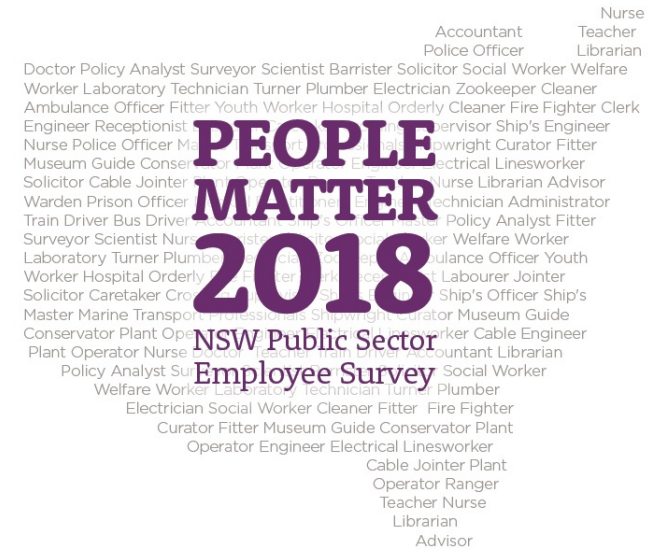

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Planning and Environment

Office of Environment & Heritage

RESPONSE RATE

85%

2,236 OF 2,628 RESPONDENTS

EMPLOYEE ENGAGEMENT

65%

DIFFERENCE FROM 2017 -1
DIFFERENCE FROM CLUSTER -4
DIFFERENCE FROM PUBLIC SECTOR 0

ENGAGEMENT WITH WORK

71%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM CLUSTER -3
DIFFERENCE FROM PUBLIC SECTOR -1

SENIOR MANAGERS

42%

DIFFERENCE FROM 2017 +4
DIFFERENCE FROM CLUSTER -8
DIFFERENCE FROM PUBLIC SECTOR -7

COMMUNICATION

64%

DIFFERENCE FROM 2017 +4
DIFFERENCE FROM CLUSTER -2
DIFFERENCE FROM PUBLIC SECTOR +2

HIGH PERFORMANCE

61%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM CLUSTER -5
DIFFERENCE FROM PUBLIC SECTOR -3

PUBLIC SECTOR VALUES

60%

DIFFERENCE FROM 2017 +3
DIFFERENCE FROM CLUSTER -5
DIFFERENCE FROM PUBLIC SECTOR -2

DIVERSITY & INCLUSION

73%

DIFFERENCE FROM CLUSTER -2
DIFFERENCE FROM PUBLIC SECTOR +5

FLEXIBLE WORKING SATISFACTION

76%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +18

ACTION ON RESULTS

39%

DIFFERENCE FROM 2017 +7
DIFFERENCE FROM CLUSTER -8
DIFFERENCE FROM PUBLIC SECTOR +2



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

	AGREEMENT 2018	AGREEMENT 2017
2a. My workgroup strives to achieve customer/client satisfaction	86%	86%
1g. I know how to address a health and safety issue I have identified	86%	-
1a. I understand what is expected of me to do well in my role	85%	87%
2c. I receive help and support from other members of my workgroup	85%	83%
2b. My workgroup works collaboratively to achieve its objectives	82%	80%
5b. My manager listens to what I have to say	80%	80%
2e. People in my workgroup treat each other with respect	80%	78%
8e. My manager supports flexible working in my team	78%	-
5d. My manager encourages and values employee input	78%	75%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	76%	78%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
7c. I feel that change is managed well in my organisation	22%	22%
7g. I have confidence in the way recruitment decisions are made	32%	30%
9a. I have confidence in the ways my organisation resolves grievances	32%	32%
6b. I feel that senior managers effectively lead and manage change	36%	32%
14. I believe action will be taken on the results from this survey by my organisation	39%	32%
6h. I feel that senior managers listen to employees	39%	34%
7b. My organisation is making the necessary improvements to meet our future challenges	39%	39%
6a. I believe senior managers provide clear direction for the future of the organisation	40%	34%
6d. Senior managers encourage innovation by employees	42%	37%
6c. I feel that senior managers model the values of my organisation	42%	38%



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

	AGREEMENT 2018	AGREEMENT 2017
6g. I feel that senior managers keep employees informed about what's going on	45%	37%
14. I believe action will be taken on the results from this survey by my organisation	39%	32%
6a. I believe senior managers provide clear direction for the future of the organisation	40%	34%
6i. Senior managers in my organisation support the career advancement of women	62%	57%
6h. I feel that senior managers listen to employees	39%	34%
6d. Senior managers encourage innovation by employees	42%	37%
7d. There is good co-operation between teams across our organisation	46%	42%
5c. My manager communicates effectively with me	75%	71%
6c. I feel that senior managers model the values of my organisation	42%	38%
6b. I feel that senior managers effectively lead and manage change	36%	32%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
3e. My performance is assessed against clear criteria	52%	56%
7h. My organisation generally selects capable people to do the job	56%	58%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	73%	75%
8c. I am able to speak up and share a different view to my colleagues and manager	73%	75%
7i. I would recommend my organisation as a great place to work	61%	63%
1a. I understand what is expected of me to do well in my role	85%	87%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	76%	78%
4a. I am paid fairly for the work I do	71%	73%
3f. I have received appropriate training and development to do my job well	67%	68%
7j. I am proud to tell others I work for my organisation	71%	72%



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE



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.

