

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
Fire Fighter
Clerk
Engineer
Receptionist
Supervisor
Ship's Engineer
Nurse
Police Officer
Museum Guide
Conservator
Plant Operator
Engineer
Cable Jointer
Nurse
Librarian
Advisor
Warden
Prison Officer
Technician
Administrator
Train Driver
Bus Driver
Professional
Shipwright
Curator
Fitter
Surveyor
Scientist
Nurse
Welfare Worker
Laboratory Turner
Plumber
Ambulance Officer
Youth Worker
Hospital Orderly
Fitter
Receptionist
Labourer
Jointer
Solicitor
Caretaker
Cross
Ship's Officer
Ship's Master
Marine Transport
Professional
Shipwright
Curator
Museum Guide
Conservator
Plant Operator
Engineer
Cable Jointer
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 Jointer
Plant Operator
Ranger
Teacher
Nurse
Librarian
Advisor

PEOPLE MATTER 2017 NSW Public Sector Employee Survey

DEPARTMENT REPORT

Justice

Department of Justice

RESPONSE RATE

77%

9,097 OF 11,794 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

61%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER -1

DIFFERENCE FROM PUBLIC SECTOR -4

SENIOR MANAGERS

43%

DIFFERENCE FROM 2016 +4

DIFFERENCE FROM CLUSTER +4

DIFFERENCE FROM PUBLIC SECTOR -4

COMMUNICATION

56%

DIFFERENCE FROM 2016 +4

DIFFERENCE FROM CLUSTER +3

DIFFERENCE FROM PUBLIC SECTOR -4



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 CLUSTER 0

DIFFERENCE FROM PUBLIC SECTOR -5

HIGH PERFORMANCE

56%

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR -7

PUBLIC SECTOR VALUES

54%

DIFFERENCE FROM CLUSTER +2

DIFFERENCE FROM PUBLIC SECTOR -6

DIVERSITY & INCLUSION

64%

DIFFERENCE FROM CLUSTER +1

DIFFERENCE FROM PUBLIC SECTOR -4

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
1	Q7f. My organisation is committed to developing its employees	41%	43%	39%	50%
2	Q6b. I feel that senior managers effectively lead and manage change	42%	37%	37%	44%
3	Q7a. My organisation focuses on improving the work we do	60%	64%	59%	69%
4	Q6c. I feel that senior managers model the values of my organisation	45%	40%	42%	48%
5	Q6h. I feel that senior managers listen to employees	38%	34%	33%	41%
6	Q6a. I believe senior managers provide clear direction for the future of the organisation	43%	37%	40%	48%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

1a.	I understand what is expected of me to do well in my role	88%
2c.	I receive help and support from other members of my workgroup	77%
2a.	My workgroup strives to achieve customer/client satisfaction	75%
2b.	My workgroup works collaboratively to achieve its objectives	71%
5b.	My manager listens to what I have to say	69%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	69%
1d.	I feel motivated to contribute more than what is normally required at work	68%
8b.	Personal background is not a barrier to success in my organisation	68%
1c.	My job gives me a feeling of personal accomplishment	67%
5c.	My manager communicates effectively with me	67%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

7g.	I have confidence in the way recruitment decisions are made	27%
9a.	I have confidence in the ways my organisation resolves grievances	30%
14.	I believe action will be taken on the results from this survey by my organisation	34%
7c.	I feel that change is managed well in my organisation	34%
7e.	People in my organisation take responsibility for their own actions	38%
6h.	I feel that senior managers listen to employees	38%
7h.	My organisation generally selects capable people to do the job	39%
5h.	My manager appropriately deals with employees who perform poorly	40%
7f.	My organisation is committed to developing its employees	41%
6d.	Senior managers encourage innovation by employees	42%



