



2019 | NSW Public Sector
Employee Survey

DEPARTMENT REPORT

Justice

Department of Justice



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RESPONSE RATE

73%

10,874 OF 14,849 RESPONDENTS

RESPONSE RATE 2018: 78%

EMPLOYEE ENGAGEMENT

61% -

DIFFERENCE FROM 2018 0 (62%)

DIFFERENCE FROM CLUSTER 0 (62%)

DIFFERENCE FROM PUBLIC SECTOR -4 (66%)

ENGAGEMENT WITH WORK

68% ↑

DIFFERENCE FROM 2018 +1 (68%)

DIFFERENCE FROM CLUSTER +1 (68%)

DIFFERENCE FROM PUBLIC SECTOR -4 (73%)

SENIOR MANAGERS

45% ↑

DIFFERENCE FROM 2018 +1 (45%)

DIFFERENCE FROM CLUSTER +4 (41%)

DIFFERENCE FROM PUBLIC SECTOR -5 (50%)

COMMUNICATION

57% -

DIFFERENCE FROM 2018 0 (57%)

DIFFERENCE FROM CLUSTER +2 (55%)

DIFFERENCE FROM PUBLIC SECTOR -5 (62%)

HIGH PERFORMANCE

58% -

DIFFERENCE FROM 2018 0 (58%)

DIFFERENCE FROM CLUSTER +2 (56%)

DIFFERENCE FROM PUBLIC SECTOR -7 (65%)

PUBLIC SECTOR VALUES

56% -

DIFFERENCE FROM 2018 0 (56%)

DIFFERENCE FROM CLUSTER +2 (54%)

DIFFERENCE FROM PUBLIC SECTOR -7 (62%)

DIVERSITY & INCLUSION

65% -

DIFFERENCE FROM 2018 0 (65%)

DIFFERENCE FROM CLUSTER +1 (64%)

DIFFERENCE FROM PUBLIC SECTOR -4 (69%)

FLEXIBLE WORKING SATISFACTION

61% ↓

DIFFERENCE FROM 2018 -1 (62%)

DIFFERENCE FROM CLUSTER +3 (59%)

DIFFERENCE FROM PUBLIC SECTOR +3 (59%)

ACTION ON RESULTS

36% ↑

DIFFERENCE FROM 2018 +1 (34%)

DIFFERENCE FROM CLUSTER +6 (30%)

DIFFERENCE FROM PUBLIC SECTOR -4 (39%)



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
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	89%	88%
1h. I am comfortable notifying my manager if I become aware of any risks at work	84%	-
1g. I know how to address a health and safety issue I have identified	83%	81%
2c. I receive help and support from other members of my workgroup	76%	77%
2a. My workgroup strives to achieve customer/client satisfaction	76%	77%
2b. My workgroup works collaboratively to achieve its objectives	72%	72%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	71%	70%
5b. My manager listens to what I have to say	70%	71%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	69%	69%
1d. I feel motivated to contribute more than what is normally required at work	69%	68%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7g. I have confidence in the way recruitment decisions are made	30%	30%
11a. I have confidence in the ways my organisation resolves grievances	32%	32%
10a. I believe action will be taken on the results from this survey by my organisation	36%	34%
7c. I feel that change is managed well in my organisation	37%	36%
7e. People in my organisation take responsibility for their own actions	39%	39%
7h. My organisation generally selects capable people to do the job	39%	40%
6h. I feel that senior managers listen to employees	41%	41%
5h. My manager deals appropriately with employees who perform poorly	42%	42%
7d. There is good co-operation between teams across our organisation	43%	43%
6d. Senior managers encourage innovation by employees	43%	43%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
3f. I have received appropriate training and development to do my job well	60%	57%
1f. I am able to keep my work stress at an acceptable level	64%	62%
6c. I feel that senior managers model the values of my organisation	49%	47%
1b. I am provided with the support I need to do my best at work	63%	61%
3g. I am satisfied with the opportunities available for career development in my organisation	47%	45%
7i. I would recommend my organisation as a great place to work	56%	54%
6b. I feel that senior managers effectively lead and manage change	45%	43%
10a. I believe action will be taken on the results from this survey by my organisation	36%	34%
1e. I am satisfied with my job	68%	66%
1g. I know how to address a health and safety issue I have identified	83%	81%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
2e. People in my workgroup treat each other with respect	65%	67%
8e. My manager supports flexible working in my team	64%	66%
5b. My manager listens to what I have to say	70%	71%
7h. My organisation generally selects capable people to do the job	39%	40%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	53%	55%
5g. My manager provides acknowledgement or other recognition for the work I do	62%	63%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	61%	62%
5f. I have confidence in the decisions my manager makes	64%	64%
7k. I feel a strong personal attachment to my organisation	57%	58%
2a. My workgroup strives to achieve customer/client satisfaction	76%	77%



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

Q11a. I have confidence in the ways my organisation resolves grievances



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



Q10a. I believe action will be taken on the results from this survey by my organisation



Q6d. Senior managers encourage innovation by employees



Q7c. I feel that change is managed well in my organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q11a. I have confidence in the ways my organisation resolves grievances



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



Q10a. I believe action will be taken on the results from this survey by my organisation



Q6d. Senior managers encourage innovation by employees



Q7c. I feel that change is managed well in my organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q11a. I have confidence in the ways my organisation resolves grievances



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



Q10a. I believe action will be taken on the results from this survey by my organisation



Q6d. Senior managers encourage innovation by employees



Q7c. I feel that change is managed well in my organisation



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

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)**

RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

Survey responses: 10874

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	47	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	29
Female	51	Ongoing/Permanent (other than senior executive)	80	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
Other	2	Temporary (including temporary teachers and graduates)	8	Administrative support (e.g. executive/personal assistant, receptionist)	9
Age	Survey %	Casual	4	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	7
15 - 34 years	24	Contract – Non Executive	3	Policy	2
35 - 54 years	56	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	1	Research	0
55+ years	20	Other	0	Program and project management support	4
LOTE spoken at home	Survey %	Don't know	1	Legal (including developing and/or reviewing legislation)	2
Yes	20	Manager of managers	Survey %	Other	38
No	75	Yes	9	Organisation Tenure	Survey %
Prefer not to say	6	No	91	Less than 1 year	13
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	12
Yes	6	Yes	37	2 - 5 years	21
No	87	No	63	5 - 10 years	13
Prefer not to say	7	Working arrangement	Survey %	10 - 20 years	26
Disability	Survey %	Full-time	92	More than 20 years	15
Yes	4	Part-time	8	Salary	Survey %
No	91			\$83,402 and below	44
Prefer not to say	5			\$83,403 - \$108,043	33
LGBTI	Survey %			\$108,044 - \$144,520	13
Yes	5			\$144,521 and above	3
No	88			Prefer not to say	6
Prefer not to say	6				

Results are rounded and may not add up to 100%



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.

