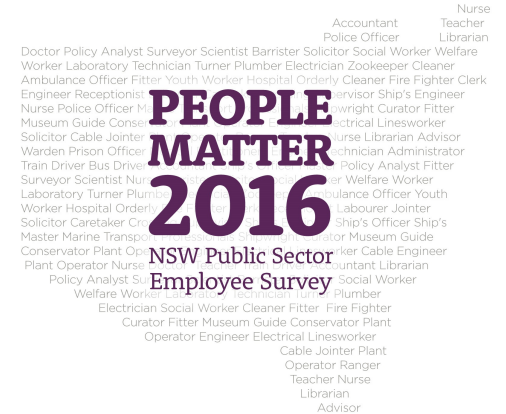


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Justice

Crown Solicitor's Office

CONTENTS OF REPORT

HEADLINES	3
QUESTION HEADLINES	4
ALL QUESTIONS	5
PROFILE OF RESPONDENTS	34
DEMOGRAPHIC RESULTS	39
TAKING ACTION	47
GUIDE TO THIS REPORT	48

RESPONSE RATE

66%

245 RESPONSES
OUT OF 373 EMPLOYEES

ENGAGEMENT INDEX

67%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **62%**



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.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h. I look for ways to perform my job more effectively	95%
2i. People in my workgroup treat customers/clients with respect	91%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	90%
7a. My organisation provides high quality services	90%
7c. My organisation strives to earn and sustain a high level of public trust	90%
2a. My workgroup strives to achieve customer/client satisfaction	90%
1a. I understand what is expected of me to do well in my role	89%
7b. My organisation strives to match services to customer/client needs	89%
1d. I feel I make a contribution to achieving the organisation's objectives	88%
8f. Gender is not a barrier to success in my organisation	83%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l. My organisation's processes for recruiting employees are efficient	19%
3j. I am satisfied with the opportunities available for career development in my organisation	32%
6h. I feel that senior managers listen to employees	33%
9b. I have confidence in the ways my organisation resolves grievances	33%
7f. I feel that change is handled well in my organisation	34%
15. I believe action will be taken on the results from this survey by my organisation	35%
6d. Senior managers encourage innovation by employees	35%
7m. Recruitment and promotion decisions in this organisation are generally fair	36%
5n. My manager appropriately deals with employees who perform poorly	36%
3e. Myperformance is assessed against clear criteria	37%



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'.



EXPLORE THE FULL SURVEY RESULTS

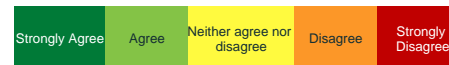
This section shows results for all the survey questions grouped by key themes.

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	67% RESPONSE SCALE	AGREEMENT %	PMES 2014	JUSTICE	SECTOR
Q7o. I would recommend my organisation as a great place to work		62%	65%	54%	60%
Q7p. I am proud to tell others I work for my organisation		78%	70%	66%	68%
Q7q. I feel a strong personal attachment to my organisation		62%	60%	63%	64%
Q7r. My organisation motivates me to help it achieve its objectives		52%	52%	48%	55%
Q7s. My organisation inspires me to do the best in my job		55%	50%	48%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

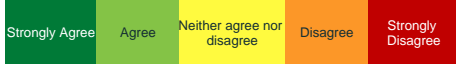
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 77% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		75%	70%	76%
Q1h. I look for ways to perform my job more effectively		95%	92%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		74%	70%	76%
Q1j. I am satisfied with my job at the present time		63%	60%	63%

KEY





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Some key comparisons are provided.

SENIOR MANAGERS	41% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	32	32	17	11	39%	37%	47%
Q6b. I feel that senior leaders effectively lead and manage change	7	32	31	18	12	39%	35%	43%
Q6c. I feel that senior managers model the values of my organisation	9	40	34	10		50%	40%	48%
Q6d. Senior managers encourage innovation by employees		30	35	21	9	35%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		33	37	16		40%	43%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	49	23	9		64%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	31	27	22	12	39%	34%	44%
Q6h. I feel that senior managers listen to employees	8	24	37	20	10	33%	31%	39%
Q7f. I feel that change is handled well in my organisation	8	25	33	24	9	34%	31%	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	55% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5e. My manager communicates effectively with me		71%	63%	69%
Q5f. My manager encourages and values employee input		63%	60%	69%
Q5g. My manager involves my workgroup in decisions about our work		55%	55%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		39%	34%	44%
Q6h. I feel that senior managers listen to employees		33%	31%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		69%	62%	69%

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.

