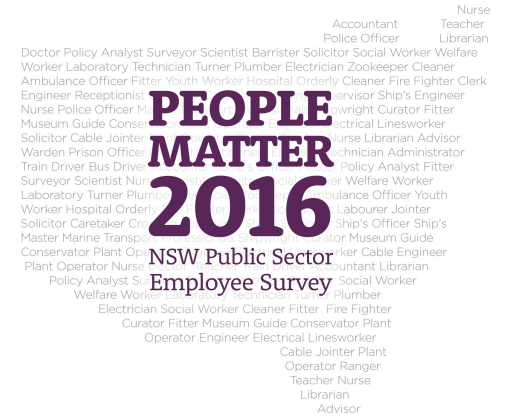


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Justice

Department of Justice

CONTENTS OF REPORT

HEADLINES	3
QUESTION HEADLINES	4
COMPARISONS	5
ALL QUESTIONS	6
PROFILE OF RESPONDENTS	35
DEMOGRAPHIC RESULTS	40
TAKING ACTION	48
GUIDE TO THIS REPORT	49

RESPONSE RATE

66%

**7,884 RESPONSES
OUT OF 11,950 EMPLOYEES**

ENGAGEMENT INDEX

60%

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. 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	92%
1a.	I understand what is expected of me to do well in my role	89%
1d.	I feel I make a contribution to achieving the organisation's objectives	83%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	81%
2i.	People in my workgroup treat customers/clients with respect	76%
2e.	I receive help and support from other members of my workgroup	76%
2a.	My workgroup strives to achieve customer/client satisfaction	75%
7c.	My organisation strives to earn and sustain a high level of public trust	73%
8e.	Sexual orientation is not a barrier to success in my organisation	72%
8b.	Cultural background is not a barrier to success in my organisation	72%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l.	My organisation's processes for recruiting employees are efficient	27%
15.	I believe action will be taken on the results from this survey by my organisation	27%
7m.	Recruitment and promotion decisions in this organisation are generally fair	32%
6h.	I feel that senior managers listen to employees	34%
7f.	I feel that change is handled well in my organisation	34%
9b.	I have confidence in the ways my organisation resolves grievances	34%
6b.	I feel that senior leaders effectively lead and manage change	37%
6g.	I feel that senior managers keep employees informed about what's going on	37%
5n.	My manager appropriately deals with employees who perform poorly	37%
6a.	I believe senior managers provide clear direction for the future of the organisation	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'.

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Department of Justice, 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.

	Department of Justice	Justice Strategy and Policy	Juvenile Justice	Arts and Screen NSW	Courts and Tribunal Services	NSW Trustee and Guardian	Office of the Secretary	Organisational Performance and Operations	Strategic Finance	Office of Liquor and Gaming Regulation/Independent Liquor and Gaming Authority	Office of Emergency Management	Corrective Services NSW
NUMBER OF RESPONDENTS	7884	402	800	72	1483	337	50	334	36	102	40	3955
ENGAGEMENT	60%	67%	63%	71%	61%	46%	68%	61%	68%	60%	70%	59%
SENIOR MANAGERS	38%	54%	40%	44%	42%	27%	52%	42%	51%	41%	57%	35%
COMMUNICATION	52%	66%	53%	59%	54%	49%	67%	56%	66%	56%	74%	49%
HIGH PERFORMANCE	61%	72%	64%	67%	62%	55%	73%	63%	70%	63%	76%	57%
PUBLIC SECTOR VALUES	58%	71%	61%	70%	61%	53%	72%	62%	71%	62%	73%	53%
DIVERSITY & INCLUSION	61%	75%	63%	71%	63%	61%	75%	66%	73%	66%	76%	58%

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	60% RESPONSE SCALE					AGREEMENT %	PMES 2014	JUSTICE	SECTOR
Q7o. I would recommend my organisation as a great place to work	13	38	29	12	9	51%	42%	54%	60%
Q7p. I am proud to tell others I work for my organisation	19	42	25	8		61%	58%	66%	68%
Q7q. I feel a strong personal attachment to my organisation	18	40	26	10		58%	58%	63%	64%
Q7r. My organisation motivates me to help it achieve its objectives	12	34	32	14	8	46%	38%	48%	55%
Q7s. My organisation inspires me to do the best in my job	14	32	31	14	9	46%	39%	48%	55%

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.

