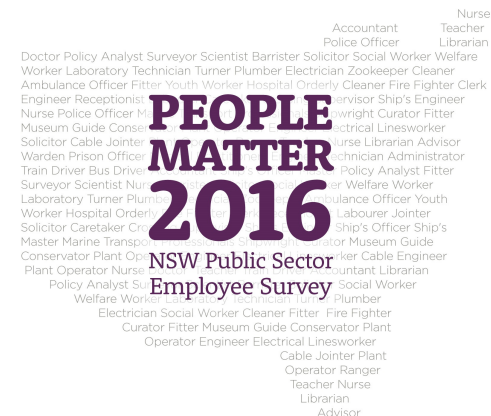


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Separate Agencies

Office of the Director of Public Prosecutions

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RESPONSE RATE

65%

444 RESPONSES
OUT OF 687 EMPLOYEES

ENGAGEMENT INDEX

68%

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	96%
1a. I understand what is expected of me to do well in my role	91%
7c. My organisation strives to earn and sustain a high level of public trust	91%
1d. I feel I make a contribution to achieving the organisation's objectives	90%
2i. People in my workgroup treat customers/clients with respect	89%
7a. My organisation provides high quality services	87%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	85%
1g. My job gives me a feeling of personal accomplishment	82%
7p. I am proud to tell others I work for my organisation	80%
1i. I feel motivated to contribute more than what is normally required at work	80%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

3a. I have a current performance plan that sets out my individual objectives	16%
3c. I have scheduled feedback conversations with my manager throughout the year	16%
3e. My performance is assessed against clear criteria	18%
5n. My manager appropriately deals with employees who perform poorly	29%
7l. My organisation's processes for recruiting employees are efficient	29%
9b. I have confidence in the ways my organisation resolves grievances	33%
7f. I feel that change is handled well in my organisation	34%
6h. I feel that senior managers listen to employees	36%
7m. Recruitment and promotion decisions in this organisation are generally fair	37%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	38%



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 Office of the Director of Public Prosecutions, 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.

	Office of the Director of Public Prosecutions	Corporate Services	Crown Prosecutors Chambers	Solicitors Office
NUMBER OF RESPONDENTS	444	35	37	328
ENGAGEMENT	68%	72%	71%	68%
SENIOR MANAGERS	42%	50%	44%	40%
COMMUNICATION	55%	62%	49%	56%
HIGH PERFORMANCE	62%	64%	60%	62%
PUBLIC SECTOR VALUES	63%	69%	60%	64%
DIVERSITY & INCLUSION	64%	71%	57%	65%

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

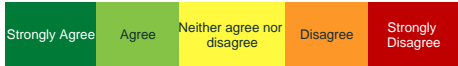
This section shows results for all the survey questions grouped by key themes.

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	68% RESPONSE SCALE				AGREEMENT %	PMES 2014	SEPARATE AGENCIES	SECTOR
Q7o. I would recommend my organisation as a great place to work	18	44	21	12	63%	63%	68%	60%
Q7p. I am proud to tell others I work for my organisation	34	46	14		80%	85%	78%	68%
Q7q. I feel a strong personal attachment to my organisation	30	42	19	8	72%	80%	70%	64%
Q7r. My organisation motivates me to help it achieve its objectives	20	36	26	13	57%	58%	62%	55%
Q7s. My organisation inspires me to do the best in my job	22	32	29	12	54%	57%	61%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

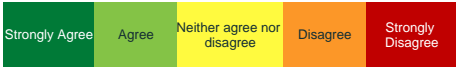
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 81% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		82%	78%	76%
Q1h. I look for ways to perform my job more effectively		96%	95%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		80%	79%	76%
Q1j. I am satisfied with my job at the present time		65%	65%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

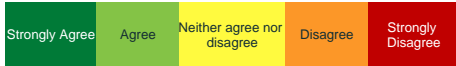
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Some key comparisons are provided.

