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# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey

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Nurse  
Teacher  
Librarian  
Accountant  
Police Officer  
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare  
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner  
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk  
Engineer Receptionist Supervisor Ship's Engineer  
Nurse Police Officer Museum Guide Conservator Fitter  
Solicitor Cable Joints Electrician Linesworker  
Warden Prison Officer Nurse Librarian Advisor  
Train Driver Bus Driver Policy Analyst Fitter  
Surveyor Scientist Nurse Welfare Worker  
Laboratory Turner Plumber Ambulance Officer Youth  
Worker Hospital Orderly Receptionist Labourer Jointer  
Solicitor Caretaker Cross Engineer Ship's Officer Ship's  
Master Marine Transport Professional Showright Curator Museum Guide  
Conservator Plant Operator Cable Engineer  
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian  
Policy Analyst Supervisor Social Worker  
Welfare Worker Laboratory Technician Turner Plumber  
Electrician Social Worker Cleaner Fitter Fire Fighter  
Curator Fitter Museum Guide Conservator Plant  
Operator Engineer Electrical Linesworker  
Cable Joints Plant  
Operator Ranger  
Teacher Nurse  
Librarian  
Advisor

### AGENCY REPORT

Justice

Crown Solicitor's Office

## RESPONSE RATE

# 77%

285 OF 369 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 64%

DIFFERENCE FROM 2016 **-3**

DIFFERENCE FROM CLUSTER **+2**

DIFFERENCE FROM PUBLIC SECTOR **-1**

## SENIOR MANAGERS

# 47%

DIFFERENCE FROM 2016 **+5**

DIFFERENCE FROM CLUSTER **+8**

DIFFERENCE FROM PUBLIC SECTOR **0**

## COMMUNICATION

# 60%

DIFFERENCE FROM 2016 **+5**

DIFFERENCE FROM CLUSTER **+7**

DIFFERENCE FROM PUBLIC SECTOR **0**



## QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 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 or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

## ENGAGEMENT WITH WORK

# 66%

DIFFERENCE FROM CLUSTER **-1**

DIFFERENCE FROM PUBLIC SECTOR **-6**

## HIGH PERFORMANCE

# 59%

DIFFERENCE FROM CLUSTER **+4**

DIFFERENCE FROM PUBLIC SECTOR **-4**

## PUBLIC SECTOR VALUES

# 63%

DIFFERENCE FROM CLUSTER **+11**

DIFFERENCE FROM PUBLIC SECTOR **+3**

## DIVERSITY & INCLUSION

# 70%

DIFFERENCE FROM CLUSTER **+7**

DIFFERENCE FROM PUBLIC SECTOR **+3**

# KEY DRIVERS OF ENGAGEMENT



## WHAT TO FOCUS ON?

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this reporting level.

If engagement scores are high, other scores are often high as well.

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q1c.</b> My job gives me a feeling of personal accomplishment	<b>68%</b>	75%	69%	75%
<b>2</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>44%</b>	33%	33%	41%
<b>3</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>54%</b>	50%	42%	48%
<b>4</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>68%</b>	75%	59%	69%
<b>5</b>	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>48%</b>	39%	40%	48%
<b>6</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>46%</b>	39%	37%	44%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

2a.	My workgroup strives to achieve customer/client satisfaction	<b>89%</b>
1a.	I understand what is expected of me to do well in my role	<b>86%</b>
2e.	People in my workgroup treat each other with respect	<b>80%</b>
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>78%</b>
2c.	I receive help and support from other members of my workgroup	<b>78%</b>
8b.	Personal background is not a barrier to success in my organisation	<b>76%</b>
5b.	My manager listens to what I have to say	<b>74%</b>
6i.	Senior managers in my organisation support the career advancement of women	<b>74%</b>
7j.	I am proud to tell others I work for my organisation	<b>74%</b>
2b.	My workgroup works collaboratively to achieve its objectives	<b>72%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

