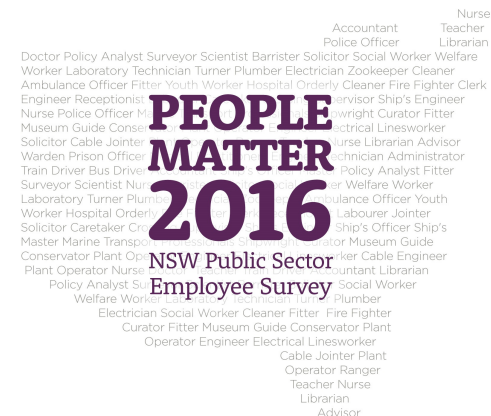

PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Separate Agencies

Legal Aid Commission of NSW

CONTENTS OF REPORT

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RESPONSE RATE

52%

**531 RESPONSES
OUT OF 1,020 EMPLOYEES**

ENGAGEMENT INDEX

74%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**



ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 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.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h. I look for ways to perform my job more effectively	95%
7a. My organisation provides high quality services	94%
7b. My organisation strives to match services to customer/client needs	93%
7c. My organisation strives to earn and sustain a high level of public trust	93%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	92%
1a. I understand what is expected of me to do well in my role	92%
1d. I feel I make a contribution to achieving the organisation's objectives	92%
2i. People in my workgroup treat customers/clients with respect	91%
3a. I have a current performance plan that sets out my individual objectives	88%
2a. My workgroup strives to achieve customer/client satisfaction	88%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l. My organisation's processes for recruiting employees are efficient	28%
9b. I have confidence in the ways my organisation resolves grievances	38%
7m. Recruitment and promotion decisions in this organisation are generally fair	41%
3j. I am satisfied with the opportunities available for career development in my organisation	41%
15. I believe action will be taken on the results from this survey by my organisation	44%
6h. I feel that senior managers listen to employees	46%
7f. I feel that change is handled well in my organisation	47%
5n. My manager appropriately deals with employees who perform poorly	48%
3k. I would like to work in another agency within the NSW Public Sector during my career	48%
9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	48%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Legal Aid Commission of NSW, using the same key question groups.

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

	Legal Aid Commission of NSW	Corporate Services (POD, ICT, Ops Support, Finance)	Grants	Strategic Policy and Planning	Criminal Law	Family Law	Civil Law	Legal Support roles (inc LSO, OM)	Executive Services (inc Exec Unit, CARS, ASU, Library, Com's)	Family Dispute Resolution
NUMBER OF RESPONDENTS	531	45	39	27	128	101	79	73	20	16
ENGAGEMENT	74%	71%	60%	76%	74%	73%	77%	78%	86%	83%
SENIOR MANAGERS	58%	50%	34%	61%	54%	61%	61%	64%	82%	62%
COMMUNICATION	67%	61%	51%	70%	65%	71%	70%	67%	85%	67%
HIGH PERFORMANCE	73%	67%	63%	76%	70%	75%	79%	76%	88%	75%
PUBLIC SECTOR VALUES	74%	69%	61%	78%	72%	76%	80%	76%	87%	76%
DIVERSITY & INCLUSION	75%	72%	63%	77%	72%	77%	77%	76%	89%	78%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE FULL SURVEY RESULTS

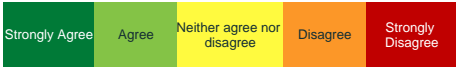
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	74% RESPONSE SCALE				AGREEMENT %	PMES 2014	SEPARATE AGENCIES	SECTOR
Q7o. I would recommend my organisation as a great place to work	31	45	18		76%	70%	68%	60%
Q7p. I am proud to tell others I work for my organisation	40	43	13		83%	76%	78%	68%
Q7q. I feel a strong personal attachment to my organisation	36	45	13		80%	75%	70%	64%
Q7r. My organisation motivates me to help it achieve its objectives	28	41	22		68%	64%	62%	55%
Q7s. My organisation inspires me to do the best in my job	28	39	21	8	67%	61%	61%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