ENGAGEMENT WITH WORK 73% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		68%	70%	76%
Q1h. I look for ways to perform my job more effectively		92%	92%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		71%	70%	76%
Q1j. I am satisfied with my job at the present time		60%	60%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

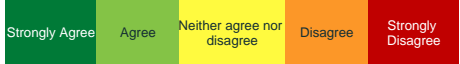
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Some key comparisons are provided.

SENIOR MANAGERS	38% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	28	28	19	15	37%	37%	47%
Q6b. I feel that senior leaders effectively lead and manage change	9	28	28	19	17	37%	35%	43%
Q6c. I feel that senior managers model the values of my organisation	10	30	30	15	15	40%	40%	48%
Q6d. Senior managers encourage innovation by employees	8	30	32	18	12	38%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	33	34	14	10	42%	43%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	10	37	32	12	9	47%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	29	26	20	17	37%	34%	44%
Q6h. I feel that senior managers listen to employees	8	26	29	20	18	34%	31%	39%
Q7f. I feel that change is handled well in my organisation	7	26	28	23	15	34%	31%	41%

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.

COMMUNICATION	52% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5e. My manager communicates effectively with me		64%	63%	69%
Q5f. My manager encourages and values employee input		60%	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		37%	34%	44%
Q6h. I feel that senior managers listen to employees		34%	31%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		62%	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				61% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q1a. I understand what is expected of me to do well in my role	38	51				89%	89%	90%
Q1b. I have the tools I need to do my job effectively	17	49	17	14		65%	65%	70%
Q1c. I get the information I need to do my job well	15	48	21	13		63%	63%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	33	50	11			83%	82%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	20	43	17	13	7	63%	61%	69%
Q2b. People in my workgroup use time and resources efficiently	18	45	21	13		62%	63%	70%
Q2c. My team works collaboratively to achieve its objectives	22	48	17	9		70%	71%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	20	48	18	10		69%	71%	76%
Q3h. I have received appropriate training and development to do my job well	13	44	23	13	7	57%	57%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

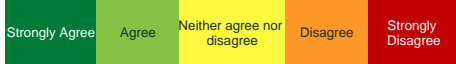
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Some key comparisons are provided.

	HIGH PERFORMANCE				61% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	18	44	21	10		63%	62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	16	38	26	13		55%	52%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	16	40	23	13	8	56%	56%	65%
Q5j. I have confidence in the decisions my line manager makes	20	41	22	11		60%	61%	67%
Q6d. Senior managers encourage innovation by employees	8	30	32	18	12	38%	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	9	33	34	14	10	42%	43%	52%
Q7d. My organisation focuses on improving the work we do	18	47	22	9		64%	67%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	14	37	27	14	8	51%	52%	62%
Q7g. There is good co-operation between teams across our organisation	8	33	29	20	10	41%	42%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

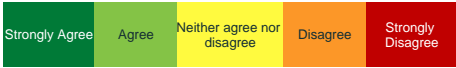
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Some key comparisons are provided.

HIGH PERFORMANCE	61% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q7n. My organisation generally selects capable people to do the job	32	29	19	14	38%	39%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	13	43	29	11	56%	57%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	30	51	16	1	81%	80%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

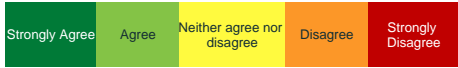
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		58% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR			
Q2a. My workgroup strives to achieve customer/client satisfaction	28	48	17	75%	78%	85%		
Q2b. People in my workgroup use time and resources efficiently	18	45	21	13	62%	63%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings	21	39	21	13	60%	63%	67%	
Q2h. People in my workgroup treat each other with respect	22	41	20	11	63%	67%	72%	
Q2i. People in my workgroup treat customers/clients with respect	26	50	17		76%	79%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	18	44	21	10	63%	62%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	16	38	26	13	55%	52%	64%	
Q5d. My manager listens to what I have to say	23	43	17	9	8	66%	66%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	20	38	23	9	10	58%	58%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