39%

of employees replied favourably to:

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

37%

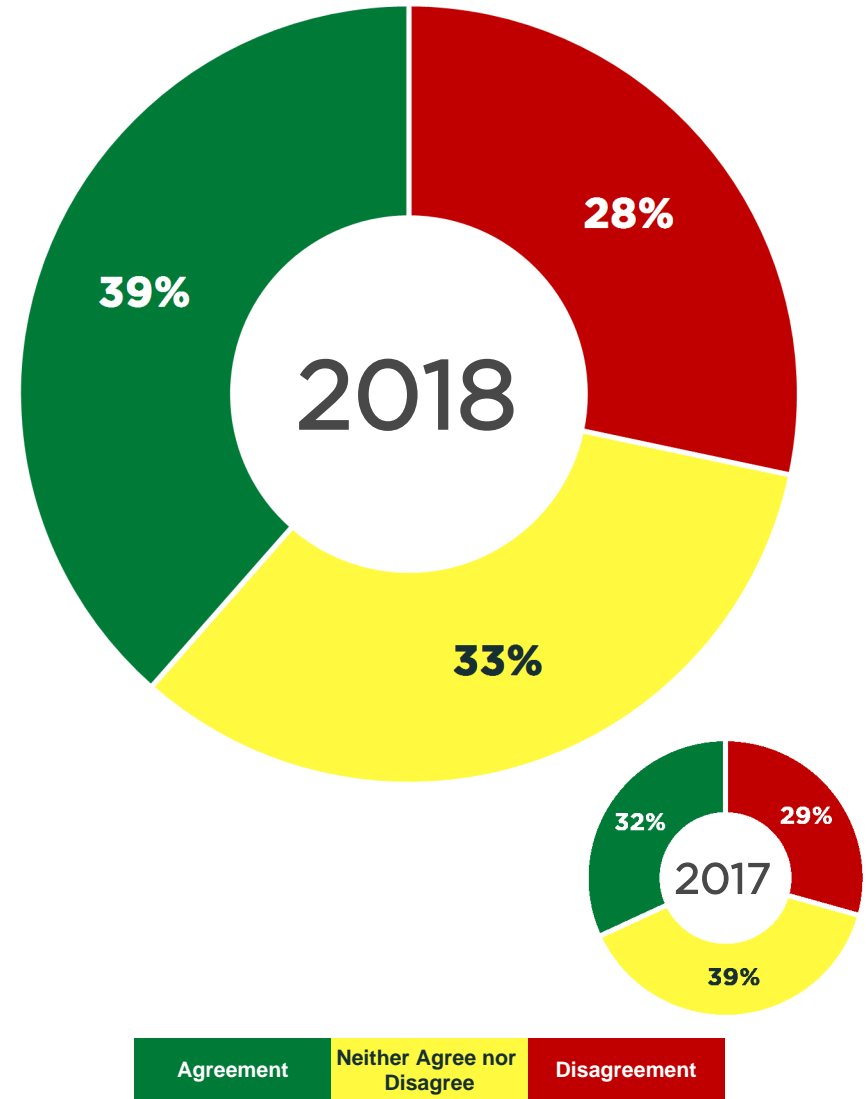
SECTOR

47%

CLUSTER

32%

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	Q7a. My organisation focuses on improving the work we do	57%	58%	68%	69%
2	Q7f. My organisation is committed to developing its employees	48%	47%	52%	52%
3	Q7b. My organisation is making the necessary improvements to meet our future challenges	39%	39%	54%	57%
4	Q6h. I feel that senior managers listen to employees	39%	34%	46%	43%
5	Q7h. My organisation generally selects capable people to do the job	56%	58%	63%	54%
6	Q6a. I believe senior managers provide clear direction for the future of the organisation	40%	34%	50%	49%

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	Heritage Division	Office of the Chief Executive	Park Operations	Park Programs	Policy Division	Regional Operations	Science Division	Strategy and Performance
NUMBER OF RESPONDENTS	2236	98	13	856	287	57	483	254	71
EMPLOYEE ENGAGEMENT	65%	58%	75%	60%	66%	72%	68%	71%	68%
ENGAGEMENT WITH WORK	71%	67%	85%	64%	75%	78%	76%	81%	68%
SENIOR MANAGERS	42%	41%	56%	31%	39%	61%	48%	58%	48%
COMMUNICATION	64%	60%	76%	53%	65%	78%	73%	77%	68%
HIGH PERFORMANCE	61%	55%	69%	52%	62%	76%	68%	73%	65%
PUBLIC SECTOR VALUES	60%	58%	73%	49%	60%	78%	68%	72%	66%
DIVERSITY & INCLUSION	73%	72%	79%	63%	76%	82%	82%	86%	73%

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



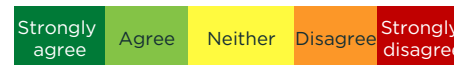
EXPLORE THE FULL RESULTS

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	18	43	24	10	61%	63%	66%	61%
Q7j. I am proud to tell others I work for my organisation	26	45	19		71%	72%	75%	69%
Q7k. I feel a strong personal attachment to my organisation	25	44	19	8	69%	69%	69%	63%
Q7l. My organisation motivates me to help it achieve its objectives	14	36	30	15	50%	50%	59%	55%
Q7m. My organisation inspires me to do the best in my job	15	34	31	14	49%	49%	59%	55%

KEY





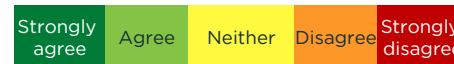
EXPLORE THE FULL RESULTS

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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.

ENGAGEMENT WITH WORK	71% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	26	48	14	8	73%	73%	76%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	30	42	14	9	72%	73%	76%	72%
Q1e. I am satisfied with my job	20	48	18	10	68%	66%	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	42% 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	9	31	27	20	12	40%	34%	50%	49%
Q6b. I feel that senior managers effectively lead and manage change	9	27	29	20	16	36%	32%	44%	46%
Q6c. I feel that senior managers model the values of my organisation	11	31	29	15	14	42%	38%	51%	50%
Q6d. Senior managers encourage innovation by employees	10	32	34	16	9	42%	37%	51%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	37	32	12		49%	47%	55%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	48	24	9		62%	61%	68%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	9	36	24	19	12	45%	37%	50%	47%
Q6h. I feel that senior managers listen to employees	10	30	29	17	15	39%	34%	46%	43%
Q7c. I feel that change is managed well in my organisation		18	26	28	23	22%	22%	32%	40%

KEY





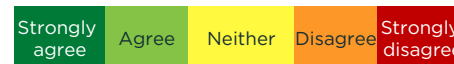
EXPLORE THE FULL RESULTS

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	64% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q5c. My manager communicates effectively with me	33	43	13	8	75%	71%	75%	72%	
Q5d. My manager encourages and values employee input	36	41	13	10	78%	75%	79%	72%	
Q5e. My manager involves my workgroup in decisions about our work	31	41	15	7	73%	69%	72%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	9	36	24	19	12	45%	37%	50%	47%
Q6h. I feel that senior managers listen to employees	10	30	29	17	15	39%	34%	46%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	51	14	8	73%	75%	75%	67%	

