
PEOPLE MATTER 2017

NSW Public Sector Employee Survey

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 Nurse Librarian Advisor
Warden Prison Officer Technician Administrator
Train Driver Bus Driver Policy Analyst Fitter
Surveyor Scientist Nurse Welfare Worker
Laboratory Turner Plumber Ambulance Officer Youth
Worker Hospital Orderly Fitter 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 Surveyor 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

CLUSTER REPORT

Justice

RESPONSE RATE

42%

17,068 OF 40,711 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

62%

DIFFERENCE FROM 2016 **0**

DIFFERENCE FROM PUBLIC SECTOR **-3**

SENIOR MANAGERS

39%

DIFFERENCE FROM 2016 **+1**

DIFFERENCE FROM PUBLIC SECTOR **-8**

COMMUNICATION

53%

DIFFERENCE FROM 2016 **+2**

DIFFERENCE FROM PUBLIC SECTOR **-7**



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

67%

DIFFERENCE FROM PUBLIC SECTOR **-5**

HIGH PERFORMANCE

55%

DIFFERENCE FROM PUBLIC SECTOR **-8**

PUBLIC SECTOR VALUES

53%

DIFFERENCE FROM PUBLIC SECTOR **-8**

DIVERSITY & INCLUSION

62%

DIFFERENCE FROM PUBLIC SECTOR **-5**

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 PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	39%	43%	50%
2	Q7h. My organisation generally selects capable people to do the job	38%	39%	52%
3	Q1c. My job gives me a feeling of personal accomplishment	69%	70%	75%
4	Q3g. I am satisfied with the opportunities available for career development in my organisation	41%	38%	48%
5	Q7a. My organisation focuses on improving the work we do	59%	67%	69%
6	Q7b. My organisation is making the necessary improvements to meet our future challenges	49%	52%	57%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

1a.	I understand what is expected of me to do well in my role	89%
2a.	My workgroup strives to achieve customer/client satisfaction	78%
2c.	I receive help and support from other members of my workgroup	76%
2b.	My workgroup works collaboratively to achieve its objectives	72%
1c.	My job gives me a feeling of personal accomplishment	69%
2e.	People in my workgroup treat each other with respect	69%
5b.	My manager listens to what I have to say	68%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	68%
8b.	Personal background is not a barrier to success in my organisation	67%
1d.	I feel motivated to contribute more than what is normally required at work	67%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

7g.	I have confidence in the way recruitment decisions are made	25%
14.	I believe action will be taken on the results from this survey by my organisation	26%
9a.	I have confidence in the ways my organisation resolves grievances	29%
7c.	I feel that change is managed well in my organisation	30%
6h.	I feel that senior managers listen to employees	33%
7e.	People in my organisation take responsibility for their own actions	36%
6d.	Senior managers encourage innovation by employees	37%
6g.	I feel that senior managers keep employees informed about what's going on	37%
6b.	I feel that senior managers effectively lead and manage change	37%
7h.	My organisation generally selects capable people to do the job	38%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

1b.	I am provided with the support I need to do my best at work	57%	51%
1e.	I am satisfied with my job	66%	60%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	54%	49%
6i.	Senior managers in my organisation support the career advancement of women	57%	53%
5d.	My manager encourages and values employee input	63%	60%
3e.	My performance is assessed against clear criteria	44%	41%
6g.	I feel that senior managers keep employees informed about what's going on	37%	34%
2d.	There is good team spirit in my workgroup	66%	63%
14.	I believe action will be taken on the results from this survey by my organisation	26%	24%
3g.	I am satisfied with the opportunities available for career development in my organisation	41%	38%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

7a.	My organisation focuses on improving the work we do	59%	67%
9a.	I have confidence in the ways my organisation resolves grievances	29%	35%
7f.	My organisation is committed to developing its employees	39%	43%
1d.	I feel motivated to contribute more than what is normally required at work	67%	70%
7b.	My organisation is making the necessary improvements to meet our future challenges	49%	52%
7m.	My organisation inspires me to do the best in my job	46%	48%
8c.	I am able to speak up and share a different view to my colleagues and manager	60%	62%
7l.	My organisation motivates me to help it achieve its objectives	46%	48%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	58%	60%
3f.	I have received appropriate training and development to do my job well	56%	57%



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'.

