NSW GOVERNMENT | Public Service Commission

People Matter Employee Survey 2014

Agency report for
Environment Protection Authority

People Matter
2014 NSW Public Sector
Employee Survey

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1 About the Survey and Report

1.1 Overview

Employee surveys are good human resource practice in measuring employees' wellbeing, engagement, adoption of organisational values, and perception of workplace practices. The People Matter Employee Survey 2014 is the second time employees from across the Sector have been given the opportunity to answer questions about workplace values and experiences. The information provided by employees is extremely valuable, and assists in shaping future initiatives. Results from the 2012 survey impacted key reforms included in the *Government Sector Employment Act 2013* and in the development of the cross-Sector Performance Development Framework.

A key requirement of the 2014 survey was the ability to compare equivalent items with the People Matter Employee Survey 2012 and allow for opportunities to benchmark with other jurisdictions. In future years, the PSC will continue to evolve the survey to ensure it is current in its assessment of workforce management issues in the NSW Public Sector.

1.2 Department response

	Environment Protection Authority	NSW Public Sector
Number of responses	338	73,550
Response rate	75.1%	19.4%
Margin of error*	2.4%	0.3%
Web response	338	71,395
Paper response	0	2,155

* A margin of error that is within plus or minus 5% is often considered to indicate a statistically reliable sample

1.3 How to read this report

1.3.1 Analysis

The analysis in this report has been conducted at the Agency level. Most results are expressed in terms of percentages and the percent positive score (%+ve) has been used to indicate the level of agreement within the response sample at an item level. Percent positive is the number of respondents who selected a rating point of *agree* or *strongly agree* divided by the total number of respondents who selected any rating point. This excludes those who selected *don't know* or did not provide an answer. Please note that whilst the survey included a free text question, responses to the question have only been analysed at the Department and Sector level, and do not appear in Agency level reports. Please refer to the relevant Department or Main Findings Report for further details on these responses.

1.3.2 Benchmarking results

Due to the strong similarity of the People Matter Employee Survey 2014 with the People Matter Employee Survey 2012, the primary benchmarking contained in this report will be the comparison of 2014 results to the 2012 results. Additionally, this report also includes Sector wide comparisons, showing Agency level results in comparison to the broader NSW Public Sector 2014 results.

For some questions, an asterisk has been used to show minor wording changes compared to 2012, but where the questions can still be benchmarked. In other cases, some figures may be blank as there was no appropriate comparison, or comparative data was unavailable.

1.3.3 How to interpret results

The frequency distribution for an item in the survey shows the percentage of all respondents who chose a rating point. Calculations exclude those who did not answer or who chose don't know as their answer.

This is the legend for reading the frequency distribution for each item.

Percent positive scores have been calculated for all items. This is the proportion of respondents who answered Agree or Strongly agree to an item.

| % Strongly Agree | % Agree | % Disagree | % Strongly Disagree | Agency 2014 % +ve | Agency 2012 % +ve |

1a. My organisation has procedures and systems that ensure objectivity in decision-making

| 12 | 65 | 16 | 6 | 78 | 70 |

A greater proportion of green, either light or dark, indicates a better result; that more employees are in agreement.

Responses where <3% answered a rating point are displayed but NOT labelled.

Percent positive scores for equivalent items surveyed in the 2012 People Matters Employee Survey. Not all items have 2012 scores. Sector-wide benchmarking may also be available.

1.3.4 Rounding

Throughout the report, percentages have been rounded to whole numbers. When looking at charts and tables the percent positive score displayed may not always add up to 100% because of rounding effects. However, if more decimal places were used, additions would be correct.

2 Results at a Glance

This section outlines the results at a glance for Environment Protection Authority.

2.1 Highlights and lowlights

Respondents were asked to rate 89 questions using a four point rating scale ranging: *Strongly agree, Agree, Disagree* and *Strongly disagree* whilst other questions in the survey required a *yes* or *no* response. The tables below display the Agency's five highest and five lowest scoring questions which used the four point rating scale based on the percent positive score. A small number of engagement items also used a five point rating scale, and are not included in the results presented in this section.

Environment Protection Authority highest scoring questions

Question	% +ve score
16f. Sexual orientation is not a barrier to success in my organisation	99%
2j. Members of my workgroup treat customers/clients with respect	97%
13e. I am encouraged to report health and safety incidents and injuries	97%
16h. In my organisation women are able to lead just as effectively as men	97%
2a. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	96%

Environment Protection Authority lowest scoring questions

Question	% +ve score
3h. I feel that the NSW Public Sector is innovative	42%
10g. I am aware of opportunities available for career development in another agency within the NSW Public Sector	45%
11j. My manager appropriately deals with employees who perform poorly	49%
12b. In my organisation the advertised role descriptions accurately reflect the requirements of the role	50%
11h. My manager has talked to me about what I could do to improve my performance	53%

2.2 Above and below Sector

The tables below show where Agency results were above and below Sector-wide results. Only questions where the Agency was ±5% different to the Sector were included, and a maximum of 10 items were presented in each table. Where there are no items in a table, this means that no questions at the Agency level were ±5% from the Sector-wide results.

