

**INQUIRY INTO PERFORMANCE OF THE NSW
ENVIRONMENT PROTECTION AUTHORITY**

Name: Name suppressed

Date received: 29/08/2014

Partially Confidential

I worked in DECC/DECCW, which included the EPA, from 2007 to 2009.

I suggest the committee consider the culture of the organisation as one contributory factor to any shortcomings.

I had previously worked in the Department of Planning and Premiers Department in roles which (at the direction of cabinet and the premier) required me to direct various actions of the EPA, National Parks and Wildlife Service (and other agencies). There was resentment in the EPA about this. I found a culture of people actively working to protect their positions against staff brought in from other agencies (there was a lot of this at the time); an air of self-congratulation and belief in the department's superiority; an unhealthy system of "informers" who curried favour with senior staff by reporting what was understood to be wanted against other staff; a lack of confidence in new staff and a concomitant favouring of staff who had been in the EPA for a long time; a lack of knowledge in senior staff which resulted in not being able to objectively judge advice and thus tending to assess it by the source; an over belief in the abilities of the agency; a culture of spin and keeping information from the public, and many more attributes of a poor organisation. There was a general air of senior staff being insecure and guarding their positions by inappropriate behaviour, such as a culture of "yes men".

I believe I was removed because I was perceived as a threat and because of the past resentment.