CLUSTER COMPARISON



COMPARISON OF CLUSTERS

This page compares key question group scores for Justice

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	NSW Public Sector	Justice	Education	Family and Community Services	Finance and Services	Health	Industry	Planning and Environment	Premier and Cabinet	Transport	Treasury
NUMBER OF RESPONDENTS	140063	17068	30920	6354	6747	48839	4583	6273	756	12427	1353
EMPLOYEE ENGAGEMENT	65%	62%	67%	61%	65%	64%	65%	68%	73%	63%	72%
ENGAGEMENT WITH WORK	72%	67%	75%	70%	70%	72%	72%	73%	77%	68%	77%
SENIOR MANAGERS	47%	39%	53%	43%	54%	45%	50%	46%	67%	46%	66%
COMMUNICATION	60%	53%	63%	60%	66%	57%	66%	63%	73%	61%	75%
HIGH PERFORMANCE	63%	55%	67%	60%	67%	63%	65%	64%	75%	61%	75%
PUBLIC SECTOR VALUES	60%	53%	65%	59%	67%	58%	65%	62%	76%	60%	76%
DIVERSITY & INCLUSION	67%	62%	68%	69%	73%	65%	73%	73%	79%	69%	79%

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

AGENCY COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Justice

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Justice	Crown Solicitor's Office	Department of Justice	Fire and Rescue NSW	NSW Police Force	NSW Rural Fire Service	NSW State Emergency Service
NUMBER OF RESPONDENTS	17068	285	9097	1474	5471	409	332
EMPLOYEE ENGAGEMENT	62%	64%	61%	70%	61%	64%	67%
ENGAGEMENT WITH WORK	67%	66%	67%	74%	66%	66%	70%
SENIOR MANAGERS	39%	47%	43%	31%	35%	36%	36%
COMMUNICATION	53%	60%	56%	53%	47%	48%	56%
HIGH PERFORMANCE	55%	59%	56%	55%	54%	52%	55%
PUBLIC SECTOR VALUES	53%	63%	54%	50%	50%	49%	53%
DIVERSITY & INCLUSION	62%	70%	64%	65%	59%	58%	64%

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



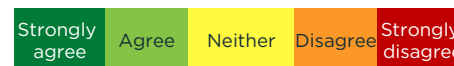
EXPLORE THE FULL RESULTS

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	62% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	14	41	28	11		55%	54%	60%
Q7j. I am proud to tell others I work for my organisation	23	43	22	7		66%	66%	68%
Q7k. I feel a strong personal attachment to my organisation	22	41	24	9		62%	63%	63%
Q7l. My organisation motivates me to help it achieve its objectives	12	34	32	15	7	46%	48%	53%
Q7m. My organisation inspires me to do the best in my job	13	32	32	15	8	46%	48%	53%

KEY





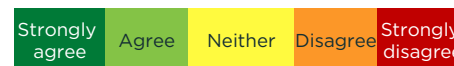
EXPLORE THE FULL RESULTS

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.

ENGAGEMENT WITH WORK	67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	24	45	17	9	69%	70%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	26	41	18	11	67%	70%	72%
Q1e. I am satisfied with my job	20	46	19	10	66%	60%	68%

KEY





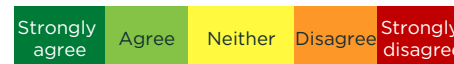
EXPLORE THE FULL RESULTS

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.

SENIOR MANAGERS	39% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	30	29	19	12	40%	37%	48%
Q6b. I feel that senior managers effectively lead and manage change	9	28	30	19	14	37%	35%	44%
Q6c. I feel that senior managers model the values of my organisation	10	32	30	15	13	42%	40%	48%
Q6d. Senior managers encourage innovation by employees	7	29	33	20	11	37%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9	35	35	14	8	43%	43%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	42	30	11		53%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	29	27	21	15	37%	34%	45%
Q6h. I feel that senior managers listen to employees	7	26	30	21	16	33%	31%	41%
Q7c. I feel that change is managed well in my organisation		24	31	25	13	30%	31%	39%

KEY





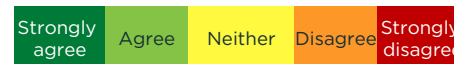
EXPLORE THE FULL RESULTS

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.