Where Environment Protection Authority scored ABOVE the Sector

Question	Agency % +ve	Sector % +ve
13b. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	87%	64%
2k. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing *	83%	65%
2c. I feel that senior managers listen to employees	71%	53%
8a. I am paid fairly for the work I do	85%	68%
9b. My manager ensures fair access to developmental opportunities for people in my workgroup	89%	72%
1f. People in my workgroup are honest, open and transparent in their dealings *	93%	76%
4b. People in my organisation take responsibility for their own actions	81%	65%
1d. My manager would take appropriate action if decision-making processes were found to be biased	91%	76%
1b. I feel that senior managers model the values of my organisation	85%	70%
13d. I have enough flexibility at work to handle my own family and caring responsibilities	92%	77%

Where Environment Protection Authority scored BELOW the Sector

Question	Agency % +ve	Sector % +ve
12b. In my organisation the advertised role descriptions accurately reflect the requirements of the role	50%	68%
3h. I feel that the NSW Public Sector is innovative	42%	56%

2.3 Changes

The tables below show where the Agency's results had increased or decreased since the PMES 2012. Only questions where the results were ±5% different were included, and a maximum of 10 items were presented in each table. Where there are no items in a table, this means that no questions were ±5% different from the previous results.

Where Environment Protection Authority scored ABOVE the Agency's 2012 results

Question	2014 % +ve	2012 % +ve
3g. My workgroup uses research and expertise to identify better practice	85%	72%
9a. My organisation is committed to developing its employees	81%	68%
11d. My performance is assessed against clear criteria	72%	60%
4c. I believe senior managers provide clear direction for the future of the organisation	66%	54%
11e. I receive regular feedback on my performance	70%	58%
9c. I am able to access the right learning and development opportunities when I need to	79%	68%
7h. I feel my job is secure	61%	50%
4d. My manager encourages people in my workgroup to improve the quality of what they do	87%	79%
1a. My organisation has procedures and systems that ensure objectivity in decision-making	91%	83%
2d. I feel that senior managers keep employees informed about what's going on	68%	60%

Where Environment Protection Authority scored BELOW the Agency's 2012 results

Question	2014 % +ve	2012 % +ve
12a. My organisation has good procedures and processes for recruiting employees	55%	65%
7f. I get the information I need to do my job well	77%	84%
12b. In my organisation the advertised role descriptions accurately reflect the requirements of the role	50%	56%
5c. My organisation's involvement in the community helps motivate staff	64%	70%
5d. My organisation's involvement in the community is strongly linked to its purpose	80%	86%

3 Engagement & Leadership

3.1 Employee Engagement

Over the last decade employee engagement has become a widely used key performance indicator. Although definitions vary slightly across consultants and academics, there is general acceptance that engagement expands upon the longstanding notion of job satisfaction and incorporates positive employee attitudes of absorption in one's job, commitment to one's organisation, and willingness to put in extra effort to support colleagues and customers.

The "Engage For Success" Taskforce, commissioned by the United Kingdom Government, concluded "employee engagement . . . is a bottom-line issue, impacting profitability [and] service outcomes" [1]. The positive consequences of engagement include improved productivity, decreased turnover of valued staff, lower absenteeism, improved customer service, higher innovation, lower health and safety incidents, and reduced time lost to industrial action.

3.2 Engagement Index

To assess employee engagement, the PMES uses five statements that measure the extent to which employees feel proud, attached, motivated, inspired and would be willing to recommend their organisation as a great place to work. These statements, and the five-point rating scale used to show agreement with these statements, enable external benchmarking with other Australian states, the Australian Public Service, and the UK Civil Service.

To calculate the Engagement Index in this report, the average score of the five engagement items was calculated for each respondent who answered all five items. In turn, this individual score was used to calculate a whole-of-Sector average and was also used to generate averages for Departments, Agencies and demographic sub-groups. It is important to note that all figures used in the Engagement Index analyses reported here are not percent agreement scores but instead are average scores on a 0 to 100 scale, with "Strongly Disagree" = 0 and "Strongly Agree" = 100.

The table below shows the Engagement Indices for the Agency, Department, and for the Sector as a whole.

	Environment Protection Authority	NSW Public Sector
Engagement Index	73%	65%

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1 Rayton, B., Dodge, T. & D'Analeze, G. (2012). The evidence: Employee engagement taskforce "Nailing the evidence" workgroup. University of Bath.

Engagement & Leadership

Statements in the Engagement Index

The five items used to generate the Engagement Index for Environment Protection Authority are displayed below, along with the Sector wide percent positive scores.