KEY





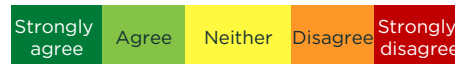
EXPLORE THE FULL RESULTS

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		61% 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	31	54	8	85%	87%	86%	90%		
Q2b. My workgroup works collaboratively to achieve its objectives	37	45	10	82%	80%	84%	79%		
Q3f. I have received appropriate training and development to do my job well	18	49	21	9	67%	68%	63%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	48	16	75%	74%	78%	74%		
Q5f. I have confidence in the decisions my manager makes	32	40	17	72%	70%	74%	68%		
Q6d. Senior managers encourage innovation by employees	10	32	34	16	9	42%	37%	51%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	37	32	12	49%	47%	55%	52%	
Q7a. My organisation focuses on improving the work we do	12	45	25	12	57%	58%	68%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	9	31	30	20	11	39%	39%	54%	57%

KEY

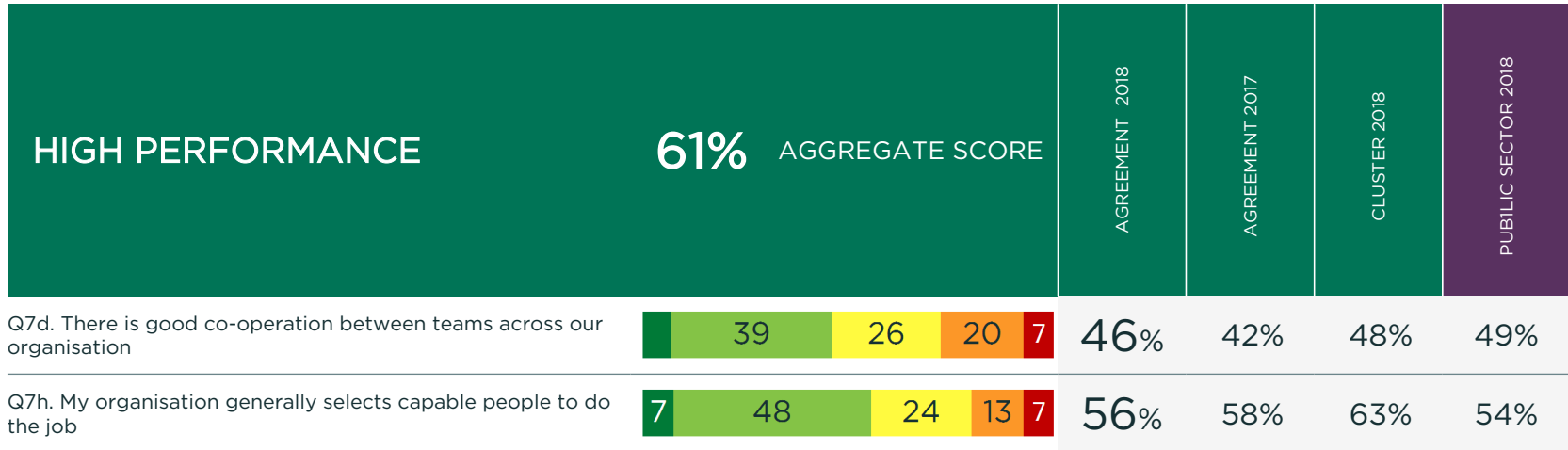




EXPLORE THE FULL RESULTS

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	60% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction	42	44	9			86%	86%	90%	86%
Q2e. People in my workgroup treat each other with respect	40	41	10			80%	78%	83%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	48	16			75%	74%	78%	74%
Q5b. My manager listens to what I have to say	38	43	11			80%	80%	82%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	31	27	20	12	40%	34%	50%	49%
Q6c. I feel that senior managers model the values of my organisation	11	31	29	15	14	42%	38%	51%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	48	24	9		62%	61%	68%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	9	36	24	19	12	45%	37%	50%	47%
Q6h. I feel that senior managers listen to employees	10	30	29	17	15	39%	34%	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.

PUBLIC SECTOR VALUES		60% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do		12	45	25	12	57%	58%	68%	69%
Q7e. People in my organisation take responsibility for their own actions		7	43	30	13	50%	48%	52%	49%

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	73% 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	17	46	18	14	63%	61%	66%	65%
Q5b. My manager listens to what I have to say	38	43	11		80%	80%	82%	76%
Q5d. My manager encourages and values employee input	36	41	13		78%	75%	79%	72%
Q6i. Senior managers in my organisation support the career advancement of women	22	40	28		62%	57%	67%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	23	54	15		76%	78%	80%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	24	49	17		73%	75%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	51	14	8	73%	75%	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>	34	42	14		76%	77%	73%	59%
Q8e. My manager supports flexible working in my team	38	40	14		78%	-	77%	63%

KEY

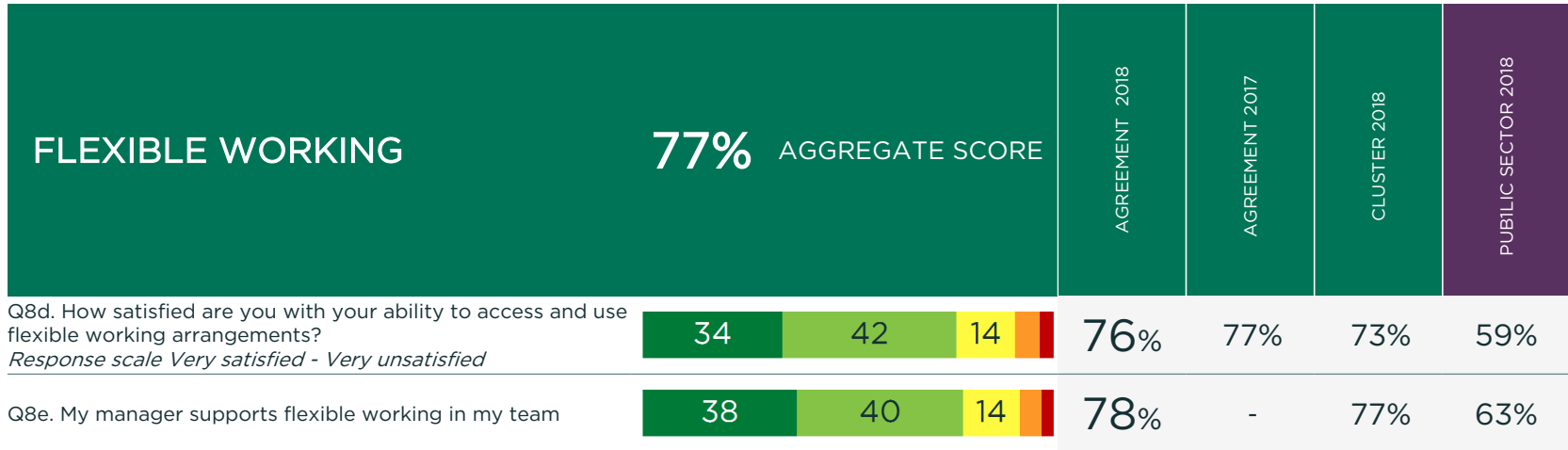




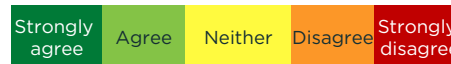
EXPLORE THE FULL RESULTS

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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.