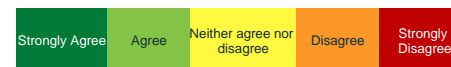
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	58% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	25	44	16	7		70%	70%	76%
Q5l. My manager talks to me about how the values apply to my work	16	33	28	15	8	49%	49%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	28	28	19	15	37%	37%	47%
Q6c. I feel that senior managers model the values of my organisation	10	30	30	15	15	40%	40%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	10	37	32	12	9	47%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	29	26	20	17	37%	34%	44%
Q6h. I feel that senior managers listen to employees	8	26	29	20	18	34%	31%	39%
Q7a. My organisation provides high quality services	18	50	21	7		69%	74%	80%
Q7b. My organisation strives to match services to customer/client needs	19	51	20			70%	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	58% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	22	50	19	9	0	73%	80%	83%
Q7d. My organisation focuses on improving the work we do	18	47	22	9	4	64%	67%	76%
Q7h. People in my organisation take responsibility for their own actions	7	30	30	21	12	38%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	13	47	25	9	4	60%	62%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

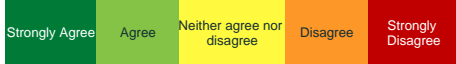
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Some key comparisons are provided.

DIVERSITY & INCLUSION	61% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	14	38	22	17	8	53%	51%	59%
Q5d. My manager listens to what I have to say	23	43	17	9	8	66%	66%	73%
Q5f. My manager encourages and values employee input	22	38	21	10	9	60%	60%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	19	39	23	11	8	58%	58%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	20	38	23	9	10	58%	58%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	16	34	36		8	50%	53%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	18	51	21			69%	69%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	13	43	29	11		56%	57%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	16	47	19	11	7	62%	62%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

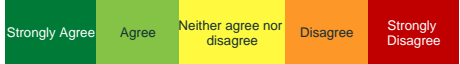
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Some key comparisons are provided.

DIVERSITY & INCLUSION	61% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	30	51	16		81%	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>	23	39	20	11	62%	60%	58%

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.

RECRUITMENT	33% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		27%	29%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		32%	33%	41%
Q7n. My organisation generally selects capable people to do the job		38%	39%	51%

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.

EMPLOYEE VALUE PROPOSITION 49% RESPONSE SCALE						AGREEMENT %	JUSTICE	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	37	28	9	8	55%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	34	35	8	7	50%	48%	53%
Q7g. There is good co-operation between teams across our organisation	8	33	29	20	10	41%	42%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

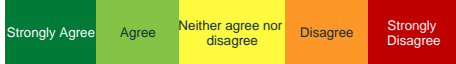
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	50% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		40%	43%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		57%	60%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		38%	45%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		49%	49%	59%
Q3e. My performance is assessed against clear criteria		38%	41%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		64%	64%	71%
Q3g. I am able to access the right learning and development opportunities as required		54%	53%	60%
Q3h. I have received appropriate training and development to do my job well		57%	57%	63%
Q3i. I have a strong desire to advance my career		67%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

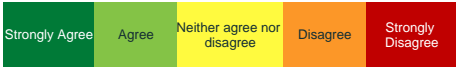
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	50% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	10 30 26 20 15	39%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	20 27 33 13	47%	42%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	20 39 19 12 10	59%	60%	67%
Q5n. My manager appropriately deals with employees who perform poorly	12 25 31 17 15	37%	38%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	16 38 26 11 9	53%	54%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19 37 28 9 8	55%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16 34 35 8 7	50%	48%	53%
Q7j. My organisation is committed to developing its employees	9 34 31 16 11	43%	43%	53%

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.

MOBILITY	51% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	20	27	33	13		47%	42%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	19	37	28	9	8	55%	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	34	35	8	7	50%	48%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

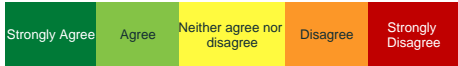
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Some key comparisons are provided.

PAY & BENEFITS	63% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree		
Q4a. I am paid fairly for the work I do	16	49	17	12	65%	62%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	15	47	20	13	62%	56%	60%

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.

DIVERSITY GROUPS	68% RESPONSE SCALE				AGREEMENT %	JUSTICE	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	21	51	20		72%	73%	77%
Q8c. Age is not a barrier to success in my organisation	18	48	22	8	67%	66%	71%
Q8d. Disability is not a barrier to success in my organisation	17	45	29		61%	56%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	22	51	22		72%	72%	76%
Q8f. Gender is not a barrier to success in my organisation	20	49	21		69%	69%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

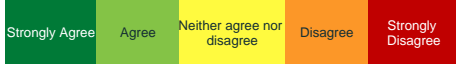
This section shows results for all the survey questions grouped by key themes.