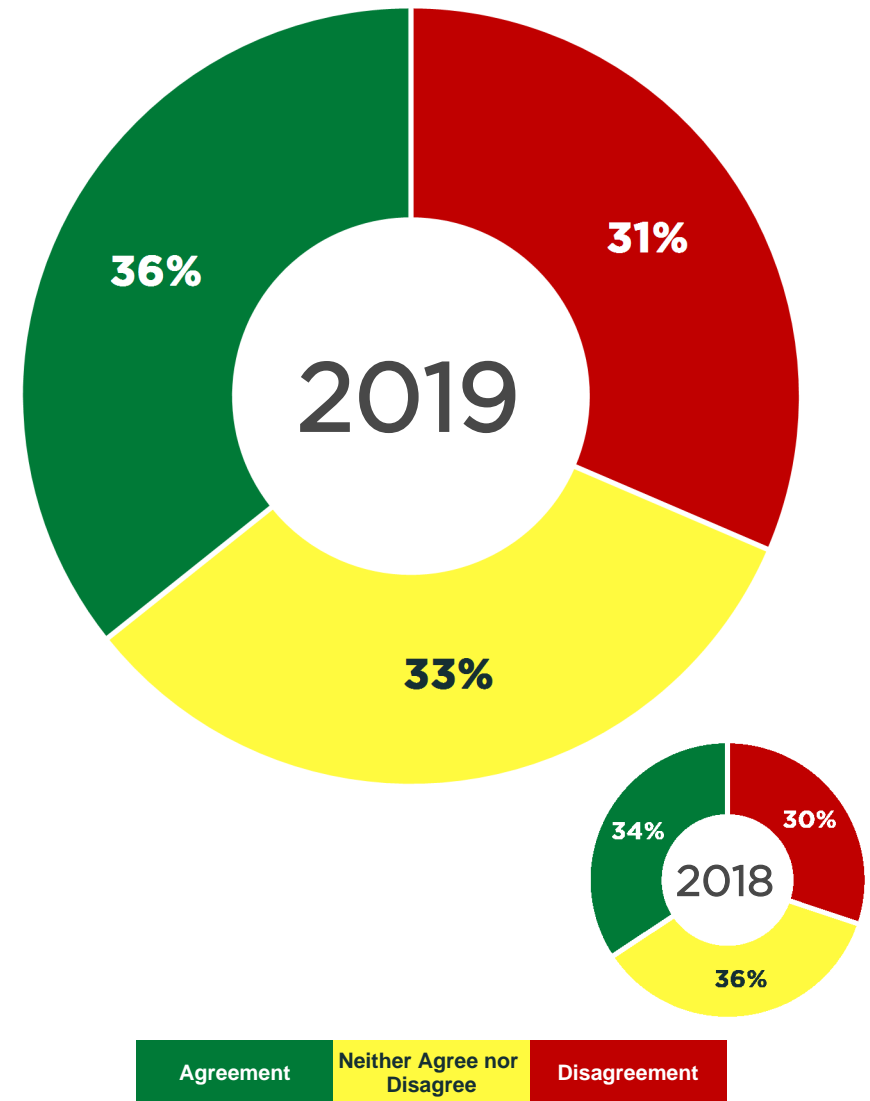
Results are rounded and may not add up to 100%

36%

of employees replied favourably to:

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

39%	30%	34%
SECTOR	CLUSTER	2018



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 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	46%	44%	41%	53%
2	Q7a. My organisation focuses on improving the work we do	60%	61%	58%	69%
3	Q7b. My organisation is making the necessary improvements to meet our future challenges	51%	51%	48%	57%
4	Q7c. I feel that change is managed well in my organisation	37%	36%	32%	42%
5	Q6c. I feel that senior managers model the values of my organisation	49%	47%	45%	52%
6	Q6h. I feel that senior managers listen to employees	41%	41%	36%	44%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Department of 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.

	Department of Justice	Corporate Services	Corrective Services NSW	Courts and Tribunal Services	Justice Performance and Assurance	Justice Services	Justice Strategy and Policy	Juvenile Justice	Office for Police	Office of Emergency Management	Office of the Secretary
NUMBER OF RESPONDENTS	10874	709	6334	1590	25	811	190	963	12	58	51
EMPLOYEE ENGAGEMENT	61%	66%	61%	64%	65%	63%	74%	53%	50%	70%	64%
ENGAGEMENT WITH WORK	68%	74%	67%	71%	64%	73%	81%	64%	58%	73%	71%
SENIOR MANAGERS	45%	54%	43%	49%	50%	51%	55%	38%	31%	61%	42%
COMMUNICATION	57%	69%	54%	61%	69%	66%	74%	53%	63%	72%	68%
HIGH PERFORMANCE	58%	66%	55%	61%	70%	64%	74%	53%	61%	71%	64%
PUBLIC SECTOR VALUES	56%	67%	52%	60%	67%	63%	72%	50%	53%	75%	62%
DIVERSITY & INCLUSION	65%	76%	62%	69%	76%	74%	81%	59%	73%	78%	78%

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.

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	61% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	15	41	27	9	8	56%	54%	56%	62%
Q7j. I am proud to tell others I work for my organisation	21	42	23	7	7	63%	63%	66%	70%
Q7k. I feel a strong personal attachment to my organisation	18	39	26	9	7	57%	58%	60%	64%
Q7l. My organisation motivates me to help it achieve its objectives	14	35	30	12	8	49%	49%	47%	56%
Q7m. My organisation inspires me to do the best in my job	15	34	30	12	9	49%	49%	47%	56%

KEY





EXPLORE THE FULL RESULTS

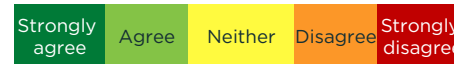
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ENGAGEMENT WITH WORK		68% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q1c. My job gives me a feeling of personal accomplishment	25	43	17	9	69%	68%	69%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	28	41	16	9	69%	68%	67%	72%
Q1e. I am satisfied with my job	23	45	18	9	68%	66%	67%	69%

KEY





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SENIOR MANAGERS	45% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	34	28	15	11	46%	45%	42%	51%
Q6b. I feel that senior managers effectively lead and manage change	12	33	28	15	12	45%	43%	40%	47%
Q6c. I feel that senior managers model the values of my organisation	14	35	29	12	11	49%	47%	45%	52%
Q6d. Senior managers encourage innovation by employees	12	32	32	14	10	43%	43%	39%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	34	33	11	9	46%	46%	45%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	39	29	10	8	53%	55%	52%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	12	34	26	16	13	46%	45%	40%	48%
Q6h. I feel that senior managers listen to employees	11	29	30	16	14	41%	41%	36%	44%
Q7c. I feel that change is managed well in my organisation	8	28	30	20	12	37%	36%	32%	42%

KEY





EXPLORE THE FULL RESULTS

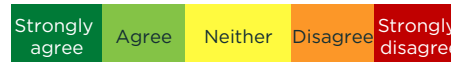
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COMMUNICATION	57% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	27	41	16	9	7	68%	68%	68%	72%
Q5d. My manager encourages and values employee input	28	38	18	8	8	66%	66%	66%	73%
Q5e. My manager involves my workgroup in decisions about our work	24	37	21	10	8	61%	61%	60%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	12	34	26	16	13	46%	45%	40%	48%
Q6h. I feel that senior managers listen to employees	11	29	30	16	14	41%	41%	36%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	44	19	10	9	63%	62%	62%	69%