KEY

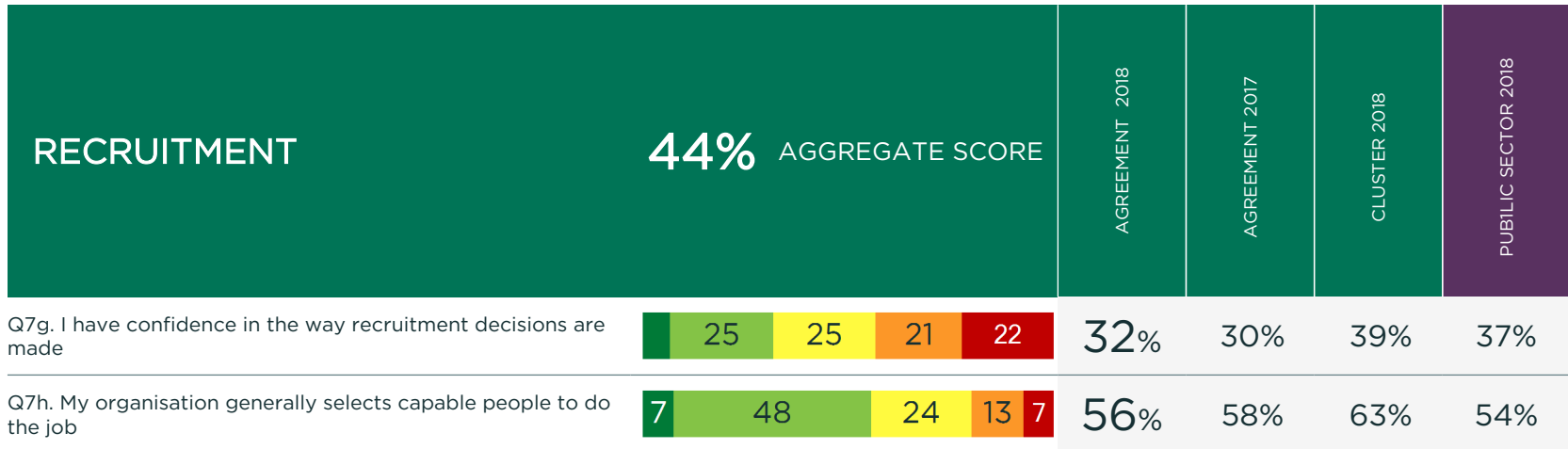




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KEY





EXPLORE THE FULL RESULTS

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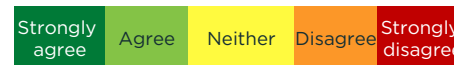
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT

55% 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 47 18 11	67%	67%	67%	65%
Q3e. My performance is assessed against clear criteria	13 39 28 15	52%	56%	52%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	12 34 23 19 12	46%	44%	47%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	35 41 14	76%	74%	76%	69%
Q5h. My manager appropriately deals with employees who perform poorly	15 28 36 13 8	43%	41%	46%	46%
Q7f. My organisation is committed to developing its employees	8 40 29 15 8	48%	47%	52%	52%

KEY

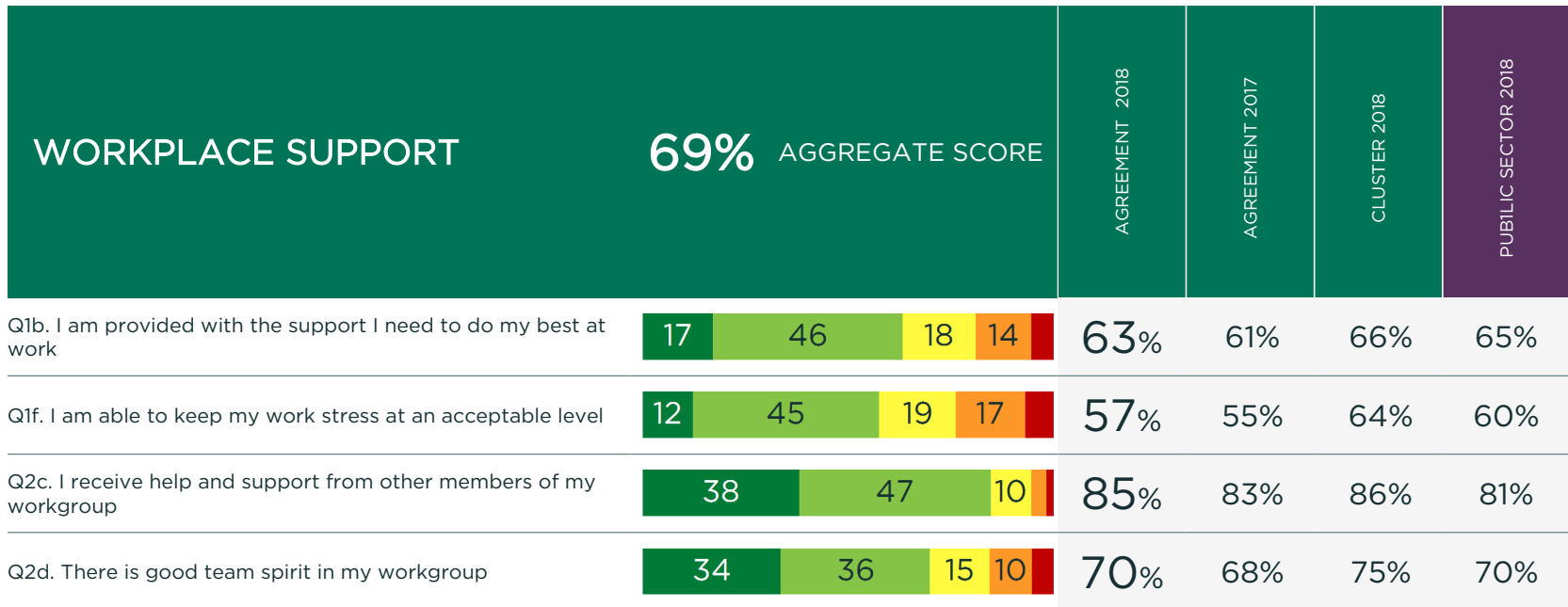




EXPLORE THE FULL RESULTS

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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.