	% Strongly Agree	% Agree	% Neither Agree Nor Disagree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Sector 2014 % +ve
14a. I would recommend my organisation as a great place to work	30	47	19		3	77	57
14b. I am proud to tell others I work for my organisation	34	49	13		3	83	70
14c. I feel a strong personal attachment to my organisation	32	40	17	9		72	66
14d. My organisation motivates me to help it achieve its objectives	23	41	27	7		64	52
14e. My organisation inspires me to do the best in my job	22	42	28	6		64	53

Additional engagement statements not included in the Engagement Index

The additional items listed below were not part of the engagement index, but as they used same rating scale as was used in the PMES 2012, they allow for historical comparisons.

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
14f. I am satisfied with my job	26	59	14		84	81	78
14g. I view the NSW Public Sector as an employer of choice	25	61	12		86	82	78

3.3 Senior Management

Questions relating to Senior Management showed some of the strongest association with Engagement across the NSW Public Sector. These questions focused on communication, integrity and support for the career advancement of women. Results for Environment Protection Authority are presented below.

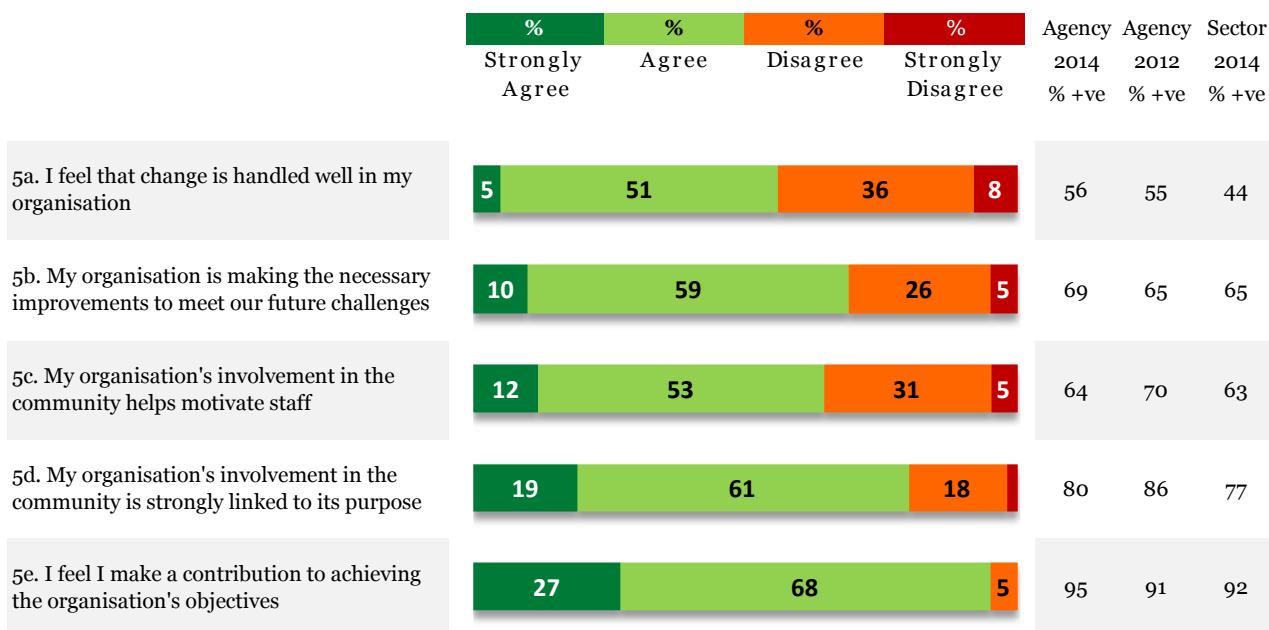|	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
1b. I feel that senior managers model the values of my organisation	20	66	12		85	82	70
2c. I feel that senior managers listen to employees	15	56	23	6	71	64	53
2d. I feel that senior managers keep employees informed about what's going on	11	57	26	6	68	60	54
4c. I believe senior managers provide clear direction for the future of the organisation	11	55	29	5	66	54	54

3.4 My Organisation

Questions about 'My Organisation' also showed strong association with Engagement across the Sector. Results on these questions for Environment Protection Authority are also presented below.

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
5a. I feel that change is handled well in my organisation	5	51	36	8	56	55	44
5b. My organisation is making the necessary improvements to meet our future challenges	10	59	26	5	69	65	65
5c. My organisation's involvement in the community helps motivate staff	12	53	31	5	64	70	63
5d. My organisation's involvement in the community is strongly linked to its purpose	19	61	18		80	86	77
5e. I feel I make a contribution to achieving the organisation's objectives	27	68	5		95	91	92

4 Values & Conduct

This section identifies how Environment Protection Authority employees perceive NSW Public Sector core values of Integrity, Trust, Service and Accountability are demonstrated in their workplaces.