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

	AGREEMENT 2017	AGREEMENT 2016
1b. I am provided with the support I need to do my best at work	59%	53%
14. I believe action will be taken on the results from this survey by my organisation	34%	27%
1e. I am satisfied with my job	66%	60%
6g. I feel that senior managers keep employees informed about what's going on	43%	37%
6a. I believe senior managers provide clear direction for the future of the organisation	43%	37%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	53%	47%
3e. My performance is assessed against clear criteria	43%	38%
6i. Senior managers in my organisation support the career advancement of women	55%	50%
6c. I feel that senior managers model the values of my organisation	45%	40%
6b. I feel that senior managers effectively lead and manage change	42%	37%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

	AGREEMENT 2017	AGREEMENT 2016
9a. I have confidence in the ways my organisation resolves grievances	30%	34%
7a. My organisation focuses on improving the work we do	60%	64%
1d. I feel motivated to contribute more than what is normally required at work	68%	71%
3f. I have received appropriate training and development to do my job well	54%	57%
7f. My organisation is committed to developing its employees	41%	43%
8c. I am able to speak up and share a different view to my colleagues and manager	61%	62%
1a. I understand what is expected of me to do well in my role	88%	89%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	61%	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'.

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Department of 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.

	Department of Justice	Corporate Services	Corrective Services NSW	Courts and Tribunal Services	Justice Infrastructure	Justice Services	Justice Strategy and Policy	Juvenile Justice	Office for Police	Office of Emergency Management	Office of the Secretary	Strategic Finance	Veterans Affairs
NUMBER OF RESPONDENTS	9097	456	4743	1590	31	732	183	936	28	49	57	48	20
EMPLOYEE ENGAGEMENT	61%	60%	61%	61%	56%	61%	71%	61%	70%	73%	66%	65%	80%
ENGAGEMENT WITH WORK	67%	64%	66%	68%	67%	67%	78%	68%	68%	79%	73%	69%	90%
SENIOR MANAGERS	43%	46%	41%	42%	40%	46%	58%	41%	57%	67%	47%	51%	63%
COMMUNICATION	56%	59%	54%	56%	44%	61%	70%	53%	72%	82%	67%	68%	75%
HIGH PERFORMANCE	56%	58%	54%	57%	49%	61%	72%	56%	68%	74%	64%	61%	81%
PUBLIC SECTOR VALUES	54%	60%	51%	55%	49%	60%	72%	53%	66%	77%	63%	64%	77%
DIVERSITY & INCLUSION	64%	66%	61%	66%	54%	69%	76%	62%	72%	80%	78%	75%	84%

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



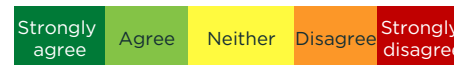
EXPLORE THE FULL RESULTS

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	61% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work		53%	51%	55%	60%
Q7j. I am proud to tell others I work for my organisation		62%	61%	66%	68%
Q7k. I feel a strong personal attachment to my organisation		58%	58%	62%	63%
Q7l. My organisation motivates me to help it achieve its objectives		47%	46%	46%	53%
Q7m. My organisation inspires me to do the best in my job		46%	46%	46%	53%

KEY





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ENGAGEMENT WITH WORK	67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	24	43	18	10	67%	68%	69%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	28	40	17	9	68%	71%	67%	72%
Q1e. I am satisfied with my job	22	44	20	10	66%	60%	66%	68%

KEY





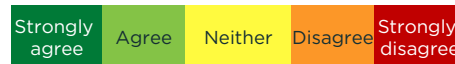
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SENIOR MANAGERS	43% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	32	28	17	12	43%	37%	40%	48%
Q6b. I feel that senior managers effectively lead and manage change	11	31	30	16	12	42%	37%	37%	44%
Q6c. I feel that senior managers model the values of my organisation	13	33	31	13	12	45%	40%	42%	48%
Q6d. Senior managers encourage innovation by employees	9	32	33	16	9	42%	38%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	10	34	36	12	8	44%	42%	43%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	40	30	10	7	53%	47%	53%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	33	26	18	13	43%	37%	37%	45%
Q6h. I feel that senior managers listen to employees	10	29	30	18	14	38%	34%	33%	41%
Q7c. I feel that change is managed well in my organisation	8	26	31	23	13	34%	34%	30%	39%

KEY





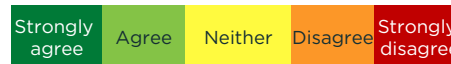
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COMMUNICATION	56% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	25	42	17	9	67%	64%	66%	70%
Q5d. My manager encourages and values employee input	25	39	20	9	65%	60%	63%	71%
Q5e. My manager involves my workgroup in decisions about our work	22	37	22	12	59%	55%	57%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	11	33	26	18	43%	37%	37%	45%
Q6h. I feel that senior managers listen to employees	10	29	30	18	38%	34%	33%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	44	20	11	61%	62%	60%	66%

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.

