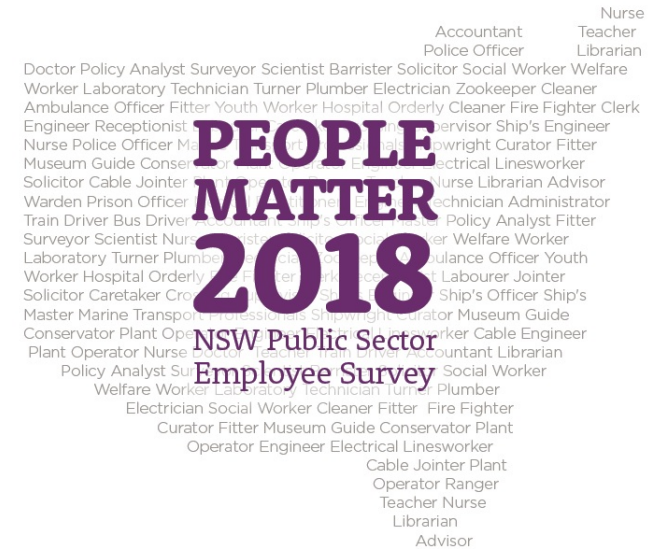

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



CLUSTER REPORT
Justice

RESPONSE RATE

37%

15,510 OF 41,523 RESPONDENTS

EMPLOYEE ENGAGEMENT

62%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM PUBLIC SECTOR -4

ENGAGEMENT WITH WORK

66%

DIFFERENCE FROM 2017 -1
DIFFERENCE FROM PUBLIC SECTOR -6

SENIOR MANAGERS

40%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PUBLIC SECTOR -9

COMMUNICATION

54%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM PUBLIC SECTOR -8

HIGH PERFORMANCE

56%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM PUBLIC SECTOR -9

PUBLIC SECTOR VALUES

53%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM PUBLIC SECTOR -9

DIVERSITY & INCLUSION

63%

DIFFERENCE FROM PUBLIC SECTOR -5

FLEXIBLE WORKING SATISFACTION

60%

DIFFERENCE FROM 2017 +2
DIFFERENCE FROM PUBLIC SECTOR +1

ACTION ON RESULTS

28%

DIFFERENCE FROM 2017 +2
DIFFERENCE FROM PUBLIC SECTOR -8



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index 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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
1a. I understand what is expected of me to do well in my role	88%	89%
1g. I know how to address a health and safety issue I have identified	81%	-
2a. My workgroup strives to achieve customer/client satisfaction	78%	78%
2c. I receive help and support from other members of my workgroup	77%	76%
2b. My workgroup works collaboratively to achieve its objectives	72%	72%
5b. My manager listens to what I have to say	70%	68%
2e. People in my workgroup treat each other with respect	69%	69%
1c. My job gives me a feeling of personal accomplishment	68%	69%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	68%	68%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	68%	67%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
7g. I have confidence in the way recruitment decisions are made	26%	25%
14. I believe action will be taken on the results from this survey by my organisation	28%	26%
9a. I have confidence in the ways my organisation resolves grievances	29%	29%
7c. I feel that change is managed well in my organisation	31%	30%
6h. I feel that senior managers listen to employees	34%	33%
7e. People in my organisation take responsibility for their own actions	36%	36%
6b. I feel that senior managers effectively lead and manage change	37%	37%
6d. Senior managers encourage innovation by employees	38%	37%
7h. My organisation generally selects capable people to do the job	38%	38%
6g. I feel that senior managers keep employees informed about what's going on	39%	37%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

5e.	My manager involves my workgroup in decisions about our work	59%	57%
14.	I believe action will be taken on the results from this survey by my organisation	28%	26%
5g.	My manager provides acknowledgement or other recognition for the work I do	62%	60%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	60%	58%
6g.	I feel that senior managers keep employees informed about what's going on	39%	37%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	55%	54%
5h.	My manager appropriately deals with employees who perform poorly	40%	39%
5a.	My manager encourages people in my workgroup to keep improving the work they do	65%	64%
5d.	My manager encourages and values employee input	65%	63%
7g.	I have confidence in the way recruitment decisions are made	26%	25%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

7b.	My organisation is making the necessary improvements to meet our future challenges	47%	49%
1e.	I am satisfied with my job	65%	66%
1d.	I feel motivated to contribute more than what is normally required at work	65%	67%
1a.	I understand what is expected of me to do well in my role	88%	89%
2d.	There is good team spirit in my workgroup	64%	66%
7k.	I feel a strong personal attachment to my organisation	61%	62%
7a.	My organisation focuses on improving the work we do	58%	59%
4a.	I am paid fairly for the work I do	62%	63%
1c.	My job gives me a feeling of personal accomplishment	68%	69%
7i.	I would recommend my organisation as a great place to work	54%	55%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



Q9a. I have confidence in the ways my organisation resolves grievances



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



Q6d. Senior managers encourage innovation by employees



Q6i. Senior managers in my organisation support the career advancement of women



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q9a. I have confidence in the ways my organisation resolves grievances



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



Q6d. Senior managers encourage innovation by employees



Q6i. Senior managers in my organisation support the career advancement of women



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q9a. I have confidence in the ways my organisation resolves grievances



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



Q6d. Senior managers encourage innovation by employees



Q6i. Senior managers in my organisation support the career advancement of women



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?
(STRENGTHS)

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES.
(AREAS OF POTENTIAL)

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT?
(AREAS OF CONCERN)



WHAT'S NEXT?

Sector employees have 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.

28%

of employees replied favourably to:

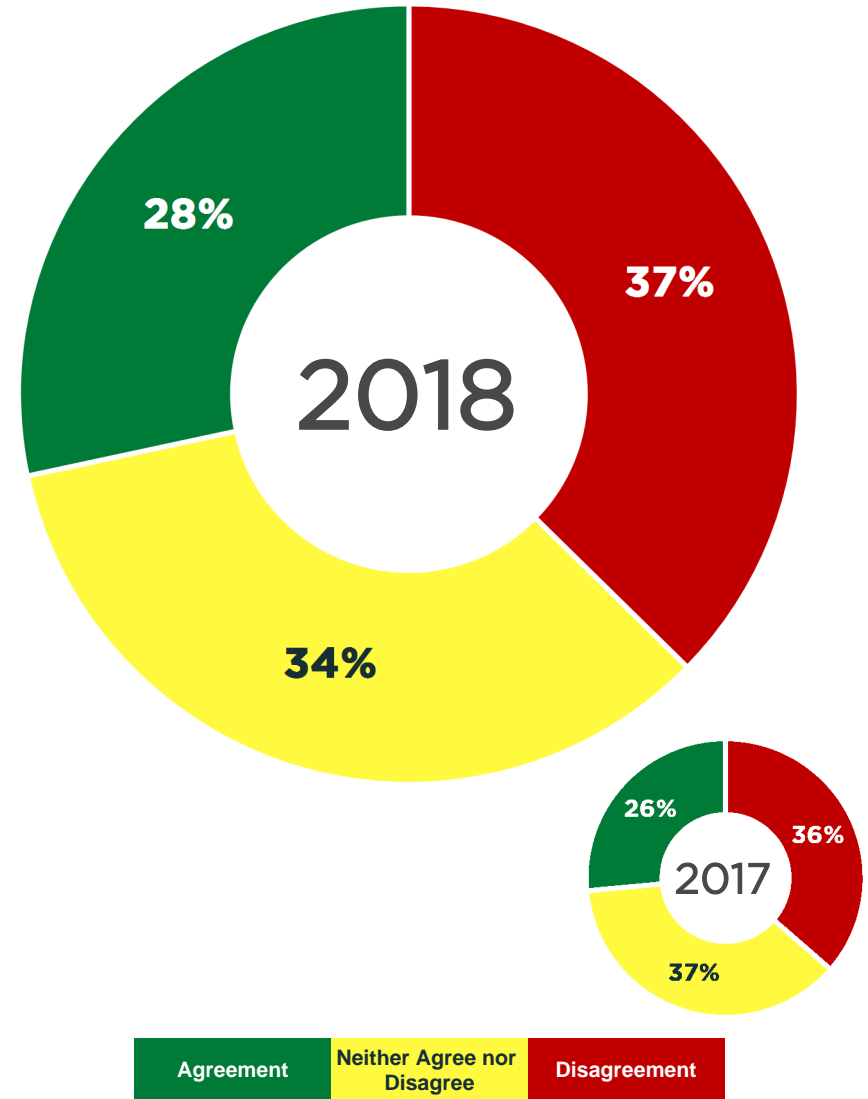
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