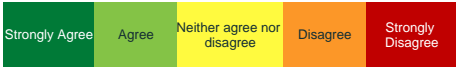
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ENGAGEMENT WITH WORK 83% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		83%	78%	76%
Q1h. I look for ways to perform my job more effectively		95%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		84%	79%	76%
Q1j. I am satisfied with my job at the present time		70%	65%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

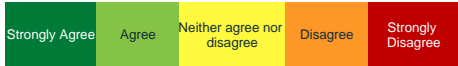
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Some key comparisons are provided.

SENIOR MANAGERS	58% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		60%	56%	47%
Q6b. I feel that senior leaders effectively lead and manage change		55%	49%	43%
Q6c. I feel that senior managers model the values of my organisation		61%	57%	48%
Q6d. Senior managers encourage innovation by employees		55%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		65%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		70%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		57%	51%	44%
Q6h. I feel that senior managers listen to employees		46%	47%	39%
Q7f. I feel that change is handled well in my organisation		47%	42%	41%

KEY





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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

COMMUNICATION	67% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5e. My manager communicates effectively with me		77%	73%	69%
Q5f. My manager encourages and values employee input		75%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work		70%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		57%	51%	44%
Q6h. I feel that senior managers listen to employees		46%	47%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		75%	77%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

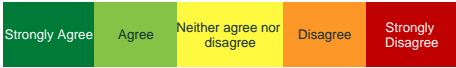
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	73% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1a. I understand what is expected of me to do well in my role	45	47			92%	88%	90%
Q1b. I have the tools I need to do my job effectively	21	53	11	12	74%	71%	70%
Q1c. I get the information I need to do my job well	21	54	15	7	75%	70%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	44	48			92%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	30	44	14	9	73%	73%	69%
Q2b. People in my workgroup use time and resources efficiently	27	50	13	8	77%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	32	45	12	9	78%	76%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	30	51	10	8	81%	80%	76%
Q3h. I have received appropriate training and development to do my job well	20	50	20	9	70%	63%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

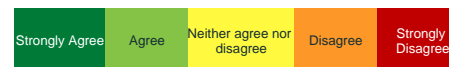
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Some key comparisons are provided.

HIGH PERFORMANCE	73% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		73%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		65%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		68%	69%	65%
Q5j. I have confidence in the decisions my line manager makes		73%	73%	67%
Q6d. Senior managers encourage innovation by employees		55%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		65%	61%	52%
Q7d. My organisation focuses on improving the work we do		85%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		69%	63%	62%
Q7g. There is good co-operation between teams across our organisation		49%	48%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

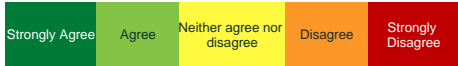
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Some key comparisons are provided.

	73% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7n. My organisation generally selects capable people to do the job	10	52	21	10	7	62%	65%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	25	47	20			72%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	47	45				92%	90%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

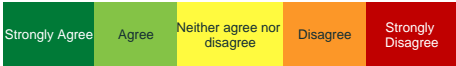
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	74% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	43	45	9		88%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	27	50	13	8	77%	72%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	34	41	12	9	75%	77%	67%
Q2h. People in my workgroup treat each other with respect	38	45	9		83%	82%	72%
Q2i. People in my workgroup treat customers/clients with respect	40	51			91%	91%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	26	47	16	7	73%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	20	45	22	9	65%	60%	64%
Q5d. My manager listens to what I have to say	35	45	11		80%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	30	40	20		69%	70%	64%

KEY





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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	74% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q5k. My manager treats employees with dignity and respect	43	41	10		83%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	25	35	26	11	60%	55%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	42	24	11	60%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	18	43	22	9	61%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	20	51	20		70%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15	42	23	12	57%	51%	44%
Q6h. I feel that senior managers listen to employees	12	34	29	16	46%	47%	39%
Q7a. My organisation provides high quality services	45	49			94%	88%	80%
Q7b. My organisation strives to match services to customer/client needs	40	52			93%	83%	80%