	HIGH PERFORMANCE		56% 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	38	51		88%	89%	89%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	26	46	16 9	71%	70%	72%	78%
Q3f. I have received appropriate training and development to do my job well	14	41	24 14 8	54%	57%	56%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	22	43	21 9	65%	63%	64%	72%
Q5f. I have confidence in the decisions my manager makes	25	38	21 9 7	62%	60%	62%	67%
Q6d. Senior managers encourage innovation by employees	9	32	33 16 9	42%	38%	37%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	10	34	36 12 8	44%	42%	43%	51%
Q7a. My organisation focuses on improving the work we do	15	46	25 10	60%	64%	59%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	12	39	28 14	52%	51%	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
	56% RESPONSE SCALE								
Q7d. There is good co-operation between teams across our organisation	8	34	30	19	9	42%	41%	41%	47%
Q7h. My organisation generally selects capable people to do the job		32	29	20	13	39%	38%	38%	52%

KEY





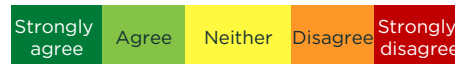
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PUBLIC SECTOR VALUES	54% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
	Strongly agree	Agree	Neither	Disagree	Strongly disagree				
Q2a. My workgroup strives to achieve customer/client satisfaction	29	47	16	8	0	75%	75%	78%	85%
Q2e. People in my workgroup treat each other with respect	26	41	18	10	5	66%	63%	69%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	22	43	21	9	5	65%	63%	64%	72%
Q5b. My manager listens to what I have to say	27	43	17	8	5	69%	66%	68%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	32	28	17	12	43%	37%	40%	48%
Q6c. I feel that senior managers model the values of my organisation	13	33	31	13	12	45%	40%	42%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	40	30	10	7	53%	47%	53%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	33	26	18	13	43%	37%	37%	45%
Q6h. I feel that senior managers listen to employees	10	29	30	18	14	38%	34%	33%	41%

KEY





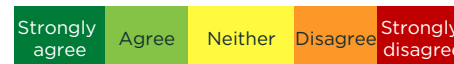
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		54% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		60%	64%	59%	69%				
Q7e. People in my organisation take responsibility for their own actions		38%	38%	36%	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	64% 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	18	42	20	15	59%	53%	57%	63%
Q5b. My manager listens to what I have to say	27	43	17	8	69%	66%	68%	75%
Q5d. My manager encourages and values employee input	25	39	20	9	65%	60%	63%	71%
Q6i. Senior managers in my organisation support the career advancement of women	19	36	34		55%	50%	57%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	20	49	21		69%	69%	68%	74%
Q8b. Personal background is not a barrier to success in my organisation	22	46	20		68%	-	67%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	44	20	11	61%	62%	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>	23	39	22	10	61%	62%	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	33% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	21	29	21	23	27%	-	25%	35%
Q7h. My organisation generally selects capable people to do the job	32	29	20	13	39%	38%	38%	52%

KEY





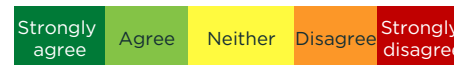
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

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	15	38	21	16	9	54%	49%	54%	63%
Q3e. My performance is assessed against clear criteria	11	32	30	17	9	43%	38%	44%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	12	30	25	18	15	42%	39%	41%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	23	37	21	11	8	60%	59%	60%	67%
Q5h. My manager appropriately deals with employees who perform poorly	14	25	31	16	14	40%	37%	39%	44%
Q7f. My organisation is committed to developing its employees	8	32	31	17	11	41%	43%	39%	50%