	HIGH PERFORMANCE				65% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1a. I understand what is expected of me to do well in my role	32	58				89%	89%	90%
Q1b. I have the tools I need to do my job effectively	13	49	18	16		62%	65%	70%
Q1c. I get the information I need to do my job well	16	55	16	11		72%	63%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	32	56	9			88%	82%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	17	47	16	15		64%	61%	69%
Q2b. People in my workgroup use time and resources efficiently	16	54	18	9		71%	63%	70%
Q2c. My team works collaboratively to achieve its objectives	18	53	16	10		71%	71%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	20	58	14			78%	71%	76%
Q3h. I have received appropriate training and development to do my job well	16	52	21	8		69%	57%	63%

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.

	HIGH PERFORMANCE				65% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	19	50	18	10	70%	62%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	14	33	33	16	47%	52%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	15	46	25	11	60%	56%	65%	
Q5j. I have confidence in the decisions my line manager makes	23	47	18	8	70%	61%	67%	
Q6d. Senior managers encourage innovation by employees		30	35	21	9	35%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		33	37	16		40%	43%	52%
Q7d. My organisation focuses on improving the work we do	27	48	19		75%	67%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	14	40	26	17	55%	52%	62%	
Q7g. There is good co-operation between teams across our organisation	10	31	29	21	8	41%	42%	48%

KEY





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Some key comparisons are provided.

	65% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q7n. My organisation generally selects capable people to do the job	10	48	26	11	59%	39%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	15	37	32	13	51%	57%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	39	52	9		90%	80%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

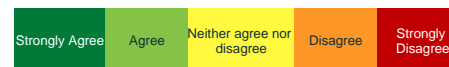
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	67% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	40	49	10	1	90%	78%	85%
Q2b. People in my workgroup use time and resources efficiently	16	54	18	9	71%	63%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	28	41	19	9	70%	63%	67%
Q2h. People in my workgroup treat each other with respect	31	45	17	7	77%	67%	72%
Q2i. People in my workgroup treat customers/clients with respect	38	53	7	2	91%	79%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	19	50	18	10	70%	62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	14	33	33	16	47%	52%	64%
Q5d. My manager listens to what I have to say	26	43	20	7	69%	66%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	23	40	26	9	63%	58%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

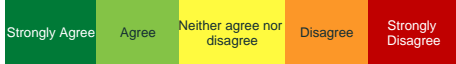
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	67% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	28	51	13			79%	70%	76%
Q5l. My manager talks to me about how the values apply to my work	16	32	27	20		48%	49%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	32	32	17	11	39%	37%	47%
Q6c. I feel that senior managers model the values of my organisation	9	40	34	10		50%	40%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	15	49	23	9		64%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	31	27	22	12	39%	34%	44%
Q6h. I feel that senior managers listen to employees	8	24	37	20	10	33%	31%	39%
Q7a. My organisation provides high quality services	36	55			8	90%	74%	80%
Q7b. My organisation strives to match services to customer/client needs	35	54			9	89%	75%	80%

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.

PUBLIC SECTOR VALUES	67% RESPONSE SCALE			AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	39	51	9	90%	80%	83%
Q7d. My organisation focuses on improving the work we do	27	48	19	75%	67%	76%
Q7h. People in my organisation take responsibility for their own actions	11	39	32	50%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	18	60	18	79%	62%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

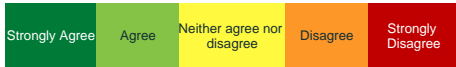
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY & INCLUSION	67% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	12	43	20	18	55%	51%	59%
Q5d. My manager listens to what I have to say	26	43	20	7	69%	66%	73%
Q5f. My manager encourages and values employee input	22	41	24		63%	60%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	21	41	23	11	62%	58%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	23	40	26		63%	58%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	26	44	24		70%	53%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	28	53	12		81%	69%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	15	37	32	13	51%	57%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	17	52	19	8	69%	62%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

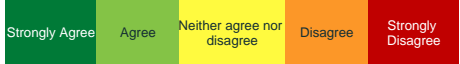
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Some key comparisons are provided.