KEY





EXPLORE THE FULL SURVEY RESULTS

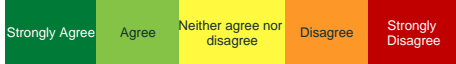
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	74% RESPONSE SCALE		AGREEMENT %	SEPARATE AGENCIES	SECTOR
	Strongly Agree	Agree			
Q7c. My organisation strives to earn and sustain a high level of public trust	44	48	93%	90%	83%
Q7d. My organisation focuses on improving the work we do	36	49	85%	80%	76%
Q7h. People in my organisation take responsibility for their own actions	14	39	53%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	22	55	77%	75%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

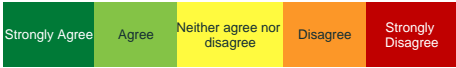
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Some key comparisons are provided.

DIVERSITY & INCLUSION	75% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	23	41	18	12	64%	61%	59%
Q5d. My manager listens to what I have to say	35	45	11		80%	78%	73%
Q5f. My manager encourages and values employee input	34	41	13		75%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	30	44	16		74%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	30	40	20		69%	70%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	27	40	22		67%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	36	49	9		84%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	25	47	20		72%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	28	47	12	8	75%	77%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

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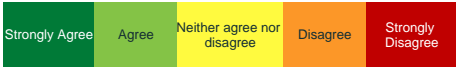
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DIVERSITY & INCLUSION

75% RESPONSE SCALE

	75% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes					92%	90%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>					71%	73%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

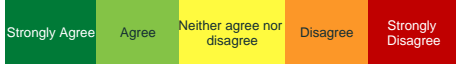
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Some key comparisons are provided.

RECRUITMENT	43% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	21	23	31	18		28%	34%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	8	33	27	20	12	41%	48%	41%
Q7n. My organisation generally selects capable people to do the job	10	52	21	10	7	62%	65%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

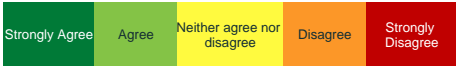
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	58%	RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	28	37	24	65%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	25	36	28	61%	57%	53%
Q7g. There is good co-operation between teams across our organisation	14	35	25	49%	48%	48%

KEY





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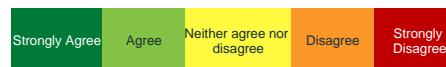
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PERFORMANCE FRAMEWORK & DEVELOPMENT

67% RESPONSE SCALE

	AGREEMENT %				SEPARATE AGENCIES	SECTOR	
Q3a. I have a current performance plan that sets out my individual objectives	29	59			88%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	30	49	11	8	80%	71%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	28	48	13	9	76%	60%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	23	40	21	13	63%	59%	59%
Q3e. My performance is assessed against clear criteria	20	43	21	13	63%	50%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	33	45	11	8	78%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required	24	52	16		76%	63%	60%
Q3h. I have received appropriate training and development to do my job well	20	50	20	9	70%	63%	63%
Q3i. I have a strong desire to advance my career	39	33	22		73%	75%	69%

KEY





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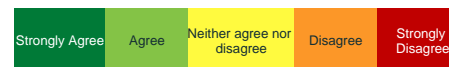
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	67% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	13	29	25	21	12	41%	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18	30	32	15		48%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	31	42	15	7		72%	73%	67%
Q5n. My manager appropriately deals with employees who perform poorly	16	31	29	14	9	48%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	27	43	20	7		70%	66%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	28	37	24			65%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	25	36	28			61%	57%	53%
Q7j. My organisation is committed to developing its employees	20	44	22			65%	59%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

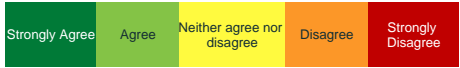
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Some key comparisons are provided.