KEY





EXPLORE THE FULL RESULTS

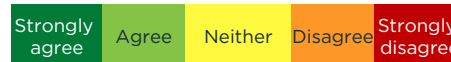
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HIGH PERFORMANCE	58% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	38	51	89%	88%	88%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	28	44	72%	72%	73%	79%
Q3f. I have received appropriate training and development to do my job well	17	43	60%	57%	57%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	25	42	67%	67%	67%	75%
Q5f. I have confidence in the decisions my manager makes	27	37	64%	64%	64%	69%
Q6d. Senior managers encourage innovation by employees	12	32	43%	43%	39%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	34	46%	46%	45%	53%
Q7a. My organisation focuses on improving the work we do	15	46	60%	61%	58%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	12	39	51%	51%	48%	57%

KEY



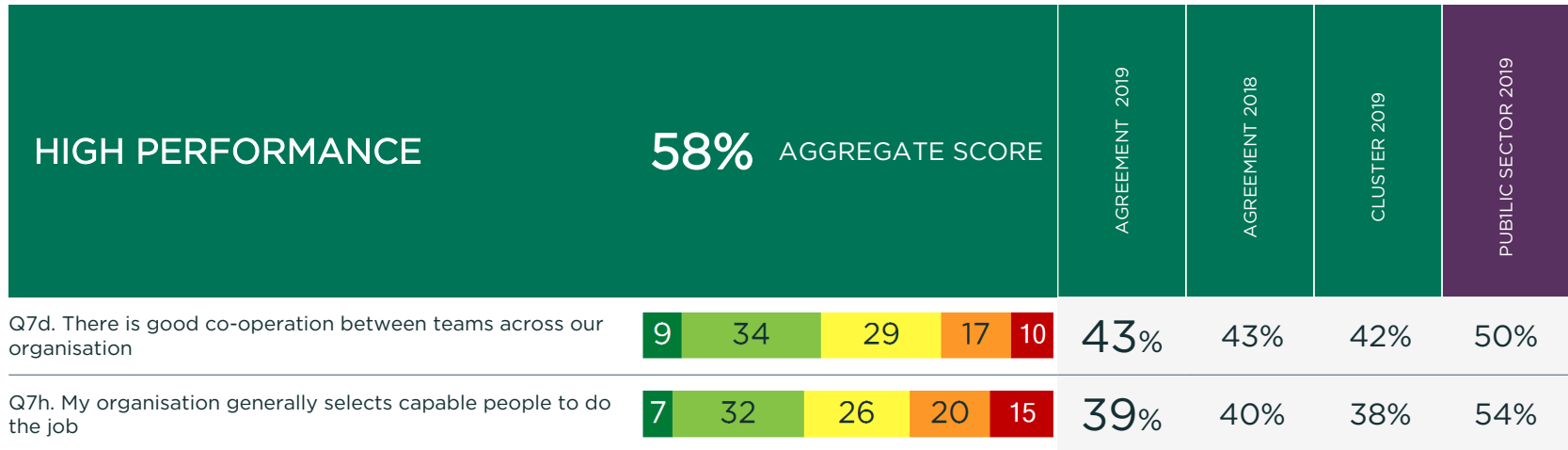


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Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	56% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	30	46	15	8	76%	77%	78%	86%
Q2e. People in my workgroup treat each other with respect	28	37	17	10	8	65%	67%	68%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	25	42	19	8	67%	67%	67%	75%	
Q5b. My manager listens to what I have to say	29	41	16	7	70%	71%	70%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	34	28	15	11	46%	45%	42%	51%
Q6c. I feel that senior managers model the values of my organisation	14	35	29	12	11	49%	47%	45%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	39	29	10	8	53%	55%	52%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	12	34	26	16	13	46%	45%	40%	48%
Q6h. I feel that senior managers listen to employees	11	29	30	16	14	41%	41%	36%	44%

KEY



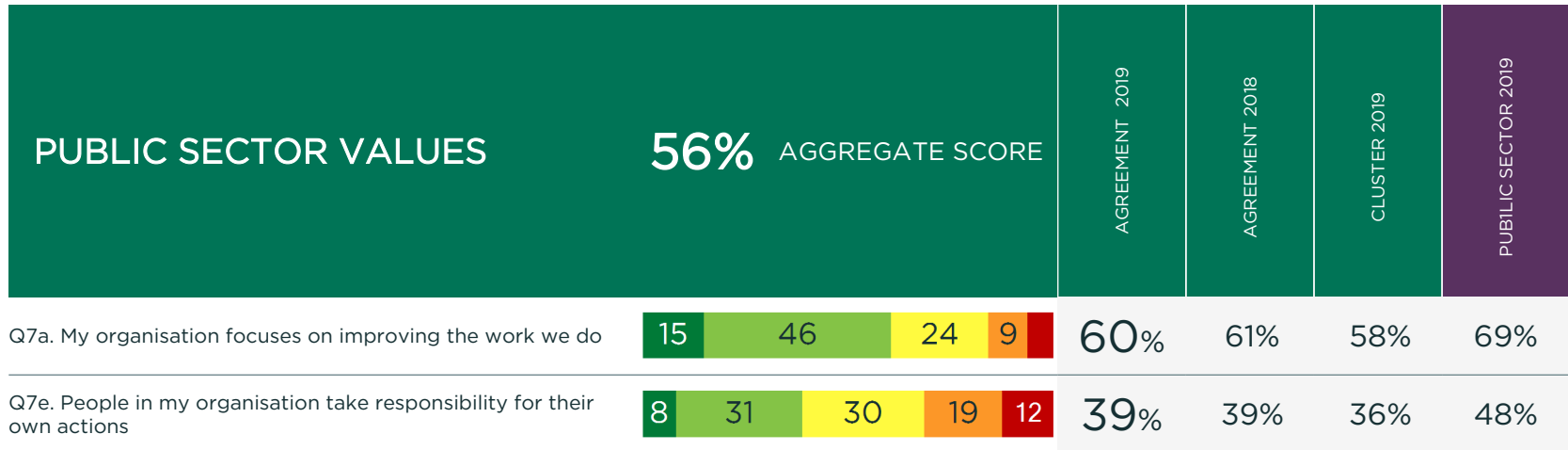


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KEY





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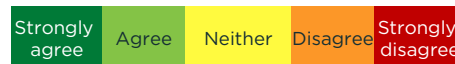
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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	65% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	20	43	18	13	63%	61%	60%	67%
Q5b. My manager listens to what I have to say	29	41	16	7	70%	71%	70%	76%
Q5d. My manager encourages and values employee input	28	38	18	8	66%	66%	66%	73%
Q6i. Senior managers in my organisation support the career advancement of women	21	37	30		58%	57%	59%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	22	49	18		71%	70%	70%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	23	46	17	7	69%	69%	68%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	44	19	10	63%	62%	62%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	25	36	22	9	61%	62%	59%	59%
Q8e. My manager supports flexible working in my team	28	36	22	8	64%	66%	62%	63%