DIVERSITY & INCLUSION		67% RESPONSE SCALE		AGREEMENT %	JUSTICE	SECTOR		
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		39	52	9	90%	80%	85%	
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		19	45	19	12	64%	60%	58%

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.

RECRUITMENT	38% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	15	25	37	19	19%	29%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	7	29	32	21	36%	33%	41%
Q7n. My organisation generally selects capable people to do the job	10	48	26	11	59%	39%	51%

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.

EMPLOYEE VALUE PROPOSITION 48% RESPONSE SCALE						AGREEMENT %	JUSTICE	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	35	29	12		53%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	33	34	13		48%	48%	53%
Q7g. There is good co-operation between teams across our organisation	10	31	29	21	8	41%	42%	48%

KEY





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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

54% RESPONSE SCALE

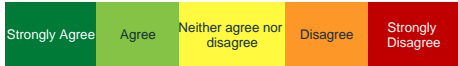
AGREEMENT %

JUSTICE

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	JUSTICE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	8	48	19	20		56%	43%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	10	41	18	24		52%	60%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	8	29	22	33	7	38%	45%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	10	34	31	19		44%	49%	59%
Q3e. My performance is assessed against clear criteria		31	32	22	8	37%	41%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	19	45	22	9		64%	64%	71%
Q3g. I am able to access the right learning and development opportunities as required	15	53	18	10		67%	53%	60%
Q3h. I have received appropriate training and development to do my job well	16	52	21	8		69%	57%	63%
Q3i. I have a strong desire to advance my career	45	35	15			80%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

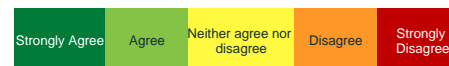
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	54% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	9 24 27 24 17	32%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	28 36 24 8	64%	42%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	23 41 17 12	65%	60%	67%
Q5n. My manager appropriately deals with employees who perform poorly	9 28 45 12 7	36%	38%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	14 45 27 9	59%	54%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18 35 29 12	53%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15 33 34 13	48%	48%	53%
Q7j. My organisation is committed to developing its employees	14 38 26 15 7	52%	43%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

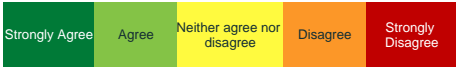
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

MOBILITY	56% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	28	36	24	8	64%	42%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	35	29	12	53%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	33	34	13	48%	48%	53%

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.

PAY & BENEFITS 42% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q4a. I am paid fairly for the work I do <div style="display: flex; justify-content: space-between; margin-top: 5px;"> </div>	40%	62%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc) <div style="display: flex; justify-content: space-between; margin-top: 5px;"> </div>	44%	56%	60%

KEY





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Some key comparisons are provided.

DIVERSITY GROUPS	78% RESPONSE SCALE			AGREEMENT %	JUSTICE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	29	52	14	81%	73%	77%
Q8c. Age is not a barrier to success in my organisation	24	46	20	70%	66%	71%
Q8d. Disability is not a barrier to success in my organisation	24	47	24	71%	56%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	36	46	17	82%	72%	76%
Q8f. Gender is not a barrier to success in my organisation	33	50	12	83%	69%	74%

KEY





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Some key comparisons are provided.

WORKPLACE SUPPORT	65% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		55%	51%	59%
Q1k. I am able to keep my work stress at an acceptable level		66%	58%	58%
Q1l. My workload is acceptable		61%	60%	55%
Q2e. I receive help and support from other members of my workgroup		80%	76%	80%
Q2f. There is good team spirit in my workgroup		61%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		68%	54%	56%

KEY





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Some key comparisons are provided.