MOBILITY	58% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career		48%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		65%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		61%	57%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS 67% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q4a. I am paid fairly for the work I do	66%	68%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	68%	70%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

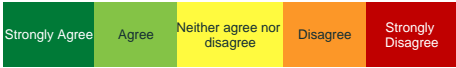
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY GROUPS	80% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		85%	81%	77%
Q8c. Age is not a barrier to success in my organisation		74%	73%	71%
Q8d. Disability is not a barrier to success in my organisation		75%	71%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		86%	81%	76%
Q8f. Gender is not a barrier to success in my organisation		81%	77%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

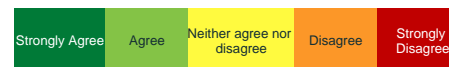
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	68% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		64%	61%	59%
Q1k. I am able to keep my work stress at an acceptable level		59%	60%	58%
Q1l. My workload is acceptable		57%	55%	55%
Q2e. I receive help and support from other members of my workgroup		85%	84%	80%
Q2f. There is good team spirit in my workgroup		74%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		67%	72%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

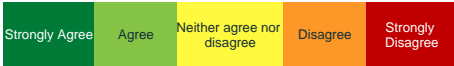
44% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	44%	43%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

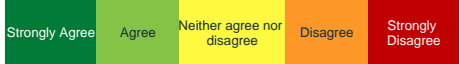
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE CONDUCT	55% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	22 55 14	77%	75%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	9 29 38 15 9	38%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	11 36 31 11 10	48%	55%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		54%	58%	46%
Better skills in my workgroup		22%	21%	27%
Improved career opportunities		62%	62%	52%
Improved learning and development opportunities		42%	48%	50%
Greater involvement in decision making		28%	34%	33%
Better pay and benefits		59%	56%	58%
Greater recognition for the work I do		39%	40%	45%
Better leadership from senior managers		26%	34%	39%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		18%	24%	27%
Better accountability for performance		21%	23%	25%
A better location		21%	20%	20%
More flexible working conditions		45%	39%	38%
Better work/life balance		50%	45%	46%
Improved facilities		20%	22%	30%
Improved technology and systems		30%	36%	38%
Better job security		40%	39%	43%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		64%	61%	72%
No		32%	35%	24%
Don't Know		4%	4%	4%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		23%	16%	25%
No		69%	75%	64%
Don't Know		8%	9%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		44%	46%	63%
No		54%	51%	35%
Don't Know		2%	3%	2%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		31%	26%	35%
No		64%	68%	58%
Don't Know		5%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		17%	14%	20%
No		81%	82%	75%
Don't Know		3%	4%	5%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SEPARATE AGENCIES	SECTOR
Q10e. 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.				
A senior manager		30%	25%	23%
Your Immediate Manager/Supervisor		22%	21%	26%
A fellow worker at your level		16%	24%	25%
A subordinate		5%	8%	8%
A client or customer		3%	1%	2%
Other		5%	8%	4%
Prefer not to say		18%	13%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

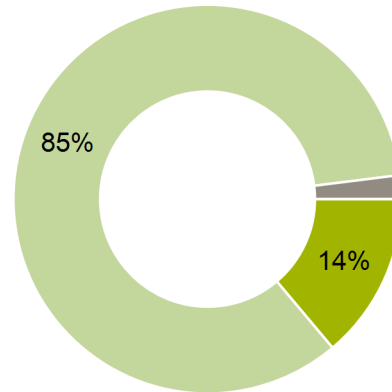
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		24%
Female		76%
Other		1%
Age		
<35		26%
35 - 54		55%
> 54		19%