SENIOR MANAGERS	42% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	36	23	18	14	46%	56%	47%
Q6b. I feel that senior leaders effectively lead and manage change	9	32	24	20	15	41%	49%	43%
Q6c. I feel that senior managers model the values of my organisation	12	36	25	14	13	48%	57%	48%
Q6d. Senior managers encourage innovation by employees	7	32	31	20	10	39%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	8	37	32	15	8	45%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	9	40	31	12	8	48%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		33	26	20	15	39%	51%	44%
Q6h. I feel that senior managers listen to employees	7	29	27	20	16	36%	47%	39%
Q7f. I feel that change is handled well in my organisation	7	27	29	28	9	34%	42%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

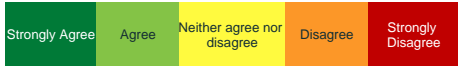
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Some key comparisons are provided.

COMMUNICATION	55% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5e. My manager communicates effectively with me		67%	73%	69%
Q5f. My manager encourages and values employee input		64%	74%	69%
Q5g. My manager involves my workgroup in decisions about our work		56%	67%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		39%	51%	44%
Q6h. I feel that senior managers listen to employees		36%	47%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		66%	77%	69%

KEY





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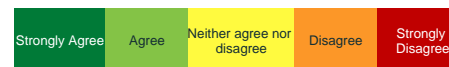
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Some key comparisons are provided.

	HIGH PERFORMANCE		62% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1a. I understand what is expected of me to do well in my role	42	49		91%	88%	90%
Q1b. I have the tools I need to do my job effectively	16	49	14 16	65%	71%	70%
Q1c. I get the information I need to do my job well	15	52	17 13	67%	70%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	39	51		90%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	20	42	21 12	62%	73%	69%
Q2b. People in my workgroup use time and resources efficiently	17	43	21 15	60%	72%	70%
Q2c. My team works collaboratively to achieve its objectives	21	44	17 14	65%	76%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	21	50	19 8	71%	80%	76%
Q3h. I have received appropriate training and development to do my job well	11	41	25 16 7	52%	63%	63%

KEY





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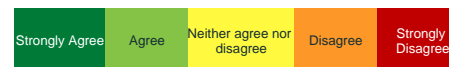
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Some key comparisons are provided.

HIGH PERFORMANCE	62% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		61%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		43%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		59%	69%	65%
Q5j. I have confidence in the decisions my line manager makes		64%	73%	67%
Q6d. Senior managers encourage innovation by employees		39%	51%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		45%	61%	52%
Q7d. My organisation focuses on improving the work we do		77%	80%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		54%	63%	62%
Q7g. There is good co-operation between teams across our organisation		42%	48%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

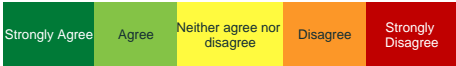
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Some key comparisons are provided.

	HIGH PERFORMANCE					62% RESPONSE SCALE			AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7n. My organisation generally selects capable people to do the job	8	48	23	15		56%	65%	51%			
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	15	37	32	13		52%	67%	67%			
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	35	50	12			85%	90%	85%			

KEY





EXPLORE THE FULL SURVEY RESULTS

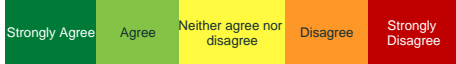
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		63% RESPONSE SCALE		AGREEMENT %	SEPARATE AGENCIES	SECTOR			
Q2a. My workgroup strives to achieve customer/client satisfaction		26	54	15	80%	85%	85%		
Q2b. People in my workgroup use time and resources efficiently		17	43	21	15	60%	72%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings		24	44	17	10	69%	77%	67%	
Q2h. People in my workgroup treat each other with respect		26	49	14	8	75%	82%	72%	
Q2i. People in my workgroup treat customers/clients with respect		30	58	10		89%	91%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		16	45	17	14	8	61%	73%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		11	32	29	18	9	43%	60%	64%
Q5d. My manager listens to what I have to say		27	44	13	7	9	71%	78%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		21	38	21	9	11	59%	70%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