4.1 Integrity

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
1a. My organisation has procedures and systems that ensure objectivity in decision-making	18	73	6		91	83	77
1b. I feel that senior managers model the values of my organisation	20	66	12		85	82	70
1c. My manager emphasises the need for fairness in decision-making *	35	54	10		89	87	79
1d. My manager would take appropriate action if decision-making processes were found to be biased	37	54	7		91	91	76
1e. My manager talks to me about how the values apply to my work	20	54	22	4	74	67	66
1f. People in my workgroup are honest, open and transparent in their dealings *	38	55	6		93	92	76
1g. People in my workgroup do not show bias in decisions affecting customers/clients	32	58	8		90	89	78

Slight change in wording compared to PMES 2012

4.2 Trust

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
2a. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	28	68	4		96	93	83
2b. My organisation strives to earn and sustain a high level of public trust	35	60	5		94	96	89
2c. I feel that senior managers listen to employees	15	56	23	6	71	64	53
2d. I feel that senior managers keep employees informed about what's going on	11	57	26	6	68	60	54
2e. My manager encourages employees to avoid conflicts of interest	32	63	4		95	91	86
2f. My manager treats employees with dignity and respect	37	54	7		91	88	80
2g. My manager listens to what I have to say	35	53	10		88	86	79
2h. My manager keeps me informed about what's going on	28	52	17	3	80	80	71
2i. Members of my workgroup treat each other with respect	39	54	7		93	86	83
2j. Members of my workgroup treat customers/clients with respect	42	56	3		97	96	93
2k. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing *	26	57	12	5	83	78	65

Slight change in wording compared to PMES 2012

4.3 Service

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
3a. My organisation provides high quality services	24	68	8		92	93	88
3b. My organisation strives to match services to customer/client needs	20	71	7		92	89	88
3c. My organisation ensures Government policies and programs affecting the community are implemented equitably	26	64	10		90	90	88
3d. My organisation supports better practice so we can provide better service	22	66	11		88	85	83
3e. My manager is committed to ensuring customers/clients receive a high standard of service	30	64	5		94	93	89
3f. My workgroup strives to achieve customer/client satisfaction	34	62	5		95	96	94
3g. My workgroup uses research and expertise to identify better practice	27	58	13		85	72	83
3h. I feel that the NSW Public Sector is innovative	5	37	49	9	42	46	56

4.4 Accountability

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
4a. My organisation focuses on improving its performance *	19	67	12		86	86	84
4b. People in my organisation take responsibility for their own actions	14	68	16	3	81		65
4c. I believe senior managers provide clear direction for the future of the organisation	11	55	29	5	66	54	54
4d. My manager encourages people in my workgroup to improve the quality of what they do	27	60	10		87	79	82
4e. People in my workgroup use time and resources efficiently	19	64	15		82	81	76

Slight change in wording compared to PMES 2012

4.5 Bullying

The bullying questions have been expanded in 2014 to better understand the extent, source, and nature of bullying across the NSW Public Sector. The survey provided respondents with the following definition of bullying:

Workplace bullying is repeated, unreasonable behaviour that creates a risk to health and safety. Types of behaviour that could be considered bullying, if they are repeated, include: abusive, insulting or offensive language or comments; unjustified criticism or complaints; setting unreasonable timelines or constantly changing deadlines; spreading misinformation or malicious rumours; and changing work arrangements, such as rosters or leave, to deliberately inconvenience others. Bullying should not be confused with legitimate feedback given to staff (including negative comments) on their work performance or work-related behaviour; or other legitimate management decisions and actions undertaken in a reasonable and respectful way.

Witnessed and being subjected to bullying at work (% total respondents)

	% Agency 2014	% Agency 2012	% Sector 2014
Witnessed bullying at work in the last 12 months	21%	32%	41%
Have been subjected to bullying at work in the last 12 months	10%	17%	23%

*In 2012, the question referred to survey respondents having personally experienced bullying at work in the last 12 months. In 2014, this has been changed to clarify the original intention of the question, which was to understand the extent of bullying experienced directly by respondents rather than bullying experienced indirectly by respondents witnessing a friend or colleague being bullied.

Person who was the source of the most serious bullying (% bullied staff)

	% all Agency respondents	% Agency respondents who were bullied	% Sector respondents who were bullied
Your immediate manager/supervisor	3%	31%	28%
A senior manager	-	-	23%
A fellow worker at your level	-	-	23%
Prefer not to say	-	-	10%
Someone else	-	-	4%
A subordinate	-	-	9%
A member of the public other than a client or customer	-	-	1%
A client or customer	-	-	3%

Please note that where a "-" appears in this section of the report, this indicates that fewer than 10 people responded in this category, and so to protect confidentiality these results are not shown for some parts of this section.

Values & Conduct

The table below shows, for those people that were subjected to bullying in the last 12 months, the nature of the bullying from the person who was the most serious source. The figures indicate the percentage of people reporting that the behaviour occurred three or more times in the last 12 months.