9a.	I have confidence in the ways my organisation resolves grievances	<b>30%</b>
7g.	I have confidence in the way recruitment decisions are made	<b>31%</b>
14.	I believe action will be taken on the results from this survey by my organisation	<b>32%</b>
7c.	I feel that change is managed well in my organisation	<b>34%</b>
3e.	My performance is assessed against clear criteria	<b>38%</b>
3g.	I am satisfied with the opportunities available for career development in my organisation	<b>39%</b>
6d.	Senior managers encourage innovation by employees	<b>39%</b>
5h.	My manager appropriately deals with employees who perform poorly	<b>39%</b>
7f.	My organisation is committed to developing its employees	<b>41%</b>
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	<b>43%</b>



### 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'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	59%	44%
6h.	I feel that senior managers listen to employees	44%	33%
5d.	My manager encourages and values employee input	72%	63%
6a.	I believe senior managers provide clear direction for the future of the organisation	48%	39%
6g.	I feel that senior managers keep employees informed about what's going on	46%	39%
3g.	I am satisfied with the opportunities available for career development in my organisation	39%	32%
6b.	I feel that senior managers effectively lead and manage change	46%	39%
5b.	My manager listens to what I have to say	74%	69%
7e.	People in my organisation take responsibility for their own actions	56%	50%
4a.	I am paid fairly for the work I do	45%	40%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

7f.	My organisation is committed to developing its employees	41%	52%
3f.	I have received appropriate training and development to do my job well	59%	69%
7b.	My organisation is making the necessary improvements to meet our future challenges	47%	55%
1f.	I am able to keep my work stress at an acceptable level	59%	66%
7a.	My organisation focuses on improving the work we do	68%	75%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	58%	64%
1c.	My job gives me a feeling of personal accomplishment	68%	75%
5f.	I have confidence in the decisions my manager makes	64%	70%
1d.	I feel motivated to contribute more than what is normally required at work	70%	74%
7k.	I feel a strong personal attachment to my organisation	58%	62%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

EMPLOYEE ENGAGEMENT	64% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	19	41	23	12	59%	62%	55%	60%
Q7j. I am proud to tell others I work for my organisation	24	50	18		74%	78%	66%	68%
Q7k. I feel a strong personal attachment to my organisation	17	42	27	9	58%	62%	62%	63%
Q7l. My organisation motivates me to help it achieve its objectives	13	38	29	14	51%	52%	46%	53%
Q7m. My organisation inspires me to do the best in my job	16	36	29	13	53%	55%	46%	53%

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

ENGAGEMENT WITH WORK	66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	23	45	16	13	68%	75%	69%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	29	41	15	10	70%	74%	67%	72%
Q1e. I am satisfied with my job	16	45	21	14	61%	63%	66%	68%

KEY





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SENIOR MANAGERS		47% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation		48%	39%	40%	48%					
Q6b. I feel that senior managers effectively lead and manage change		46%	39%	37%	44%					
Q6c. I feel that senior managers model the values of my organisation		54%	50%	42%	48%					
Q6d. Senior managers encourage innovation by employees		39%	35%	37%	48%					
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		43%	40%	43%	51%					
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		66%	64%	53%	60%					
Q6g. I feel that senior managers keep employees informed about what's going on		46%	39%	37%	45%					
Q6h. I feel that senior managers listen to employees		44%	33%	33%	41%					
Q7c. I feel that change is managed well in my organisation		34%	34%	30%	39%					

KEY







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COMMUNICATION	60% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q5c. My manager communicates effectively with me	29	41	16	9	70%	71%	66%	70%	
Q5d. My manager encourages and values employee input	31	41	16	8	72%	63%	63%	71%	
Q5e. My manager involves my workgroup in decisions about our work	23	35	23	14	58%	55%	57%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	10	36	24	14	15	46%	39%	37%	45%
Q6h. I feel that senior managers listen to employees	10	34	30	13	13	44%	33%	33%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	50	18	10	68%	69%	60%	66%	

