



**2019** | NSW Public Sector  
Employee Survey

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CLUSTER REPORT  
Justice



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## RESPONSE RATE

# 40%

18,048 OF 44,847 RESPONDENTS

RESPONSE RATE 2018: 37%

## EMPLOYEE ENGAGEMENT

# 62% —

DIFFERENCE FROM 2018 0 (62%)

DIFFERENCE FROM PUBLIC SECTOR -4 (66%)

## ENGAGEMENT WITH WORK

# 68% ↑

DIFFERENCE FROM 2018 +1 (66%)

DIFFERENCE FROM PUBLIC SECTOR -5 (73%)

## SENIOR MANAGERS

# 41% ↑

DIFFERENCE FROM 2018 +2 (40%)

DIFFERENCE FROM PUBLIC SECTOR -9 (50%)

## COMMUNICATION

# 55% ↑

DIFFERENCE FROM 2018 +2 (54%)

DIFFERENCE FROM PUBLIC SECTOR -7 (62%)

## HIGH PERFORMANCE

# 56% ↑

DIFFERENCE FROM 2018 +1 (56%)

DIFFERENCE FROM PUBLIC SECTOR -9 (65%)

## PUBLIC SECTOR VALUES

# 54% ↑

DIFFERENCE FROM 2018 +1 (53%)

DIFFERENCE FROM PUBLIC SECTOR -8 (62%)

## DIVERSITY & INCLUSION

# 64% ↑

DIFFERENCE FROM 2018 +1 (63%)

DIFFERENCE FROM PUBLIC SECTOR -5 (69%)

## FLEXIBLE WORKING SATISFACTION

# 59% ↓

DIFFERENCE FROM 2018 -1 (60%)

DIFFERENCE FROM PUBLIC SECTOR 0 (59%)

## ACTION ON RESULTS

# 30% ↑

DIFFERENCE FROM 2018 +2 (28%)

DIFFERENCE FROM PUBLIC SECTOR -9 (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	88%	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%
2a. My workgroup strives to achieve customer/client satisfaction	78%	78%
2c. I receive help and support from other members of my workgroup	77%	77%
2b. My workgroup works collaboratively to achieve its objectives	73%	72%
5b. My manager listens to what I have to say	70%	70%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	70%	68%
1c. My job gives me a feeling of personal accomplishment	69%	68%
2e. People in my workgroup treat each other with respect	68%	69%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019  
AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
7g. I have confidence in the way recruitment decisions are made	27%	26%
10a. I believe action will be taken on the results from this survey by my organisation	30%	28%
11a. I have confidence in the ways my organisation resolves grievances	31%	29%
7c. I feel that change is managed well in my organisation	32%	31%
6h. I feel that senior managers listen to employees	36%	34%
7e. People in my organisation take responsibility for their own actions	36%	36%
7h. My organisation generally selects capable people to do the job	38%	38%
6d. Senior managers encourage innovation by employees	39%	38%
6g. I feel that senior managers keep employees informed about what's going on	40%	39%
6b. I feel that senior managers effectively lead and manage change	40%	37%



### 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
6c. I feel that senior managers model the values of my organisation	45%	42%
1b. I am provided with the support I need to do my best at work	60%	57%
6b. I feel that senior managers effectively lead and manage change	40%	37%
8c. I am able to speak up and share a different view to my colleagues and manager	62%	60%
6a. I believe senior managers provide clear direction for the future of the organisation	42%	40%
1e. I am satisfied with my job	67%	65%
7i. I would recommend my organisation as a great place to work	56%	54%
5h. My manager deals appropriately with employees who perform poorly	42%	40%
10a. I believe action will be taken on the results from this survey by my organisation	30%	28%
1f. I am able to keep my work stress at an acceptable level	61%	60%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
8e. My manager supports flexible working in my team	62%	63%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	59%	60%
2e. People in my workgroup treat each other with respect	68%	69%
7k. I feel a strong personal attachment to my organisation	60%	61%