Nature of bullying (% of bullied staff reporting that the behaviour occurred three or more times in the last 12 months)

	% all Agency respondents	% Agency respondents who were bullied	% Sector respondents who were bullied
1. Withheld important information from you	6%	57%	50%
2. Mistreated one or more of your co-workers	6%	57%	67%
3. Devalued your work efforts	6%	54%	53%
4. Directed negative body language, gestures or glances at you	6%	54%	62%
5. Avoided or ignored you	5%	46%	60%
6. Excluded or isolated you from events or opportunities	4%	40%	38%
7. Made changes to deliberately inconvenience you	4%	40%	37%
8. Gave you negative feedback about your work	4%	34%	31%
9. Gave you a lot of work to do	3%	31%	35%
10. Shouted or expressed anger towards you	3%	29%	24%
11. Spread misleading information about you or spoke negatively about you in public	-	-	37%
12. Blamed you for others' errors	-	-	34%
13. Asked you to do work you didn't want to do	-	-	27%
14. Other	-	-	16%
15. Gave you more or harder work to do than they gave to other staff	-	-	24%
16. Directed abusive, insulting or offensive language at you	-	-	21%
17. Threatened you with job loss or restricted job opportunities	-	-	10%
18. Sent offensive phone, text, email, written, online messages to you	-	-	7%
19. Asked you for a one-on-one discussion about your work performance	-	-	11%
20. Physically harassed or abused you	-	-	4%
21. Threatened you with physical harm	-	-	2%

Have you submitted a formal complaint? (% of bullied staff)

	% of bullied staff Agency	% of bullied staff Sector
Yes	-	21%
No	-	79%

Was the complaint resolved to your satisfaction? (% of staff that submitted a complaint)

	% Agency	% Sector
Yes	-	19%
No	-	62%
Complaint is still being processed	-	19%

Values & Conduct

4.6 Misconduct/Wrongdoing

14% of Environment Protection Authority employees reported that in the past 12 months, they had witnessed misconduct/wrongdoing at work (defined in the survey as 'behaviour that is unethical or wrong, that breaches your organisation's code of conduct, or that compromises your duties'). Of the 14% who witnessed such behaviour, 28% (which amounts to 4% of Environment Protection Authority) reported it.

Misconduct/Wrongdoing	Agency % who witnessed	Sector % who witnessed
17a. In the last 12 months, I have witnessed misconduct/wrongdoing at work?	14%	30%
17b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?	28%	62%

4.7 Awareness of Legislation, Policies, Processes

	% Yes	% No	Agency 2014 % yes	Agency 2012 % yes	Sector 2014 % yes
15a. I am aware of the Government Sector Employment Act 2013	94	6	94		69
15b. I am aware of the Public Interest Disclosures Act 1994	83	17	83		63
15c. I am aware of my organisation's code of conduct	96	4	96	95	98
15d. In the last 12 months I have read or referred to my organisation's code of conduct	51	49	51	46	75
15e. I am aware of my organisation's processes for reporting misconduct/wrongdoing	81	19	81		86
15f. I am aware of the ways to resolve grievances in my organisation	81	19	81	84	84

5 Workplace Experiences

The People Matter Employee Survey 2014 asked a range of questions about staff's experiences in their workplace. This section details the results for Environment Protection Authority.

5.1 My work in the NSW Public Sector

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
7a. I understand what is expected of me to do well in my role	29	63	6		93		92
7b. I receive help and support from other members of my workgroup	34	60	5		94	94	89
7c. There is good team spirit in my workgroup	36	49	13		85	83	78
7d. I am encouraged to be innovative in my work	20	56	21	3	76	73	73
7e. I have the tools I need to do my job effectively	13	63	18	6	76	78	70
7f. I get the information I need to do my job well	13	64	20	3	77	84	73
7g. My workload is acceptable	7	59	25	9	66		66
7h. I feel my job is secure	12	49	26	13	61	50	53

Workplace Experiences

5.2 My Manager

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
6a. My manager encourages and values employee input	32	57	8	3	89	85	76
6b. My manager involves my workgroup in decisions about our work	30	53	15	3	83	81	71
6c. My manager assigns work to people in my workgroup based on their skills and expertise	26	58	12	3	84	83	75
6d. My manager communicates effectively with me	28	53	14	5	81	78	73
6e. My manager provides acknowledgement or other recognition for the work I do	30	53	13	3	83	83	70

5.3 Performance Management

	% Yes	% No	Agency 2014 % yes	Agency 2012 % yes	Sector 2014 % yes
11a. In the last 12 months I have received a formal performance appraisal/review	73	27	73	43	55
11b. In the last 12 months I have received informal feedback on my performance	85	15	85	76	70
11c. I have a current performance plan that sets out my individual objectives	85	15	85		52

Performance Management continued...