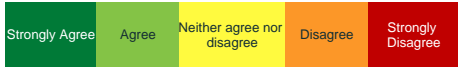
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	63% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	31	45	12	8	4	77%	82%	76%
Q5l. My manager talks to me about how the values apply to my work	15	25	30	19	10	40%	55%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	36	23	18	14	46%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	12	36	25	14	13	48%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	9	40	31	12	8	48%	61%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	7	33	26	20	15	39%	51%	44%
Q6h. I feel that senior managers listen to employees	7	29	27	20	16	36%	47%	39%
Q7a. My organisation provides high quality services	30	57	8	4	1	87%	88%	80%
Q7b. My organisation strives to match services to customer/client needs	25	55	15	4	1	80%	83%	80%

KEY





EXPLORE THE FULL SURVEY RESULTS

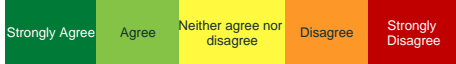
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	63% RESPONSE SCALE		AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	39	51	91%	90%	83%
Q7d. My organisation focuses on improving the work we do	25	52	77%	80%	76%
Q7h. People in my organisation take responsibility for their own actions	8	35	44%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	16	51	67%	75%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

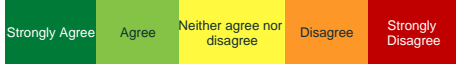
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Some key comparisons are provided.

DIVERSITY & INCLUSION	64% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		49%	61%	59%
Q5d. My manager listens to what I have to say		71%	78%	73%
Q5f. My manager encourages and values employee input		64%	74%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		63%	72%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		59%	70%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		60%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		71%	80%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		52%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		66%	77%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

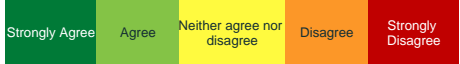
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Some key comparisons are provided.

DIVERSITY & INCLUSION	64% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	35	50	12		85%	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>	21	43	15	14	64%	73%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

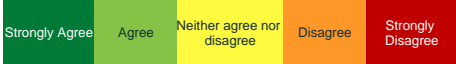
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Some key comparisons are provided.

RECRUITMENT	41% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	25	26	27	18	29%	34%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	7	30	28	20	37%	48%	41%
Q7n. My organisation generally selects capable people to do the job	8	48	23	15	56%	65%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

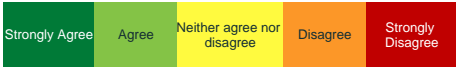
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 47% RESPONSE SCALE						AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	35	30	8	9	53%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	30	38	8	8	46%	57%	53%
Q7g. There is good co-operation between teams across our organisation	8	33	28	23	8	42%	48%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

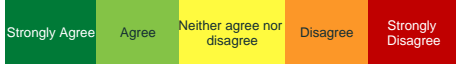
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	45% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		16%	64%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		50%	71%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		16%	60%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		38%	59%	59%
Q3e. My performance is assessed against clear criteria		18%	50%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		64%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required		56%	63%	60%
Q3h. I have received appropriate training and development to do my job well		52%	63%	63%
Q3i. I have a strong desire to advance my career		77%	75%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

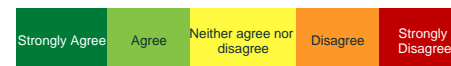
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	45% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	14 27 21 23 15	41%	41%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18 27 31 15 9	45%	52%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	20 39 17 12 11	59%	73%	67%
Q5n. My manager appropriately deals with employees who perform poorly	9 20 35 17 19	29%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	15 42 25 9 10	57%	66%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18 35 30 8 9	53%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15 30 38 8 8	46%	57%	53%
Q7j. My organisation is committed to developing its employees	12 36 27 19	48%	59%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

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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.

MOBILITY	48% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18 27 31 15 9	45%	52%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18 35 30 8 9	53%	62%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15 30 38 8 8	46%	57%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

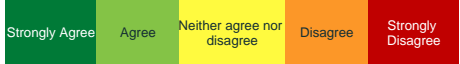
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Some key comparisons are provided.