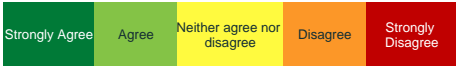
ACTION ABOUT SURVEY RESULTS

35% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

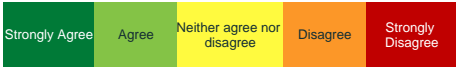
This section shows results for all the survey questions grouped by key themes.

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	54% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	18	60	18		79%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	8	26	47	13	33%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	10	40	32	10 7	50%	40%	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%	JUSTICE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		63%	47%	46%
Better skills in my workgroup		23%	28%	27%
Improved career opportunities		68%	59%	52%
Improved learning and development opportunities		48%	50%	50%
Greater involvement in decision making		29%	34%	33%
Better pay and benefits		69%	62%	58%
Greater recognition for the work I do		42%	46%	45%
Better leadership from senior managers		29%	46%	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%	JUSTICE	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		23%	30%	27%
Better accountability for performance		23%	29%	25%
A better location		11%	22%	20%
More flexible working conditions		47%	37%	38%
Better work/life balance		46%	45%	46%
Improved facilities		32%	32%	30%
Improved technology and systems		54%	40%	38%
Better job security		44%	47%	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%	JUSTICE	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		59%	68%	72%
No		33%	28%	24%
Don't Know		7%	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%	JUSTICE	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		15%	25%	25%
No		74%	65%	64%
Don't Know		11%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		62%	65%	63%
No		38%	34%	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%	JUSTICE	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		21%	36%	35%
No		68%	57%	58%
Don't Know		11%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		11%	21%	20%
No		83%	73%	75%
Don't Know		7%	6%	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%	JUSTICE	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		9%	25%	23%
Your Immediate Manager/Supervisor		35%	27%	26%
A fellow worker at your level		22%	22%	25%
Prefer not to say		35%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

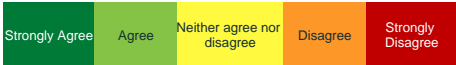
This section shows results for all the survey questions grouped by key themes.

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.

JUSTICE QUESTIONS	RESPONSE SCALE				AGREEMENT %	JUSTICE	
Q1. I am confident I can state the values of my organisation	15	51	23	10	67%	72%	
Q2. In my work group, people are recognised when they demonstrate the right behaviour in the workplace	10	44	34	11	53%	47%	
Q3. I am respected for the unique skills and experiences I bring to the organisation	8	46	37	8	53%	52%	
Q4. Messages I see and hear make me feel that I belong in this organisation	10	40	38	9	50%	46%	
Q5. I am regularly consulted on matters affecting safety in my workplace		27	39	24	33%	46%	
Q6. I understand the capabilities contained within the PSC Capability Framework		40	33	16	46%	46%	
Q7. I am able to use the capabilities to identify development opportunities for myself		30	44	15	35%	43%	
Q8. My manager is focused on my capability development		25	42	20	8	30%	33%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

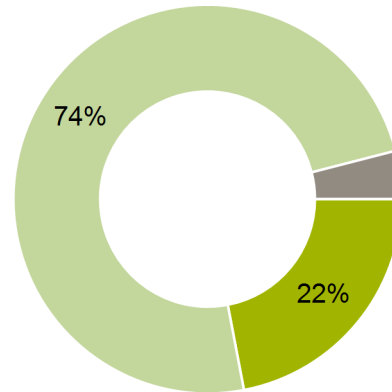
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		23%
Female		76%
Other		0%
Age		
<35		40%
35 - 54		45%
> 54		15%

