
| Prefer not to say | | 14% | 17% | 14% | 14% |
| A subordinate | | 5% | 8% | 8% | 7% |
| Other | | 4% | 1% | 4% | 4% |
| A client or customer | | 1% | 6% | 1% | 2% |
| A member of the public other than a client or customer | | 0% | - | 1% | 1% |



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

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

| Response | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|------------|------|------|--------------|--------------------|
| Yes | 1% | - | 1% | 3% |
| No | 98% | - | 98% | 94% |
| Don't know | 1% | - | 1% | 2% |

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

| Response | 2018 | 2017 | CLUSTER 2018 | PUBLIC SECTOR 2018 |
|------------------------|------|------|--------------|--------------------|
| A person at work | 93% | - | 82% | 39% |
| A member of the public | (r) | - | - | - |
| Other | (r) | - | - | - |
| Prefer not to say | 7% | - | 6% | 6% |



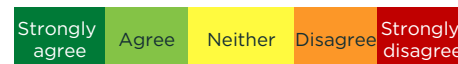
EXPLORE THE FULL RESULTS

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.

| PLANNING AND ENVIRONMENT CUSTOMISED QUESTIONS | | AGREEMENT 2018 | AGREEMENT 2017 | CLUSTER 2018 |
|--|--|----------------|----------------|--------------|
| Q1. My organisation listens to its customers and stakeholders | | 77% | 78% | 74% |
| Q2. I have a clear understanding of the vision of my organisation | | 73% | 69% | 68% |
| Q3. I am aware how my role contributes to the vision of my organisation | | 76% | 74% | 75% |
| Q4. I am encouraged to participate in sustainable work practices by my supervisor or manager | | 59% | 57% | 63% |
| Q5. My team is equipped with the right tools to provide good customer service | | 64% | 63% | 63% |
| Q6. My organisation has the right tools in place to assist and manage geographically dispersed teams | | 60% | 56% | 54% |
| Q7. I have access to the information I need to do my job well | | 71% | - | 71% |
| Q8. I feel informed about changes in my organisation | | 53% | - | 52% |
| Q9. The people I work with have safe work practices | | 89% | - | 88% |
| Q10. My manager promotes safe work practices in my workplace | | 84% | - | 86% |

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

| | | PERCENTAGE |
|---------------|--|------------|
| GENDER | | |
| Male | | 45% |
| Female | | 53% |
| Other | | 2% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

| | | PERCENTAGE |
|---------|--|------------|
| AGE | | |
| 15 - 19 | | 0% |
| 20 - 24 | | 3% |
| 25 -29 | | 9% |
| 30 - 34 | | 17% |
| 35 - 39 | | 14% |
| 40 - 44 | | 17% |
| 45 - 49 | | 14% |
| 50 - 54 | | 11% |
| 55 - 59 | | 8% |
| 60 - 64 | | 4% |
| 65+ | | 1% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