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	60% RESPONSE SCALE					AGREEMENT %	JUSTICE	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	14	38	22	17	8	53%	51%	59%
Q1k. I am able to keep my work stress at an acceptable level	14	46	19	14	7	60%	58%	58%
Q1l. My workload is acceptable	12	48	18	15	7	60%	60%	55%
Q2e. I receive help and support from other members of my workgroup	25	51	15			76%	76%	80%
Q2f. There is good team spirit in my workgroup	23	37	19	14	8	59%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	12	42	24	14	8	54%	54%	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.

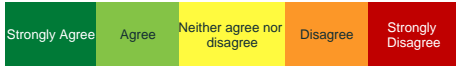
ACTION ABOUT SURVEY RESULTS

27% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

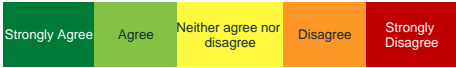
This section shows results for all the survey questions grouped by key themes.

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	45% RESPONSE SCALE	AGREEMENT %	JUSTICE	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		60%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		34%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		39%	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		48%	47%	46%
Better skills in my workgroup		29%	28%	27%
Improved career opportunities		59%	59%	52%
Improved learning and development opportunities		51%	50%	50%
Greater involvement in decision making		36%	34%	33%
Better pay and benefits		59%	62%	58%
Greater recognition for the work I do		49%	46%	45%
Better leadership from senior managers		45%	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		31%	30%	27%
Better accountability for performance		32%	29%	25%
A better location		22%	22%	20%
More flexible working conditions		38%	37%	38%
Better work/life balance		45%	45%	46%
Improved facilities		31%	32%	30%
Improved technology and systems		40%	40%	38%
Better job security		59%	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		66%	68%	72%
No		29%	28%	24%
Don't Know		5%	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		26%	25%	25%
No		62%	65%	64%
Don't Know		12%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		65%	65%	63%
No		33%	34%	35%
Don't Know		2%	1%	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%	JUSTICE	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		39%	36%	35%
No		53%	57%	58%
Don't Know		8%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		23%	21%	20%
No		71%	73%	75%
Don't Know		6%	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		24%	25%	23%
Your Immediate Manager/Supervisor		26%	27%	26%
A fellow worker at your level		23%	22%	25%
A subordinate		8%	8%	8%
A client or customer		1%	1%	2%
A member of the public other than a client or customer		0%	0%	0%
Other		3%	3%	4%
Prefer not to say		15%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

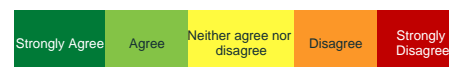
This section shows results for all the survey questions grouped by key themes.

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	14	55	23			69%	72%
Q2. In my work group, people are recognised when they demonstrate the right behaviour in the workplace	9	38	30	18		46%	47%
Q3. I am respected for the unique skills and experiences I bring to the organisation	11	42	28	13		53%	52%
Q4. Messages I see and hear make me feel that I belong in this organisation	9	36	36	14		45%	46%
Q5. I am regularly consulted on matters affecting safety in my workplace	8	35	30	19	7	44%	46%
Q6. I understand the capabilities contained within the PSC Capability Framework	10	40	34	12		50%	46%
Q7. I am able to use the capabilities to identify development opportunities for myself	9	38	35	13		47%	43%
Q8. My manager is focused on my capability development	8	27	37	18	11	34%	33%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

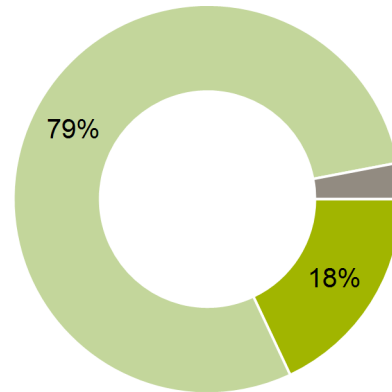
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		48%
Female		52%
Other		1%
Age		
<35		17%
35 - 54		59%
> 54		25%