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
11d. My performance is assessed against clear criteria	10	61	24	5	72	60	65
11e. I receive regular feedback on my performance	13	56	27	3	70	58	55
11f. I receive useful feedback on my performance to enable me to deliver required results	14	59	24	4	72	72	59
11g. Learning and development activities I have completed in the past 12 months have helped to improve my performance	14	63	19	5	77	79	69
11h. My manager has talked to me about what I could do to improve my performance	8	45	41	6	53		49
11i. I would feel comfortable telling my manager if I disagreed with their assessment of my performance	18	65	14	4	82		73
11j. My manager appropriately deals with employees who perform poorly	8	41	35	16	49	52	50

5.4 Learning

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
9a. My organisation is committed to developing its employees	17	63	16	4	81	68	65
9b. My manager ensures fair access to developmental opportunities for people in my workgroup	23	66	8	3	89	83	72
9c. I am able to access the right learning and development opportunities when I need to	18	61	18		79	68	66

5.5 Career Development

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
10a. My manager considers my needs and career aspirations when approving my development plan *	23	58	15	4	81	77	70
10b. I have a strong desire to advance my career	34	51	15		84		80
10c. I am satisfied with the opportunities available for career development in my organisation *	9	54	30	8	63	60	54
10d. Senior managers in my organisation genuinely support the career advancement of women	29	58	12		87		80

Slight change in wording compared to PMES 2012

5.6 Recruitment

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
12a. My organisation has good procedures and processes for recruiting employees	7	48	33	12	55	65	56
12b. In my organisation the advertised role descriptions accurately reflect the requirements of the role	4	46	36	15	50	56	68
12c. My manager is sufficiently skilled to make good selection decisions	21	68	7	4	89	87	78

5.7 Pay

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
8a. I am paid fairly for the work I do	17	67	14		85	82	68
8b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc.)	17	69	12		86	85	71

6 Diversity & Wellbeing

6.1 Equity & Diversity

The following questions look at equity and diversity of employment within organisations in the NSW Public Sector.

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
16a. Equal employment opportunity is provided in my organisation *	31	63		4	94	95	85
16b. My organisation is committed to creating a diverse workforce (e.g. in terms of gender, disability, age, cultural background)	30	62		6	92	93	88
16c. Cultural background is not a barrier to success in my organisation	31	64		4	95	97	91
16d. Age is not a barrier to success in my organisation	26	59	12	3	86	88	82
16e. Disability is not a barrier to success in my organisation *	30	64		6	93	97	85
16f. Sexual orientation is not a barrier to success in my organisation	32	67			99		94
16g. Gender is not a barrier to success in my organisation *	31	59	10		90	92	89
16h. In my organisation women are able to lead just as effectively as men	39	57		3	97		93
16i. Women and men are given the same opportunities to take the lead on important work in my organisation	34	53	11		87		86

Slight change in wording compared to PMES 2012

6.2 Women in Leadership

The following table includes a selection of questions looking at gender equity and women in leadership within the NSW Public Sector. Most questions were added in 2014 to help measure and understand factors that may prevent or encourage women's career advancement within the public sector.

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
16g. Gender is not a barrier to success in my organisation *	31	59	10		90	92	89
16h. In my organisation women are able to lead just as effectively as men	39	57	3		97		93
16i. Women and men are given the same opportunities to take the lead on important work in my organisation	34	53	11		87		86
13d. I have enough flexibility at work to handle my own family and caring responsibilities	27	66	5		92		77
10b. I have a strong desire to advance my career	34	51	15		84		80
10d. Senior managers in my organisation genuinely support the career advancement of women	29	58	12		87		80

* Slight change in wording compared to PMES 2012

6.3 Health & Wellbeing

The figure below details the results for various questions that looked at the health and wellbeing of employees in Environment Protection Authority.

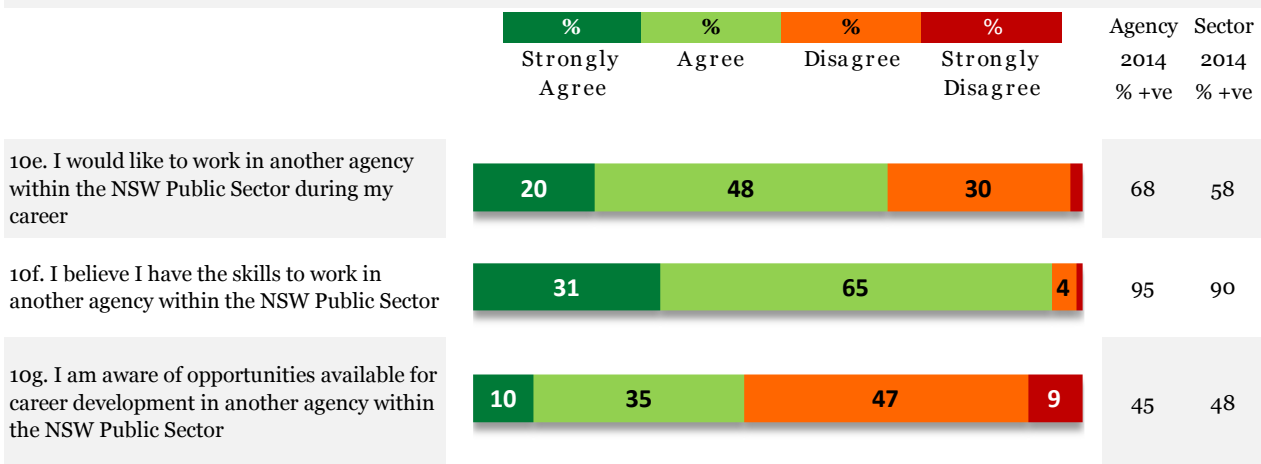|	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Agency 2012 % +ve	Sector 2014 % +ve
13a. I am able to keep my work stress at an acceptable level	8	67	19	6	75		69
13b. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	23	63	10	3	87	87	64
13c. My manager takes into account the differing needs and circumstances of employees when making decisions	23	65	10		88	88	75
13d. I have enough flexibility at work to handle my own family and caring responsibilities	27	66	5		92		77
13e. I am encouraged to report health and safety incidents and injuries	41	56			97	98	92
13f. I have confidence in the ways my organisation resolves grievances	13	50	24	13	63	56	54