COMMUNICATION	53% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q5c. My manager communicates effectively with me	23	43	17	11		66%	63%	70%
Q5d. My manager encourages and values employee input	23	40	19	10	7	63%	60%	71%
Q5e. My manager involves my workgroup in decisions about our work	20	38	21	14	8	57%	55%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	8	29	27	21	15	37%	34%	45%
Q6h. I feel that senior managers listen to employees	7	26	30	21	16	33%	31%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	15	45	20	12	8	60%	62%	66%

KEY





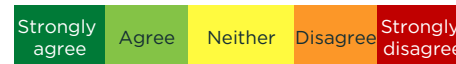
EXPLORE THE FULL RESULTS

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.

	HIGH PERFORMANCE		55% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	37	52		89%	89%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	25	47	16 9	72%	71%	78%
Q3f. I have received appropriate training and development to do my job well	13	43	23 14 7	56%	57%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	19	45	21 10	64%	62%	72%
Q5f. I have confidence in the decisions my manager makes	23	39	21 10 8	62%	61%	67%
Q6d. Senior managers encourage innovation by employees	7	29	33 20 11	37%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9	35	35 14 8	43%	43%	51%
Q7a. My organisation focuses on improving the work we do	12	47	26 11	59%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	10	39	29 15	49%	52%	57%

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.

	55% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	34	30	21	9	41%	42%	47%
Q7h. My organisation generally selects capable people to do the job	33	29	21	12	38%	39%	52%

KEY





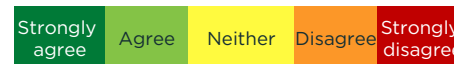
EXPLORE THE FULL RESULTS

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.

PUBLIC SECTOR VALUES	53% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	28	49	15	9	0	78%	78%	85%
Q2e. People in my workgroup treat each other with respect	25	44	16	9	9	69%	67%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	19	45	21	10	5	64%	62%	72%
Q5b. My manager listens to what I have to say	24	44	17	9	9	68%	66%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	30	29	19	12	40%	37%	48%
Q6c. I feel that senior managers model the values of my organisation	10	32	30	15	13	42%	40%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	42	30	11	9	53%	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	8	29	27	21	15	37%	34%	45%
Q6h. I feel that senior managers listen to employees	7	26	30	21	16	33%	31%	41%

KEY





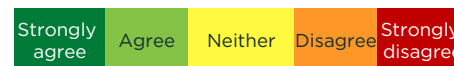
EXPLORE THE FULL RESULTS

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.

PUBLIC SECTOR VALUES		53% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		12	47	26	11	59%	67%	69%
Q7e. People in my organisation take responsibility for their own actions		29	31	22	12	36%	37%	47%

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.

DIVERSITY & INCLUSION	62% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	15	42	21	16		57%	51%	63%
Q5b. My manager listens to what I have to say	24	44	17	9		68%	66%	75%
Q5d. My manager encourages and values employee input	23	40	19	10	7	63%	60%	71%
Q6i. Senior managers in my organisation support the career advancement of women	19	37	32			57%	53%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	18	50	21			68%	69%	74%
Q8b. Personal background is not a barrier to success in my organisation	20	48	20	8		67%	-	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	15	45	20	12	8	60%	62%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21	37	24	11	7	58%	60%	57%

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.