KEY



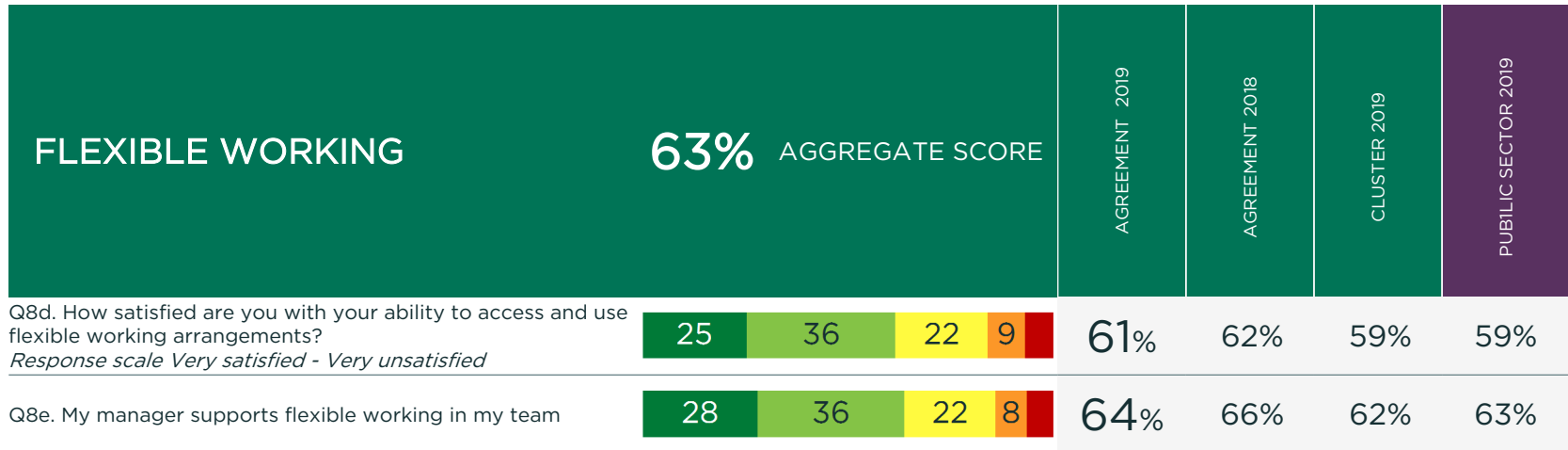


EXPLORE THE FULL RESULTS

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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.

Results are rounded and may not add up to 100%



KEY



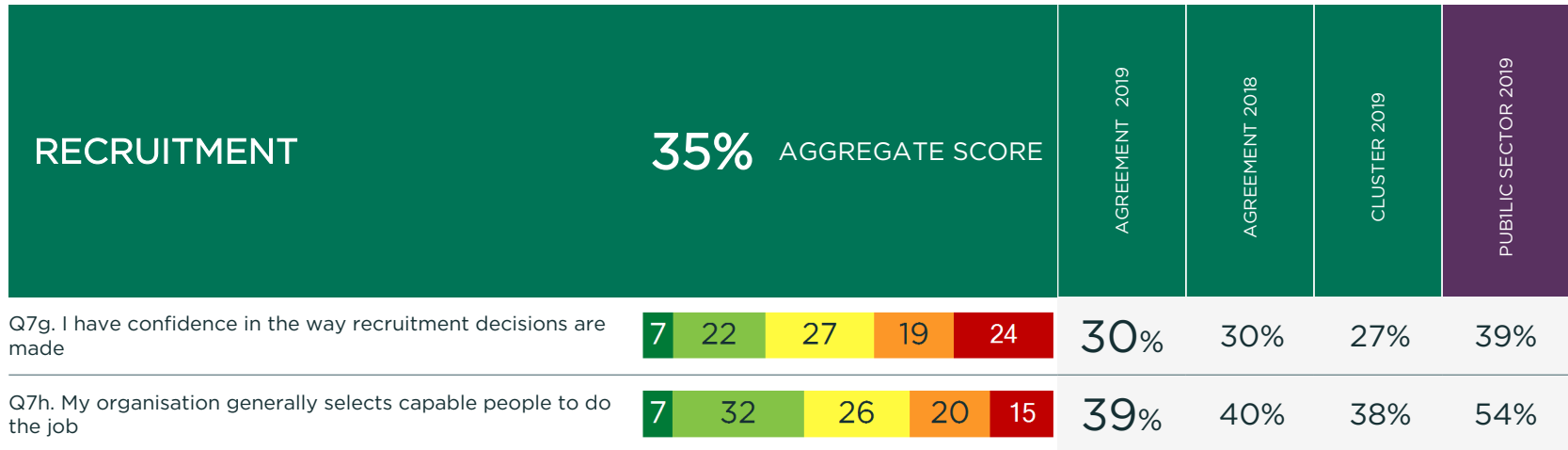


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KEY





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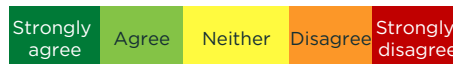
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

50% AGGREGATE SCORE

						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	19	38	20	14	9	57%	57%	56%	66%
Q3e. My performance is assessed against clear criteria	14	34	28	15	9	48%	48%	46%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	14	33	23	16	14	47%	45%	42%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	26	36	19	10	9	62%	63%	63%	69%
Q5h. My manager deals appropriately with employees who perform poorly	16	26	30	14	14	42%	42%	42%	48%
Q7f. My organisation is committed to developing its employees	10	35	30	14	10	46%	44%	41%	53%

KEY





EXPLORE THE FULL RESULTS

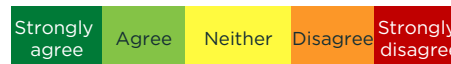
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

WORKPLACE SUPPORT	67% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	20	43	18	13	63%	61%	60%	67%
Q1f. I am able to keep my work stress at an acceptable level	16	48	18	11	64%	62%	61%	61%
Q2c. I receive help and support from other members of my workgroup	31	46	13		76%	77%	77%	81%
Q2d. There is good team spirit in my workgroup	28	35	17	9	63%	64%	65%	70%