26%

2017



KEY DRIVERS OF ENGAGEMENT



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 level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

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

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	40%	39%	52%
2	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	68%	68%	76%
3	Q7a. My organisation focuses on improving the work we do	58%	59%	69%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	47%	49%	57%
5	Q1b. I am provided with the support I need to do my best at work	57%	57%	65%
6	Q3g. I am satisfied with the opportunities available for career development in my organisation	41%	41%	50%

CLUSTER COMPARISON



COMPARISON OF CLUSTERS

This page compares key question group scores for Justice

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic 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	170832	15510	35880	6894	8481	65677	5238	6680	950	19869	734
EMPLOYEE ENGAGEMENT	65%	62%	68%	62%	66%	65%	67%	69%	71%	64%	70%
ENGAGEMENT WITH WORK	72%	66%	74%	70%	72%	73%	73%	74%	75%	70%	77%
SENIOR MANAGERS	49%	40%	56%	47%	55%	46%	55%	50%	63%	46%	61%
COMMUNICATION	61%	54%	64%	62%	67%	59%	68%	66%	73%	61%	73%
HIGH PERFORMANCE	64%	56%	68%	63%	68%	64%	68%	66%	74%	61%	73%
PUBLIC SECTOR VALUES	62%	53%	67%	62%	68%	60%	68%	65%	74%	60%	73%
DIVERSITY & INCLUSION	68%	63%	67%	71%	74%	66%	77%	75%	79%	69%	80%

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 Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic 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	15510	179	9570	1659	3379	425	298
EMPLOYEE ENGAGEMENT	62%	64%	62%	68%	58%	63%	63%
ENGAGEMENT WITH WORK	66%	69%	68%	73%	59%	63%	64%
SENIOR MANAGERS	40%	40%	45%	34%	30%	31%	34%
COMMUNICATION	54%	56%	57%	54%	44%	44%	54%
HIGH PERFORMANCE	56%	58%	58%	55%	50%	49%	54%
PUBLIC SECTOR VALUES	53%	59%	56%	52%	46%	45%	51%
DIVERSITY & INCLUSION	63%	68%	65%	65%	57%	57%	66%

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 topics 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% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	15	39	27	11	7	54%	55%	61%
Q7j. I am proud to tell others I work for my organisation	24	42	22	7	7	66%	66%	69%
Q7k. I feel a strong personal attachment to my organisation	22	39	24	9	7	61%	62%	63%
Q7l. My organisation motivates me to help it achieve its objectives	13	33	30	14	9	47%	46%	55%
Q7m. My organisation inspires me to do the best in my job	15	32	30	15	9	46%	46%	55%

KEY

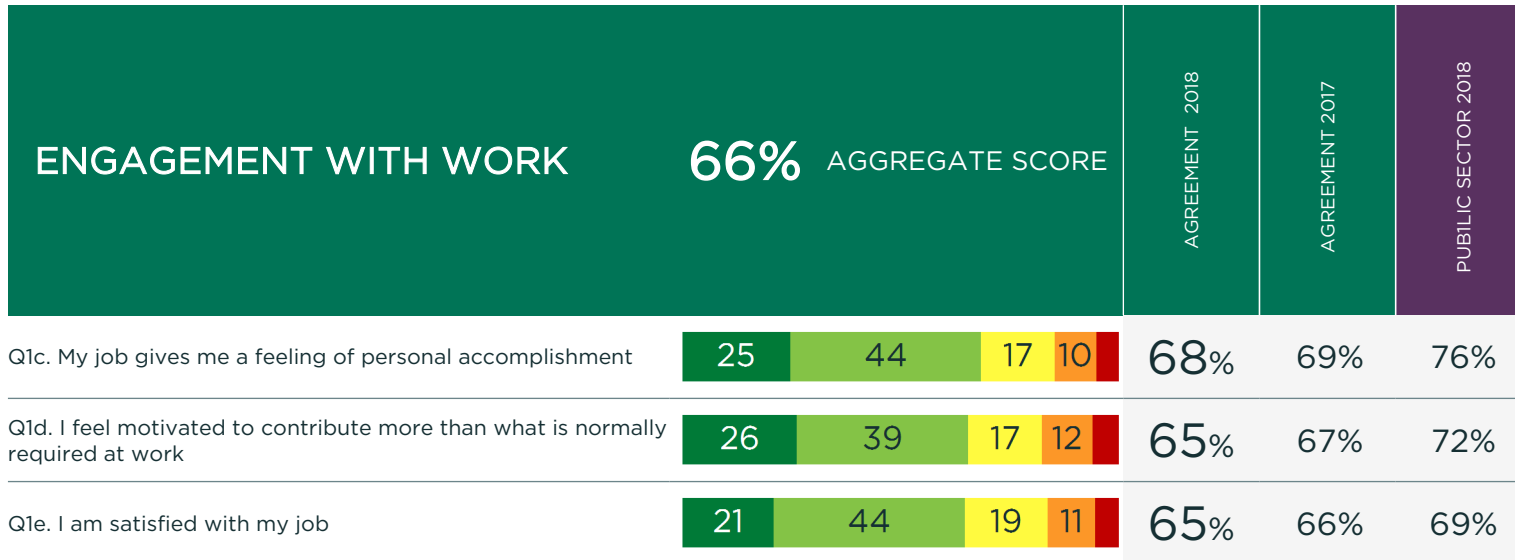




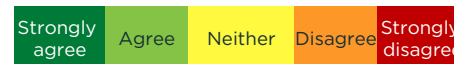
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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





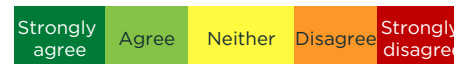
EXPLORE THE FULL RESULTS

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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.

SENIOR MANAGERS		40% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation		40%	40%	49%					
Q6b. I feel that senior managers effectively lead and manage change		37%	37%	46%					
Q6c. I feel that senior managers model the values of my organisation		42%	42%	50%					
Q6d. Senior managers encourage innovation by employees		38%	37%	50%					
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		44%	43%	52%					
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		53%	53%	62%					
Q6g. I feel that senior managers keep employees informed about what's going on		39%	37%	47%					
Q6h. I feel that senior managers listen to employees		34%	33%	43%					
Q7c. I feel that change is managed well in my organisation		31%	30%	40%					

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics 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	54% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	25	42	17	10	7	66%	66%	72%
Q5d. My manager encourages and values employee input	25	39	18	9	7	65%	63%	72%
Q5e. My manager involves my workgroup in decisions about our work	22	38	20	12	8	59%	57%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	9	30	25	20	16	39%	37%	47%
Q6h. I feel that senior managers listen to employees	9	26	28	20	18	34%	33%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	43	20	11	9	60%	60%	67%