### 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



**Q7l.** My organisation motivates me to help it achieve its objectives



## 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



**Q7l.** My organisation motivates me to help it achieve its objectives



## 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



**Q7l.** My organisation motivates me to help it achieve its objectives



## 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: 18048

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	53	Senior Executive (ongoing/permanent or term)	2	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	37
Female	45	Ongoing/Permanent (other than senior executive)	82	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)	6	Administrative support (e.g. executive/personal assistant, receptionist)	9
		Casual	3	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	8
		Contract – Non Executive	3	Policy	1
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	1	Research	1
		Other	2	Program and project management support	4
		Don't know	1	Legal (including developing and/or reviewing legislation)	3
				Other	28
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	22	Yes	10	Less than 1 year	11
35 - 54 years	60	No	90	1 - 2 years	10
55+ years	18			2 - 5 years	17
		Supervisors	Survey %	5 - 10 years	14
		Yes	39	10 - 20 years	28
		No	61	More than 20 years	21
		Working arrangement	Survey %		
		Full-time	90	Salary	Survey %
		Part-time	10	\$83,402 and below	37
				\$83,403 - \$108,043	34
				\$108,044 - \$144,520	18
				\$144,521 and above	5
				Prefer not to say	6
LOTE spoken at home	Survey %				
Yes	17				
No	78				
Prefer not to say	5				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	5				
No	89				
Prefer not to say	6				
Disability	Survey %				
Yes	4				
No	92				
Prefer not to say	4				
LGBTI	Survey %				
Yes	5				
No	90				
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%

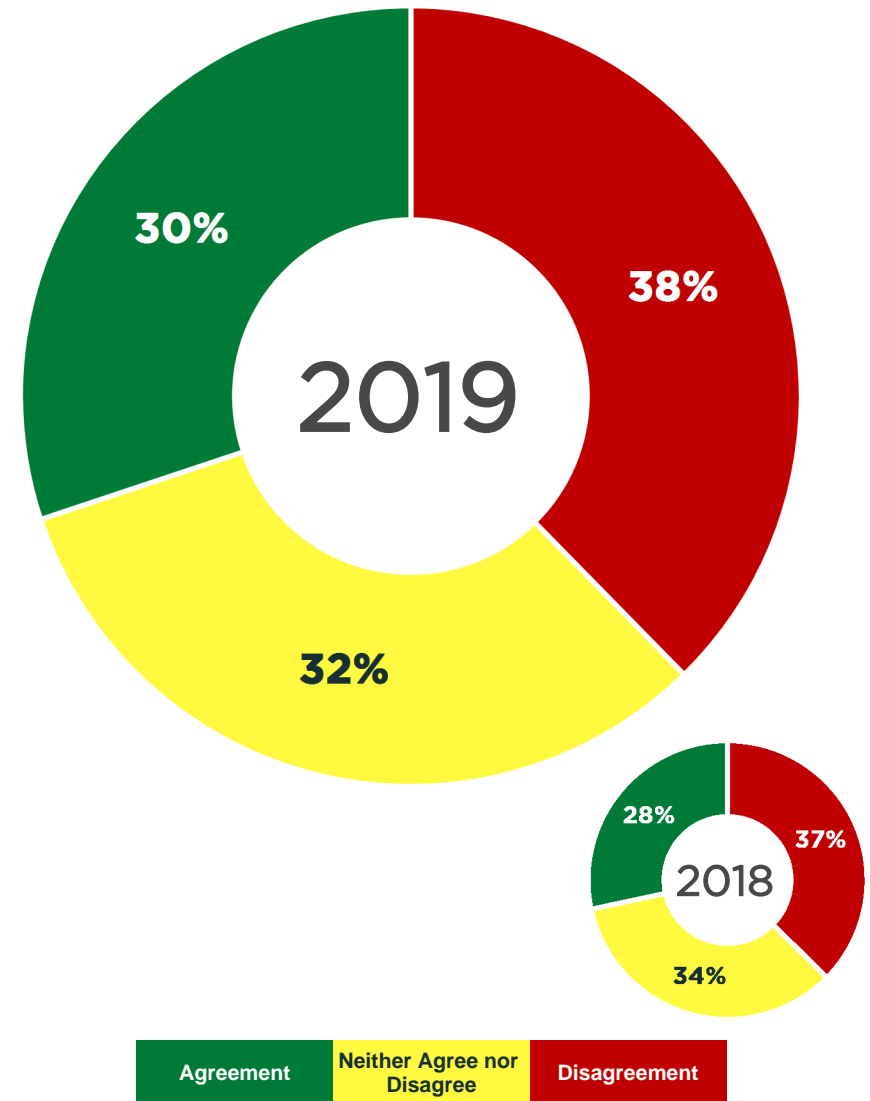
# 30%

of employees replied favourably to:

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

**39%**  
SECTOR

**28%**  
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 PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>41%</b>	40%	53%
<b>2</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>58%</b>	58%	69%
<b>3</b>	<b>Q7d.</b> There is good co-operation between teams across our organisation	<b>42%</b>	41%	50%
<b>4</b>	<b>Q7h.</b> My organisation generally selects capable people to do the job	<b>38%</b>	38%	54%
<b>5</b>	<b>Q8c.</b> I am able to speak up and share a different view to my colleagues and manager	<b>62%</b>	60%	69%
<b>6</b>	<b>Q8a.</b> My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>70%</b>	68%	77%

# 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	185289	18048	38188	7206	7984	72279	5563	6778	953	21728	1847
EMPLOYEE ENGAGEMENT	66%	62%	68%	66%	67%	65%	68%	69%	69%	65%	70%
ENGAGEMENT WITH WORK	73%	68%	74%	74%	71%	73%	75%	74%	74%	71%	75%
SENIOR MANAGERS	50%	41%	58%	53%	57%	46%	58%	51%	61%	47%	58%
COMMUNICATION	62%	55%	65%	67%	68%	60%	71%	67%	71%	63%	72%
HIGH PERFORMANCE	65%	56%	69%	67%	69%	64%	70%	66%	73%	62%	70%
PUBLIC SECTOR VALUES	62%	54%	68%	66%	69%	60%	70%	66%	73%	61%	71%
DIVERSITY & INCLUSION	69%	64%	68%	74%	75%	67%	79%	76%	81%	70%	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 & Rescue NSW	NSW Police Force	NSW Rural Fire Service	NSW State Emergency Service
NUMBER OF RESPONDENTS	18048	402	10874	1957	4011	542	262
EMPLOYEE ENGAGEMENT	62%	68%	61%	70%	59%	58%	53%
ENGAGEMENT WITH WORK	68%	74%	68%	76%	63%	60%	52%
SENIOR MANAGERS	41%	53%	45%	38%	35%	25%	26%
COMMUNICATION	55%	67%	57%	60%	48%	45%	51%
HIGH PERFORMANCE	56%	65%	58%	58%	53%	47%	45%
PUBLIC SECTOR VALUES	54%	69%	56%	56%	49%	43%	45%
DIVERSITY & INCLUSION	64%	74%	65%	69%	59%	56%	63%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



## EXPLORE THE FULL RESULTS

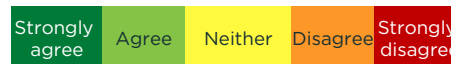
Questions are grouped by topics in this report.

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	62% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	16	41	26	10	8	56%	54%	62%
Q7j. I am proud to tell others I work for my organisation	24	42	21			66%	66%	70%
Q7k. I feel a strong personal attachment to my organisation	21	39	24	9		60%	61%	64%
Q7l. My organisation motivates me to help it achieve its objectives	14	34	30	14	9	47%	47%	56%
Q7m. My organisation inspires me to do the best in my job	15	33	30	14	9	47%	46%	56%

KEY





## EXPLORE THE FULL RESULTS

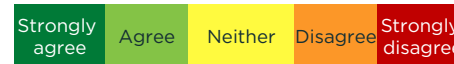
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	68% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	25	44	16	9	69%	68%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	26	41	16	11	67%	65%	72%
Q1e. I am satisfied with my job	22	45	18	10	67%	65%	69%

### KEY





## EXPLORE THE FULL RESULTS

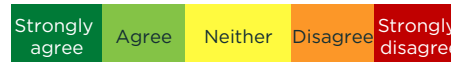
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SENIOR MANAGERS	41% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	32	28	18	12	42%	40%	51%
Q6b. I feel that senior managers effectively lead and manage change	10	30	27	18	14	40%	37%	47%
Q6c. I feel that senior managers model the values of my organisation	12	33	28	14	13	45%	42%	52%
Q6d. Senior managers encourage innovation by employees	10	29	32	17	12	39%	38%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	11	34	33	12	10	45%	44%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	40	28	11	9	52%	53%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	10	30	25	19	16	40%	39%	48%
Q6h. I feel that senior managers listen to employees	10	26	29	18	17	36%	34%	44%
Q7c. I feel that change is managed well in my organisation		25	29	24	15	32%	31%	42%

KEY





## EXPLORE THE FULL RESULTS

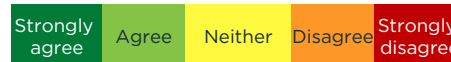
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COMMUNICATION	55% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q5c. My manager communicates effectively with me	26	42	16	9	7	68%	66%	72%
Q5d. My manager encourages and values employee input	27	39	18	9	7	66%	65%	73%
Q5e. My manager involves my workgroup in decisions about our work	23	37	21	11	8	60%	59%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	10	30	25	19	16	40%	39%	48%
Q6h. I feel that senior managers listen to employees	10	26	29	18	17	36%	34%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	44	19	11	9	62%	60%	69%