KEY

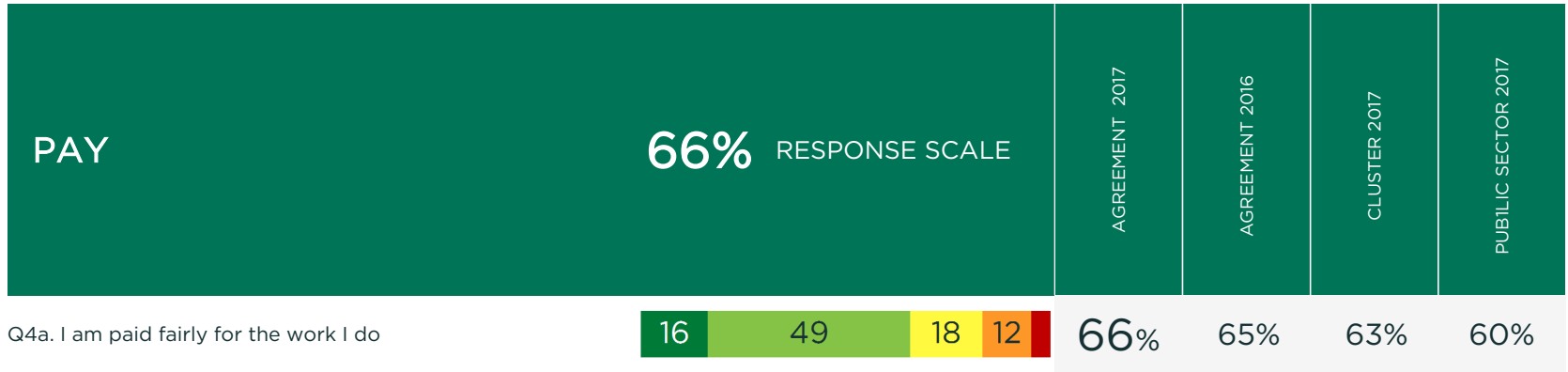




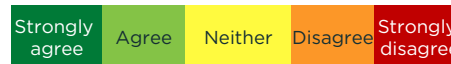
EXPLORE THE FULL RESULTS

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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.



KEY





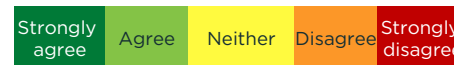
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

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		59%	53%	57%	63%				
Q1f. I am able to keep my work stress at an acceptable level		62%	60%	60%	59%				
Q2c. I receive help and support from other members of my workgroup		77%	76%	76%	81%				
Q2d. There is good team spirit in my workgroup		64%	59%	66%	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