7 Future Intentions

7.1 Mobility

The figure below shows the results for three questions about staff motivation, capability and opportunity to work in another agency. Overall, 68% of staff indicated that they would like to work in another agency.

Motivation, skill and opportunity for working in another agency

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency 2014 % +ve	Sector 2014 % +ve
10e. I would like to work in another agency within the NSW Public Sector during my career	20	48	30		68	58
10f. I believe I have the skills to work in another agency within the NSW Public Sector	31	65	4		95	90
10g. I am aware of opportunities available for career development in another agency within the NSW Public Sector	10	35	47	9	45	48

7.2 Intention to Stay

The table below shows, in descending order, the frequency with which staff selected the options in response to the question *If you are thinking about leaving the NSW Public Sector, what factors would motivate you to stay?* The numbers represent the proportion of staff that selected each option. Staff could select multiple options, so the totals add up to more than 100%.
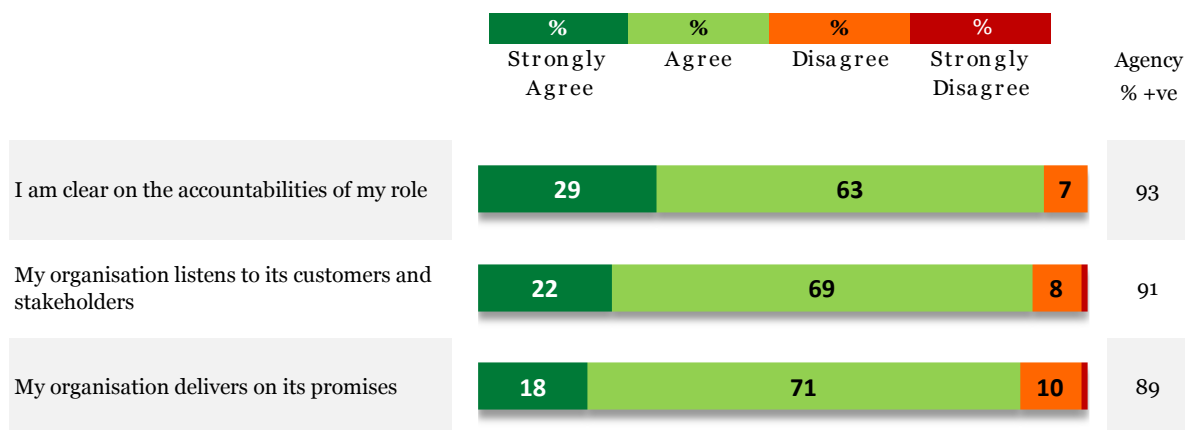
Factors that staff indicated would motivate them to continue working in the NSW Public Sector

	% reporting Agency	% reporting Sector
1. Improved career opportunities	43%	37%
2. Working for an organisation where I am passionate about the work they do	36%	26%
3. Better pay and benefits	32%	39%
4. Better job security	27%	28%
5. Better work/life balance	25%	28%
6. Improved learning and development opportunities	25%	29%
7. Better leadership from senior managers	24%	29%
8. Greater involvement in decision making	23%	22%
9. Greater recognition for the work I do	21%	30%
10. Improved technology and systems	21%	19%
11. A better location	19%	13%
12. More flexible working conditions	17%	21%
13. Better leadership from my manager	16%	20%
14. Better accountability for performance	15%	17%
15. Improved facilities	9%	16%

8 Department Specific Results

8.1 Unique questions

This section of the report contains results relating to questions that were specific to Planning and Environment.

	% Strongly Agree	% Agree	% Disagree	% Strongly Disagree	Agency % +ve
I am clear on the accountabilities of my role	29	63	7		93
My organisation listens to its customers and stakeholders	22	69	8		91
My organisation delivers on its promises	18	71	10		89

Group name	Sub-group	Agency Count	Agency Percent
My job requires me to be on call	Yes	119	35%
	No	208	62%
	Prefer not to say	11	3%
Thinking about the last 6 months, on average, how many times per month have you been required to work when on call?	0	14	12%
	1-5	72	61%
	6-10	13	11%
	More than 10	20	17%

9 Appendices

9.1 Survey development

The People Matter Employee Survey 2014 question-set was based on the People Matter Employee Survey 2012. In building the People Matter Employee Survey 2014, the PSC reviewed the survey instruments used by other jurisdictions and considered the feedback received from the 2012 survey participants. The PSC also introduced questions to explore new areas. Survey questions were refined through PSC stakeholder discussions and the advice of Voice Project. A draft version of the survey was pilot tested with approximately 150 employees across the NSW Public Sector. The pilot test participants were not involved in question development and each was asked for feedback about survey question wording, clarity of definitions, navigation and layout. Their feedback led to some changes in the final version of the survey instrument. As in the People Matter Employee Survey 2012, Part One of the survey addressed the NSW Public Sector Values and Part Two looked at workplace experiences.