PROFILE OF RESPONDENTS

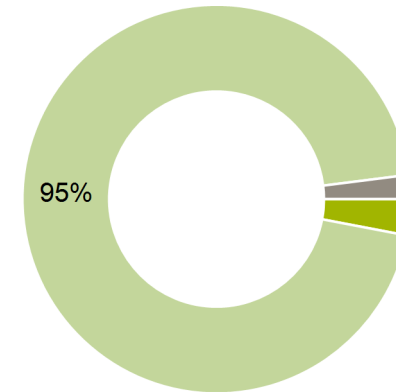


PERSONAL PROFILES

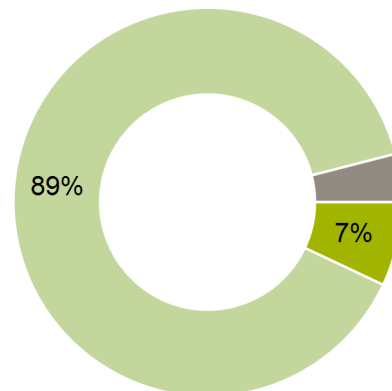
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



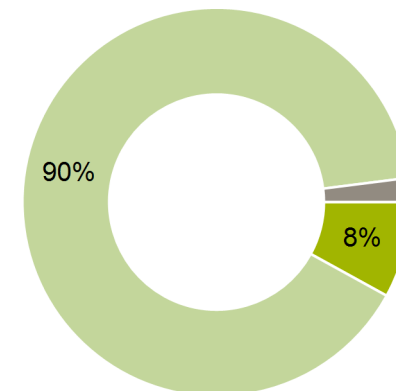
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		12%
1 - 2 years		9%
2 - 5 years		17%
5 - 10 years		27%
10 - 20 years		24%
More than 20 years		10%