KEY





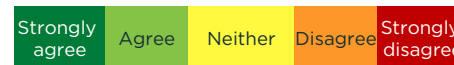
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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					56% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	35	52				88%	89%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	28	45	15	9		72%	72%	79%	
Q3f. I have received appropriate training and development to do my job well	14	42	21	14	9	56%	56%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	22	43	20	10		65%	64%	74%	
Q5f. I have confidence in the decisions my manager makes	25	38	20	9	8	63%	62%	68%	
Q6d. Senior managers encourage innovation by employees	9	29	31	19	12	38%	37%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	10	34	34	13	9	44%	43%	52%	
Q7a. My organisation focuses on improving the work we do	14	44	24	12		58%	59%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	12	35	28	16	9	47%	49%	57%	

KEY

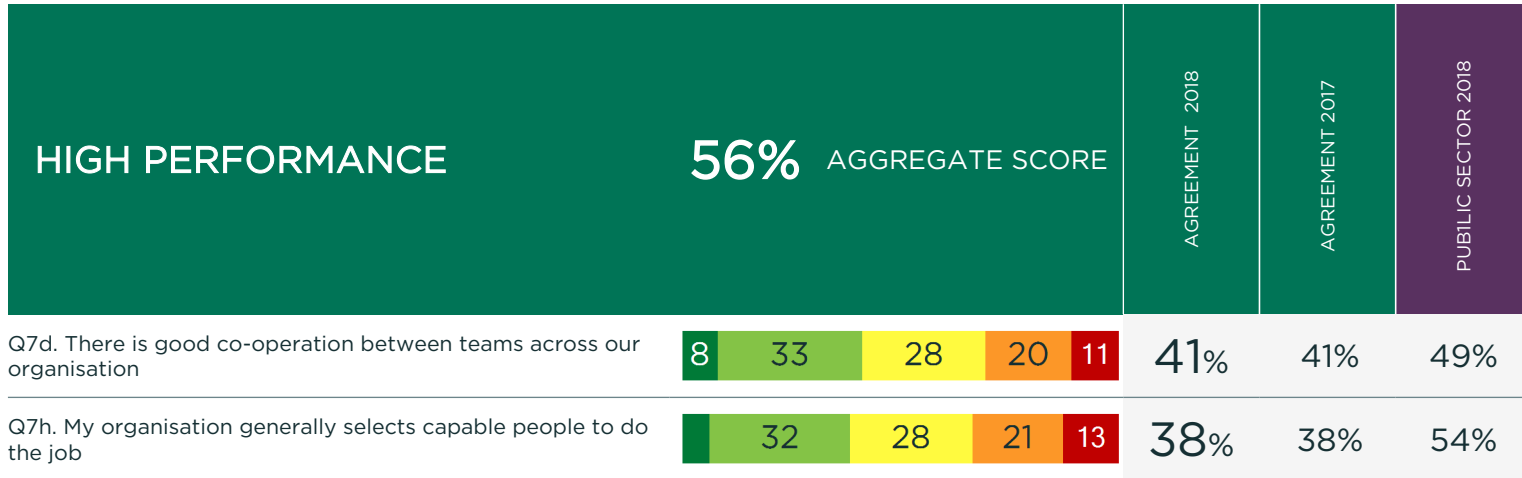




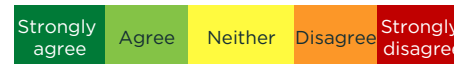
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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





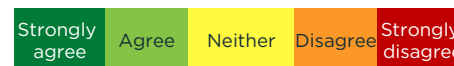
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	31	47	14	8	0	78%	78%	86%
Q2e. People in my workgroup treat each other with respect	28	41	16	9	6	69%	69%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	22	43	20	10	5	65%	64%	74%
Q5b. My manager listens to what I have to say	26	43	15	8	8	70%	68%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	11	30	27	18	14	40%	40%	49%
Q6c. I feel that senior managers model the values of my organisation	12	30	29	15	15	42%	42%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	12	40	28	11	8	53%	53%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	9	30	25	20	16	39%	37%	47%
Q6h. I feel that senior managers listen to employees	9	26	28	20	18	34%	33%	43%

KEY

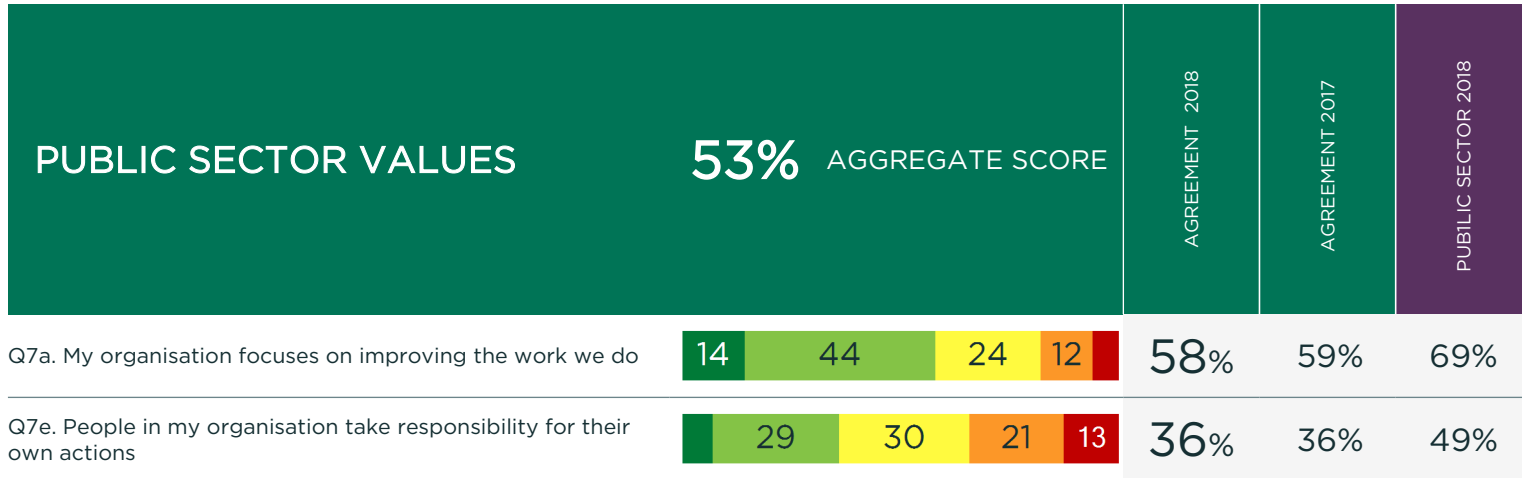




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 topics 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	63% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	17	40	19	17		57%	57%	65%
Q5b. My manager listens to what I have to say	26	43	15	8		70%	68%	76%
Q5d. My manager encourages and values employee input	25	39	18	9	7	65%	63%	72%
Q6i. Senior managers in my organisation support the career advancement of women	21	37	31			58%	57%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	20	48	20	7		68%	68%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	22	46	19	8		68%	67%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	43	20	11	9	60%	60%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	22	38	23	10	7	60%	58%	59%
Q8e. My manager supports flexible working in my team	25	39	22	8		63%	-	63%