9.2 Survey delivery

The survey was open to all Public Sector employees across NSW via an online and a paper-based survey instrument. Participation was strongly encouraged, though not mandatory. Some Departments did not require paper surveys.

Champions
Survey champions were identified in each Department and agency that participated. Survey champions communicated key details about the survey to their organisation and were the contact point for enquiries from their organisation.

Online Survey
The PSC provided each Department Secretary and agency head with a link to the online survey to distribute to employees within their agency.

Paper Surveys
Identical versions of the online survey were produced in paper forms. Paper surveys with reply paid envelopes were distributed to employees where required; however, online completion was encouraged.

Live Survey Period
The online survey was open from Monday 5 May 2014 to Friday 30 May 2014. Completed paper-based versions of the survey were accepted for another two weeks until Friday 13 June to allow for postage.

9.3 Survey response collection

All agree disagree questions in the online survey were non-compulsory, allowing participants to skip through any items that they did not wish to answer. However, demographic questions and questions asking about Department or Work Area were set to compulsory in the online survey. Participants were informed that responses would only be included in the final dataset if they had proceeded to the final question in the survey and answered all compulsory questions. Whilst similar instructions were provided for the paper surveys, there are obviously less controls available for managing paper based responses.

Appendices

9.4 Privacy considerations

The privacy of survey participants and confidentiality of responses is of the highest importance in the *People Matter Employee Survey 2014*. The PSC takes a number of steps to ensure that this is maintained throughout. As with the *2012 People Matter Employee Survey*, the PSC commissioned an independent provider to administer the survey during the live period and analyse the results.

The survey was conducted as an anonymous survey and employees were not tracked in the process. Identifying information was not collected in the online or paper survey. Voice Project hosted the online survey, addressed technical enquiries and coordinated the distribution and return of paper surveys. As a further assurance, Voice Project consultants are bound by the code of conduct and ethical guidelines of the Australian Psychological Society and the Psychology Board of Australia.

At the completion of the survey, Voice Project provided the PSC with de-identified data. To maintain confidentiality of results, the PSC has a number reporting rules in place, one of which being that any group requires a minimum of 10 respondents to be reported on.

9.5 Glossary of key terms

Percent positive (% +ve), or agreement score	Percent positive, or agreement level, is the number of respondents who selected a rating point of *agree* or *strongly agree* divided by the total number of respondents who selected any rating point. This excludes those who chose don't know or did not provide any answer.
PSC	NSW Public Service Commission.
Engagement Index	Whilst the majority of figures in this report use a percentage favourable (% +ve) statistic, to allow comparisons with other Jurisdictions and the UK, figures relating to the engagement index are calculated using a percentage mean. To determine the index, for each individual an engagement score is calculated where; *Strongly Agree* = %100, *Agree* = %75, *Neutral* = %50, *Disagree* = %25, *Strongly* Disagree = %0. An individual must have answered all five engagement questions to have a valid engagement score, and the score is the average across these five questions. The engagement index is then the average of these engagement scores.

9.6 Questions with high not applicable/don't know responses

Questions	% Don't Know/N/A
I have confidence in the ways my organisation resolves grievances	29%
My manager appropriately deals with employees who perform poorly	26%
Disability is not a barrier to success in my organisation *	24%
Senior managers in my organisation genuinely support the career advancement of women	20%
I would like to work in another agency within the NSW Public Sector during my career	20%
My organisation's involvement in the community helps motivate staff	17%
I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing *	17%
I am aware of opportunities available for career development in another agency within the NSW Public Sector	16%
My organisation is making the necessary improvements to meet our future challenges	15%
Age is not a barrier to success in my organisation	14%
Sexual orientation is not a barrier to success in my organisation	14%
My organisation is committed to creating a diverse workforce (e.g. in terms of gender, disability, age, cultural background)	13%
Cultural background is not a barrier to success in my organisation	12%
My organisation has good procedures and processes for recruiting employees	12%
Learning and development activities I have completed in the past 12 months have helped to improve my performance	12%
My organisation's involvement in the community is strongly linked to its purpose	11%
In my organisation the advertised role descriptions accurately reflect the requirements of the role	11%
My manager considers my needs and career aspirations when approving my development plan *	11%
I feel that change is handled well in my organisation	11%
Women and men are given the same opportunities to take the lead on important work in my organisation	10%