PROFILE OF RESPONDENTS



WORK PROFILES

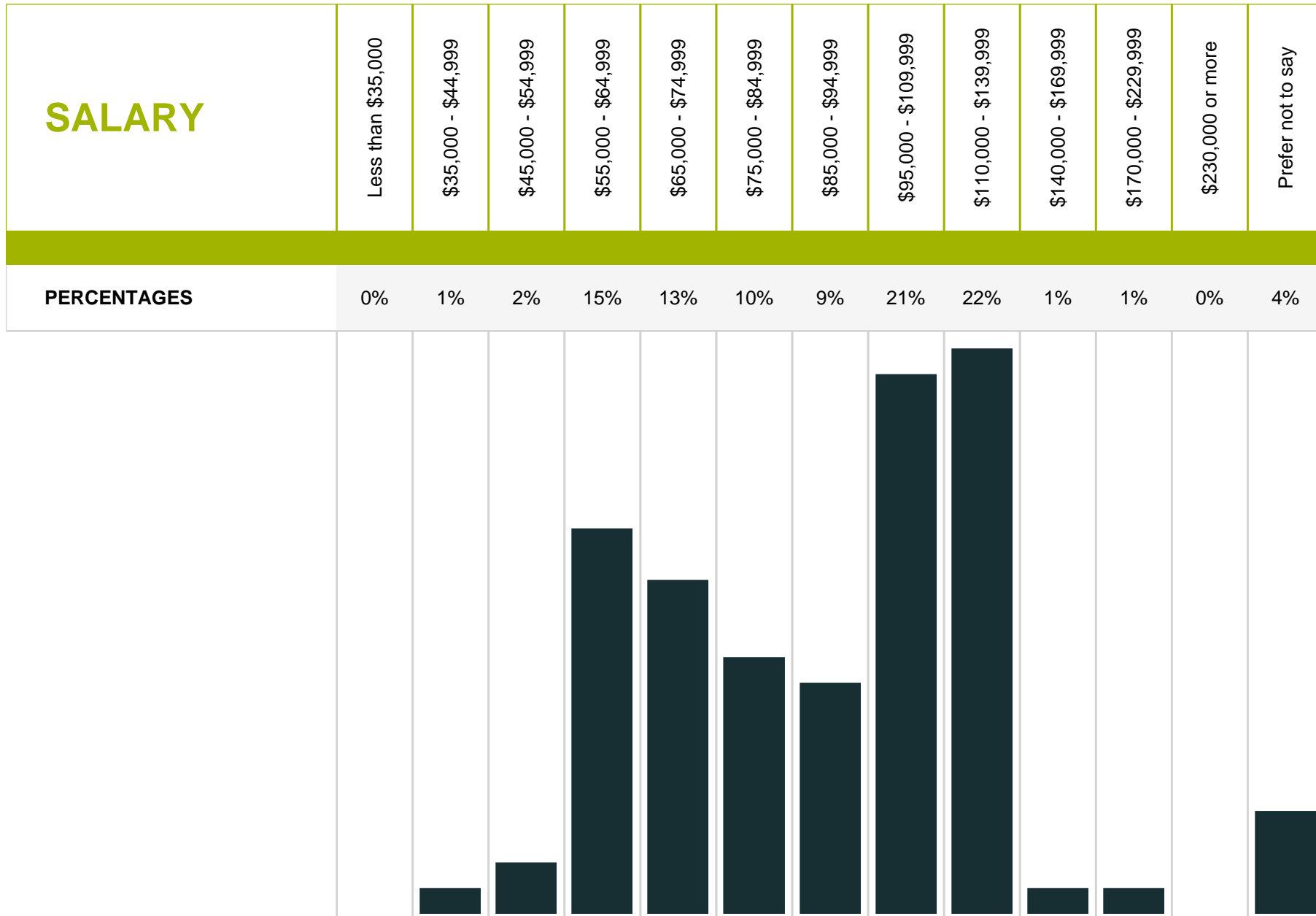
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		19%
Other service delivery work		2%
Administrative support		18%
Corporate services		7%
Policy		2%
Research		0%
Program and project management support		4%
Legal (including developing and/or reviewing legislation)		41%
Other		7%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Legal Aid Commission of NSW	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	531	84	8	81	32	9	2	19	186	31
ENGAGEMENT	74%	75%	(r)	76%	75%	(r)	(r)	(r)	74%	74%
SENIOR MANAGERS	58%	60%	(r)	60%	61%	(r)	(r)	(r)	56%	61%
COMMUNICATION	67%	72%	(r)	64%	70%	(r)	(r)	(r)	68%	63%
HIGH PERFORMANCE	73%	75%	(r)	73%	77%	(r)	(r)	(r)	74%	70%
PUBLIC SECTOR VALUES	74%	77%	(r)	71%	78%	(r)	(r)	(r)	75%	71%
DIVERSITY & INCLUSION	75%	80%	(r)	72%	80%	(r)	(r)	(r)	75%	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 30 RESPONDENTS

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Legal Aid Commission of NSW	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	531	1	4	7	67	58	43	42	97	101	5	5	2	20
ENGAGEMENT	74%	(r)	(r)	(r)	78%	70%	79%	76%	71%	75%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	64%	48%	69%	58%	53%	59%	(r)	(r)	(r)	(r)
COMMUNICATION	67%	(r)	(r)	(r)	72%	59%	73%	64%	65%	70%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	(r)	76%	66%	79%	75%	72%	74%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	74%	(r)	(r)	(r)	77%	65%	80%	74%	74%	75%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	(r)	79%	71%	79%	76%	72%	78%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Legal Aid Commission of NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	531	53	42	78	122	107	47
ENGAGEMENT	74%	81%	79%	79%	74%	67%	71%
SENIOR MANAGERS	58%	74%	73%	66%	55%	46%	46%
COMMUNICATION	67%	79%	72%	77%	64%	60%	57%
HIGH PERFORMANCE	73%	82%	76%	82%	73%	65%	67%
PUBLIC SECTOR VALUES	74%	84%	79%	81%	74%	66%	66%
DIVERSITY & INCLUSION	75%	85%	76%	87%	74%	67%	67%