34% RESPONSE SCALE

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



KEY

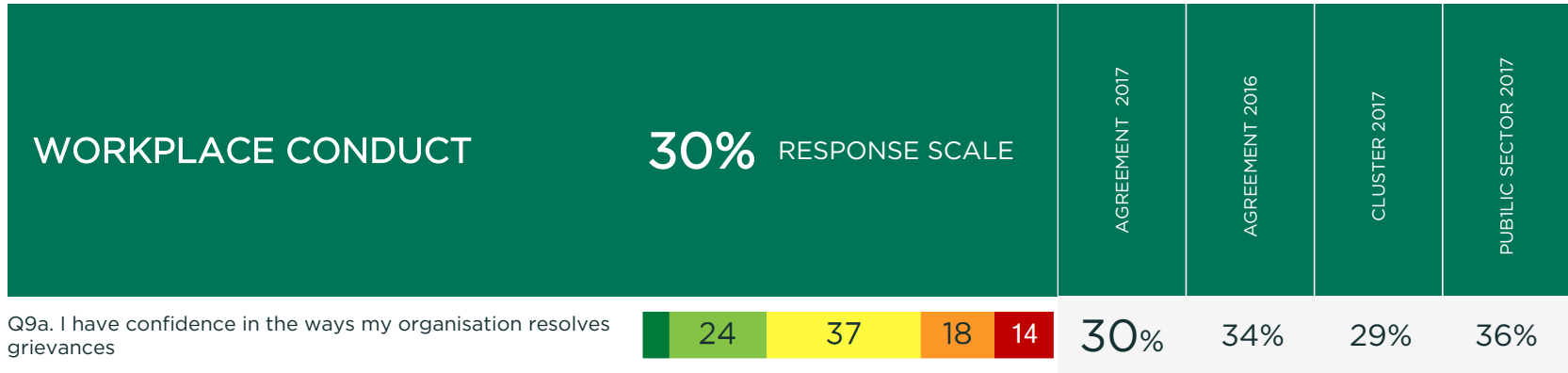




EXPLORE THE FULL RESULTS

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
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes			52%	46%	67%
No			48%	54%	33%
Q3b. I have informal feedback conversations with my manager					
Yes			65%	65%	75%
No			35%	35%	25%
Q3c. I have scheduled feedback conversations with my manager					
Yes			41%	42%	57%
No			59%	58%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY

RESPONSE SCALE

2017

CLUSTER 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?

		2017	CLUSTER 2017	PUBLIC SECTOR 2017
Yes		45%	41%	41%
No		55%	59%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 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		28%	25%	30%
Lack of visible opportunities		30%	31%	31%
Lack of promotion opportunities		34%	37%	30%
Lack of support from my manager / supervisor		16%	17%	14%
Geographic location considerations		32%	35%	28%
Personal / family considerations		33%	36%	33%
Insufficient training and development		20%	20%	16%
Lack of required capabilities or experience		11%	11%	11%
Lack of support for temporary assignments/secondments		20%	20%	15%
The application/recruitment process is too cumbersome or time consuming		27%	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
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		25%	24%	25%
No		60%	63%	62%
Don't know		15%	13%	13%
Q10b. If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		64%	65%	63%
No		33%	33%	35%
Don't know		3%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		36%	33%	33%
No		54%	58%	58%
Don't know		10%	9%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		20%	19%	18%
No		73%	75%	76%
Don't know		7%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 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.				
A senior manager		23%	25%	22%
Your immediate manager/supervisor		25%	27%	24%
A fellow worker at your level		25%	24%	27%
A subordinate		9%	8%	8%
A client or customer		1%	1%	2%
A member of the public other than a client or customer		0%	0%	1%
Other		3%	3%	4%
Prefer not to say		14%	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		61%	62%
Regional NSW		39%	38%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 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		0%	8%
Sworn police officer - other		0%	13%
Non-sworn employee of NSW Police Force		0%	8%
Permanent Fire fighter		0%	5%
Retained Fire fighter		0%	2%
Custodial Officer		31%	17%
Youth Worker		5%	2%
Legal officer or other legal professional		3%	3%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

JUSTICE QUESTIONS	RESPONSE SCALE	2017	CLUSTER 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		30%	21%
Sheriff's Officer		3%	1%
Community Corrections Officer (Probation & Parole)		6%	3%
Psychologist		2%	1%
Teacher		0%	0%
Welfare Officer		2%	1%
Other		19%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		48%
Female		51%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		3%
25 -29		7%
30 - 34		9%
35 - 39		12%
40 - 44		13%
45 - 49		17%
50 - 54		15%
55 - 59		12%
60 - 64		7%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		19%
No		77%
Prefer not to say		4%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		6%
No		90%
Prefer not to say		4%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