KEY





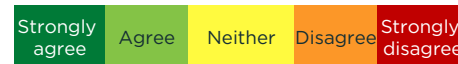
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	HIGH PERFORMANCE				59% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	33	53	9		86%	89%	89%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	27	45	17	9	72%	71%	72%	78%	
Q3f. I have received appropriate training and development to do my job well	14	45	25	13	59%	69%	56%	62%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	26	45	19		72%	70%	64%	72%	
Q5f. I have confidence in the decisions my manager makes	30	35	22	8	64%	70%	62%	67%	
Q6d. Senior managers encourage innovation by employees	10	29	34	16	10	39%	35%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	10	32	36	13	8	43%	40%	43%	51%
Q7a. My organisation focuses on improving the work we do	18	50	20	9	68%	75%	59%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	13	34	32	18	47%	55%	49%	57%	

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
	59% RESPONSE SCALE								
Q7d. There is good co-operation between teams across our organisation	9	35	28	19	8	44%	41%	41%	47%
Q7h. My organisation generally selects capable people to do the job	11	49	23	13		60%	59%	38%	52%

KEY





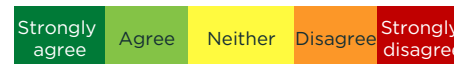
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PUBLIC SECTOR VALUES		63% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017		
Q2a. My workgroup strives to achieve customer/client satisfaction		36	54	7	89%	90%	78%	85%		
Q2e. People in my workgroup treat each other with respect		34	46	12	80%	77%	69%	74%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do		26	45	19	72%	70%	64%	72%		
Q5b. My manager listens to what I have to say		31	43	15	74%	69%	68%	75%		
Q6a. I believe senior managers provide clear direction for the future of the organisation		13	35	26	16	11	48%	39%	40%	48%
Q6c. I feel that senior managers model the values of my organisation		15	40	26	9	11	54%	50%	42%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		16	50	22	8		66%	64%	53%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		10	36	24	14	15	46%	39%	37%	45%
Q6h. I feel that senior managers listen to employees		10	34	30	13	13	44%	33%	33%	41%

KEY





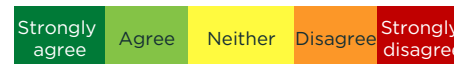
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		63% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		68%	75%	59%	69%				
Q7e. People in my organisation take responsibility for their own actions		56%	50%	36%	47%				

KEY





## EXPLORE THE FULL RESULTS

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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION	70% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	16	44	21	14	60%	55%	57%	63%
Q5b. My manager listens to what I have to say	31	43	15	9	74%	69%	68%	75%
Q5d. My manager encourages and values employee input	31	41	16	8	72%	63%	63%	71%
Q6i. Senior managers in my organisation support the career advancement of women	33	41	20	6	74%	70%	57%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	25	53	14	8	78%	81%	68%	74%
Q8b. Personal background is not a barrier to success in my organisation	27	49	11	9	76%	-	67%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	50	18	10	68%	69%	60%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	22	36	24	13	58%	64%	58%	57%

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

RECRUITMENT	46% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	8	24	33	20	16	31%	-	25%	35%
Q7h. My organisation generally selects capable people to do the job	11	49	23	13		60%	59%	38%	52%

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT		47% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		59%	44%	54%	63%					
Q3e. My performance is assessed against clear criteria		38%	37%	44%	54%					
Q3g. I am satisfied with the opportunities available for career development in my organisation		39%	32%	41%	48%					
Q5g. My manager provides acknowledgement or other recognition for the work I do		63%	65%	60%	67%					
Q5h. My manager appropriately deals with employees who perform poorly		39%	36%	39%	44%					
Q7f. My organisation is committed to developing its employees		41%	52%	39%	50%					