KEY



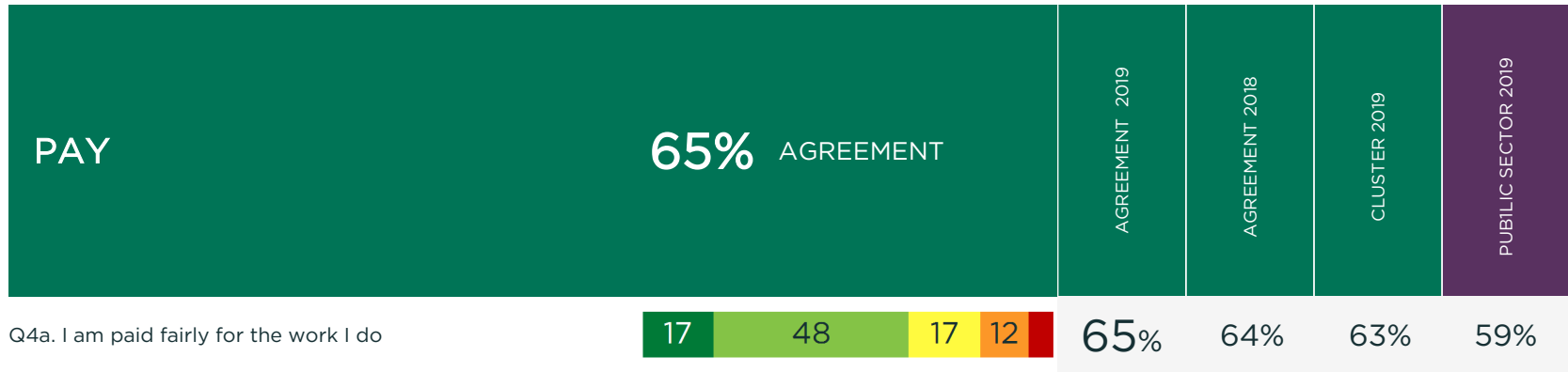


EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



KEY



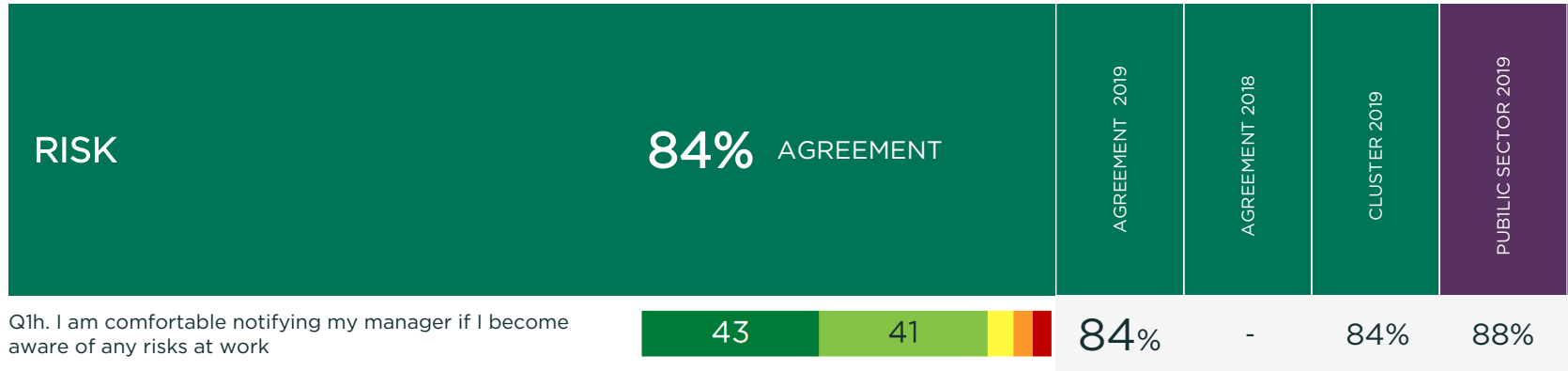


EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



KEY



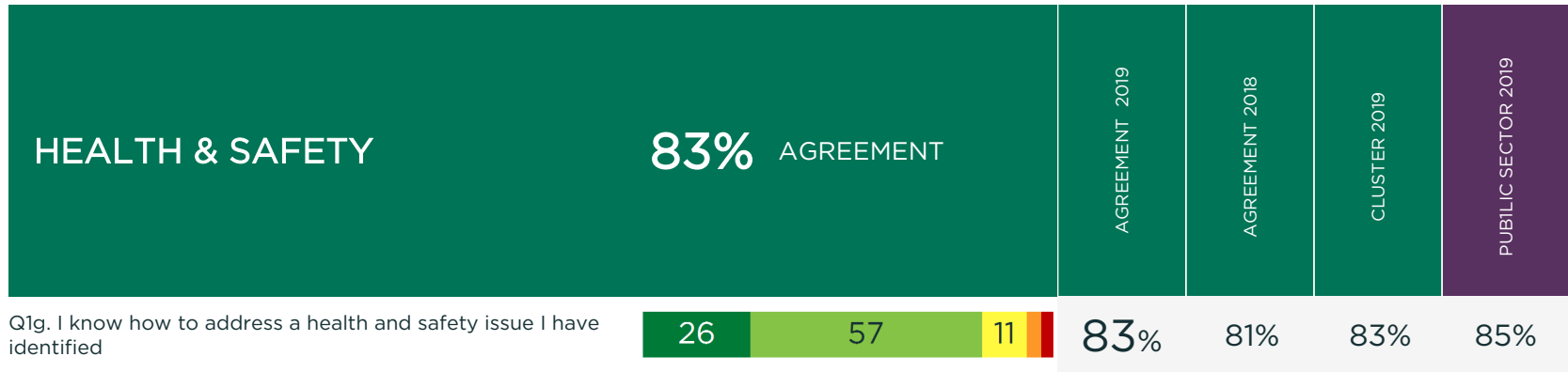


EXPLORE THE FULL RESULTS

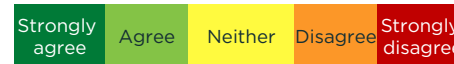
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



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.

Results are rounded and may not add up to 100%

ACTION ON RESULTS

36% AGREEMENT

Q10a. I believe action will be taken on the results from this survey by my organisation



36%

34%

30%

39%

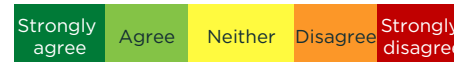
AGREEMENT 2019

AGREEMENT 2018

CLUSTER 2019

PUBLIC SECTOR 2019

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.

Results are rounded and may not add up to 100%

WORKPLACE CONDUCT

32% AGREEMENT

Q11a. I have confidence in the ways my organisation resolves grievances



32%

32%

31%

41%

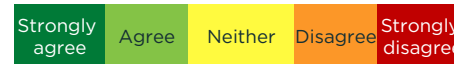
AGREEMENT 2019

AGREEMENT 2018

CLUSTER 2019

PUBLIC SECTOR 2019

KEY



WELLBEING AND ENGAGEMENT



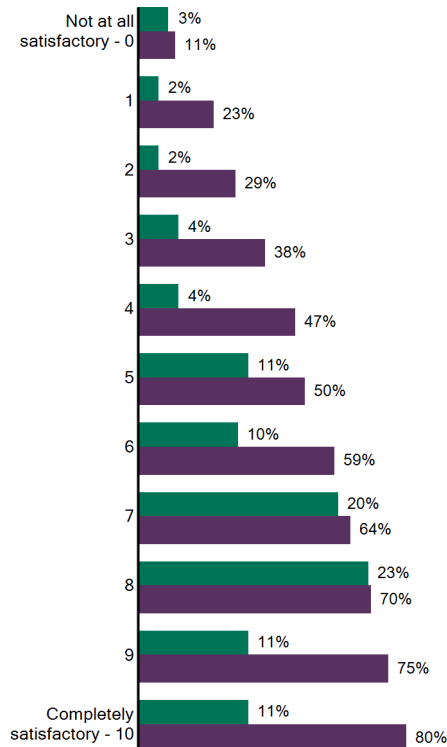
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

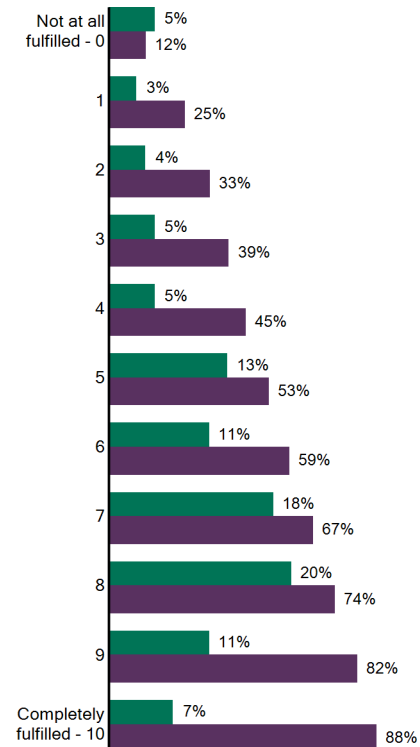
This compares Wellbeing to Engagement.