PROFILE OF RESPONDENTS

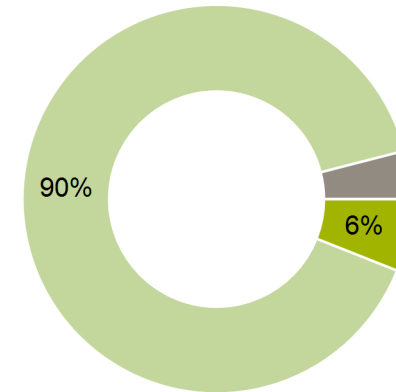


PERSONAL PROFILES

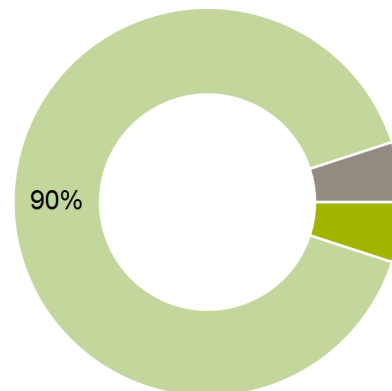
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



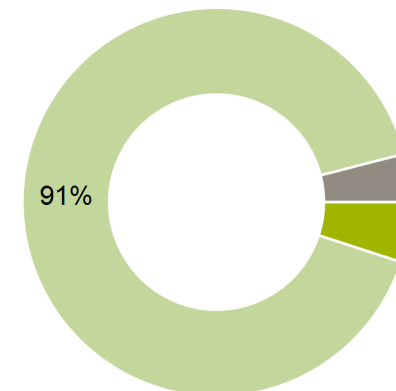
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		10%
1 - 2 years		7%
2 - 5 years		10%
5 - 10 years		23%
10 - 20 years		30%
More than 20 years		19%

PROFILE OF RESPONDENTS



WORK PROFILES

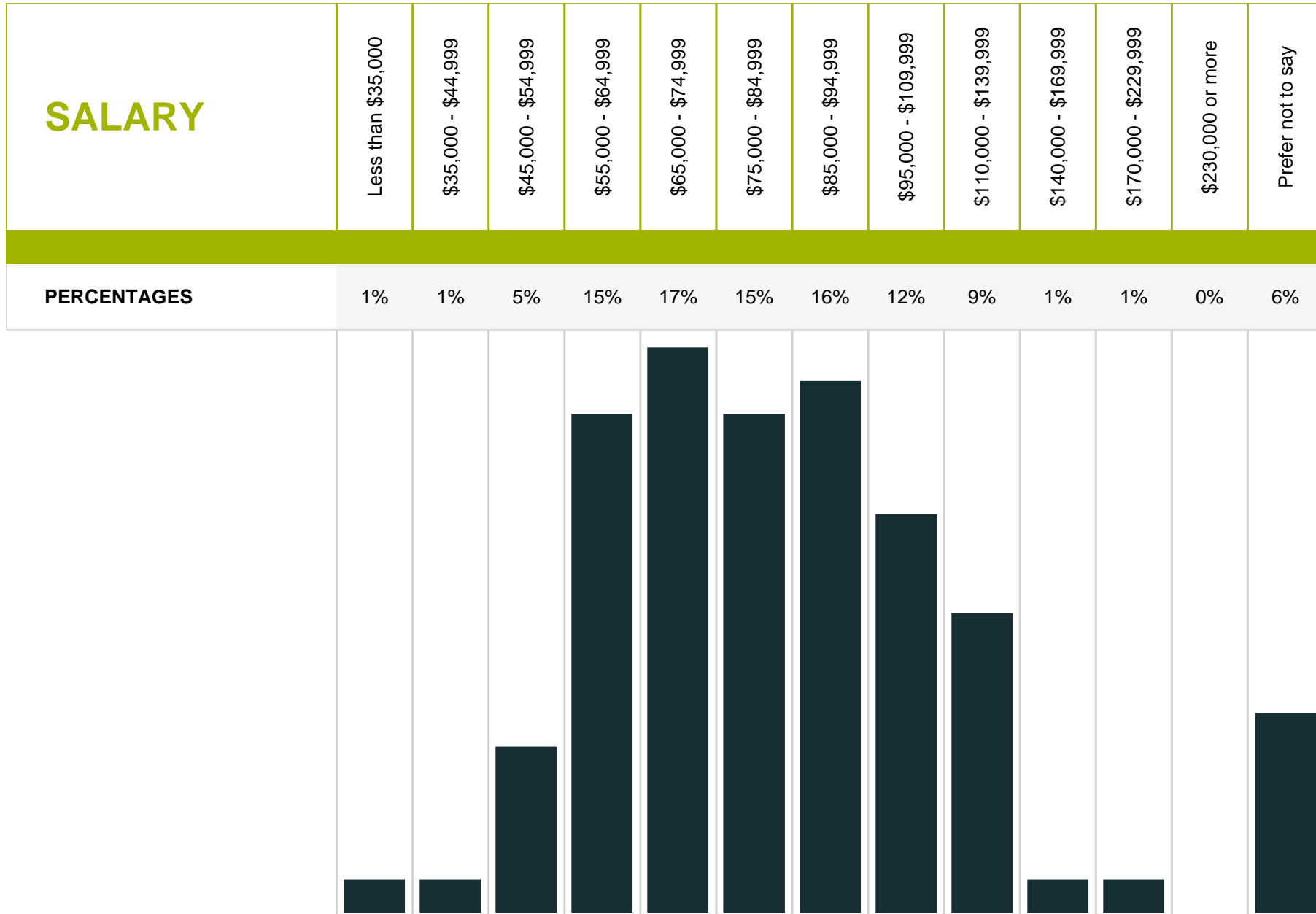
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		33%
Other service delivery work		10%
Administrative support		9%
Corporate services		5%
Policy		2%
Research		1%
Program and project management support		4%
Legal (including developing and/or reviewing legislation)		2%
Other		33%