KEY



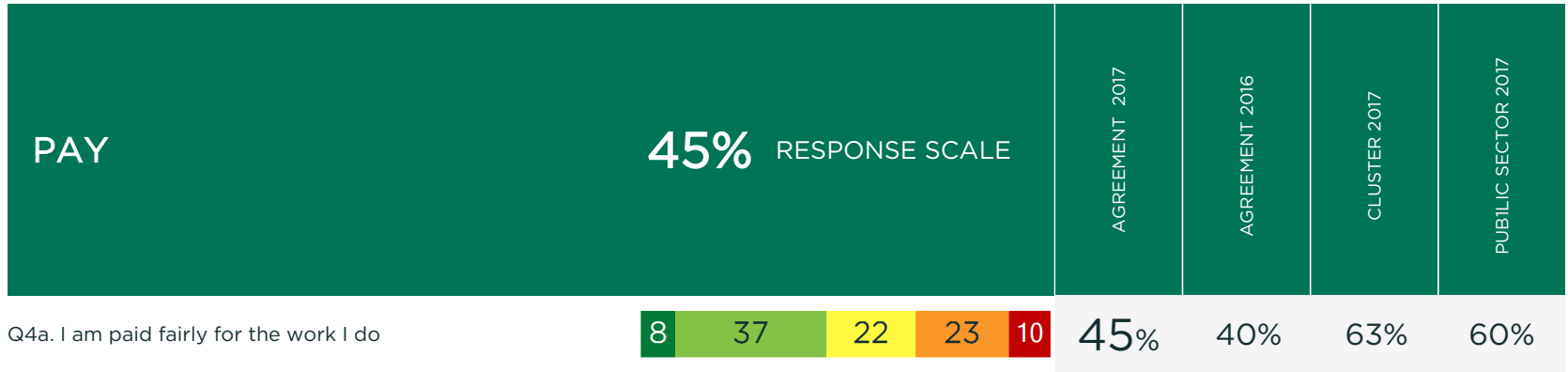




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





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WORKPLACE SUPPORT		65% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		60%	55%	57%	63%				
Q1f. I am able to keep my work stress at an acceptable level		59%	66%	60%	59%				
Q2c. I receive help and support from other members of my workgroup		78%	80%	76%	81%				
Q2d. There is good team spirit in my workgroup		62%	61%	66%	69%				

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

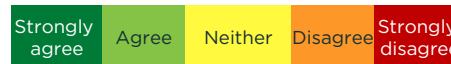
## ACTION ABOUT SURVEY RESULTS

**32%** RESPONSE SCALE

Q14. I believe action will be taken on the results from this survey by my organisation