Q1i. In general, my sense of wellbeing is.....



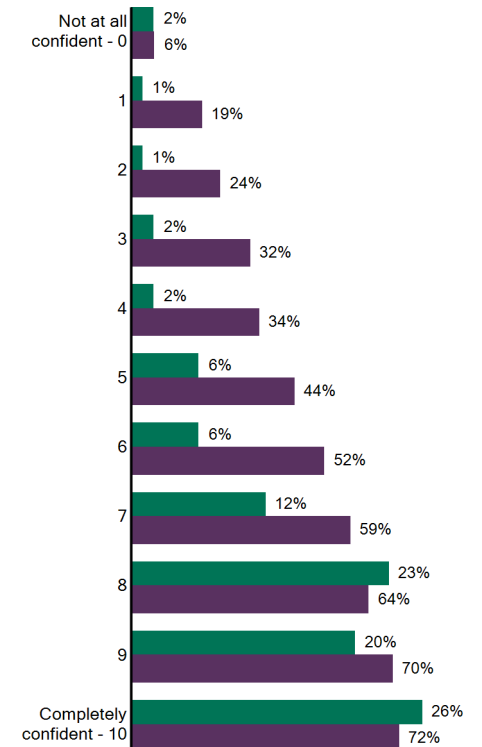
Proportion of respondents answering each response option

Q1j. I find my life at work fulfilling



Employee engagement score

Q1k. I am confident that I am contributing my best at work





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		55%	59%	50%	71%
No		45%	41%	50%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		65%	68%	66%	76%
No		35%	32%	34%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		42%	44%	42%	60%
No		58%	56%	58%	40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

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?

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		45%	43%	42%	41%
No		55%	57%	58%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Lack of promotion opportunities		30%	33%	34%	28%
Personal/family considerations		30%	31%	33%	29%
Geographic location considerations		29%	31%	33%	25%
Lack of visible opportunities		28%	31%	31%	29%
There are no major barriers to my career progression		26%	30%	23%	29%
The application/recruitment process is too cumbersome or time consuming		25%	27%	26%	22%
Insufficient training and development		18%	20%	21%	15%
Lack of support for temporary assignments/secondments		18%	19%	20%	15%
Lack of support from my manager/supervisor		16%	17%	17%	13%
Lack of required capabilities or experience		11%	12%	12%	11%
Other		10%	10%	10%	9%

% are calculated with the number of unique respondents (N = 10,554 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		29%	24%	28%	27%
No		52%	57%	56%	56%
Don't know		19%	19%	16%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		68%	66%	68%	65%
No		28%	31%	29%	32%
Don't know		4%	2%	3%	4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		38%	36%	35%	33%
No		52%	54%	56%	57%
Don't know		10%	10%	9%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		22%	21%	21%	18%
No		70%	72%	73%	75%
Don't know		8%	7%	7%	7%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

Q13c. 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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A fellow worker at your level		26%	24%	24%	27%
Your immediate manager/supervisor		24%	23%	25%	23%
A senior manager		22%	24%	25%	21%
Prefer not to say		15%	17%	14%	13%
A subordinate		9%	8%	8%	7%
Other		3%	3%	3%	5%
A client or customer		1%	1%	1%	3%
A member of the public other than a client or customer		0%	0%	0%	1%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Yes		6%	4%	5%	4%
No		91%	93%	93%	94%
Don't know		3%	3%	3%	2%

Q14b. If yes to 14a, 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		64%	61%	60%	38%
A member of the public		5%	9%	14%	36%
Other		21%	22%	16%	19%
Prefer not to say		11%	8%	10%	7%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

JUSTICE CUSTOMISED QUESTIONS		2019	CLUSTER 2019
Q1. What is your work location?			
Metropolitan NSW		59%	63%
Regional NSW		41%	37%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

JUSTICE CUSTOMISED QUESTIONS	2019	CLUSTER 2019
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%	4%
Sworn police officer - other	0%	10%
Non-sworn employee of NSW Police Force	0%	6%
Permanent Fire fighter	0%	6%
Retained Fire fighter	0%	2%
Custodial Officer	34%	21%
Youth Worker	4%	2%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

JUSTICE CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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.?

		2019	CLUSTER 2019
Legal officer or other legal professional		2%	3%
Administrative or other clerical worker		28%	22%
Sheriff's Officer		2%	1%
Community Corrections Officer (Probation & Parole)		7%	5%
Psychologist		1%	1%
Teacher		0%	0%
Welfare Officer		2%	2%
Other		18%	14%



EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

JUSTICE		2019	CLUSTER 2019
CUSTOMISED QUESTIONS			
Q3. When you answered the questions on Senior Managers 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 (for example, Deputy Secretaries,		52%	56%
Other		48%	44%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		47%
Female		51%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		4%
25-29		9%
30-34		11%
35-39		13%
40-44		13%
45-49		15%
50-54		14%
55-59		12%
60-64		6%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