KEY

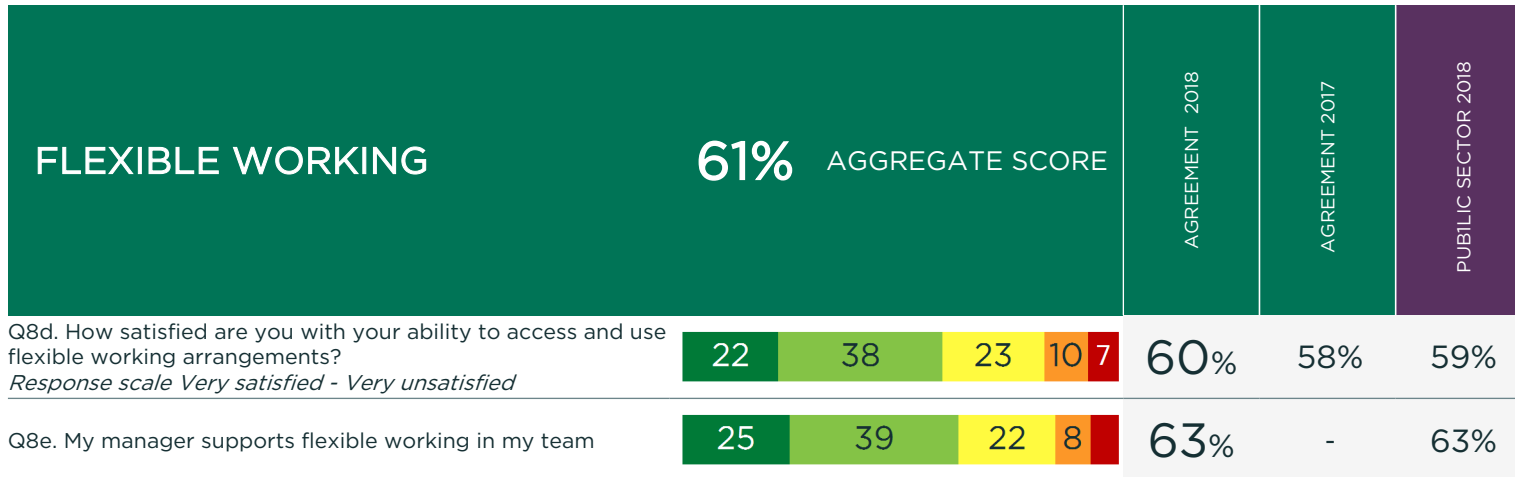




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

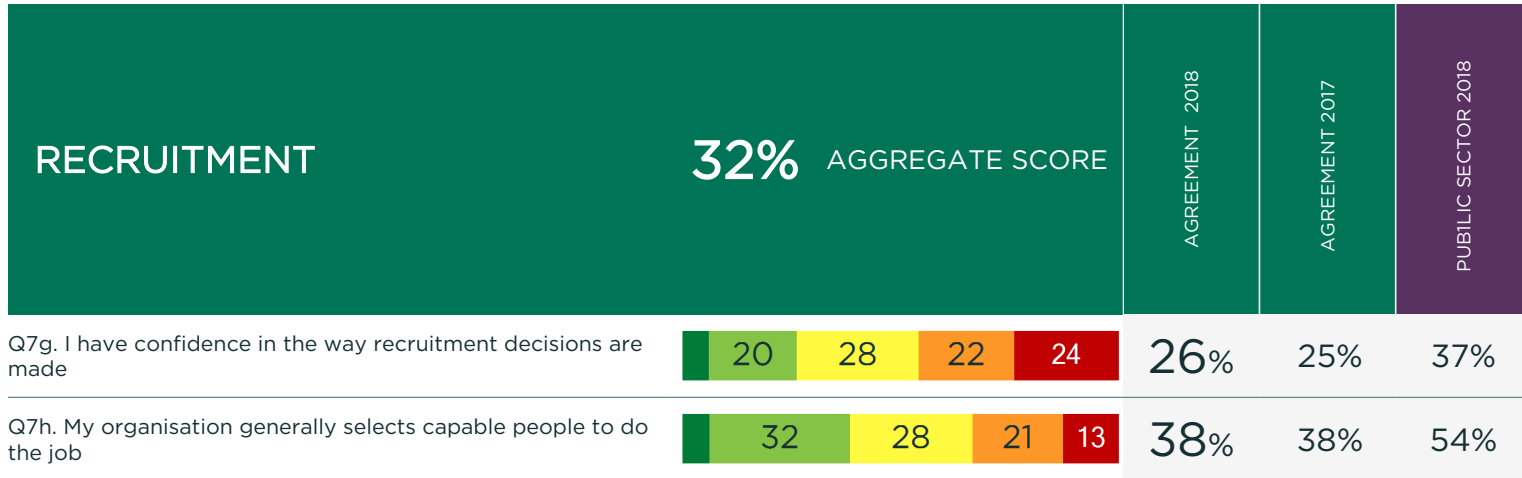




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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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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% AGGREGATE SCORE

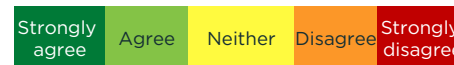
AGREEMENT 2018

AGREEMENT 2017

PUBLIC LIC SECTOR 2018

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	16	39	20	16	9	55%	54%	65%
Q3e. My performance is assessed against clear criteria	12	33	27	18	9	45%	44%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	11	30	22	19	17	41%	41%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	24	38	19	11	9	62%	60%	69%
Q5h. My manager appropriately deals with employees who perform poorly	14	26	29	16	14	40%	39%	46%
Q7f. My organisation is committed to developing its employees	8	32	30	18	12	40%	39%	52%

KEY

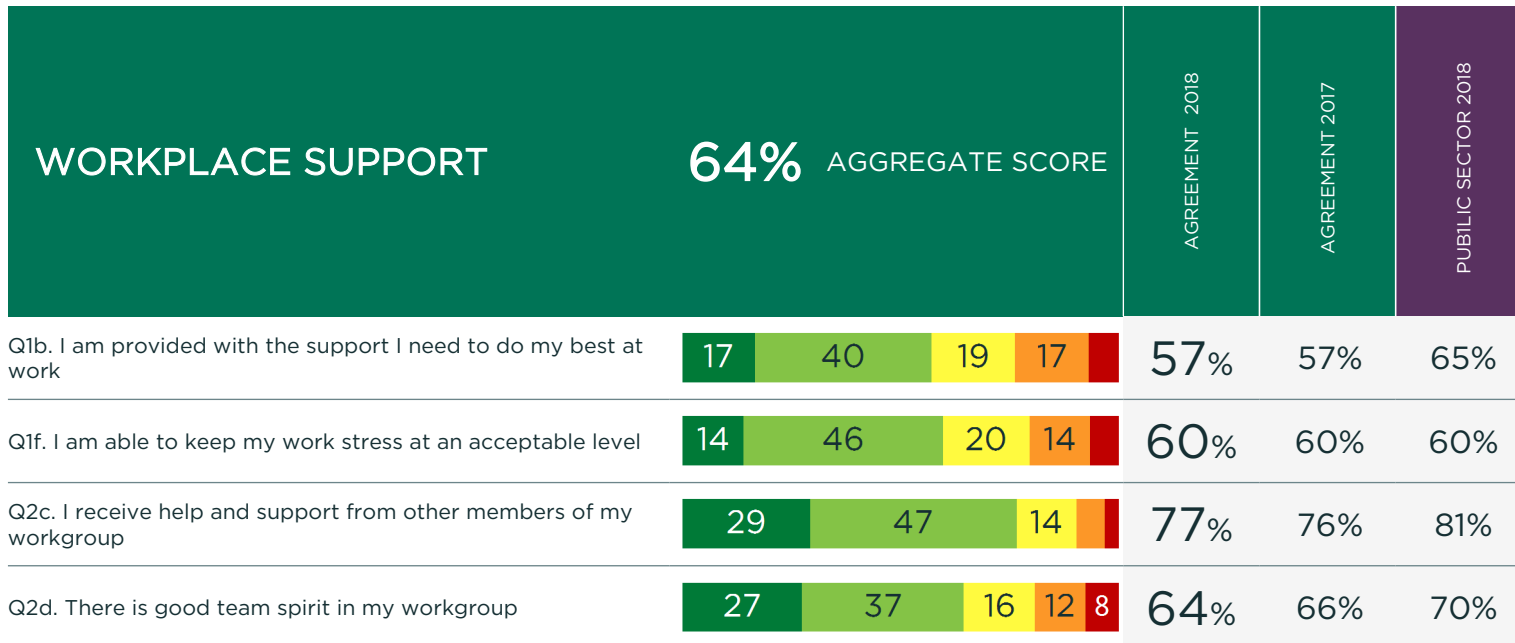




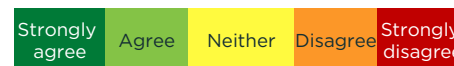
EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