RECRUITMENT	31% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	20	30	23	22	25%	-	35%
Q7h. My organisation generally selects capable people to do the job	33	29	21	12	38%	39%	52%

KEY





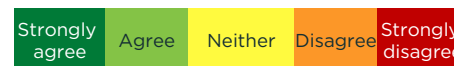
EXPLORE THE FULL RESULTS

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	46% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	14	39	21	17	8	54%	49%	63%
Q3e. My performance is assessed against clear criteria	10	34	29	18	9	44%	41%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	10	30	23	20	17	41%	38%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	21	38	20	12	8	60%	60%	67%
Q5h. My manager appropriately deals with employees who perform poorly	12	27	30	17	14	39%	38%	44%
Q7f. My organisation is committed to developing its employees		32	31	19	11	39%	43%	50%

KEY

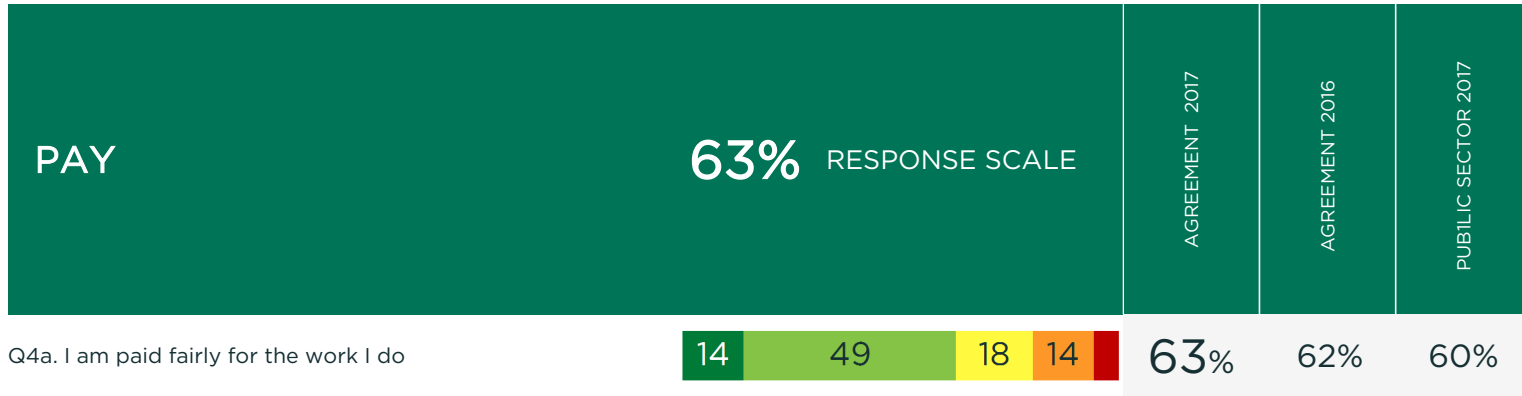




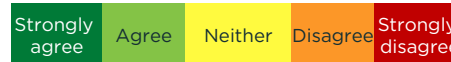
EXPLORE THE FULL RESULTS

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





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.

WORKPLACE SUPPORT		65% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		57%	51%	63%					
Q1f. I am able to keep my work stress at an acceptable level		60%	58%	59%					
Q2c. I receive help and support from other members of my workgroup		76%	76%	81%					
Q2d. There is good team spirit in my workgroup		66%	63%	69%					

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.

ACTION ABOUT SURVEY RESULTS

26% RESPONSE SCALE

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



	AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q14. I believe action will be taken on the results from this survey by my organisation	26%	24%	34%