KEY

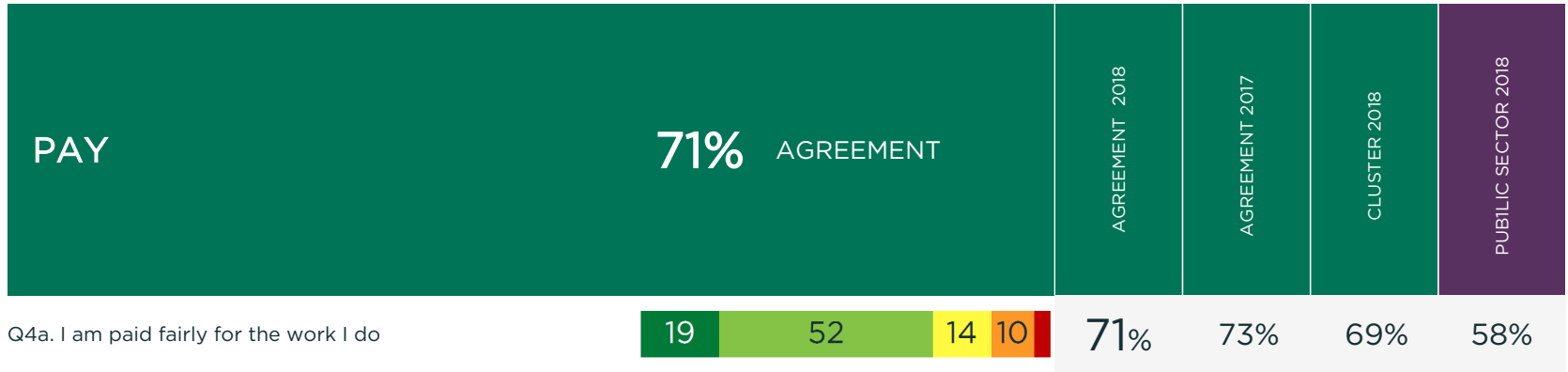




EXPLORE THE FULL RESULTS

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

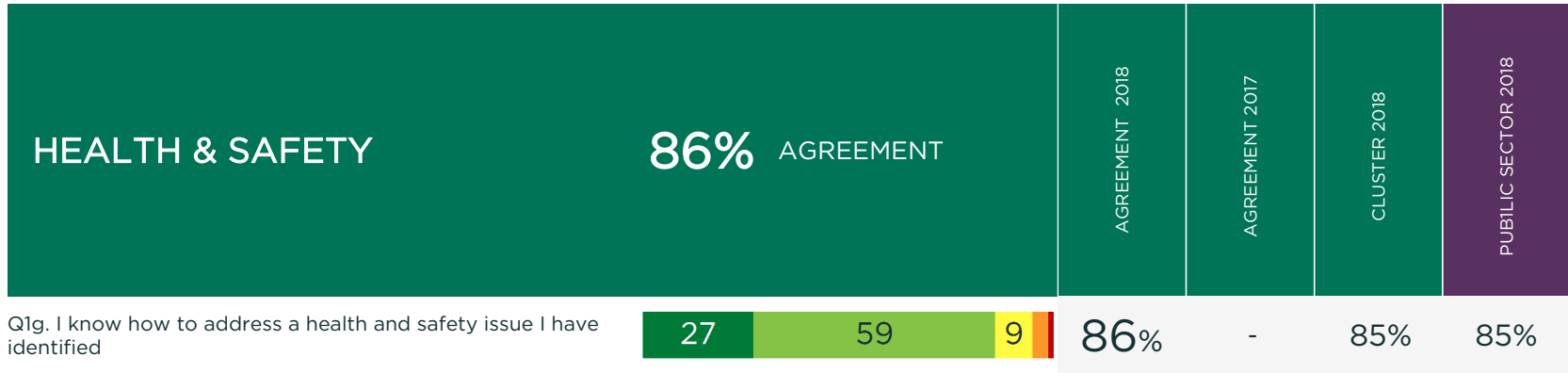




EXPLORE THE FULL RESULTS

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



KEY

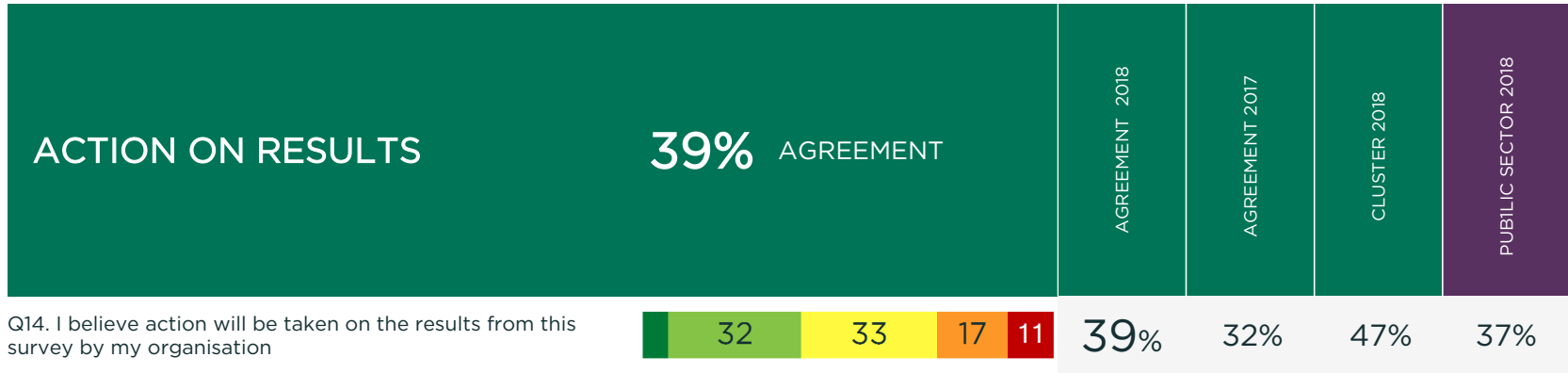




EXPLORE THE FULL RESULTS

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

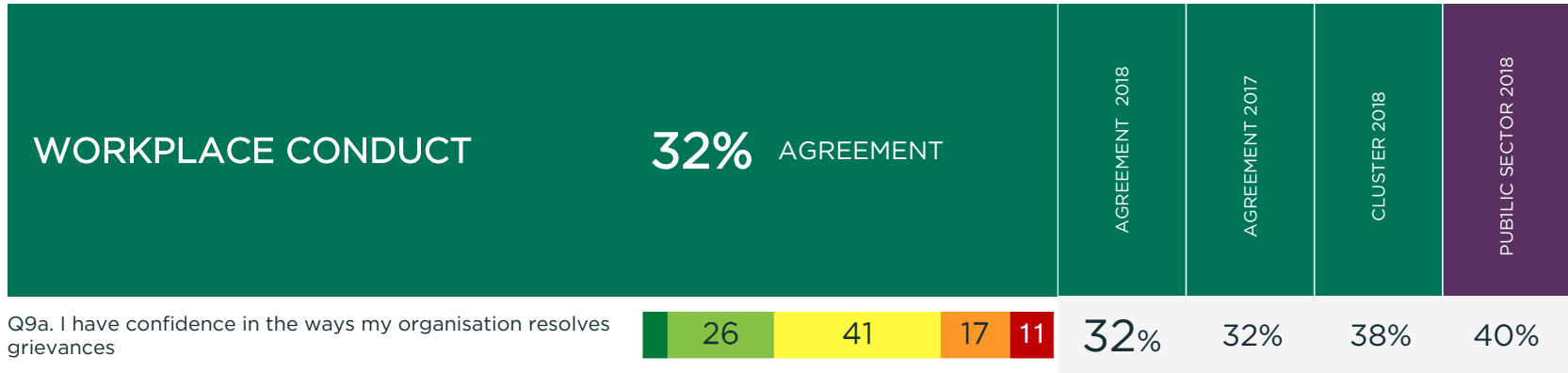




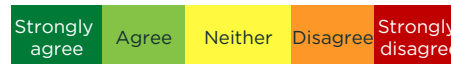
EXPLORE THE FULL RESULTS

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.

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		71%	86%	65%	71%
No		29%	14%	35%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		80%	82%	79%	76%
No		20%	18%	21%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		61%	70%	58%	58%
No		39%	30%	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		42%	45%	40%	41%
No		58%	55%	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
Geographic location considerations		45%	43%	29%	26%
Personal/family considerations		40%	41%	29%	30%
Lack of visible opportunities		35%	40%	36%	30%
The application/recruitment process is too cumbersome or time consuming		34%	35%	24%	23%
Lack of promotion opportunities		33%	35%	35%	29%
There are no major barriers to my career progression		25%	23%	29%	32%
Lack of support for temporary assignments/secondments		15%	17%	15%	15%
Insufficient training and development		14%	12%	14%	16%
Lack of support from my manager/supervisor		12%	11%	12%	14%
Lack of required capabilities or experience		12%	11%	12%	11%
Other		9%	10%	9%	9%

% are calculated with the number of unique respondents (N = 2,176 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					
Yes		23%	20%	19%	24%
No		65%	70%	65%	58%
Don't know		13%	10%	16%	18%
Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		63%	59%	59%	66%
No		35%	41%	39%	32%
Don't know		2%	0%	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		28%	27%	26%	33%
No		65%	66%	65%	57%