PAY & BENEFITS		56% RESPONSE SCALE					AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q4a. I am paid fairly for the work I do		12	42	15	20	11	54%	68%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		12	46	18	19	5	57%	70%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

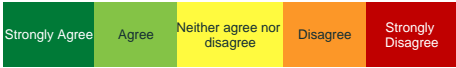
This section shows results for all the survey questions grouped by key themes.

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	72% RESPONSE SCALE				AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	26	51	16		77%	81%	77%
Q8c. Age is not a barrier to success in my organisation	22	43	20	11	65%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	24	45	26		69%	71%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	29	48	21		77%	81%	76%
Q8f. Gender is not a barrier to success in my organisation	26	47	15	8	73%	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	57% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		49%	61%	59%
Q1k. I am able to keep my work stress at an acceptable level		49%	60%	58%
Q1l. My workload is acceptable		42%	55%	55%
Q2e. I receive help and support from other members of my workgroup		76%	84%	80%
Q2f. There is good team spirit in my workgroup		68%	73%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		56%	72%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

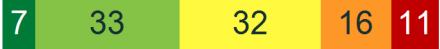
Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

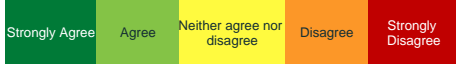
41% RESPONSE SCALE

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



AGREEMENT %	SEPARATE AGENCIES	SECTOR
41%	43%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

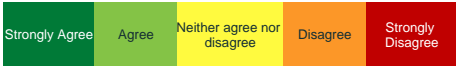
This section shows results for all the survey questions grouped by key themes.

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	51% RESPONSE SCALE	AGREEMENT %	SEPARATE AGENCIES	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		67%	75%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		33%	40%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		51%	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		51%	58%	46%
Better skills in my workgroup		23%	21%	27%
Improved career opportunities		63%	62%	52%
Improved learning and development opportunities		47%	48%	50%
Greater involvement in decision making		28%	34%	33%
Better pay and benefits		66%	56%	58%
Greater recognition for the work I do		50%	40%	45%
Better leadership from senior managers		38%	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		29%	24%	27%
Better accountability for performance		30%	23%	25%
A better location		13%	20%	20%
More flexible working conditions		37%	39%	38%
Better work/life balance		52%	45%	46%
Improved facilities		25%	22%	30%
Improved technology and systems		42%	36%	38%
Better job security		33%	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		54%	61%	72%
No		43%	35%	24%
Don't Know		2%	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		17%	16%	25%
No		74%	75%	64%
Don't Know		9%	9%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		47%	46%	63%
No		53%	51%	35%



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		33%	26%	35%
No		62%	68%	58%
Don't Know		5%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		18%	14%	20%
No		77%	82%	75%
Don't Know		5%	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		14%	25%	23%
Your Immediate Manager/Supervisor		22%	21%	26%
A fellow worker at your level		26%	24%	25%
A subordinate		9%	8%	8%
Other		22%	8%	4%
Prefer not to say		8%	13%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

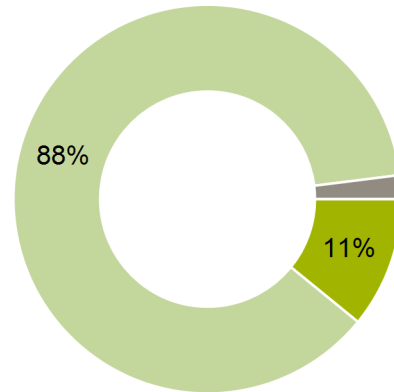
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		37%
Female		63%
Age		
<35		35%
35 - 54		49%
> 54		16%