KEY

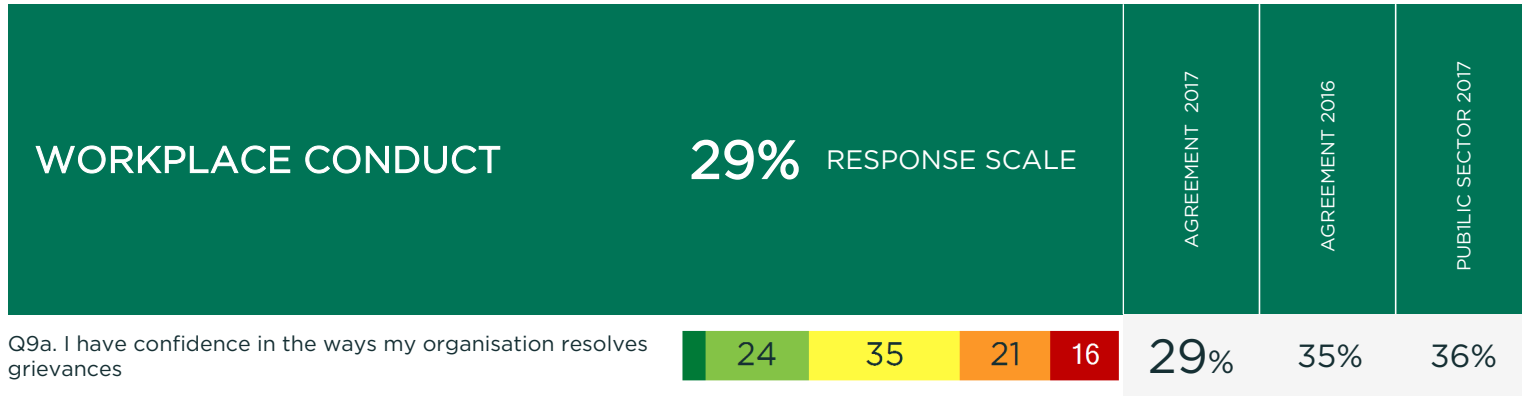




EXPLORE THE FULL RESULTS

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	PUBLIC SECTOR 2017
Q3a. I have a current performance and development plan that sets out my individual objectives			
Yes		46%	67%
No		54%	33%
Q3b. I have informal feedback conversations with my manager			
Yes		65%	75%
No		35%	25%
Q3c. I have scheduled feedback conversations with my manager			
Yes		42%	57%
No		58%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY

RESPONSE SCALE

2017

PUBLIC SECTOR 2017

Q3h. 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		41%	41%
No		59%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		24%	25%
No		63%	62%
Don't know		13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		65%	63%
No		33%	35%
Don't know		2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

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



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT

RESPONSE SCALE

2017

PUBLIC SECTOR 2017



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.

Role	2017	Public Sector 2017
A senior manager	25%	22%
Your immediate manager/supervisor	27%	24%
A fellow worker at your level	24%	27%
A subordinate	8%	8%
A client or customer	1%	2%
A member of the public other than a client or customer	0%	1%
Other	3%	4%
Prefer not to say	12%	13%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

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



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017
Q2. 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		8%
Sworn police officer - other		13%
Non-sworn employee of NSW Police Force		8%
Permanent Fire fighter		5%
Retained Fire fighter		2%
Custodial Officer		17%
Youth Worker		2%
Legal officer or other legal professional		3%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017
Q2. 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		21%
Sheriff's Officer		1%
Community Corrections Officer (Probation & Parole)		3%
Psychologist		1%
Teacher		0%
Welfare Officer		1%
Other		13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		55%
Female		44%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		3%
25 -29		7%
30 - 34		10%
35 - 39		13%
40 - 44		15%
45 - 49		18%
50 - 54		15%
55 - 59		11%
60 - 64		5%
65+		2%

PROFILE OF RESPONDENTS









PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		15%
No		81%
Prefer not to say		3%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		5%
No		91%
Prefer not to say		4%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