KEY

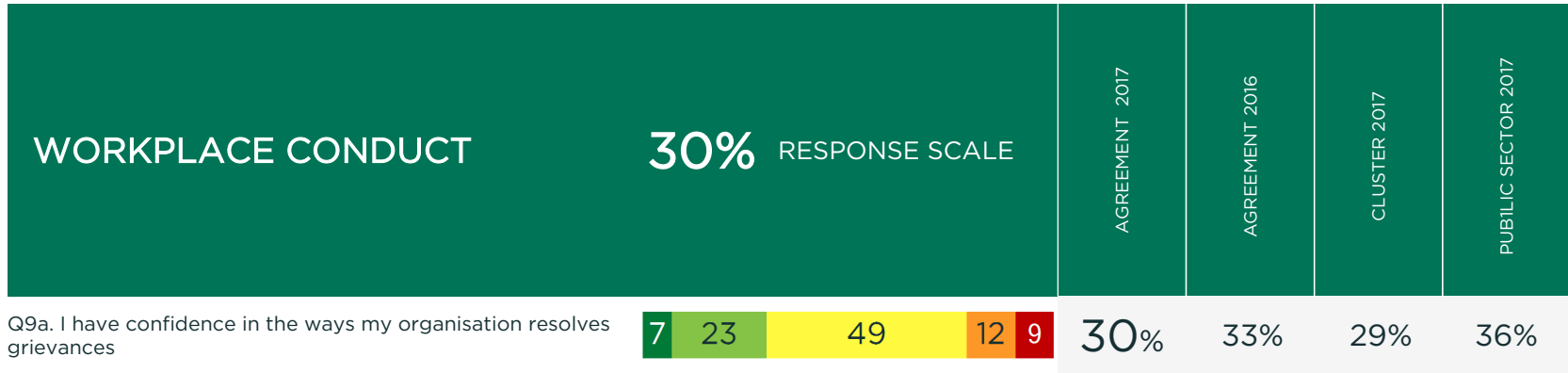




## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives				
Yes		35%	46%	67%
No		65%	54%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes		63%	65%	75%
No		37%	35%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes		29%	42%	57%
No		71%	58%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3h.</b> Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		54%	41%	41%
No		46%	59%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3i. Are there any barriers preventing you from moving to another role?</b>				
There are no major barriers to my career progression		30%	25%	30%
Lack of visible opportunities		34%	31%	31%
Lack of promotion opportunities		42%	37%	30%
Lack of support from my manager / supervisor		13%	17%	14%
Geographic location considerations		9%	35%	28%
Personal / family considerations		21%	36%	33%
Insufficient training and development		13%	20%	16%
Lack of required capabilities or experience		13%	11%	11%
Lack of support for temporary assignments/secondments		22%	20%	15%
The application/recruitment process is too cumbersome or time consuming		32%	27%	23%
Other		10%	10%	9%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		8%	24%	25%
No		75%	63%	62%
Don't know		17%	13%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		43%	65%	63%
No		57%	33%	35%
Don't know	(r)			





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		24%	33%	33%
No		65%	58%	58%
Don't know		12%	9%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		12%	19%	18%
No		82%	75%	76%
Don't know		6%	6%	6%



## EXPLORE THE FULL RESULTS



Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10e.</b> 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		27%	25%	22%
Your immediate manager/supervisor		21%	27%	24%
A fellow worker at your level		18%	24%	27%
A subordinate		3%	8%	8%
A client or customer		9%	1%	2%
A member of the public other than a client or customer	(r)			
Other	(r)			
Prefer not to say		21%	12%	13%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
Q1. What is your work location?			
Metropolitan NSW		98%	62%
Regional NSW		2%	38%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
<b>Q2.</b> What best describes your role in the Justice cluster, e.g. within the Department of Justice, NSW Police, NSW Rural Fire Service or Fire and Rescue NSW, etc.?			
Sworn police officer - general duties	(r)		
Sworn police officer - other	(r)		
Non-sworn employee of NSW Police Force		0%	8%
Permanent Fire fighter	(r)		
Retained Fire fighter	(r)		
Custodial Officer	(r)		
Youth Worker	(r)		
Legal officer or other legal professional		62%	3%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
<b>Q2.</b> What best describes your role in the Justice cluster, e.g. within the Department of Justice, NSW Police, NSW Rural Fire Service or Fire and Rescue NSW, etc.?			
Administrative or other clerical worker		29%	21%
Sheriff's Officer	(r)		
Community Corrections Officer (Probation & Parole)	(r)		
Psychologist	(r)		
Teacher	(r)		
Welfare Officer	(r)		
Other		8%	13%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Gender</b>		
Male		29%
Female		69%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		%
20 - 24		8%
25 -29		14%
30 - 34		16%
35 - 39		13%
40 - 44		13%
45 - 49		11%
50 - 54		10%
55 - 59		9%
60 - 64		5%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES







	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		24%
No		73%
Prefer not to say		3%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		2%
No		97%
Prefer not to say		1%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