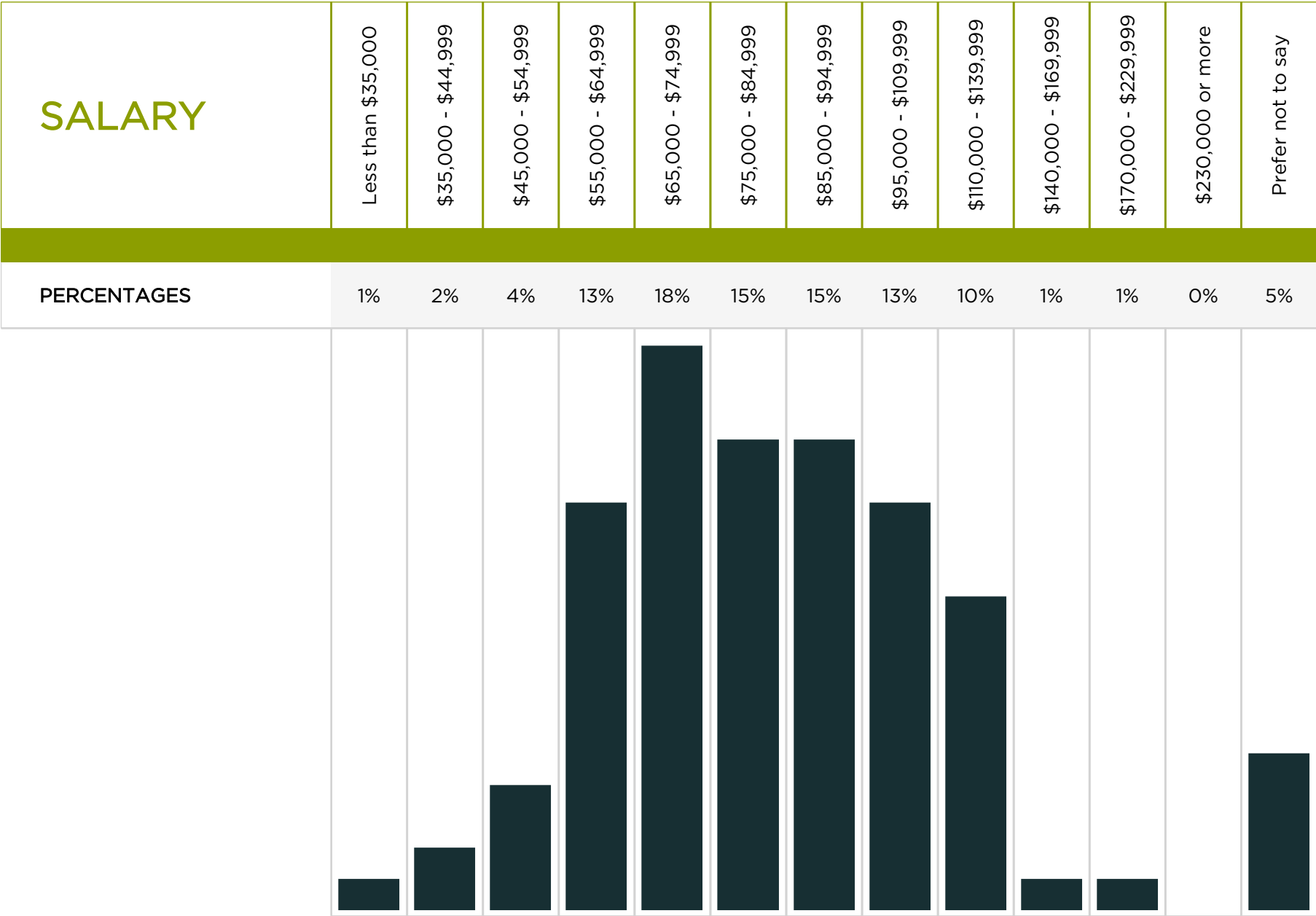
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		4%
No		90%
Prefer not to say		5%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		5%
No		90%
Prefer not to say		4%

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.

	Department of 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	9097	2600	858	910	529	145	69	387	229	2969
EMPLOYEE ENGAGEMENT	61%	61%	58%	69%	62%	68%	70%	65%	72%	58%
ENGAGEMENT WITH WORK	67%	69%	65%	74%	66%	76%	73%	75%	79%	63%
SENIOR MANAGERS	43%	41%	39%	57%	48%	55%	53%	51%	57%	37%
COMMUNICATION	56%	55%	52%	67%	61%	70%	67%	64%	69%	50%
HIGH PERFORMANCE	56%	57%	53%	67%	60%	68%	67%	64%	69%	51%
PUBLIC SECTOR VALUES	54%	55%	51%	66%	61%	68%	67%	64%	69%	48%
DIVERSITY & INCLUSION	64%	65%	60%	75%	70%	73%	80%	71%	75%	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.