PROFILE OF RESPONDENTS

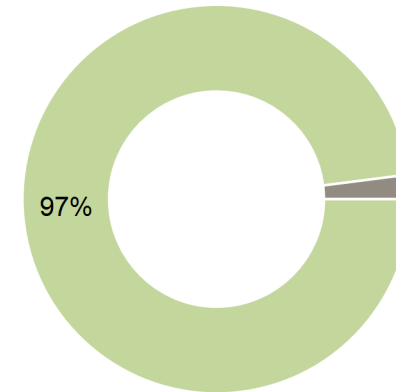


PERSONAL PROFILES

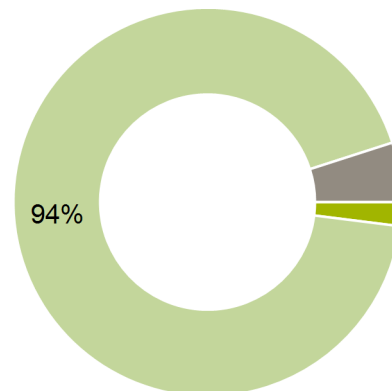
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



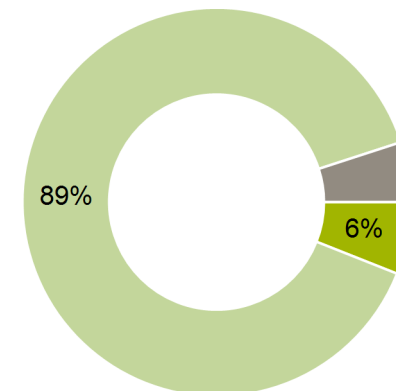
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		23%
1 - 2 years		10%
2 - 5 years		18%
5 - 10 years		22%
10 - 20 years		21%
More than 20 years		8%

PROFILE OF RESPONDENTS



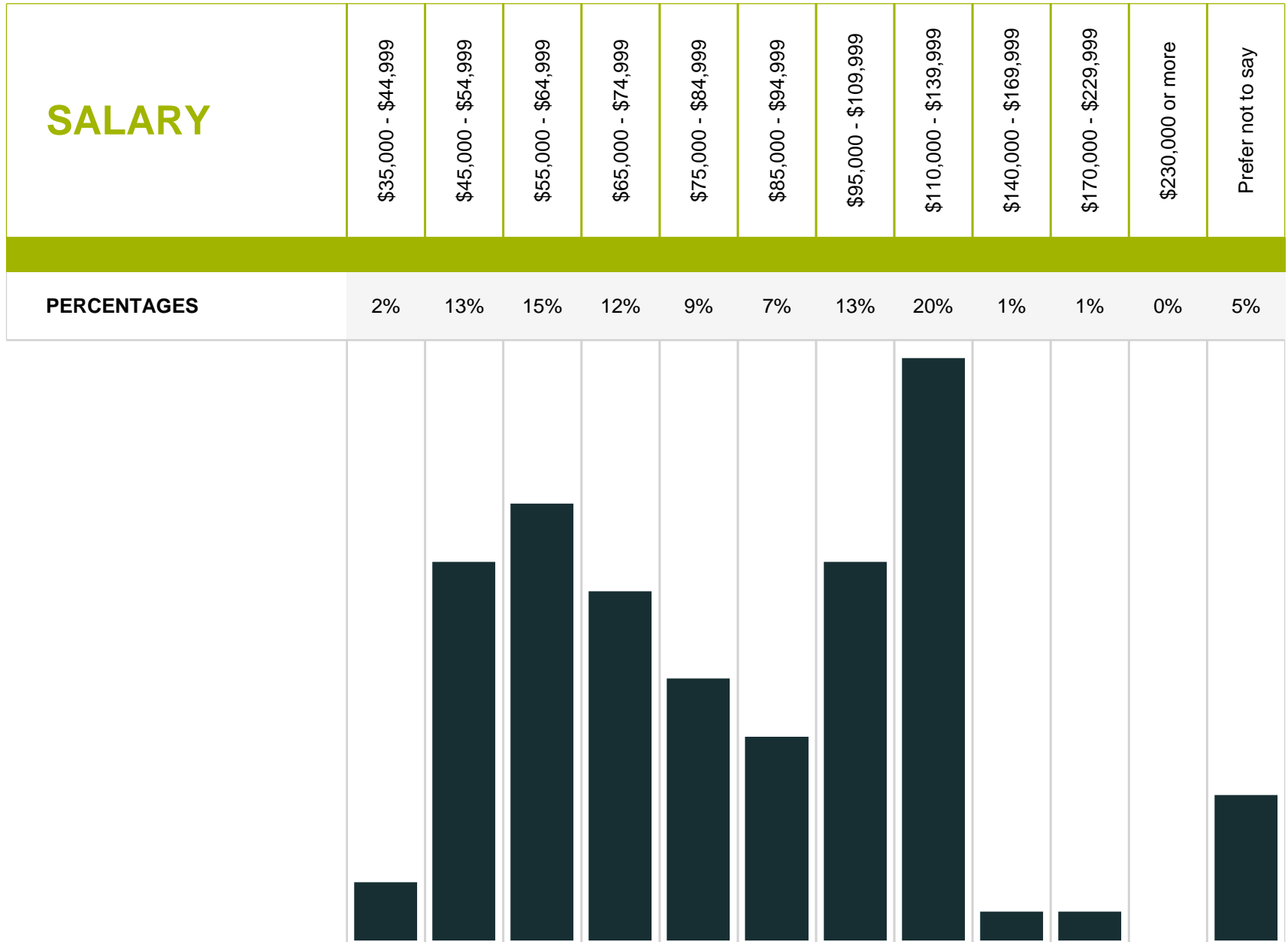
WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		0%
Other service delivery work		2%
Administrative support	█	26%
Corporate services	█	7%
Research		1%
Program and project management support		0%
Legal (including developing and/or reviewing legislation)	█	62%
Other		1%