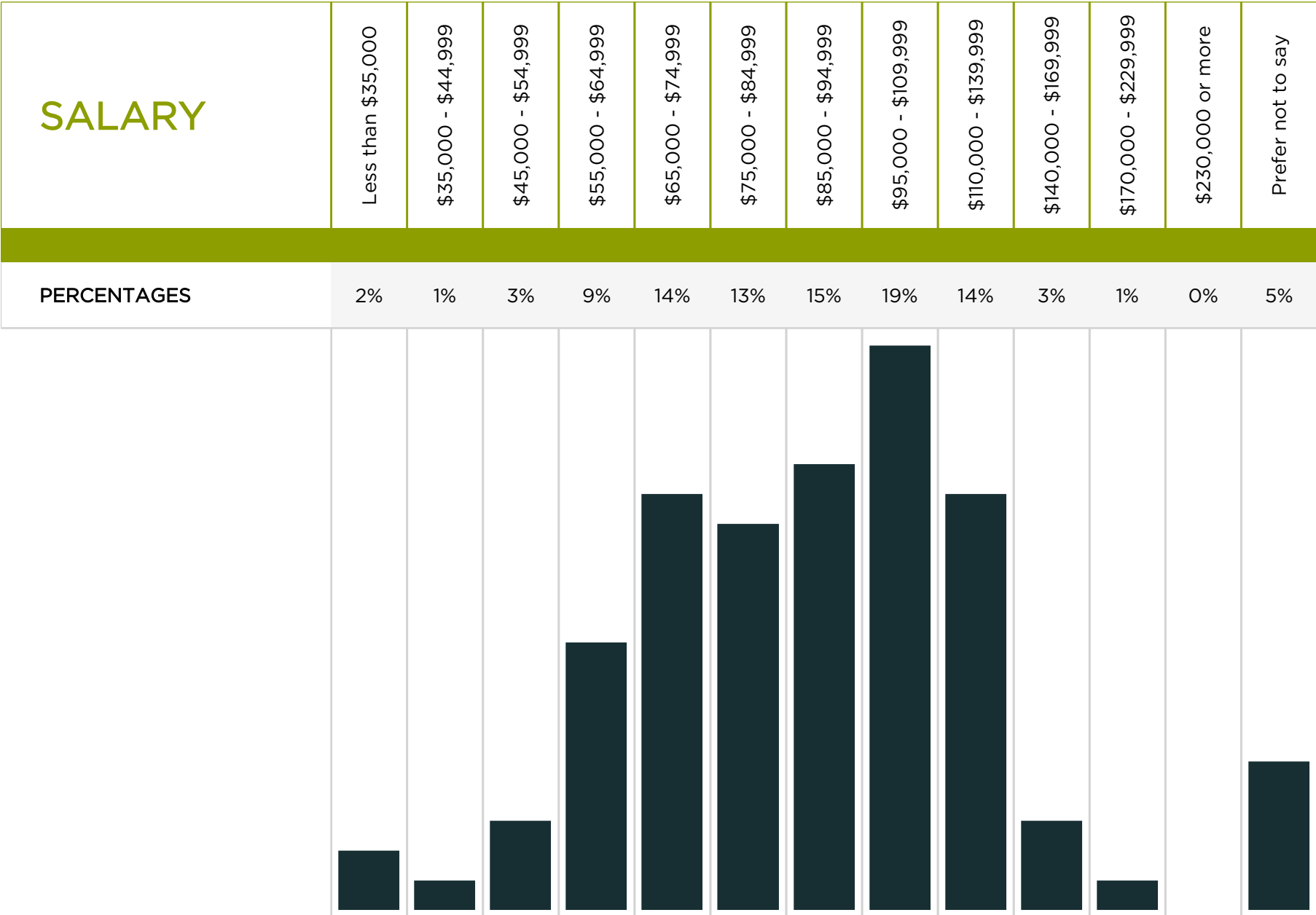
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		4%
No		91%
Prefer not to say		5%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		4%
No		92%
Prefer not to say		4%

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.

	Justice	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
NUMBER OF RESPONDENTS	17068	6543	1489	1586	1169	211	132	551	538	3923
EMPLOYEE ENGAGEMENT	62%	61%	60%	68%	64%	67%	65%	66%	67%	59%
ENGAGEMENT WITH WORK	67%	67%	66%	72%	68%	75%	65%	74%	75%	64%
SENIOR MANAGERS	39%	35%	38%	52%	45%	50%	46%	47%	49%	37%
COMMUNICATION	53%	50%	50%	62%	59%	65%	56%	63%	61%	50%
HIGH PERFORMANCE	55%	54%	53%	64%	60%	65%	59%	62%	63%	52%
PUBLIC SECTOR VALUES	53%	51%	51%	62%	59%	63%	59%	61%	64%	48%
DIVERSITY & INCLUSION	62%	61%	60%	72%	69%	71%	69%	71%	71%	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 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.