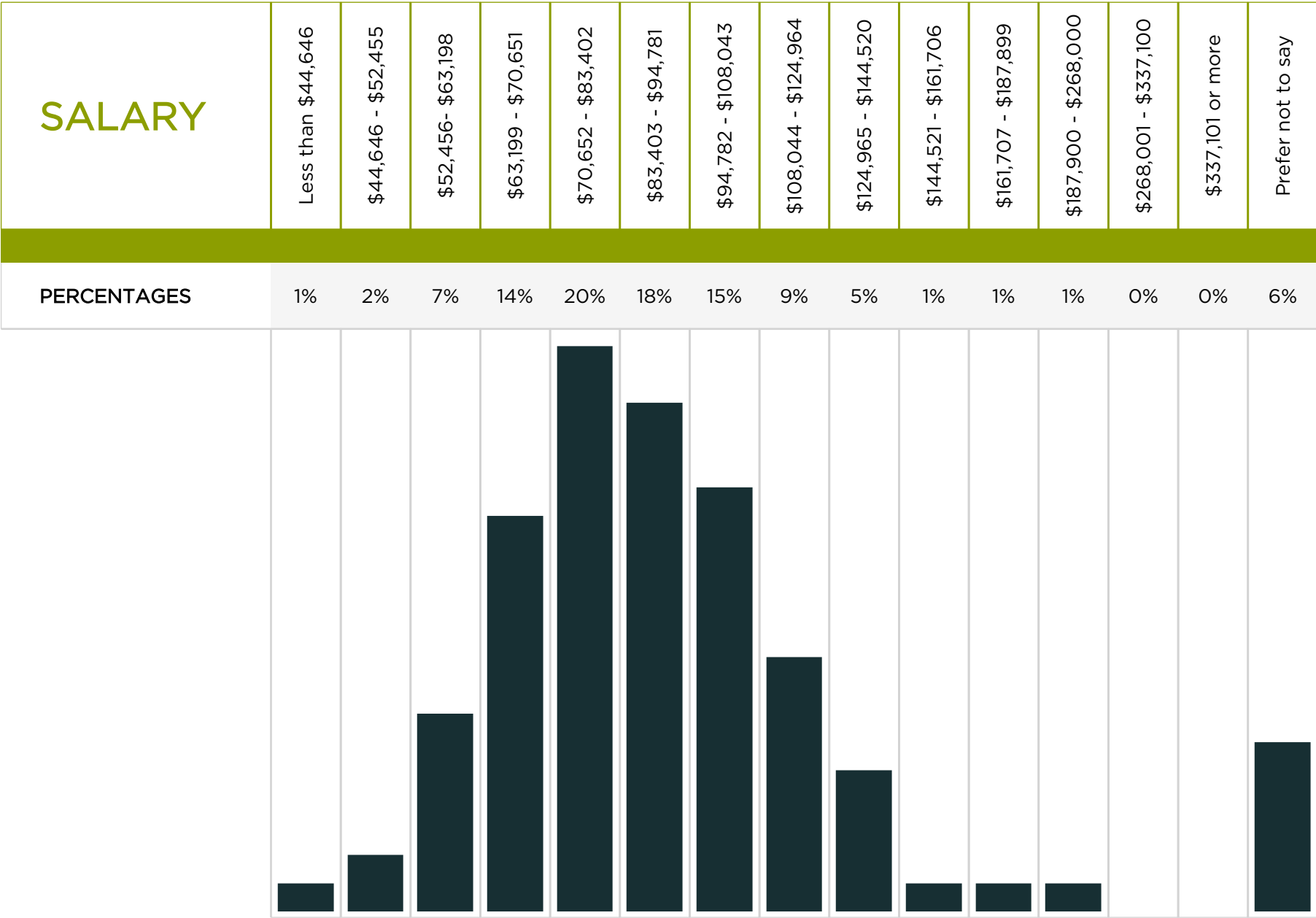
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	29%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, 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)	7%
Policy	2%
Research	0%
Program and project management support	4%
Legal (including developing and/or reviewing legislation)	2%
Other	38%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		13%
1 - 2 years		12%
2 - 5 years		21%
5 - 10 years		13%
10 - 20 years		26%
More than 20 years		15%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		49%
None of the above		36%
Working additional hours to make up for time off		13%
Working from different locations		12%
Working from home		9%
Working more hours over fewer days		9%
Part-time work		6%

% are calculated with the number of unique respondents (N = 10,225 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	6%
Flexible scheduling for rostered workers	5%
Other	3%
Study leave	2%
Purchasing annual leave	2%
Job sharing	1%

% are calculated with the number of unique respondents (N = 10,225 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.

Results are rounded and may not add up to 100%

	Department of 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	10874	3001	937	894	693	155	50	456	239	3880
EMPLOYEE ENGAGEMENT	61%	62%	58%	68%	66%	68%	77%	68%	71%	58%
ENGAGEMENT WITH WORK	68%	69%	66%	74%	74%	79%	82%	80%	78%	64%
SENIOR MANAGERS	45%	45%	40%	58%	55%	52%	63%	56%	58%	40%
COMMUNICATION	57%	57%	53%	69%	69%	70%	77%	70%	71%	51%
HIGH PERFORMANCE	58%	59%	54%	68%	65%	70%	77%	69%	71%	52%
PUBLIC SECTOR VALUES	56%	56%	51%	67%	67%	68%	75%	68%	70%	49%
DIVERSITY & INCLUSION	65%	66%	61%	77%	76%	78%	80%	78%	79%	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.

Results are rounded and may not add up to 100%

	Department of Justice	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	10874	143	200	718	1473	2040	1811	1585	896	475	126	57	136	18
EMPLOYEE ENGAGEMENT	61%	65%	68%	64%	61%	56%	63%	62%	65%	66%	71%	69%	77%	(r)
ENGAGEMENT WITH WORK	68%	73%	74%	71%	67%	61%	70%	69%	74%	80%	83%	88%	87%	(r)
SENIOR MANAGERS	45%	49%	56%	48%	44%	39%	46%	43%	50%	54%	56%	63%	74%	(r)
COMMUNICATION	57%	57%	66%	56%	54%	50%	58%	57%	66%	71%	74%	76%	84%	(r)
HIGH PERFORMANCE	58%	60%	66%	58%	56%	52%	59%	57%	64%	68%	72%	72%	82%	(r)
PUBLIC SECTOR VALUES	56%	58%	65%	56%	53%	49%	56%	56%	62%	66%	71%	71%	82%	(r)
DIVERSITY & INCLUSION	65%	65%	72%	64%	62%	57%	67%	66%	73%	77%	81%	77%	85%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement 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.

Results are rounded and may not add up to 100%

	Department of Justice	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	10874	11	621
EMPLOYEE ENGAGEMENT	61%	(r)	58%
ENGAGEMENT WITH WORK	68%	(r)	62%
SENIOR MANAGERS	45%	(r)	41%
COMMUNICATION	57%	(r)	55%
HIGH PERFORMANCE	58%	(r)	54%
PUBLIC SECTOR VALUES	56%	(r)	52%
DIVERSITY & INCLUSION	65%	(r)	61%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

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.

Results are rounded and may not add up to 100%

	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	10874	1293	1236	2108	1329	2674	1569
EMPLOYEE ENGAGEMENT	61%	72%	67%	62%	56%	58%	57%
ENGAGEMENT WITH WORK	68%	81%	76%	69%	63%	64%	64%
SENIOR MANAGERS	45%	61%	53%	44%	39%	41%	41%
COMMUNICATION	57%	71%	64%	56%	53%	54%	54%
HIGH PERFORMANCE	58%	71%	64%	56%	53%	54%	55%
PUBLIC SECTOR VALUES	56%	70%	63%	54%	51%	52%	52%
DIVERSITY & INCLUSION	65%	76%	72%	65%	61%	62%	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

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.

Results are rounded and may not add up to 100%

	Department of 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	10874	5047	878	1358	498	609	133	1193	963	156	596	186	353	3730
EMPLOYEE ENGAGEMENT	61%	67%	68%	67%	66%	65%	68%	70%	71%	53%	58%	68%	55%	56%
ENGAGEMENT WITH WORK	68%	76%	77%	76%	73%	75%	79%	82%	81%	55%	66%	78%	64%	61%
SENIOR MANAGERS	45%	53%	55%	53%	50%	50%	56%	57%	59%	36%	45%	54%	38%	37%
COMMUNICATION	57%	66%	68%	67%	62%	66%	71%	72%	75%	47%	59%	67%	51%	48%
HIGH PERFORMANCE	58%	66%	67%	67%	62%	65%	68%	70%	72%	48%	57%	68%	52%	49%
PUBLIC SECTOR VALUES	56%	65%	65%	65%	58%	63%	66%	68%	72%	44%	56%	65%	49%	46%
DIVERSITY & INCLUSION	65%	76%	76%	77%	71%	76%	77%	80%	84%	54%	66%	76%	59%	53%

*multiple types may be chosen.

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 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.