PROFILE OF RESPONDENTS



WORK PROFILES



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.

	Crown Solicitor's Office	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	245	1	5	55	14	0	2	1	134	3
ENGAGEMENT	67%	(r)	(r)	64%	(r)	(r)	(r)	(r)	70%	(r)
SENIOR MANAGERS	41%	(r)	(r)	37%	(r)	(r)	(r)	(r)	45%	(r)
COMMUNICATION	55%	(r)	(r)	52%	(r)	(r)	(r)	(r)	57%	(r)
HIGH PERFORMANCE	65%	(r)	(r)	65%	(r)	(r)	(r)	(r)	66%	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	63%	(r)	(r)	(r)	(r)	70%	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	69%	(r)	(r)	(r)	(r)	69%	(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.

	Crown Solicitor's Office	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	245	0	5	29	32	25	20	15	29	44	2	3	1	10
ENGAGEMENT	67%	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	(r)	43%	(r)	(r)	(r)	(r)	41%	(r)	(r)	(r)	(r)
COMMUNICATION	55%	(r)	(r)	(r)	52%	(r)	(r)	(r)	(r)	50%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)	62%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)	65%	(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.

	Crown Solicitor's Office	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	245	48	21	38	46	44	16
ENGAGEMENT	67%	79%	(r)	64%	64%	60%	(r)
SENIOR MANAGERS	41%	64%	(r)	39%	36%	29%	(r)
COMMUNICATION	55%	68%	(r)	52%	49%	43%	(r)
HIGH PERFORMANCE	65%	74%	(r)	61%	63%	59%	(r)
PUBLIC SECTOR VALUES	67%	76%	(r)	64%	66%	60%	(r)
DIVERSITY & INCLUSION	67%	75%	(r)	62%	65%	61%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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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.

	Crown Solicitor's Office	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	245	1	21	37	27	33	22	21	20	13	12	6
ENGAGEMENT	67%	(r)	(r)	71%	(r)	68%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	49%	(r)	49%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	55%	(r)	(r)	59%	(r)	60%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	64%	(r)	67%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	70%	(r)	71%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	71%	(r)	67%	(r)	(r)	(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 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.

	Crown Solicitor's Office	Male	Female	Other
NUMBER OF RESPONDENTS	245	50	162	1
ENGAGEMENT	67%	63%	69%	(r)
SENIOR MANAGERS	41%	40%	43%	(r)
COMMUNICATION	55%	54%	55%	(r)
HIGH PERFORMANCE	65%	56%	68%	(r)
PUBLIC SECTOR VALUES	67%	63%	68%	(r)
DIVERSITY & INCLUSION	67%	64%	68%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY WORK LOCATION



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.