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 AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Legal Aid Commission of NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	531	0	9	49	60	65	57	66	60	53	22	10
ENGAGEMENT	74%	(r)	(r)	86%	72%	71%	73%	73%	73%	73%	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	78%	60%	54%	62%	53%	52%	49%	(r)	(r)
COMMUNICATION	67%	(r)	(r)	78%	70%	63%	70%	67%	59%	64%	(r)	(r)
HIGH PERFORMANCE	73%	(r)	(r)	85%	72%	68%	76%	72%	68%	72%	(r)	(r)
PUBLIC SECTOR VALUES	74%	(r)	(r)	84%	76%	69%	77%	73%	70%	70%	(r)	(r)
DIVERSITY & INCLUSION	75%	(r)	(r)	86%	74%	72%	76%	76%	70%	72%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Legal Aid Commission of NSW	Male	Female	Other
NUMBER OF RESPONDENTS	531	107	344	3
ENGAGEMENT	74%	72%	75%	(r)
SENIOR MANAGERS	58%	55%	59%	(r)
COMMUNICATION	67%	65%	68%	(r)
HIGH PERFORMANCE	73%	71%	74%	(r)
PUBLIC SECTOR VALUES	74%	73%	75%	(r)
DIVERSITY & INCLUSION	75%	74%	76%	(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



WHAT'S NEXT?

Sector employees have now 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.

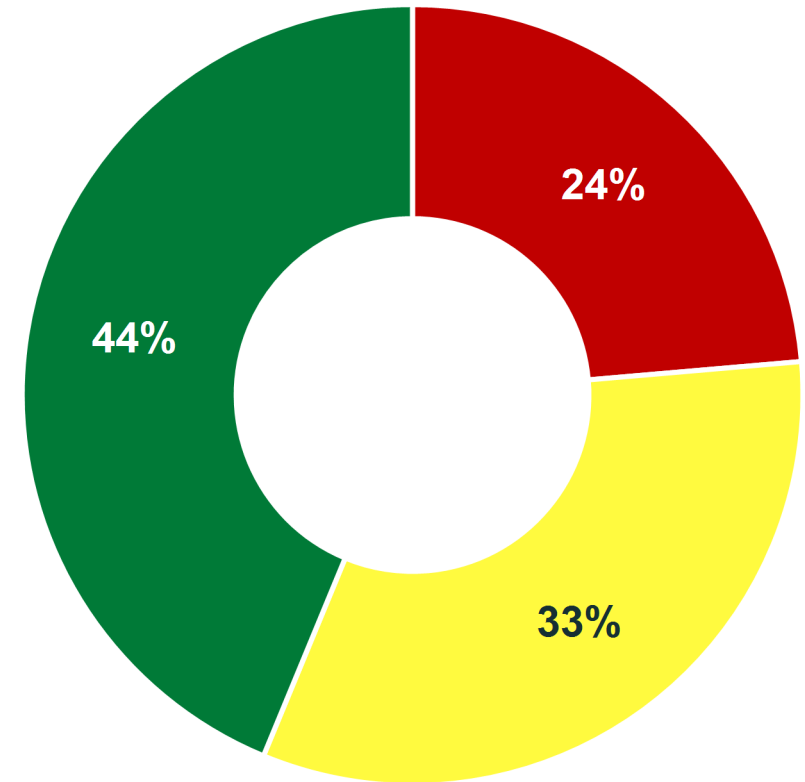
44%

of employees replied favourably to:

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

32%

SECTOR



GUIDE TO THIS REPORT

ANONYMITY RULES

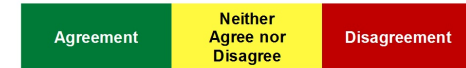
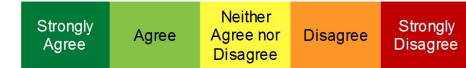
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups 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.

HOW TO READ THIS REPORT

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

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

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%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%