	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	9097	83	150	371	1108	1605	1295	1292	1160	904	118	120	37	435
EMPLOYEE ENGAGEMENT	61%	67%	68%	65%	62%	60%	59%	60%	62%	63%	67%	76%	78%	57%
ENGAGEMENT WITH WORK	67%	76%	77%	71%	67%	63%	65%	68%	68%	74%	75%	90%	88%	59%
SENIOR MANAGERS	43%	54%	48%	46%	44%	40%	40%	40%	43%	48%	50%	73%	75%	36%
COMMUNICATION	56%	66%	61%	56%	55%	53%	52%	54%	57%	63%	63%	84%	81%	50%
HIGH PERFORMANCE	56%	66%	64%	60%	57%	54%	53%	56%	57%	61%	63%	80%	76%	52%
PUBLIC SECTOR VALUES	54%	64%	60%	57%	54%	52%	50%	54%	55%	61%	63%	82%	80%	49%
DIVERSITY & INCLUSION	64%	70%	72%	66%	63%	61%	60%	64%	66%	70%	70%	84%	82%	58%

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 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.

	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	9097	1225	805	976	1578	2441	1548
EMPLOYEE ENGAGEMENT	61%	73%	68%	62%	58%	57%	56%
ENGAGEMENT WITH WORK	67%	81%	76%	69%	63%	63%	62%
SENIOR MANAGERS	43%	61%	53%	43%	39%	37%	36%
COMMUNICATION	56%	72%	63%	57%	52%	51%	51%
HIGH PERFORMANCE	56%	71%	64%	57%	53%	52%	52%
PUBLIC SECTOR VALUES	54%	71%	62%	55%	51%	49%	49%
DIVERSITY & INCLUSION	64%	77%	71%	65%	61%	59%	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

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.

	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	9097	22	290	641	787	1049	1154	1482	1302	1068	585	242
EMPLOYEE ENGAGEMENT	61%	(r)	73%	69%	65%	61%	60%	59%	59%	59%	58%	61%
ENGAGEMENT WITH WORK	67%	(r)	76%	73%	70%	67%	65%	65%	66%	67%	69%	73%
SENIOR MANAGERS	43%	(r)	59%	53%	51%	44%	45%	39%	40%	38%	38%	41%
COMMUNICATION	56%	(r)	69%	64%	66%	58%	57%	51%	53%	52%	50%	54%
HIGH PERFORMANCE	56%	(r)	71%	65%	64%	58%	57%	53%	54%	53%	53%	56%
PUBLIC SECTOR VALUES	54%	(r)	67%	63%	62%	55%	56%	51%	52%	51%	51%	55%
DIVERSITY & INCLUSION	64%	(r)	76%	72%	72%	65%	64%	60%	61%	61%	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.

	Department of Justice	Male	Female	Other
NUMBER OF RESPONDENTS	9097	4181	4399	99
EMPLOYEE ENGAGEMENT	61%	59%	64%	45%
ENGAGEMENT WITH WORK	67%	64%	71%	44%
SENIOR MANAGERS	43%	39%	47%	28%
COMMUNICATION	56%	53%	59%	37%
HIGH PERFORMANCE	56%	53%	61%	39%
PUBLIC SECTOR VALUES	54%	51%	58%	37%
DIVERSITY & INCLUSION	64%	61%	67%	43%

KEY

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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.

	Department of Justice	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	9097	5279	3438
EMPLOYEE ENGAGEMENT	61%	62%	60%
ENGAGEMENT WITH WORK	67%	68%	66%
SENIOR MANAGERS	43%	45%	40%
COMMUNICATION	56%	58%	53%
HIGH PERFORMANCE	56%	58%	54%
PUBLIC SECTOR VALUES	54%	57%	51%
DIVERSITY & INCLUSION	64%	66%	61%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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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.