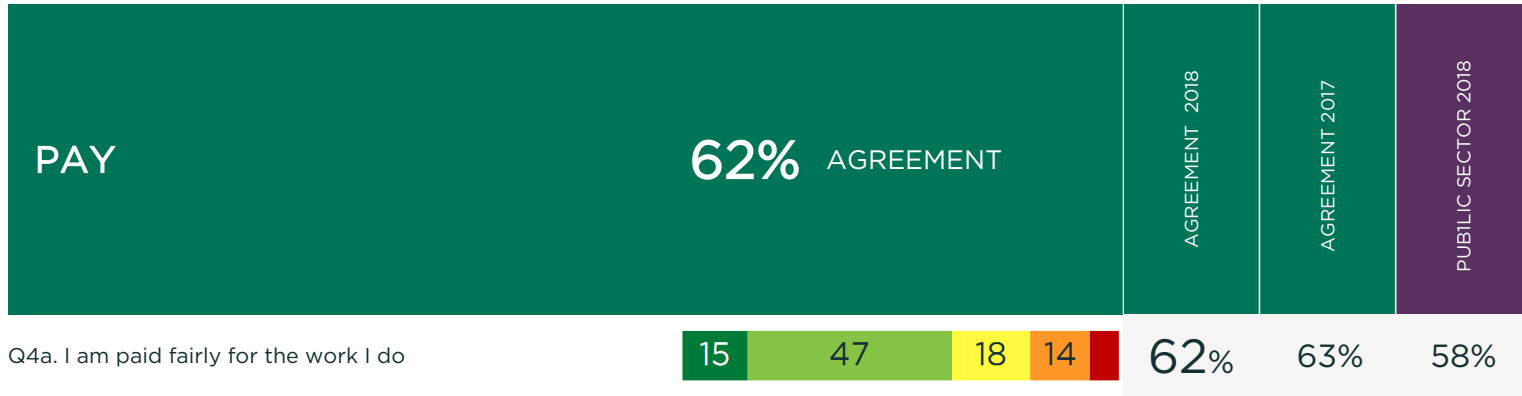




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

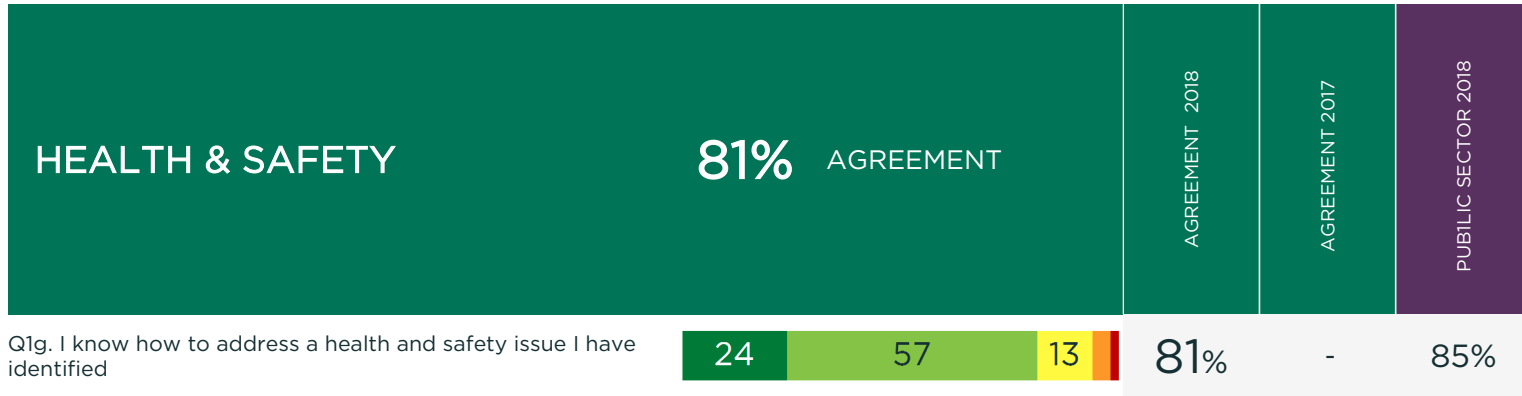




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

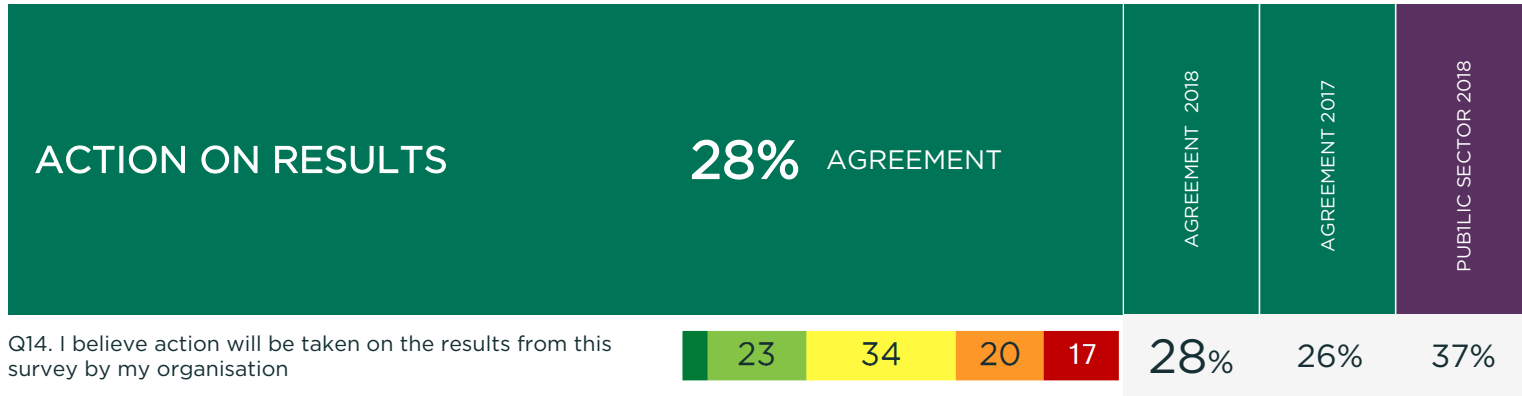




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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