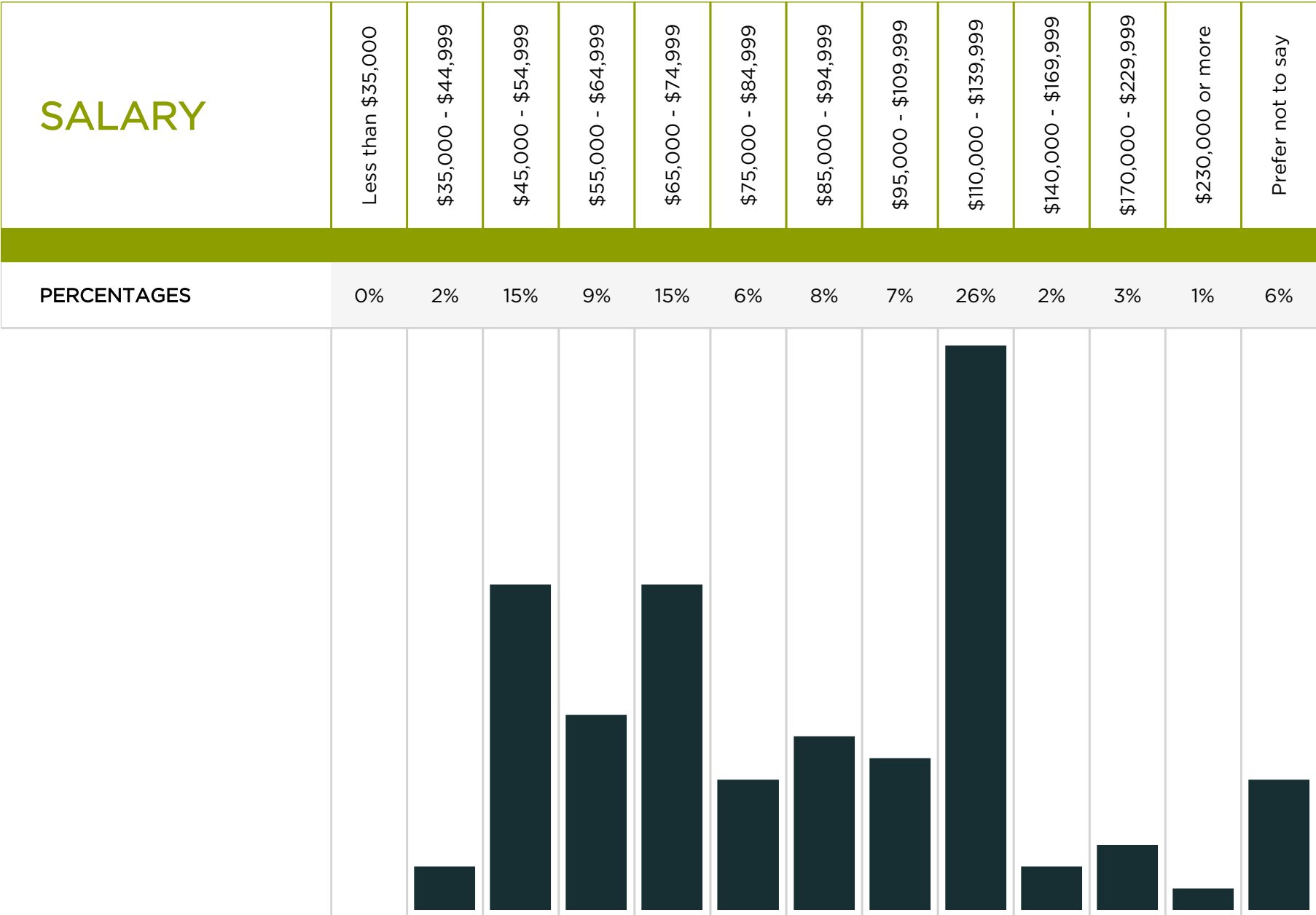
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		93%
Prefer not to say		4%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		7%
No		88%
Prefer not to say		5%

# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY



# RESULT BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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 (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	285	1	7	57	20	0	0	2	166	11
<b>EMPLOYEE ENGAGEMENT</b>	64%	(r)	(r)	65%	(r)	(r)	(r)	(r)	65%	(r)
<b>ENGAGEMENT WITH WORK</b>	66%	(r)	(r)	67%	(r)	(r)	(r)	(r)	70%	(r)
<b>SENIOR MANAGERS</b>	47%	(r)	(r)	53%	(r)	(r)	(r)	(r)	46%	(r)
<b>COMMUNICATION</b>	60%	(r)	(r)	61%	(r)	(r)	(r)	(r)	61%	(r)
<b>HIGH PERFORMANCE</b>	59%	(r)	(r)	61%	(r)	(r)	(r)	(r)	59%	(r)
<b>PUBLIC SECTOR VALUES</b>	63%	(r)	(r)	62%	(r)	(r)	(r)	(r)	66%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	70%	(r)	(r)	70%	(r)	(r)	(r)	(r)	72%	(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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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
<b>NUMBER OF RESPONDENTS</b>	285	1	6	40	24	39	17	22	18	68	4	7	2	15
<b>EMPLOYEE ENGAGEMENT</b>	64%	(r)	(r)	72%	(r)	67%	(r)	(r)	(r)	66%	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	66%	(r)	(r)	73%	(r)	71%	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	47%	(r)	(r)	62%	(r)	57%	(r)	(r)	(r)	42%	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	60%	(r)	(r)	72%	(r)	64%	(r)	(r)	(r)	60%	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	59%	(r)	(r)	71%	(r)	62%	(r)	(r)	(r)	58%	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	63%	(r)	(r)	76%	(r)	65%	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	70%	(r)	(r)	78%	(r)	68%	(r)	(r)	(r)	71%	(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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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
<b>NUMBER OF RESPONDENTS</b>	285	71	33	32	46	59	20
<b>EMPLOYEE ENGAGEMENT</b>	64%	72%	69%	60%	66%	54%	(r)
<b>ENGAGEMENT WITH WORK</b>	66%	80%	73%	60%	70%	54%	(r)
<b>SENIOR MANAGERS</b>	47%	63%	56%	30%	50%	32%	(r)
<b>COMMUNICATION</b>	60%	74%	66%	53%	64%	45%	(r)
<b>HIGH PERFORMANCE</b>	59%	69%	65%	51%	63%	50%	(r)
<b>PUBLIC SECTOR VALUES</b>	63%	78%	68%	53%	67%	50%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	70%	80%	76%	69%	72%	58%	(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

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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	285	0	22	36	42	35	34	29	27	23	12	4
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	71%	68%	68%	50%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	66%	(r)	(r)	78%	71%	70%	54%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	55%	52%	46%	28%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	72%	67%	66%	43%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	67%	59%	63%	48%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)	74%	67%	65%	50%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)	78%	74%	79%	59%	(r)	(r)	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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
<b>NUMBER OF RESPONDENTS</b>	<b>285</b>	<b>78</b>	<b>185</b>	<b>4</b>
<b>EMPLOYEE ENGAGEMENT</b>	64%	60%	67%	(r)
ENGAGEMENT WITH WORK	66%	64%	69%	(r)
SENIOR MANAGERS	47%	39%	50%	(r)
COMMUNICATION	60%	53%	63%	(r)
HIGH PERFORMANCE	59%	55%	62%	(r)
PUBLIC SECTOR VALUES	63%	57%	67%	(r)
DIVERSITY & INCLUSION	70%	67%	72%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
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CUT OFF LIMIT OF 30 RESPONDENTS

# WHAT IS YOUR WORK LOCATION?



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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
<b>NUMBER OF RESPONDENTS</b>	<b>285</b>	<b>262</b>	<b>4</b>
<b>EMPLOYEE ENGAGEMENT</b>	64%	64%	(r)
ENGAGEMENT WITH WORK	66%	67%	(r)
SENIOR MANAGERS	47%	47%	(r)
COMMUNICATION	60%	60%	(r)
HIGH PERFORMANCE	59%	60%	(r)
PUBLIC SECTOR VALUES	63%	64%	(r)
DIVERSITY & INCLUSION	70%	70%	(r)