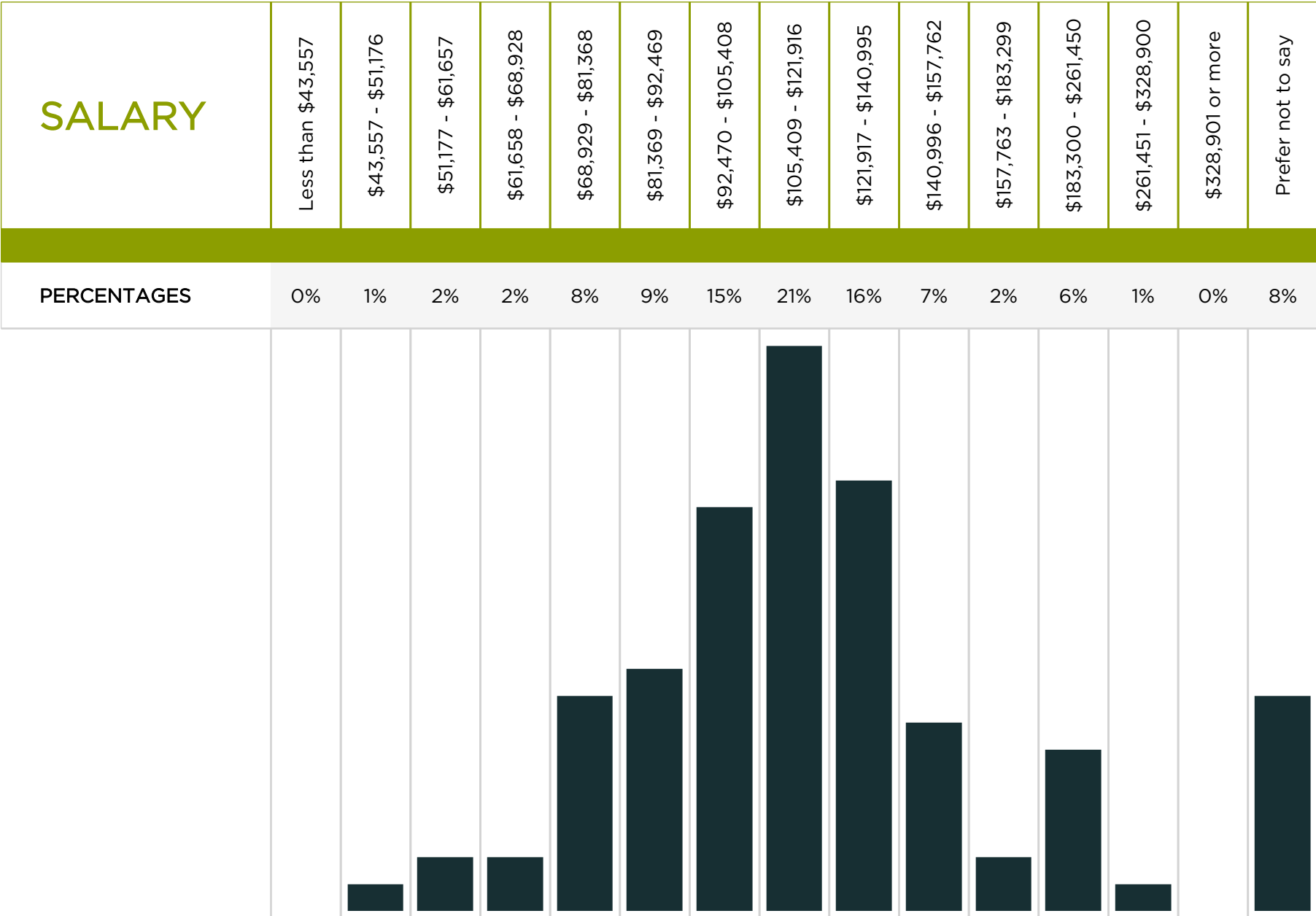
| | | PERCENTAGE |
|--|--|------------|
| TYPE OF WORK | | |
| Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service) | | 10% |
| Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry) | | 7% |
| Administrative support (e.g. executive/personal assistant, receptionist) | | 7% |
| Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes) | | 21% |
| Policy | | 15% |
| Research | | 4% |
| Program and project management support | | 14% |
| Legal (including developing and/or reviewing legislation) | | 4% |
| Other | | 18% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

| | | PERCENTAGE |
|-------------------------------|--|------------|
| TENURE IN ORGANISATION | | |
| Less than 1 year | | 33% |
| 1 - 2 years | | 20% |
| 2 - 5 years | | 20% |
| 5 - 10 years | | 14% |
| 10 - 20 years | | 10% |
| More than 20 years | | 3% |

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

| | PERCENTAGE |
|--|------------|
| FLEXIBLE WORKING | |
| Flexible start and finish times | 71% |
| Working from home | 27% |
| Working additional hours to make up for time off | 22% |
| None of the above | 16% |
| Working from different locations | 14% |
| Part-time work | 11% |
| Working more hours over fewer days | 10% |

% are calculated with the number of unique respondents (N = 1,821 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

| | PERCENTAGE |
|--|------------|
| FLEXIBLE WORKING | |
| Leave without pay | 7% |
| Study leave | 4% |
| Job sharing | 2% |
| Purchasing annual leave | 2% |
| Other | 2% |
| Flexible scheduling for rostered workers | 1% |