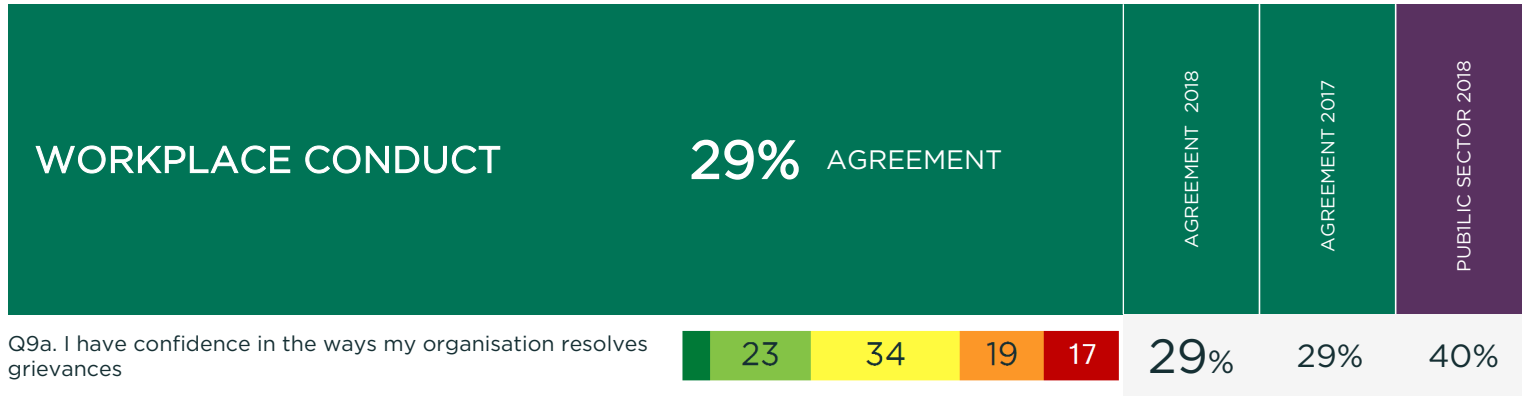




EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

2018

2017

PUBLIC SECTOR 2018

		2018	2017	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		52%	46%	71%
No		48%	54%	29%
Q3b. I have informal feedback conversations with my manager				
Yes		67%	65%	76%
No		33%	35%	24%
Q3c. I have scheduled feedback conversations with my manager				
Yes		43%	42%	58%
No		57%	58%	42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
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		42%	41%	41%
No		58%	59%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
Q3i. Are there barriers preventing you from moving to another role?				
Lack of promotion opportunities		37%	37%	29%
Geographic location considerations		35%	35%	26%
Personal/family considerations		34%	36%	30%
Lack of visible opportunities		33%	31%	30%
The application/recruitment process is too cumbersome or time consuming		27%	27%	23%
There are no major barriers to my career progression		27%	25%	32%
Insufficient training and development		22%	20%	16%
Lack of support for temporary assignments/secondments		21%	20%	15%
Lack of support from my manager/supervisor		18%	17%	14%
Lack of required capabilities or experience		12%	11%	11%
Other		10%	10%	9%

% are calculated with the number of unique respondents (N = 15,014 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		24%	24%	24%
No		59%	63%	58%
Don't know		17%	13%	18%

Q10b. If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		67%	65%	66%
No		31%	33%	32%
Don't know		2%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q11a. In the last 12 months I have witnessed bullying at work

Yes		34%	33%	33%
No		57%	58%	57%
Don't know		9%	9%	10%

Q11b. In the last 12 months I have been subjected to bullying at work

Yes		20%	19%	18%
No		73%	75%	76%
Don't know		6%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q11c. 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

		2018	2017	PUBLIC SECTOR 2018
A senior manager		26%	25%	21%
Your Immediate Manager/Supervisor		25%	27%	23%
A fellow worker at your level		23%	24%	27%
Prefer not to say		14%	12%	14%
A subordinate		8%	8%	7%
Other		3%	3%	4%
A client or customer		1%	1%	2%
A member of the public other than a client or customer		0%	0%	1%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Yes		3%	-	3%
No		94%	-	94%
Don't know		3%	-	2%

Q12b. If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

A person at work		61%	-	39%
A member of the public		15%	-	37%
Other		17%	-	19%
Prefer not to say		7%	-	6%



EXPLORE THE FULL SURVEY RESULTS



Questions are grouped by topics in this report.

JUSTICE

CUSTOMISED QUESTIONS

2018

Q1. What is your work location?

Metropolitan NSW		63%
Regional NSW		37%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

JUSTICE

CUSTOMISED QUESTIONS

2018

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		5%
Sworn police officer - other		9%
Non-sworn employee of NSW Police Force		6%
Permanent Fire fighter		6%
Retained Fire fighter		2%
Custodial Officer		18%
Youth Worker		3%
Legal officer or other legal professional		3%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

JUSTICE

CUSTOMISED QUESTIONS

2018

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		24%
Sheriff's Officer		2%
Community Corrections Officer (Probation & Parole)		5%
Psychologist		1%
Teacher		0%
Welfare Officer		1%
Other		16%

Q3. When you answered the questions on Senior Managers e.g. "I feel that senior managers effectively lead and manage change" were you mainly thinking about:

The most senior leadership in the Department. That is Secretary, Public Service Senior Executives across Bands 1 to 3 and direct reports		55%
Other		45%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		53%
Female		46%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		0%
20 - 24		3%
25 -29		7%
30 - 34		10%
35 - 39		12%
40 - 44		14%
45 - 49		18%
50 - 54		15%
55 - 59		12%
60 - 64		6%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

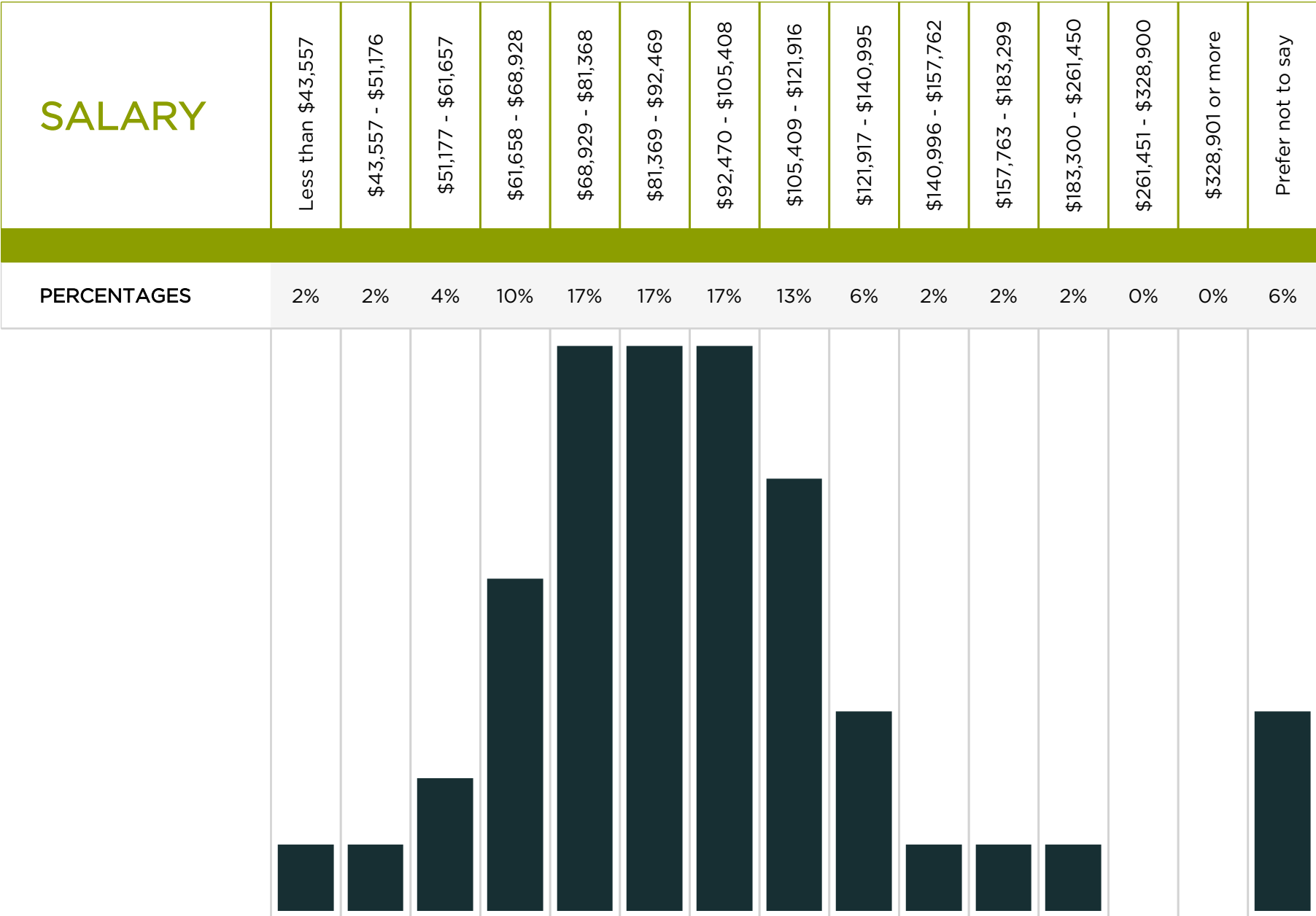
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	38%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	9%
Administrative support (e.g. executive/personal assistant, receptionist)	9%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	8%
Policy	2%
Research	1%
Program and project management support	4%
Legal (including developing and/or reviewing legislation)	3%
Other	26%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		10%
1 - 2 years		9%
2 - 5 years		14%
5 - 10 years		15%
10 - 20 years		30%
More than 20 years		22%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		47%
None of the above		36%
Working additional hours to make up for time off		11%
Working from different locations		9%
Working more hours over fewer days		9%
Flexible scheduling for rostered workers		7%
Part-time work		6%