	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	9097	3	5	7	1	2	2736	394	229	2629	222	493	156	41
EMPLOYEE ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	57%	56%	72%	63%	53%	70%	58%	59%
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	60%	61%	78%	69%	59%	82%	74%	63%
SENIOR MANAGERS	43%	(r)	(r)	(r)	(r)	(r)	35%	32%	59%	49%	25%	55%	38%	37%
COMMUNICATION	56%	(r)	(r)	(r)	(r)	(r)	47%	44%	74%	61%	46%	67%	60%	60%
HIGH PERFORMANCE	56%	(r)	(r)	(r)	(r)	(r)	48%	48%	71%	62%	46%	70%	58%	54%
PUBLIC SECTOR VALUES	54%	(r)	(r)	(r)	(r)	(r)	44%	44%	74%	61%	41%	68%	57%	55%
DIVERSITY & INCLUSION	64%	(r)	(r)	(r)	(r)	(r)	53%	53%	79%	70%	58%	77%	72%	63%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



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.

	Department of Justice	Welfare Officer	Other
NUMBER OF RESPONDENTS	9097	171	1651
EMPLOYEE ENGAGEMENT	61%	59%	64%
ENGAGEMENT WITH WORK	67%	74%	74%
SENIOR MANAGERS	43%	40%	47%
COMMUNICATION	56%	55%	61%
HIGH PERFORMANCE	56%	56%	61%
PUBLIC SECTOR VALUES	54%	53%	60%
DIVERSITY & INCLUSION	64%	65%	69%

KEY

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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.

34%

of employees replied favourably to:

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

34%

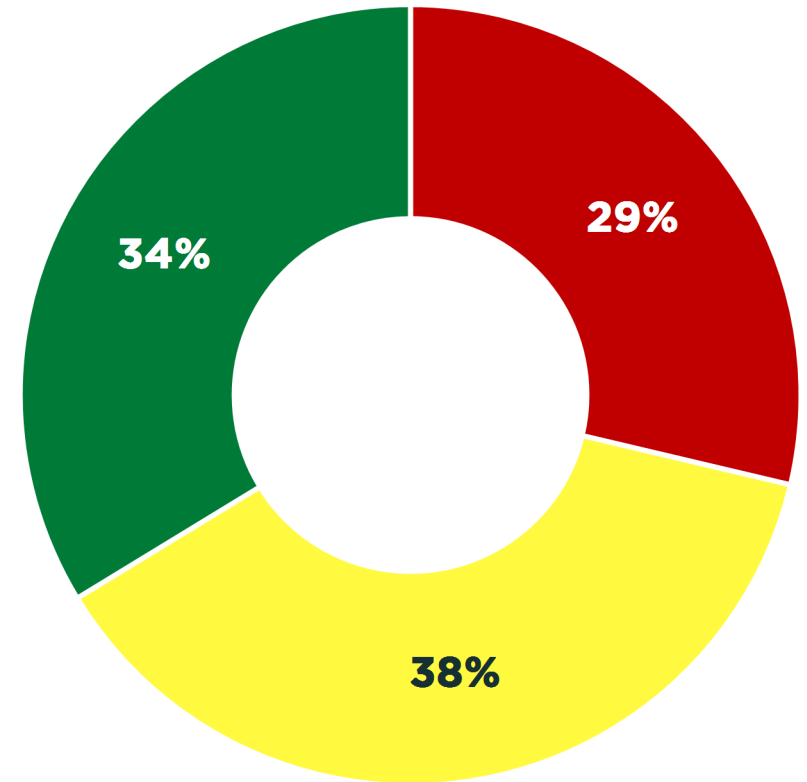
SECTOR

26%

CLUSTER

27%

2016



Agreement

Neither Agree nor Disagree

Disagreement

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

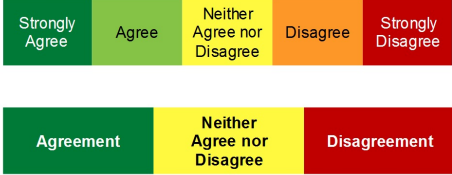
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.