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.

	Department of Justice	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	7884	2344	719	656	382	128	52	273	170	2325
ENGAGEMENT	60%	59%	59%	65%	63%	64%	66%	64%	67%	59%
SENIOR MANAGERS	38%	36%	36%	47%	47%	46%	59%	45%	50%	36%
COMMUNICATION	52%	51%	51%	59%	62%	63%	73%	60%	63%	48%
HIGH PERFORMANCE	61%	60%	57%	68%	67%	69%	76%	67%	70%	57%
PUBLIC SECTOR VALUES	58%	58%	55%	65%	67%	68%	76%	66%	69%	53%
DIVERSITY & INCLUSION	61%	62%	58%	69%	71%	71%	82%	71%	73%	57%

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.

	Department of Justice	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	7884	82	101	321	1050	1225	1073	1120	862	626	82	80	25	387
ENGAGEMENT	60%	64%	66%	63%	62%	58%	60%	58%	61%	63%	68%	76%	(r)	57%
SENIOR MANAGERS	38%	52%	48%	46%	42%	35%	37%	34%	38%	41%	51%	68%	(r)	36%
COMMUNICATION	52%	63%	60%	56%	54%	47%	49%	50%	56%	59%	66%	82%	(r)	45%
HIGH PERFORMANCE	61%	68%	69%	63%	61%	56%	59%	60%	63%	65%	70%	82%	(r)	55%
PUBLIC SECTOR VALUES	58%	68%	66%	62%	59%	53%	56%	56%	61%	62%	68%	81%	(r)	53%
DIVERSITY & INCLUSION	61%	68%	69%	65%	62%	56%	59%	61%	67%	68%	73%	85%	(r)	55%

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.

	Department of Justice	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	7884	683	503	728	1634	2075	1358
ENGAGEMENT	60%	74%	67%	63%	59%	58%	56%
SENIOR MANAGERS	38%	62%	47%	43%	37%	33%	33%
COMMUNICATION	52%	72%	61%	56%	50%	47%	48%
HIGH PERFORMANCE	61%	75%	67%	64%	59%	57%	56%
PUBLIC SECTOR VALUES	58%	75%	65%	63%	56%	54%	53%
DIVERSITY & INCLUSION	61%	78%	69%	66%	61%	58%	57%

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.

	Department of Justice	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	7884	11	165	419	591	760	963	1227	1155	949	549	227
ENGAGEMENT	60%	(r)	76%	67%	65%	61%	60%	59%	58%	58%	59%	58%
SENIOR MANAGERS	38%	(r)	67%	52%	47%	39%	41%	35%	35%	33%	34%	35%
COMMUNICATION	52%	(r)	73%	64%	62%	54%	56%	48%	49%	49%	48%	48%
HIGH PERFORMANCE	61%	(r)	77%	69%	67%	61%	62%	58%	58%	58%	59%	58%
PUBLIC SECTOR VALUES	58%	(r)	75%	68%	65%	58%	60%	55%	55%	55%	55%	55%
DIVERSITY & INCLUSION	61%	(r)	81%	72%	71%	64%	64%	57%	59%	58%	58%	59%

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.