Don't know		8%	7%	9%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		14%	14%	12%	18%
No		80%	80%	82%	76%
Don't know		6%	6%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

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 fellow worker at your level		29%	28%	25%	27%
Your Immediate Manager/Supervisor		23%	29%	21%	23%
A senior manager		17%	12%	26%	21%
Prefer not to say		13%	14%	14%	14%
A subordinate		11%	10%	8%	7%
Other		4%	5%	4%	4%
A client or customer		1%	2%	1%	2%
A member of the public other than a client or customer		1%	0%	1%	1%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

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

		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

A person at work		69%	-	82%	39%
A member of the public		19%	-	11%	37%
Other		4%	-	2%	19%
Prefer not to say		8%	-	6%	6%



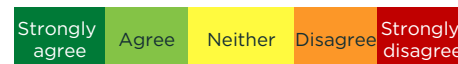
EXPLORE THE FULL RESULTS

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		68%	70%	74%
Q2. I have a clear understanding of the vision of my organisation		56%	53%	68%
Q3. I am aware how my role contributes to the vision of my organisation		68%	66%	75%
Q4. I am encouraged to participate in sustainable work practices by my supervisor or manager		62%	58%	63%
Q5. My team is equipped with the right tools to provide good customer service		58%	60%	63%
Q6. My organisation has the right tools in place to assist and manage geographically dispersed teams		55%	53%	54%
Q7. I have access to the information I need to do my job well		70%	-	71%
Q8. I feel informed about changes in my organisation		47%	-	52%
Q9. The people I work with have safe work practices		88%	-	88%
Q10. My manager promotes safe work practices in my workplace		89%	-	86%

KEY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		52%
Female		46%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		0%
20 - 24		1%
25 -29	■	7%
30 - 34	■	10%
35 - 39	■	15%
40 - 44	■	15%
45 - 49	■	17%
50 - 54	■	16%
55 - 59	■	13%
60 - 64	■	5%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