% are calculated with the number of unique respondents (N = 1,821 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.

| | Department of Planning and Environment | 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 | 1939 | 179 | 129 | 127 | 393 | 279 | 74 | 264 | 67 | 336 |
| EMPLOYEE ENGAGEMENT | 65% | 64% | 62% | 68% | 64% | 64% | 69% | 66% | 75% | 67% |
| ENGAGEMENT WITH WORK | 73% | 73% | 67% | 75% | 71% | 77% | 84% | 71% | 87% | 73% |
| SENIOR MANAGERS | 56% | 52% | 52% | 58% | 56% | 61% | 60% | 56% | 76% | 55% |
| COMMUNICATION | 69% | 64% | 66% | 70% | 69% | 74% | 75% | 67% | 82% | 70% |
| HIGH PERFORMANCE | 69% | 66% | 65% | 73% | 67% | 72% | 75% | 69% | 83% | 68% |
| PUBLIC SECTOR VALUES | 70% | 66% | 66% | 69% | 69% | 74% | 74% | 70% | 84% | 70% |
| DIVERSITY & INCLUSION | 77% | 74% | 74% | 78% | 79% | 80% | 79% | 76% | 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.

| | Department of Planning and Environment | Less than \$43,557 | \$43,557 - \$51,176 | \$51,177 - \$61,657 | \$61,658 - \$68,928 | \$68,929 - \$81,368 | \$81,369 - \$92,469 | \$92,470 - \$105,408 | \$105,409 - \$121,916 | \$121,917 - \$140,995 | \$140,996 - \$157,762 | \$157,763 - \$183,299 | \$183,300 - \$261,450 | \$261,451 - \$328,900 |
|----------------------------------|--|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| NUMBER OF RESPONDENTS | 1939 | 9 | 26 | 29 | 43 | 148 | 172 | 275 | 384 | 292 | 124 | 44 | 114 | 20 |
| EMPLOYEE ENGAGEMENT | 65% | (r) | (r) | (r) | 74% | 70% | 67% | 65% | 63% | 65% | 64% | 67% | 67% | (r) |
| ENGAGEMENT WITH WORK | 73% | (r) | (r) | (r) | 78% | 76% | 71% | 71% | 73% | 79% | 70% | 82% | 79% | (r) |
| SENIOR MANAGERS | 56% | (r) | (r) | (r) | 58% | 63% | 57% | 54% | 54% | 57% | 57% | 63% | 65% | (r) |
| COMMUNICATION | 69% | (r) | (r) | (r) | 73% | 70% | 70% | 68% | 70% | 71% | 69% | 73% | 77% | (r) |
| HIGH PERFORMANCE | 69% | (r) | (r) | (r) | 75% | 72% | 68% | 67% | 68% | 71% | 70% | 76% | 75% | (r) |
| PUBLIC SECTOR VALUES | 70% | (r) | (r) | (r) | 73% | 73% | 69% | 68% | 70% | 73% | 70% | 75% | 78% | (r) |
| DIVERSITY & INCLUSION | 77% | (r) | (r) | (r) | 82% | 79% | 76% | 76% | 78% | 81% | 79% | 78% | 82% | (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.

| | Department of Planning and Environment | \$328,901 or more | Prefer not to say |
|------------------------------|--|-------------------|-------------------|
| NUMBER OF RESPONDENTS | 1939 | 9 | 152 |
| EMPLOYEE ENGAGEMENT | 65% | (r) | 56% |
| ENGAGEMENT WITH WORK | 73% | (r) | 59% |
| SENIOR MANAGERS | 56% | (r) | 44% |
| COMMUNICATION | 69% | (r) | 55% |
| HIGH PERFORMANCE | 69% | (r) | 57% |
| PUBLIC SECTOR VALUES | 70% | (r) | 57% |
| DIVERSITY & INCLUSION | 77% | (r) | 64% |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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.