	Crown Solicitor's Office	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	245	214	1
ENGAGEMENT	67%	67%	(r)
SENIOR MANAGERS	41%	41%	(r)
COMMUNICATION	55%	54%	(r)
HIGH PERFORMANCE	65%	64%	(r)
PUBLIC SECTOR VALUES	67%	67%	(r)
DIVERSITY & INCLUSION	67%	67%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
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AT LEAST 5 PERCENTAGE POINTS
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RESULTS BY CURRENT ROLE



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.

	Crown Solicitor's Office	Sworn police officer - general duties	Sworn police officer - other	Non-sworn employee of NSW Police Force	Permanent Fire fighter	Retained Fire fighter	Custodial Officer	Youth Worker	Legal officer or other legal professional	Administrative or other clerical worker	Sheriff's Officer	Community Corrections Officer (Probation & Parole)	Psychologist	Teacher
NUMBER OF RESPONDENTS	245	0	0	0	0	0	0	0	133	67	0	0	0	0
ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%	64%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	44%	40%	(r)	(r)	(r)	(r)
COMMUNICATION	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	55%	53%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%	65%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%	63%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%	66%	(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 CURRENT ROLE



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.

	Crown Solicitor's Office	Welfare Officer	Other
NUMBER OF RESPONDENTS	245	0	14
ENGAGEMENT	67%	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)
COMMUNICATION	55%	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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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.

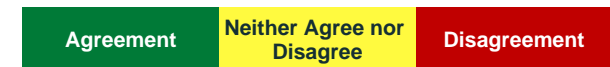
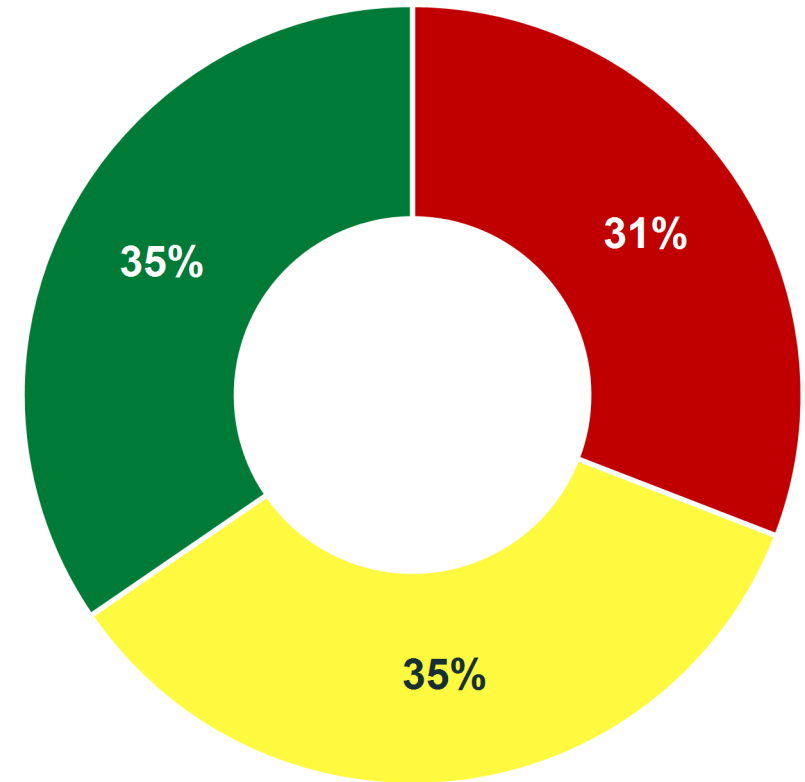
35%

of employees replied favourably to:

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

32%
SECTOR

24%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

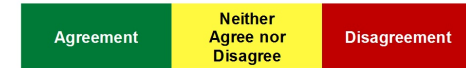
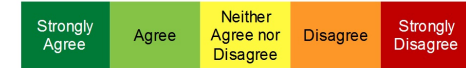
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%