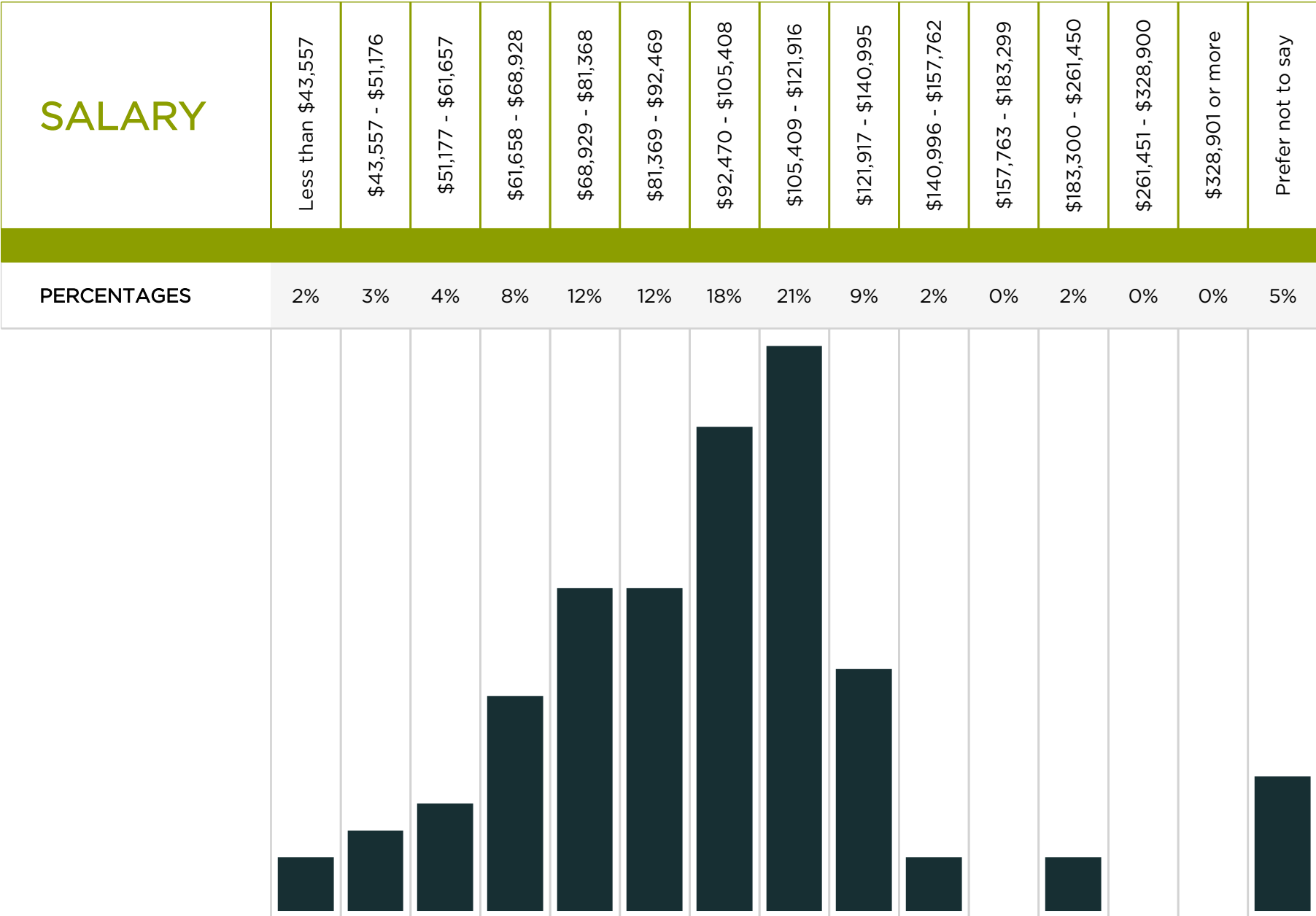
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	23%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	16%
Administrative support (e.g. executive/personal assistant, receptionist)	6%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	4%
Policy	5%
Research	5%
Program and project management support	25%
Legal (including developing and/or reviewing legislation)	0%
Other	16%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		11%
1 - 2 years		11%
2 - 5 years		18%
5 - 10 years		17%
10 - 20 years		28%
More than 20 years		15%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		69%
Working from home		26%
Working additional hours to make up for time off		25%
Working from different locations		23%
Working more hours over fewer days		17%
None of the above		15%
Part-time work		12%

% are calculated with the number of unique respondents (N = 2,138 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible scheduling for rostered workers		10%
Leave without pay		7%
Job sharing		2%
Study leave		2%
Purchasing annual leave		2%
Other		2%

% are calculated with the number of unique respondents (N = 2,138 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.

	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	2236	492	336	133	77	98	117	547	3	354
EMPLOYEE ENGAGEMENT	65%	62%	65%	70%	72%	70%	72%	65%	(r)	63%
ENGAGEMENT WITH WORK	71%	65%	70%	73%	76%	77%	87%	75%	(r)	70%
SENIOR MANAGERS	42%	34%	38%	52%	60%	54%	55%	43%	(r)	40%
COMMUNICATION	64%	56%	61%	69%	75%	74%	75%	68%	(r)	62%
HIGH PERFORMANCE	61%	54%	60%	66%	72%	70%	73%	64%	(r)	58%
PUBLIC SECTOR VALUES	60%	52%	57%	65%	73%	73%	71%	63%	(r)	57%
DIVERSITY & INCLUSION	73%	67%	71%	80%	79%	82%	85%	78%	(r)	69%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY 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.

	Office of Environment & Heritage	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	2236	40	66	93	182	262	262	395	457	184	44	9	33	4
EMPLOYEE ENGAGEMENT	65%	72%	73%	65%	63%	65%	62%	64%	65%	68%	73%	(r)	86%	(r)
ENGAGEMENT WITH WORK	71%	81%	78%	76%	66%	65%	68%	68%	76%	80%	84%	(r)	96%	(r)
SENIOR MANAGERS	42%	41%	45%	41%	34%	41%	37%	39%	43%	54%	57%	(r)	84%	(r)
COMMUNICATION	64%	62%	63%	59%	53%	60%	61%	63%	68%	78%	76%	(r)	93%	(r)
HIGH PERFORMANCE	61%	61%	64%	61%	53%	58%	57%	60%	63%	72%	74%	(r)	91%	(r)
PUBLIC SECTOR VALUES	60%	58%	60%	60%	50%	57%	55%	59%	63%	72%	74%	(r)	90%	(r)
DIVERSITY & INCLUSION	73%	69%	70%	67%	62%	70%	71%	75%	78%	84%	83%	(r)	94%	(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.

	Office of Environment & Heritage	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	2236	3	117
EMPLOYEE ENGAGEMENT	65%	(r)	60%
ENGAGEMENT WITH WORK	71%	(r)	60%
SENIOR MANAGERS	42%	(r)	35%
COMMUNICATION	64%	(r)	55%
HIGH PERFORMANCE	61%	(r)	52%
PUBLIC SECTOR VALUES	60%	(r)	51%
DIVERSITY & INCLUSION	73%	(r)	66%

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.