| | Department of Planning and Environment | Less than 1 year | 1 - 2 years | 2 - 5 years | 5 - 10 years | 10 - 20 years | More than 20 years |
|------------------------------|--|------------------|-------------|-------------|--------------|---------------|--------------------|
| NUMBER OF RESPONDENTS | 1939 | 600 | 374 | 361 | 253 | 191 | 48 |
| EMPLOYEE ENGAGEMENT | 65% | 69% | 65% | 64% | 61% | 63% | 64% |
| ENGAGEMENT WITH WORK | 73% | 78% | 74% | 71% | 72% | 69% | 64% |
| SENIOR MANAGERS | 56% | 65% | 56% | 53% | 50% | 51% | 47% |
| COMMUNICATION | 69% | 76% | 69% | 68% | 65% | 64% | 64% |
| HIGH PERFORMANCE | 69% | 75% | 70% | 66% | 63% | 67% | 64% |
| PUBLIC SECTOR VALUES | 70% | 77% | 70% | 68% | 65% | 66% | 63% |
| DIVERSITY & INCLUSION | 77% | 82% | 78% | 77% | 73% | 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.

| | Department of Planning and Environment | 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 | 1939 | 1287 | 183 | 403 | 16 | 202 | 31 | 253 | 494 | 31 | 129 | 72 | 30 | 298 |
| EMPLOYEE ENGAGEMENT | 65% | 65% | 67% | 66% | (r) | 65% | 70% | 66% | 65% | 69% | 65% | 66% | 67% | 68% |
| ENGAGEMENT WITH WORK | 73% | 73% | 76% | 72% | (r) | 76% | 83% | 76% | 78% | 76% | 71% | 76% | 64% | 77% |
| SENIOR MANAGERS | 56% | 57% | 57% | 55% | (r) | 58% | 67% | 55% | 56% | 62% | 57% | 61% | 57% | 60% |
| COMMUNICATION | 69% | 70% | 70% | 69% | (r) | 73% | 76% | 71% | 72% | 74% | 69% | 70% | 66% | 71% |
| HIGH PERFORMANCE | 69% | 70% | 71% | 69% | (r) | 73% | 77% | 68% | 71% | 77% | 71% | 69% | 66% | 70% |
| PUBLIC SECTOR VALUES | 70% | 71% | 72% | 69% | (r) | 74% | 76% | 70% | 72% | 75% | 71% | 74% | 67% | 73% |
| DIVERSITY & INCLUSION | 77% | 79% | 80% | 79% | (r) | 83% | 87% | 82% | 84% | 78% | 80% | 80% | 72% | 74% |

*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

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

| | Department of Planning and Environment | Sydney East | Sydney - City and Inner South | Hunter Valley exc Newcastle | Sydney - Inner South West | Sydney West | Sydney - Parramatta | Illawarra | Newcastle and Lake Macquarie | Far West and Orana | Central West | Sydney - Eastern Suburbs | Sydney - North Sydney and Hornsby |
|-----------------------|--|-------------|-------------------------------|-----------------------------|---------------------------|-------------|---------------------|-----------|------------------------------|--------------------|--------------|--------------------------|-----------------------------------|
| NUMBER OF RESPONDENTS | 1939 | 1284 | 1094 | 263 | 153 | 87 | 75 | 25 | 24 | 16 | 15 | 14 | 12 |
| EMPLOYEE ENGAGEMENT | 65% | 67% | 68% | 62% | 62% | 67% | 65% | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 73% | 76% | 77% | 68% | 69% | 78% | 75% | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 56% | 60% | 61% | 49% | 50% | 55% | 55% | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 69% | 72% | 72% | 65% | 68% | 71% | 71% | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 69% | 72% | 73% | 66% | 62% | 70% | 69% | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 70% | 73% | 74% | 65% | 65% | 72% | 72% | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 77% | 80% | 80% | 75% | 78% | 79% | 79% | (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

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

| | Department of Planning and Environment | Capital Region | Central Coast | Coffs Harbour - Grafton | Sydney - Inner West | Sydney - Outer West and Blue Mountains | New England and North West | Richmond - Tweed | Sydney - Outer South West | Sydney - Baulkham Hills and Hawkesbury | Sydney - Northern Beaches | Sydney - Ryde | Sydney - Blacktown | Sydney - Sutherland |
|----------------------------------|--|----------------|---------------|-------------------------|---------------------|--|----------------------------|------------------|---------------------------|--|---------------------------|---------------|--------------------|---------------------|
| NUMBER OF RESPONDENTS | 1939 | 12 | 10 | 8 | 6 | 6 | 5 | 4 | 3 | 2 | 2 | 2 | 1 | 1 |
| EMPLOYEE ENGAGEMENT | 65% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 73% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 56% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 69% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 69% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 70% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 77% | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) | (r) |