PROFILE OF RESPONDENTS

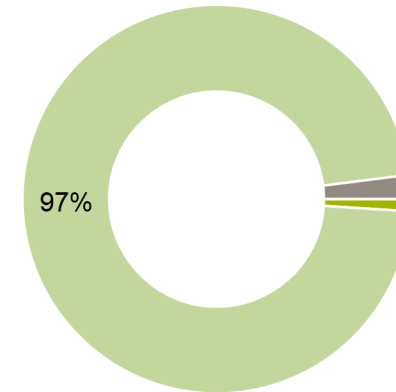


PERSONAL PROFILES

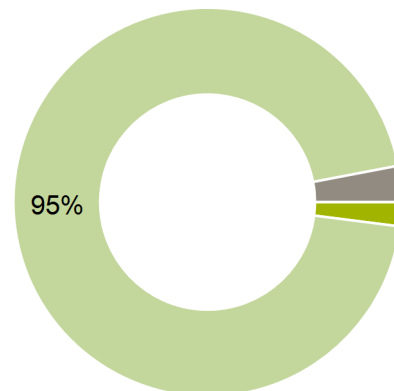
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



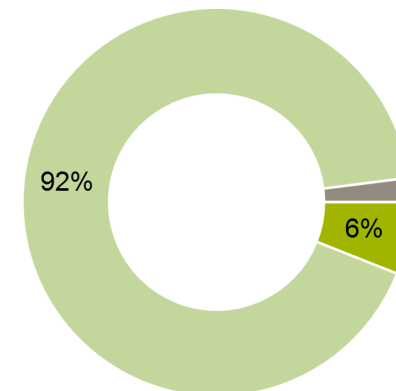
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		14%
1 - 2 years		9%
2 - 5 years		16%
5 - 10 years		17%
10 - 20 years		29%
More than 20 years		14%

PROFILE OF RESPONDENTS



WORK PROFILES

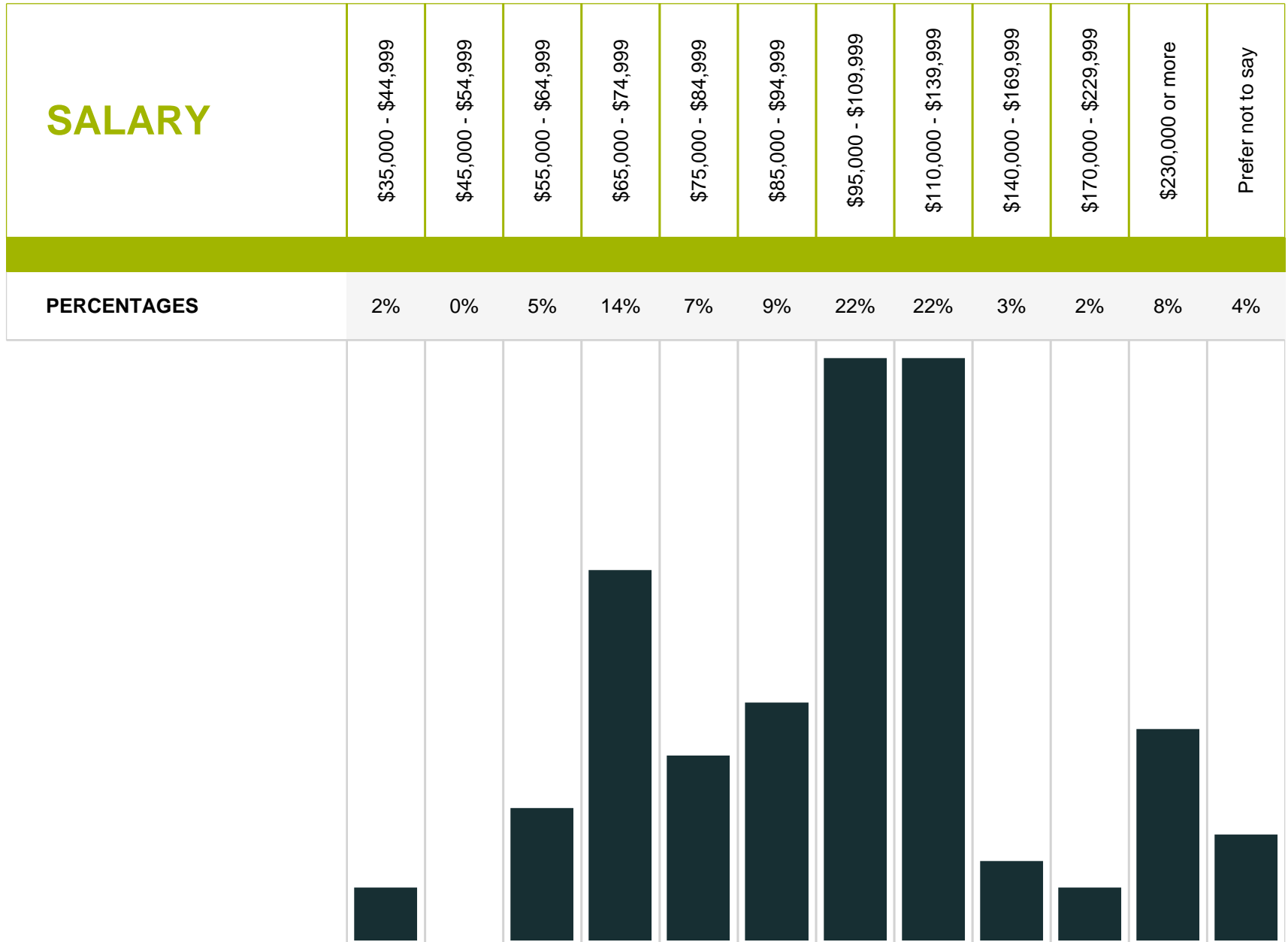
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		9%
Other service delivery work		1%
Administrative support		14%
Corporate services		8%
Research		1%
Program and project management support		1%
Legal (including developing and/or reviewing legislation)		65%
Other		2%