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%

	HIGH PERFORMANCE					AGGREGATE SCORE	56%	AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	37	51				88%	88%	88%	88%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	28	45	14	8		73%	72%	72%	72%	79%
Q3f. I have received appropriate training and development to do my job well	15	42	22	14	8	57%	56%	56%	56%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	23	44	19	9		67%	65%	65%	65%	75%
Q5f. I have confidence in the decisions my manager makes	26	38	20	8	8	64%	63%	63%	63%	69%
Q6d. Senior managers encourage innovation by employees	10	29	32	17	12	39%	38%	38%	38%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	11	34	33	12	10	45%	44%	44%	44%	53%
Q7a. My organisation focuses on improving the work we do	13	45	24	11		58%	58%	58%	58%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	11	37	29	15	9	48%	47%	47%	47%	57%

KEY





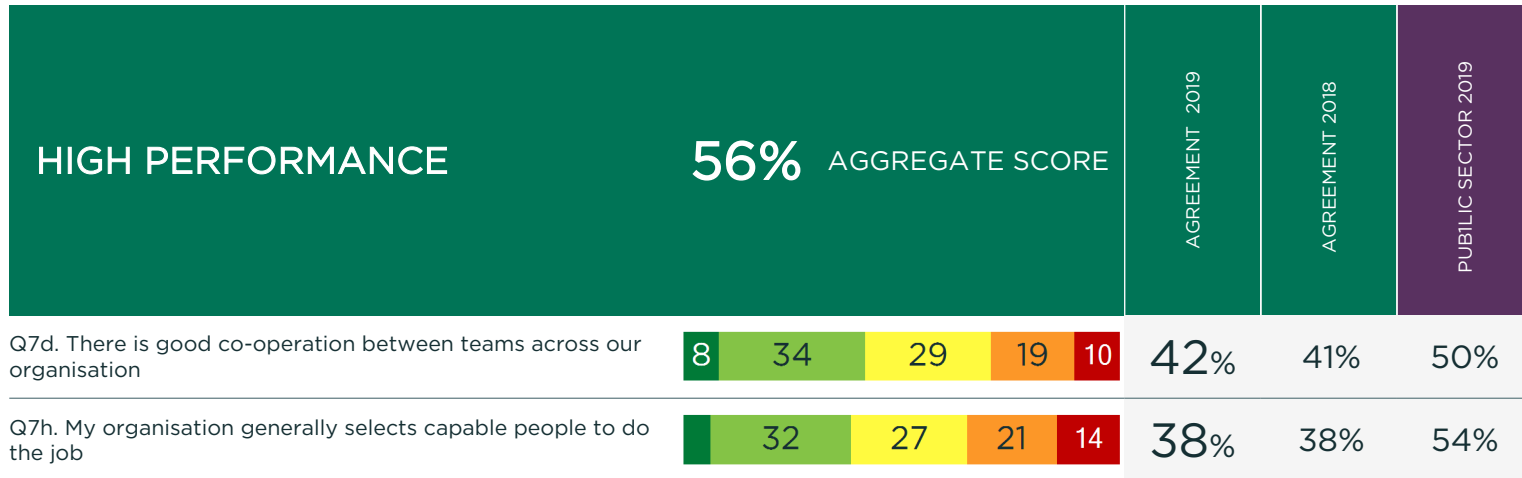


## EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	54% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
	Q2a. My workgroup strives to achieve customer/client satisfaction	31	47	13			78%	78%
Q2e. People in my workgroup treat each other with respect	29	39	16	9		68%	69%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	23	44	19	9		67%	65%	75%
Q5b. My manager listens to what I have to say	28	42	15	8		70%	70%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	32	28	18	12	42%	40%	51%
Q6c. I feel that senior managers model the values of my organisation	12	33	28	14	13	45%	42%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	13	40	28	11	9	52%	53%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	10	30	25	19	16	40%	39%	48%
Q6h. I feel that senior managers listen to employees	10	26	29	18	17	36%	34%	44%

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	54% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
	Q7a. My organisation focuses on improving the work we do	13	45	24	11		58%	58%
Q7e. People in my organisation take responsibility for their own actions	7	29	30	21	13	36%	36%	48%