Results are rounded and may not add up to 100%

	Department of Justice	Sydney East	Sydney West	Sydney - Parramatta	Sydney - City and Inner South	Sydney - Outer West and Blue Mountains	Hunter Valley exc Newcastle	Far West and Orana	Central West	Sydney - Eastern Suburbs	Capital Region	Southern Highlands and Shoalhaven	Central Coast	Mid North Coast
NUMBER OF RESPONDENTS	10874	2266	2796	1739	1601	660	624	564	377	374	316	270	254	246
EMPLOYEE ENGAGEMENT	61%	66%	61%	63%	68%	58%	59%	59%	55%	56%	58%	60%	50%	62%
ENGAGEMENT WITH WORK	68%	74%	70%	71%	76%	70%	66%	63%	61%	62%	64%	68%	57%	66%
SENIOR MANAGERS	45%	53%	47%	48%	56%	46%	39%	41%	31%	37%	43%	42%	39%	44%
COMMUNICATION	57%	66%	60%	62%	69%	59%	52%	49%	45%	49%	56%	54%	51%	51%
HIGH PERFORMANCE	58%	65%	59%	60%	68%	59%	53%	52%	46%	50%	57%	55%	51%	55%
PUBLIC SECTOR VALUES	56%	64%	58%	60%	68%	55%	50%	48%	41%	46%	52%	53%	49%	54%
DIVERSITY & INCLUSION	65%	74%	67%	69%	77%	65%	61%	57%	54%	56%	62%	62%	58%	61%

*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

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



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.

Results are rounded and may not add up to 100%

	Department of Justice	Newcastle and Lake Macquarie	New England and North West	Coffs Harbour - Grafton	Sydney - Outer South West	Riverina	Sydney - Inner West	Sydney - Blacktown	Illawarra	Richmond - Tweed	Sydney - South West	Sydney - Inner South West	Sydney - Ryde	Murray
NUMBER OF RESPONDENTS	10874	246	224	207	193	171	132	120	116	91	79	52	49	35
EMPLOYEE ENGAGEMENT	61%	64%	72%	59%	48%	59%	65%	66%	59%	70%	75%	72%	76%	65%
ENGAGEMENT WITH WORK	68%	72%	82%	68%	55%	64%	72%	71%	63%	81%	83%	82%	86%	64%
SENIOR MANAGERS	45%	47%	58%	38%	31%	44%	51%	50%	37%	56%	71%	60%	59%	54%
COMMUNICATION	57%	57%	66%	55%	45%	55%	63%	63%	51%	66%	80%	72%	74%	66%
HIGH PERFORMANCE	58%	61%	69%	55%	43%	55%	64%	63%	54%	67%	79%	70%	72%	61%
PUBLIC SECTOR VALUES	56%	58%	66%	52%	42%	54%	63%	63%	49%	63%	79%	72%	71%	63%
DIVERSITY & INCLUSION	65%	66%	75%	59%	51%	63%	71%	74%	63%	76%	85%	80%	79%	71%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Department of Justice	Sydney - Sutherland	Sydney - North Sydney and Hornsby	Sydney - Baulkham Hills and Hawkesbury	Sydney - Northern Beaches	Outside NSW
NUMBER OF RESPONDENTS	10874	34	22	5	2	0
EMPLOYEE ENGAGEMENT	61%	70%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	68%	73%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	45%	60%	(r)	(r)	(r)	(r)
COMMUNICATION	57%	67%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	73%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	56%	70%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	65%	75%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
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RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	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	10874	47	385	943	1074	1318	1349	1571	1465	1188	600	284
EMPLOYEE ENGAGEMENT	61%	70%	69%	64%	62%	62%	62%	60%	60%	59%	61%	64%
ENGAGEMENT WITH WORK	68%	74%	74%	70%	69%	68%	69%	68%	67%	67%	70%	77%
SENIOR MANAGERS	45%	59%	58%	48%	48%	46%	46%	44%	43%	42%	43%	44%
COMMUNICATION	57%	67%	66%	60%	60%	59%	59%	57%	55%	55%	56%	58%
HIGH PERFORMANCE	58%	67%	68%	60%	60%	59%	58%	57%	56%	56%	56%	58%
PUBLIC SECTOR VALUES	56%	68%	65%	57%	58%	56%	56%	55%	54%	54%	55%	57%
DIVERSITY & INCLUSION	65%	72%	74%	68%	67%	67%	66%	64%	62%	63%	64%	67%

KEY

AT LEAST 5 PERCENTAGE POINTS
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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.

Results are rounded and may not add up to 100%

	Department of Justice	Male	Female	Other
NUMBER OF RESPONDENTS	10874	4847	5265	222
EMPLOYEE ENGAGEMENT	61%	59%	64%	47%
ENGAGEMENT WITH WORK	68%	65%	73%	45%
SENIOR MANAGERS	45%	43%	48%	23%
COMMUNICATION	57%	56%	60%	35%
HIGH PERFORMANCE	58%	56%	61%	37%
PUBLIC SECTOR VALUES	56%	53%	59%	34%
DIVERSITY & INCLUSION	65%	62%	69%	41%

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.

Results are rounded and may not add up to 100%

	Department of Justice	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	10874	6090	4263
EMPLOYEE ENGAGEMENT	61%	62%	60%
ENGAGEMENT WITH WORK	68%	70%	67%
SENIOR MANAGERS	45%	48%	42%
COMMUNICATION	57%	61%	53%
HIGH PERFORMANCE	58%	60%	55%
PUBLIC SECTOR VALUES	56%	59%	52%
DIVERSITY & INCLUSION	65%	68%	61%

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.

Results are rounded and may not add up to 100%

	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	10874	3	4	7	1	3	3520	417	245	2862	233	774	155	40
EMPLOYEE ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	56%	40%	72%	65%	55%	69%	60%	71%
ENGAGEMENT WITH WORK	68%	(r)	(r)	(r)	(r)	(r)	60%	51%	80%	73%	57%	80%	76%	78%
SENIOR MANAGERS	45%	(r)	(r)	(r)	(r)	(r)	36%	28%	54%	53%	34%	55%	41%	47%
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	47%	41%	72%	65%	49%	65%	67%	66%
HIGH PERFORMANCE	58%	(r)	(r)	(r)	(r)	(r)	48%	40%	71%	64%	50%	69%	61%	62%
PUBLIC SECTOR VALUES	56%	(r)	(r)	(r)	(r)	(r)	44%	38%	70%	64%	46%	67%	59%	62%
DIVERSITY & INCLUSION	65%	(r)	(r)	(r)	(r)	(r)	53%	45%	80%	73%	58%	76%	77%	75%

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.

Results are rounded and may not add up to 100%

	Department of Justice	Welfare Officer	Other
NUMBER OF RESPONDENTS	10874	256	1849
EMPLOYEE ENGAGEMENT	61%	65%	67%
ENGAGEMENT WITH WORK	68%	79%	76%
SENIOR MANAGERS	45%	47%	51%
COMMUNICATION	57%	60%	66%
HIGH PERFORMANCE	58%	61%	65%
PUBLIC SECTOR VALUES	56%	58%	64%
DIVERSITY & INCLUSION	65%	72%	74%

KEY

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GUIDE TO THIS REPORT

i SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

i PRIVACY

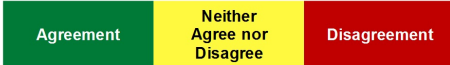
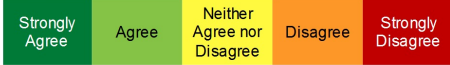
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.