	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	17068	297	203	496	1481	2312	2062	2422	3060	2273	426	222	61	789
EMPLOYEE ENGAGEMENT	62%	71%	68%	66%	64%	62%	60%	60%	60%	63%	71%	76%	83%	57%
ENGAGEMENT WITH WORK	67%	76%	75%	69%	68%	66%	66%	66%	65%	71%	79%	88%	93%	59%
SENIOR MANAGERS	39%	43%	49%	46%	45%	42%	37%	35%	35%	40%	50%	65%	79%	32%
COMMUNICATION	53%	57%	61%	56%	55%	54%	52%	50%	49%	55%	64%	75%	84%	47%
HIGH PERFORMANCE	55%	59%	64%	60%	57%	56%	54%	53%	53%	57%	66%	76%	82%	49%
PUBLIC SECTOR VALUES	53%	57%	60%	58%	55%	54%	51%	50%	50%	55%	63%	75%	84%	47%
DIVERSITY & INCLUSION	62%	67%	71%	65%	64%	63%	60%	61%	61%	65%	74%	79%	85%	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

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.

	Justice	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	17068	1650	1146	1734	2870	4878	3673
EMPLOYEE ENGAGEMENT	62%	74%	69%	64%	60%	58%	60%
ENGAGEMENT WITH WORK	67%	81%	77%	71%	64%	63%	66%
SENIOR MANAGERS	39%	61%	51%	42%	36%	33%	35%
COMMUNICATION	53%	72%	63%	56%	51%	47%	49%
HIGH PERFORMANCE	55%	71%	64%	58%	53%	51%	53%
PUBLIC SECTOR VALUES	53%	71%	62%	55%	51%	47%	49%
DIVERSITY & INCLUSION	62%	77%	71%	65%	61%	58%	60%

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.

	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	17068	26	418	1129	1653	2109	2466	2937	2381	1770	842	337
EMPLOYEE ENGAGEMENT	62%	(r)	74%	68%	65%	61%	61%	60%	61%	61%	60%	64%
ENGAGEMENT WITH WORK	67%	(r)	78%	72%	68%	67%	66%	66%	67%	68%	69%	74%
SENIOR MANAGERS	39%	(r)	59%	48%	43%	38%	38%	37%	37%	37%	38%	43%
COMMUNICATION	53%	(r)	69%	62%	58%	53%	52%	50%	51%	50%	50%	54%
HIGH PERFORMANCE	55%	(r)	71%	63%	60%	55%	55%	53%	54%	53%	54%	58%
PUBLIC SECTOR VALUES	53%	(r)	68%	61%	57%	52%	52%	50%	51%	51%	51%	57%
DIVERSITY & INCLUSION	62%	(r)	76%	70%	67%	63%	62%	60%	60%	60%	60%	65%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

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.

	Justice	Male	Female	Other
NUMBER OF RESPONDENTS	17068	8853	7135	153
EMPLOYEE ENGAGEMENT	62%	61%	64%	46%
ENGAGEMENT WITH WORK	67%	66%	70%	46%
SENIOR MANAGERS	39%	36%	44%	23%
COMMUNICATION	53%	51%	56%	35%
HIGH PERFORMANCE	55%	53%	59%	37%
PUBLIC SECTOR VALUES	53%	50%	56%	34%
DIVERSITY & INCLUSION	62%	61%	65%	41%

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

ABORIGINAL OR TORRES STRAIT ISLANDER



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.

	Justice	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	17068	772	14738	672
EMPLOYEE ENGAGEMENT	62%	64%	62%	51%
ENGAGEMENT WITH WORK	67%	71%	68%	52%
SENIOR MANAGERS	39%	45%	40%	23%
COMMUNICATION	53%	55%	54%	37%
HIGH PERFORMANCE	55%	58%	56%	39%
PUBLIC SECTOR VALUES	53%	55%	53%	37%
DIVERSITY & INCLUSION	62%	62%	63%	45%

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

LANGUAGE OTHER THAN ENGLISH



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.

	Justice	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	17068	2457	13217	560
EMPLOYEE ENGAGEMENT	62%	66%	62%	50%
ENGAGEMENT WITH WORK	67%	72%	68%	49%
SENIOR MANAGERS	39%	48%	38%	22%
COMMUNICATION	53%	60%	52%	36%
HIGH PERFORMANCE	55%	61%	55%	38%
PUBLIC SECTOR VALUES	53%	60%	52%	36%
DIVERSITY & INCLUSION	62%	68%	63%	42%

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.