% are calculated with the number of unique respondents (N = 14,403 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Working from home	6%
Leave without pay	4%
Other	3%
Study leave	2%
Purchasing annual leave	1%
Job sharing	1%

% are calculated with the number of unique respondents (N = 14,403 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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 (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	15510	5582	1294	1366	1188	226	125	563	391	3844
EMPLOYEE ENGAGEMENT	62%	60%	59%	68%	67%	68%	67%	67%	66%	59%
ENGAGEMENT WITH WORK	66%	65%	64%	70%	72%	78%	73%	76%	74%	63%
SENIOR MANAGERS	40%	36%	34%	52%	46%	53%	53%	51%	48%	37%
COMMUNICATION	54%	51%	51%	62%	63%	69%	69%	68%	63%	50%
HIGH PERFORMANCE	56%	54%	52%	64%	62%	68%	67%	65%	63%	51%
PUBLIC SECTOR VALUES	53%	51%	49%	62%	61%	67%	68%	65%	63%	48%
DIVERSITY & INCLUSION	63%	61%	62%	72%	73%	76%	75%	75%	72%	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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Justice	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	15510	358	233	653	1495	2422	2497	2537	1885	821	254	229	220	47
EMPLOYEE ENGAGEMENT	62%	69%	68%	64%	64%	59%	61%	61%	60%	63%	69%	68%	74%	83%
ENGAGEMENT WITH WORK	66%	76%	73%	68%	67%	61%	67%	66%	67%	72%	75%	74%	83%	91%
SENIOR MANAGERS	40%	46%	52%	46%	45%	37%	38%	37%	36%	41%	53%	46%	66%	72%
COMMUNICATION	54%	57%	61%	57%	55%	51%	54%	53%	53%	59%	64%	60%	76%	80%
HIGH PERFORMANCE	56%	61%	63%	59%	58%	52%	55%	54%	55%	59%	66%	63%	76%	82%
PUBLIC SECTOR VALUES	53%	58%	62%	56%	55%	49%	52%	52%	52%	56%	64%	60%	76%	79%
DIVERSITY & INCLUSION	63%	68%	68%	65%	64%	60%	63%	63%	63%	69%	74%	70%	81%	87%

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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Justice	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	15510	17	854
EMPLOYEE ENGAGEMENT	62%	(r)	57%
ENGAGEMENT WITH WORK	66%	(r)	58%
SENIOR MANAGERS	40%	(r)	32%
COMMUNICATION	54%	(r)	48%
HIGH PERFORMANCE	56%	(r)	48%
PUBLIC SECTOR VALUES	53%	(r)	47%
DIVERSITY & INCLUSION	63%	(r)	56%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	15510	1472	1319	1985	2225	4244	3125
EMPLOYEE ENGAGEMENT	62%	73%	68%	65%	61%	58%	59%
ENGAGEMENT WITH WORK	66%	81%	75%	69%	64%	61%	63%
SENIOR MANAGERS	40%	61%	51%	43%	38%	33%	34%
COMMUNICATION	54%	71%	63%	57%	53%	48%	49%
HIGH PERFORMANCE	56%	71%	63%	58%	54%	50%	52%
PUBLIC SECTOR VALUES	53%	71%	62%	56%	52%	47%	49%
DIVERSITY & INCLUSION	63%	77%	72%	66%	62%	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

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Justice	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	15510	6815	1227	1606	962	896	159	1279	812	206	585	257	393	5253
EMPLOYEE ENGAGEMENT	62%	66%	65%	67%	63%	64%	69%	69%	73%	59%	63%	67%	62%	57%
ENGAGEMENT WITH WORK	66%	72%	71%	75%	70%	70%	77%	77%	81%	59%	68%	76%	65%	59%
SENIOR MANAGERS	40%	47%	41%	49%	39%	44%	53%	50%	55%	37%	44%	49%	39%	31%
COMMUNICATION	54%	62%	57%	65%	55%	60%	66%	64%	71%	51%	59%	62%	51%	45%
HIGH PERFORMANCE	56%	62%	58%	65%	56%	62%	66%	65%	70%	52%	58%	63%	53%	48%
PUBLIC SECTOR VALUES	53%	61%	55%	63%	53%	59%	65%	63%	68%	49%	57%	62%	51%	44%
DIVERSITY & INCLUSION	63%	73%	68%	76%	67%	72%	74%	75%	81%	59%	69%	72%	61%	52%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Justice	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Parramatta	Sydney - Outer West and Blue Mountains	Sydney - Inner South West	Hunter Valley exc Newcastle	Far West and Orana	Central West	Capital Region	Illawarra	Central Coast
NUMBER OF RESPONDENTS	15510	4016	4001	2508	2467	697	624	587	579	488	484	392	376
EMPLOYEE ENGAGEMENT	62%	65%	62%	65%	62%	58%	67%	61%	65%	56%	56%	65%	63%
ENGAGEMENT WITH WORK	66%	71%	67%	72%	67%	66%	69%	65%	68%	62%	56%	69%	68%
SENIOR MANAGERS	40%	43%	40%	46%	42%	35%	42%	40%	46%	31%	33%	39%	42%
COMMUNICATION	54%	59%	55%	61%	57%	50%	58%	54%	53%	47%	48%	55%	57%
HIGH PERFORMANCE	56%	60%	56%	61%	57%	52%	60%	53%	57%	47%	50%	58%	58%
PUBLIC SECTOR VALUES	53%	58%	54%	60%	56%	49%	57%	51%	54%	43%	46%	55%	56%
DIVERSITY & INCLUSION	63%	68%	65%	70%	67%	59%	70%	61%	63%	56%	57%	68%	65%

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Justice	Newcastle and Lake Macquarie	Mid North Coast	New England and North West	Sydney - Eastern Suburbs	Sydney - Outer South West	Coffs Harbour - Grafton	Riverina	Sydney - Blacktown	Sydney - South West	Southern Highlands and Shoalhaven	Sydney - Inner West	Richmond - Tweed	Sydney - North Sydney and Hornsby
NUMBER OF RESPONDENTS	15510	365	340	332	313	310	288	267	250	248	222	217	197	143
EMPLOYEE ENGAGEMENT	62%	59%	63%	69%	54%	61%	60%	62%	63%	67%	60%	63%	60%	66%
ENGAGEMENT WITH WORK	66%	64%	68%	76%	57%	66%	67%	66%	67%	76%	65%	67%	69%	70%
SENIOR MANAGERS	40%	38%	45%	54%	28%	37%	40%	39%	38%	42%	36%	39%	40%	37%
COMMUNICATION	54%	52%	57%	62%	43%	52%	54%	51%	56%	59%	51%	56%	54%	57%
HIGH PERFORMANCE	56%	53%	59%	66%	45%	55%	54%	54%	57%	60%	55%	57%	56%	59%
PUBLIC SECTOR VALUES	53%	51%	56%	63%	40%	51%	52%	51%	55%	58%	50%	54%	54%	56%
DIVERSITY & INCLUSION	63%	59%	64%	71%	52%	61%	60%	61%	67%	70%	60%	65%	62%	68%