	Department of Justice	Male	Female	Other
NUMBER OF RESPONDENTS	7884	3359	3648	52
ENGAGEMENT	60%	58%	63%	50%
SENIOR MANAGERS	38%	37%	41%	22%
COMMUNICATION	52%	51%	54%	26%
HIGH PERFORMANCE	61%	58%	63%	46%
PUBLIC SECTOR VALUES	58%	56%	60%	39%
DIVERSITY & INCLUSION	61%	59%	65%	37%

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 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.

	Department of Justice	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	7884	4253	2806
ENGAGEMENT	60%	61%	59%
SENIOR MANAGERS	38%	41%	34%
COMMUNICATION	52%	56%	47%
HIGH PERFORMANCE	61%	63%	57%
PUBLIC SECTOR VALUES	58%	61%	54%
DIVERSITY & INCLUSION	61%	65%	57%

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.

	Department of Justice	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	7884	1	1	0	1	1	1988	277	185	2262	162	474	112	125
ENGAGEMENT	60%	(r)	(r)	(r)	(r)	(r)	57%	60%	65%	62%	50%	63%	60%	50%
SENIOR MANAGERS	38%	(r)	(r)	(r)	(r)	(r)	33%	34%	48%	44%	21%	38%	32%	22%
COMMUNICATION	52%	(r)	(r)	(r)	(r)	(r)	44%	47%	61%	58%	37%	54%	59%	53%
HIGH PERFORMANCE	61%	(r)	(r)	(r)	(r)	(r)	53%	60%	69%	65%	45%	65%	67%	58%
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	48%	55%	68%	64%	43%	63%	62%	57%
DIVERSITY & INCLUSION	61%	(r)	(r)	(r)	(r)	(r)	52%	56%	71%	67%	49%	67%	73%	61%

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.

	Department of Justice	Welfare Officer	Other
NUMBER OF RESPONDENTS	7884	114	1386
ENGAGEMENT	60%	55%	63%
SENIOR MANAGERS	38%	33%	42%
COMMUNICATION	52%	44%	56%
HIGH PERFORMANCE	61%	52%	64%
PUBLIC SECTOR VALUES	58%	47%	62%
DIVERSITY & INCLUSION	61%	52%	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



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.

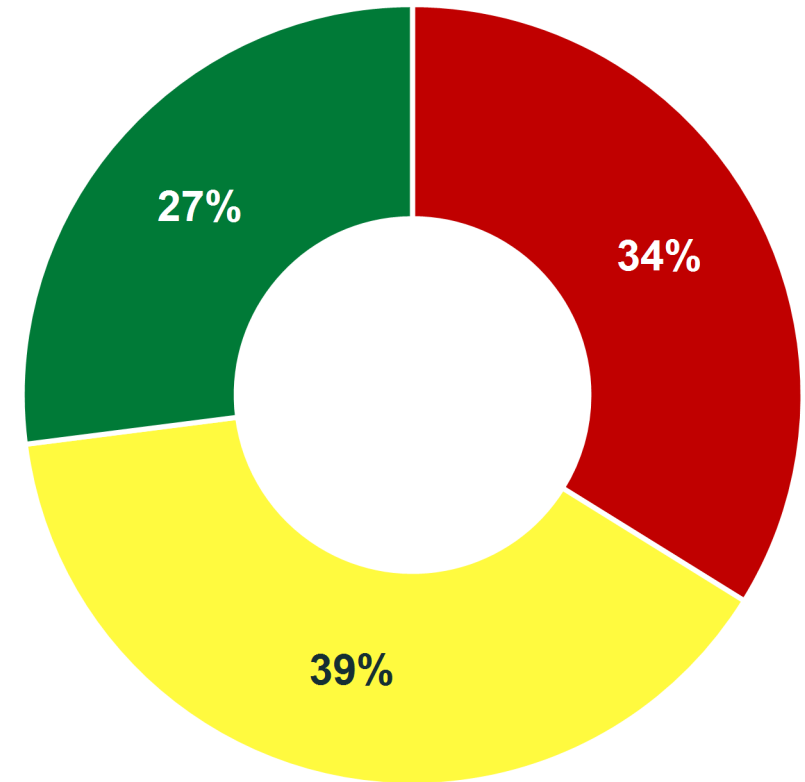
27%

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

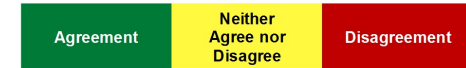
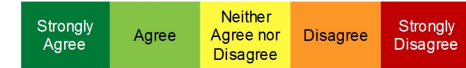
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%