	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	2236	226	233	396	369	601	326
EMPLOYEE ENGAGEMENT	65%	75%	70%	66%	66%	61%	61%
ENGAGEMENT WITH WORK	71%	81%	76%	75%	74%	67%	63%
SENIOR MANAGERS	42%	61%	48%	45%	42%	36%	33%
COMMUNICATION	64%	76%	67%	69%	65%	58%	57%
HIGH PERFORMANCE	61%	73%	67%	64%	63%	56%	54%
PUBLIC SECTOR VALUES	60%	75%	66%	64%	60%	55%	52%
DIVERSITY & INCLUSION	73%	83%	76%	78%	74%	69%	68%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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LESS THAN REPORT SCORE

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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	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	2236	1474	367	529	224	267	46	482	558	38	145	46	37	323
EMPLOYEE ENGAGEMENT	65%	66%	66%	69%	61%	67%	69%	69%	69%	58%	67%	65%	62%	61%
ENGAGEMENT WITH WORK	71%	74%	73%	77%	64%	76%	70%	79%	78%	55%	74%	71%	66%	62%
SENIOR MANAGERS	42%	44%	40%	47%	33%	43%	42%	46%	48%	46%	49%	43%	36%	35%
COMMUNICATION	64%	68%	64%	71%	59%	67%	62%	71%	73%	65%	68%	62%	52%	52%
HIGH PERFORMANCE	61%	64%	59%	66%	56%	65%	64%	66%	68%	58%	66%	59%	52%	52%
PUBLIC SECTOR VALUES	60%	63%	59%	66%	52%	64%	61%	65%	68%	61%	66%	58%	53%	51%
DIVERSITY & INCLUSION	73%	79%	76%	82%	70%	79%	73%	81%	83%	75%	78%	71%	62%	57%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Office of Environment & Heritage	Sydney East	Sydney - City and Inner South	Sydney West	Sydney - Parramatta	Capital Region	Sydney - Inner South West	Coffs Harbour - Grafton	Far West and Orana	Newcastle and Lake Macquarie	New England and North West	Riverina	Sydney - North Sydney and Hornsby
NUMBER OF RESPONDENTS	2236	659	386	322	233	180	155	124	108	82	67	66	52
EMPLOYEE ENGAGEMENT	65%	70%	70%	66%	67%	64%	68%	67%	64%	68%	63%	64%	70%
ENGAGEMENT WITH WORK	71%	76%	77%	71%	73%	73%	72%	78%	73%	73%	64%	70%	76%
SENIOR MANAGERS	42%	48%	53%	47%	50%	40%	42%	40%	45%	48%	43%	41%	37%
COMMUNICATION	64%	70%	73%	66%	67%	63%	66%	68%	64%	70%	61%	63%	58%
HIGH PERFORMANCE	61%	67%	69%	63%	65%	61%	64%	63%	62%	67%	61%	59%	59%
PUBLIC SECTOR VALUES	60%	67%	70%	63%	65%	59%	62%	60%	61%	67%	59%	56%	58%
DIVERSITY & INCLUSION	73%	77%	79%	75%	77%	73%	78%	81%	71%	81%	72%	75%	69%

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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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.

	Office of Environment & Heritage	Sydney - Outer West and Blue Mountains	Central West	Murray	Mid North Coast	Illawarra	Richmond - Tweed	Central Coast	Southern Highlands and Shoalhaven	Hunter Valley exc Newcastle	Sydney - Sutherland	Sydney - Inner West	Sydney - Baukham Hills and Hawkesbury	Sydney - Outer South West
NUMBER OF RESPONDENTS	2236	51	47	47	40	39	36	31	31	27	24	22	20	14
EMPLOYEE ENGAGEMENT	65%	63%	63%	65%	62%	65%	65%	58%	53%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	71%	70%	67%	75%	68%	77%	72%	74%	51%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	39%	45%	47%	26%	44%	51%	33%	23%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	63%	59%	71%	50%	74%	66%	56%	42%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	61%	60%	60%	65%	50%	66%	63%	52%	40%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	59%	58%	64%	44%	65%	63%	52%	41%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	73%	69%	81%	63%	84%	76%	67%	52%	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Office of Environment & Heritage	Sydney - Eastern Suburbs	Sydney - Northern Beaches	Sydney - South West	OUTSIDE NSW	Sydney - Blacktown	Sydney - Ryde
NUMBER OF RESPONDENTS	2236	11	9	4	1	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	71%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	61%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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.

	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	2236	3	29	141	206	322	329	371	332	268	112	24
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	74%	69%	67%	65%	63%	62%	63%	64%	(r)
ENGAGEMENT WITH WORK	71%	(r)	(r)	78%	76%	74%	73%	67%	70%	69%	74%	(r)
SENIOR MANAGERS	42%	(r)	(r)	50%	47%	47%	43%	39%	39%	37%	40%	(r)
COMMUNICATION	64%	(r)	(r)	71%	70%	68%	66%	60%	61%	62%	61%	(r)
HIGH PERFORMANCE	61%	(r)	(r)	68%	65%	65%	63%	58%	57%	59%	59%	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	67%	64%	64%	62%	57%	57%	56%	57%	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	82%	79%	75%	76%	71%	71%	72%	68%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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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.

	Office of Environment & Heritage	Male	Female	Other
NUMBER OF RESPONDENTS	2236	1122	992	34
EMPLOYEE ENGAGEMENT	65%	64%	67%	46%
ENGAGEMENT WITH WORK	71%	70%	75%	42%
SENIOR MANAGERS	42%	41%	44%	22%
COMMUNICATION	64%	64%	66%	37%
HIGH PERFORMANCE	61%	60%	63%	39%
PUBLIC SECTOR VALUES	60%	59%	63%	35%
DIVERSITY & INCLUSION	73%	73%	75%	48%

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

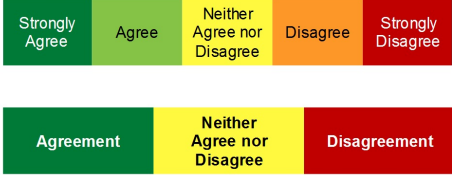
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.