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	Justice	Murray	Sydney - Sutherland	Sydney - Ryde	Sydney - Northern Beaches	Sydney - Baulkham Hills and Hawkesbury	OUTSIDE NSW
NUMBER OF RESPONDENTS	15510	99	84	79	48	29	3
EMPLOYEE ENGAGEMENT	62%	61%	63%	71%	67%	(r)	(r)
ENGAGEMENT WITH WORK	66%	63%	71%	80%	74%	(r)	(r)
SENIOR MANAGERS	40%	34%	46%	50%	33%	(r)	(r)
COMMUNICATION	54%	42%	57%	63%	53%	(r)	(r)
HIGH PERFORMANCE	56%	52%	61%	69%	55%	(r)	(r)
PUBLIC SECTOR VALUES	53%	47%	57%	67%	51%	(r)	(r)
DIVERSITY & INCLUSION	63%	53%	67%	74%	63%	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	15510	41	399	1058	1411	1803	2046	2616	2230	1677	856	350
EMPLOYEE ENGAGEMENT	62%	70%	73%	66%	64%	62%	61%	60%	61%	60%	61%	64%
ENGAGEMENT WITH WORK	66%	68%	75%	70%	67%	66%	66%	64%	66%	65%	70%	77%
SENIOR MANAGERS	40%	55%	58%	48%	42%	40%	39%	36%	38%	37%	40%	39%
COMMUNICATION	54%	58%	66%	61%	58%	55%	54%	52%	52%	51%	52%	54%
HIGH PERFORMANCE	56%	60%	69%	62%	59%	56%	55%	53%	54%	52%	55%	56%
PUBLIC SECTOR VALUES	53%	60%	66%	60%	56%	53%	52%	50%	52%	50%	53%	54%
DIVERSITY & INCLUSION	63%	60%	75%	70%	67%	65%	63%	61%	61%	60%	62%	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 30 RESPONDENTS

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	15510	7685	6667	235
EMPLOYEE ENGAGEMENT	62%	60%	65%	47%
ENGAGEMENT WITH WORK	66%	64%	70%	39%
SENIOR MANAGERS	40%	36%	45%	16%
COMMUNICATION	54%	52%	57%	29%
HIGH PERFORMANCE	56%	53%	60%	30%
PUBLIC SECTOR VALUES	53%	51%	57%	29%
DIVERSITY & INCLUSION	63%	61%	67%	36%

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 AND/OR TORRES STRAIT ISLANDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	15510	754	13066	783
EMPLOYEE ENGAGEMENT	62%	61%	63%	50%
ENGAGEMENT WITH WORK	66%	64%	68%	49%
SENIOR MANAGERS	40%	41%	41%	21%
COMMUNICATION	54%	50%	55%	35%
HIGH PERFORMANCE	56%	52%	57%	37%
PUBLIC SECTOR VALUES	53%	50%	54%	35%
DIVERSITY & INCLUSION	63%	57%	65%	41%

5% of respondents identified as Aboriginal and/or Torres Strait Islander.

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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	15510	2338	11647	687
EMPLOYEE ENGAGEMENT	62%	66%	62%	49%
ENGAGEMENT WITH WORK	66%	72%	67%	46%
SENIOR MANAGERS	40%	49%	39%	21%
COMMUNICATION	54%	61%	54%	35%
HIGH PERFORMANCE	56%	62%	55%	37%
PUBLIC SECTOR VALUES	53%	60%	53%	35%
DIVERSITY & INCLUSION	63%	69%	64%	41%

16% of respondents speak a language other than English at home.

KEY

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	15510	761	13296	587
EMPLOYEE ENGAGEMENT	62%	55%	63%	48%
ENGAGEMENT WITH WORK	66%	58%	68%	46%
SENIOR MANAGERS	40%	34%	41%	21%
COMMUNICATION	54%	47%	55%	34%
HIGH PERFORMANCE	56%	50%	57%	36%
PUBLIC SECTOR VALUES	53%	48%	54%	35%
DIVERSITY & INCLUSION	63%	56%	65%	40%

5% of respondents identified as having a disability.

KEY

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	15510	1199	12543	878
EMPLOYEE ENGAGEMENT	62%	52%	63%	52%
ENGAGEMENT WITH WORK	66%	50%	69%	48%
SENIOR MANAGERS	40%	29%	42%	26%
COMMUNICATION	54%	42%	56%	38%
HIGH PERFORMANCE	56%	46%	58%	42%
PUBLIC SECTOR VALUES	53%	43%	55%	40%
DIVERSITY & INCLUSION	63%	51%	66%	47%

8% of respondents identified as having a mental health condition.

KEY

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	15510	674	13031	840
EMPLOYEE ENGAGEMENT	62%	60%	63%	51%
ENGAGEMENT WITH WORK	66%	63%	68%	49%
SENIOR MANAGERS	40%	40%	41%	23%
COMMUNICATION	54%	51%	55%	38%
HIGH PERFORMANCE	56%	54%	57%	39%
PUBLIC SECTOR VALUES	53%	51%	54%	38%
DIVERSITY & INCLUSION	63%	59%	65%	45%

5% of respondents identified as lesbian, gay, bisexual, transgender, intersex or gender diverse.

KEY

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WHAT IS YOUR WORK LOCATION?



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	15510	9141	5470
EMPLOYEE ENGAGEMENT	62%	63%	60%
ENGAGEMENT WITH WORK	66%	68%	64%
SENIOR MANAGERS	40%	41%	38%
COMMUNICATION	54%	56%	51%
HIGH PERFORMANCE	56%	57%	53%
PUBLIC SECTOR VALUES	53%	55%	50%
DIVERSITY & INCLUSION	63%	66%	60%

KEY

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GREATER THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	15510	735	1325	886	916	306	2614	434	375	3463	261	702	143	48
EMPLOYEE ENGAGEMENT	62%	55%	56%	62%	64%	71%	54%	60%	69%	66%	56%	70%	55%	65%
ENGAGEMENT WITH WORK	66%	53%	60%	62%	70%	75%	56%	67%	77%	71%	58%	81%	70%	75%
SENIOR MANAGERS	40%	27%	28%	34%	23%	44%	32%	39%	52%	50%	38%	58%	37%	40%
COMMUNICATION	54%	40%	45%	48%	49%	54%	45%	50%	68%	62%	50%	69%	58%	56%
HIGH PERFORMANCE	56%	48%	50%	52%	49%	57%	45%	54%	67%	63%	51%	73%	56%	57%
PUBLIC SECTOR VALUES	53%	45%	45%	49%	45%	54%	41%	50%	68%	62%	48%	70%	54%	55%
DIVERSITY & INCLUSION	63%	50%	58%	63%	60%	65%	50%	57%	76%	72%	58%	78%	69%	66%

KEY

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	15510	169	2272
EMPLOYEE ENGAGEMENT	62%	60%	65%
ENGAGEMENT WITH WORK	66%	71%	73%
SENIOR MANAGERS	40%	40%	47%
COMMUNICATION	54%	55%	61%
HIGH PERFORMANCE	56%	56%	60%
PUBLIC SECTOR VALUES	53%	54%	60%
DIVERSITY & INCLUSION	63%	67%	69%

KEY

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GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

i PRIVACY

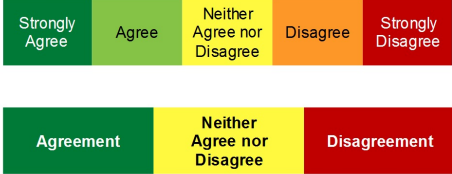
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams 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.