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.

	Office of the Director of Public Prosecutions	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	444	37	3	58	30	0	2	2	259	9
ENGAGEMENT	68%	60%	(r)	69%	71%	(r)	(r)	(r)	69%	(r)
SENIOR MANAGERS	42%	27%	(r)	51%	49%	(r)	(r)	(r)	40%	(r)
COMMUNICATION	55%	48%	(r)	58%	57%	(r)	(r)	(r)	54%	(r)
HIGH PERFORMANCE	62%	54%	(r)	66%	63%	(r)	(r)	(r)	62%	(r)
PUBLIC SECTOR VALUES	63%	54%	(r)	65%	67%	(r)	(r)	(r)	63%	(r)
DIVERSITY & INCLUSION	64%	57%	(r)	67%	67%	(r)	(r)	(r)	63%	(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 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.

	Office of the Director of Public Prosecutions	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	444	0	8	2	22	58	30	36	88	88	11	7	33	18
ENGAGEMENT	68%	(r)	(r)	(r)	(r)	70%	67%	65%	69%	64%	(r)	(r)	73%	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	42%	41%	47%	41%	28%	(r)	(r)	52%	(r)
COMMUNICATION	55%	(r)	(r)	(r)	(r)	57%	57%	61%	53%	47%	(r)	(r)	56%	(r)
HIGH PERFORMANCE	62%	(r)	(r)	(r)	(r)	63%	57%	66%	62%	56%	(r)	(r)	65%	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	(r)	(r)	66%	59%	66%	63%	57%	(r)	(r)	64%	(r)
DIVERSITY & INCLUSION	64%	(r)	(r)	(r)	(r)	64%	61%	68%	65%	59%	(r)	(r)	61%	(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.

	Office of the Director of Public Prosecutions	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	444	57	37	65	67	116	58
ENGAGEMENT	68%	78%	73%	65%	69%	65%	66%
SENIOR MANAGERS	42%	65%	46%	36%	37%	31%	46%
COMMUNICATION	55%	76%	59%	53%	50%	46%	55%
HIGH PERFORMANCE	62%	76%	61%	57%	62%	57%	65%
PUBLIC SECTOR VALUES	63%	79%	68%	59%	62%	57%	60%
DIVERSITY & INCLUSION	64%	80%	65%	61%	63%	58%	63%

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.