KEY

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GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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





## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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
<b>NUMBER OF RESPONDENTS</b>	285	0	0	1	0	0	0	0	165	77	0	0	0	0
<b>EMPLOYEE ENGAGEMENT</b>	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%	62%	(r)	(r)	(r)	(r)
<b>ENGAGEMENT WITH WORK</b>	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	71%	63%	(r)	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	46%	50%	(r)	(r)	(r)	(r)
<b>COMMUNICATION</b>	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	61%	57%	(r)	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%	60%	(r)	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%	60%	(r)	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%	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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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
<b>NUMBER OF RESPONDENTS</b>	<b>285</b>	<b>0</b>	<b>22</b>
<b>EMPLOYEE ENGAGEMENT</b>	64%	(r)	(r)
ENGAGEMENT WITH WORK	66%	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)
COMMUNICATION	60%	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)
PUBLIC SECTOR VALUES	63%	(r)	(r)
DIVERSITY & INCLUSION	70%	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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## 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.

# 32%

of employees replied favourably to:

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

## 34%

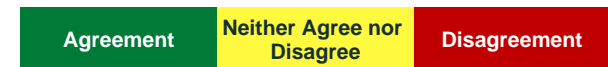
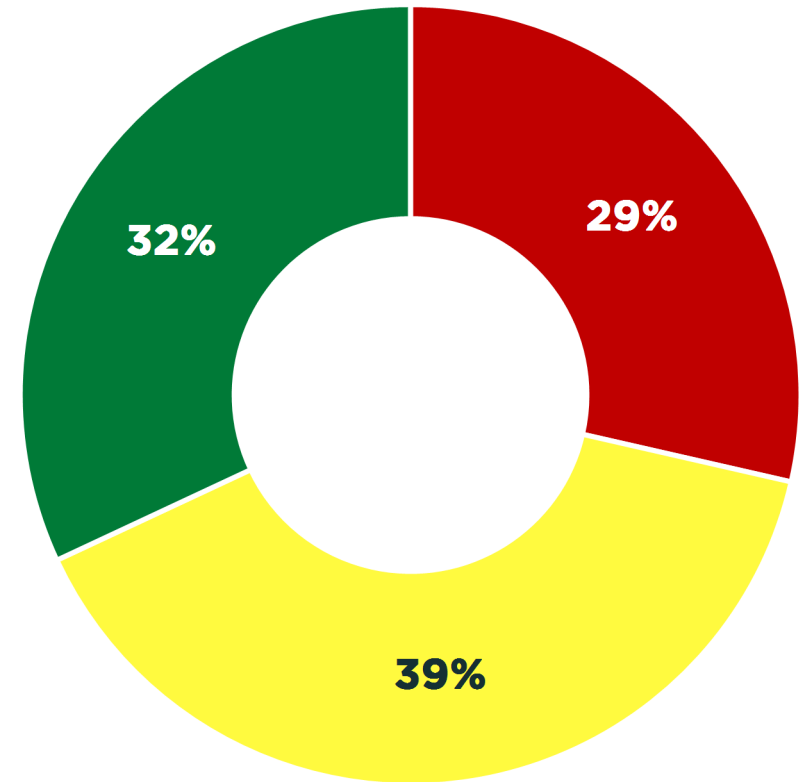
SECTOR

## 26%

CLUSTER

## 35%

2016



# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

## **i** PRIVACY

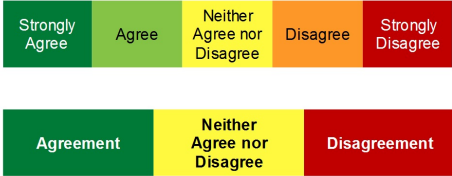
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

## **i** HOW TO READ THIS REPORT

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



## **i** 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%.

## **i** MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.