	Justice	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	17068	645	14763	757
EMPLOYEE ENGAGEMENT	62%	57%	63%	52%
ENGAGEMENT WITH WORK	67%	60%	69%	51%
SENIOR MANAGERS	39%	33%	40%	24%
COMMUNICATION	53%	47%	54%	37%
HIGH PERFORMANCE	55%	50%	57%	40%
PUBLIC SECTOR VALUES	53%	48%	54%	38%
DIVERSITY & INCLUSION	62%	56%	64%	45%

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.

	Justice	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	17068	1322	14021	842
EMPLOYEE ENGAGEMENT	62%	52%	64%	51%
ENGAGEMENT WITH WORK	67%	51%	70%	49%
SENIOR MANAGERS	39%	27%	41%	26%
COMMUNICATION	53%	39%	55%	38%
HIGH PERFORMANCE	55%	44%	57%	41%
PUBLIC SECTOR VALUES	53%	41%	55%	39%
DIVERSITY & INCLUSION	62%	50%	65%	46%

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.

	Justice	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	17068	725	14839	629
EMPLOYEE ENGAGEMENT	62%	60%	63%	51%
ENGAGEMENT WITH WORK	67%	67%	68%	52%
SENIOR MANAGERS	39%	40%	40%	24%
COMMUNICATION	53%	53%	54%	37%
HIGH PERFORMANCE	55%	56%	56%	41%
PUBLIC SECTOR VALUES	53%	53%	53%	38%
DIVERSITY & INCLUSION	62%	60%	63%	45%

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 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.

	Justice	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	17068	10074	6118
EMPLOYEE ENGAGEMENT	62%	63%	61%
ENGAGEMENT WITH WORK	67%	68%	66%
SENIOR MANAGERS	39%	41%	37%
COMMUNICATION	53%	55%	50%
HIGH PERFORMANCE	55%	57%	54%
PUBLIC SECTOR VALUES	53%	54%	50%
DIVERSITY & INCLUSION	62%	65%	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



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.

	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	17068	1376	2189	1337	831	310	2736	396	425	3360	222	493	162	49
EMPLOYEE ENGAGEMENT	62%	59%	59%	64%	68%	73%	57%	56%	70%	64%	53%	70%	59%	59%
ENGAGEMENT WITH WORK	67%	62%	66%	70%	73%	76%	60%	61%	75%	69%	59%	82%	73%	65%
SENIOR MANAGERS	39%	33%	33%	40%	23%	37%	35%	32%	53%	48%	25%	55%	37%	36%
COMMUNICATION	53%	45%	47%	50%	49%	53%	47%	44%	68%	61%	46%	67%	59%	57%
HIGH PERFORMANCE	55%	53%	53%	57%	51%	56%	48%	48%	66%	61%	46%	70%	57%	52%
PUBLIC SECTOR VALUES	53%	49%	48%	53%	46%	53%	44%	45%	70%	60%	41%	68%	56%	52%
DIVERSITY & INCLUSION	62%	55%	59%	64%	62%	65%	53%	53%	76%	69%	58%	77%	71%	62%

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.

	Justice	Welfare Officer	Other
NUMBER OF RESPONDENTS	17068	171	2174
EMPLOYEE ENGAGEMENT	62%	59%	64%
ENGAGEMENT WITH WORK	67%	74%	72%
SENIOR MANAGERS	39%	40%	45%
COMMUNICATION	53%	55%	59%
HIGH PERFORMANCE	55%	56%	59%
PUBLIC SECTOR VALUES	53%	53%	58%
DIVERSITY & INCLUSION	62%	65%	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

GUIDE TO THIS REPORT

SURVEY TIME FRAME

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

PRIVACY

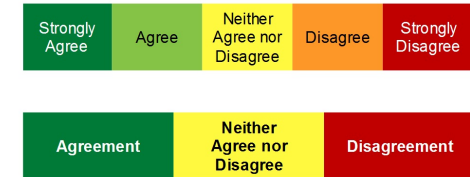
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

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.



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%.

MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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