	Office of the Director of Public Prosecutions	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	444	0	9	63	66	66	44	52	35	42	16	7
ENGAGEMENT	68%	(r)	(r)	74%	70%	69%	70%	64%	63%	57%	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	50%	39%	41%	40%	35%	44%	30%	(r)	(r)
COMMUNICATION	55%	(r)	(r)	64%	63%	52%	51%	48%	50%	44%	(r)	(r)
HIGH PERFORMANCE	62%	(r)	(r)	66%	64%	63%	63%	57%	61%	52%	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	70%	67%	63%	64%	60%	59%	51%	(r)	(r)
DIVERSITY & INCLUSION	64%	(r)	(r)	74%	70%	65%	64%	56%	59%	51%	(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.

	Office of the Director of Public Prosecutions	Male	Female	Other
NUMBER OF RESPONDENTS	444	148	252	0
ENGAGEMENT	68%	69%	68%	(r)
SENIOR MANAGERS	42%	44%	40%	(r)
COMMUNICATION	55%	58%	53%	(r)
HIGH PERFORMANCE	62%	63%	62%	(r)
PUBLIC SECTOR VALUES	63%	66%	61%	(r)
DIVERSITY & INCLUSION	64%	67%	62%	(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.

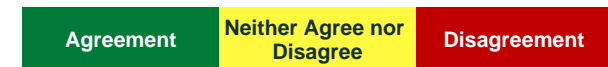
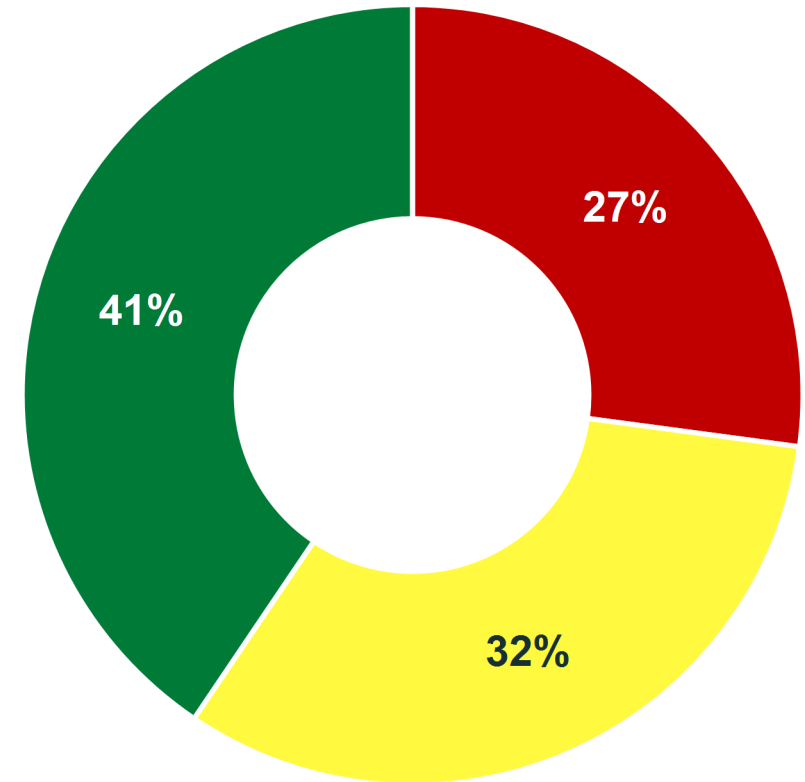
41%

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

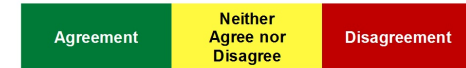
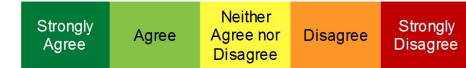
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%