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

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY REGION



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.

| | Department of Planning and Environment | Mid North Coast | Murray | OUTSIDE NSW | Riverina | Southern Highlands and Shoalhaven | Sydney - South West |
|------------------------------|--|-----------------|----------|-------------|----------|-----------------------------------|---------------------|
| NUMBER OF RESPONDENTS | 1939 | 1 | 1 | 0 | 0 | 0 | 0 |
| EMPLOYEE ENGAGEMENT | 65% | (r) | (r) | (r) | (r) | (r) | (r) |
| ENGAGEMENT WITH WORK | 73% | (r) | (r) | (r) | (r) | (r) | (r) |
| SENIOR MANAGERS | 56% | (r) | (r) | (r) | (r) | (r) | (r) |
| COMMUNICATION | 69% | (r) | (r) | (r) | (r) | (r) | (r) |
| HIGH PERFORMANCE | 69% | (r) | (r) | (r) | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 70% | (r) | (r) | (r) | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 77% | (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

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.

| | Department of Planning and Environment | 15 - 19 | 20 - 24 | 25 - 29 | 30 - 34 | 35 - 39 | 40 - 44 | 45 - 49 | 50 - 54 | 55 - 59 | 60 - 64 | 65+ |
|----------------------------------|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----|
| NUMBER OF RESPONDENTS | 1939 | 2 | 61 | 172 | 301 | 262 | 312 | 251 | 208 | 149 | 73 | 25 |
| EMPLOYEE ENGAGEMENT | 65% | (r) | 77% | 67% | 67% | 66% | 64% | 66% | 64% | 62% | 67% | (r) |
| ENGAGEMENT WITH WORK | 73% | (r) | 80% | 75% | 77% | 71% | 72% | 73% | 72% | 70% | 77% | (r) |
| SENIOR MANAGERS | 56% | (r) | 71% | 58% | 61% | 57% | 57% | 55% | 56% | 51% | 55% | (r) |
| COMMUNICATION | 69% | (r) | 80% | 70% | 73% | 70% | 71% | 68% | 69% | 67% | 65% | (r) |
| HIGH PERFORMANCE | 69% | (r) | 80% | 71% | 72% | 69% | 68% | 70% | 68% | 65% | 68% | (r) |
| PUBLIC SECTOR VALUES | 70% | (r) | 82% | 71% | 74% | 70% | 70% | 70% | 70% | 67% | 68% | (r) |
| DIVERSITY & INCLUSION | 77% | (r) | 88% | 77% | 81% | 77% | 78% | 78% | 74% | 77% | 75% | (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.

| | Department of Planning and Environment | Male | Female | Other |
|------------------------------|--|------|--------|-------|
| NUMBER OF RESPONDENTS | 1939 | 826 | 980 | 29 |
| EMPLOYEE ENGAGEMENT | 65% | 66% | 66% | (r) |
| ENGAGEMENT WITH WORK | 73% | 74% | 74% | (r) |
| SENIOR MANAGERS | 56% | 58% | 57% | (r) |
| COMMUNICATION | 69% | 71% | 69% | (r) |
| HIGH PERFORMANCE | 69% | 70% | 70% | (r) |
| PUBLIC SECTOR VALUES | 70% | 71% | 71% | (r) |
| DIVERSITY & INCLUSION | 77% | 78% | 78% | (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

i SURVEY TIME FRAME

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

i PRIVACY

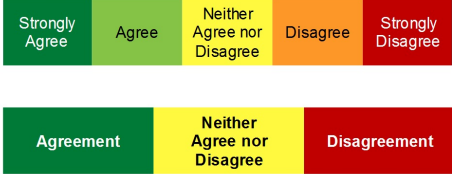
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

i HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



i ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

i MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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