### KEY





## EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	64% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	18	42	18	15		60%	57%	67%
Q5b. My manager listens to what I have to say	28	42	15	8		70%	70%	76%
Q5d. My manager encourages and values employee input	27	39	18	9	7	66%	65%	73%
Q6i. Senior managers in my organisation support the career advancement of women	23	37	29			59%	58%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	20	49	19			70%	68%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	22	46	18	8		68%	68%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	44	19	11	9	62%	60%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	23	35	23	10	7	59%	60%	59%
Q8e. My manager supports flexible working in my team	26	36	23	8		62%	63%	63%

KEY



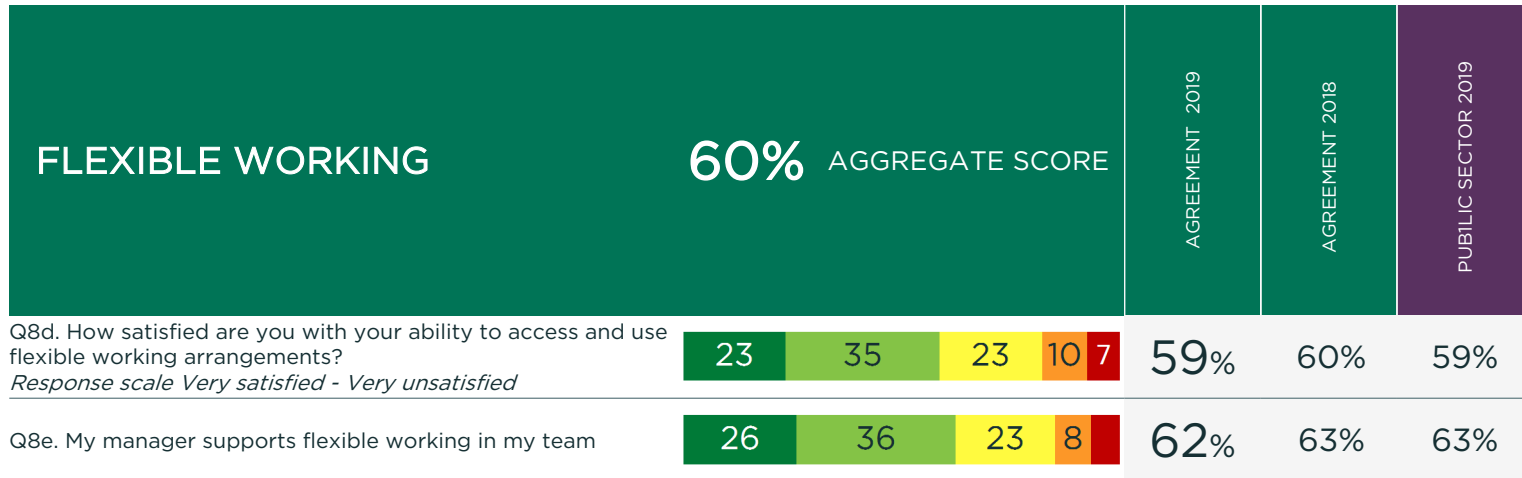


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Questions are grouped by topics in this report.

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





## EXPLORE THE FULL RESULTS

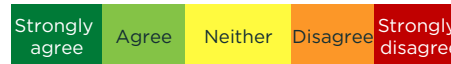
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Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

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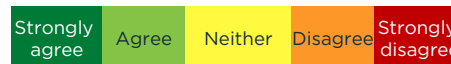
Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**48%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	17 39 20 15 9	56%	55%	66%
Q3e. My performance is assessed against clear criteria	13 33 28 17 9	46%	45%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	12 30 23 18 17	42%	41%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	25 38 19 10 8	63%	62%	69%
Q5h. My manager deals appropriately with employees who perform poorly	15 27 29 14 14	42%	40%	48%
Q7f. My organisation is committed to developing its employees	8 33 30 17 12	41%	40%	53%

KEY





## EXPLORE THE FULL RESULTS

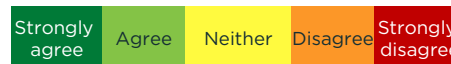
Questions are grouped by topics in this report.

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%

	66% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	18	42	18	15		60%	57%	67%
Q1f. I am able to keep my work stress at an acceptable level	15	47	19	13		61%	60%	61%
Q2c. I receive help and support from other members of my workgroup	30	46	13			77%	77%	81%
Q2d. There is good team spirit in my workgroup	28	37	17	11	8	65%	64%	70%

KEY





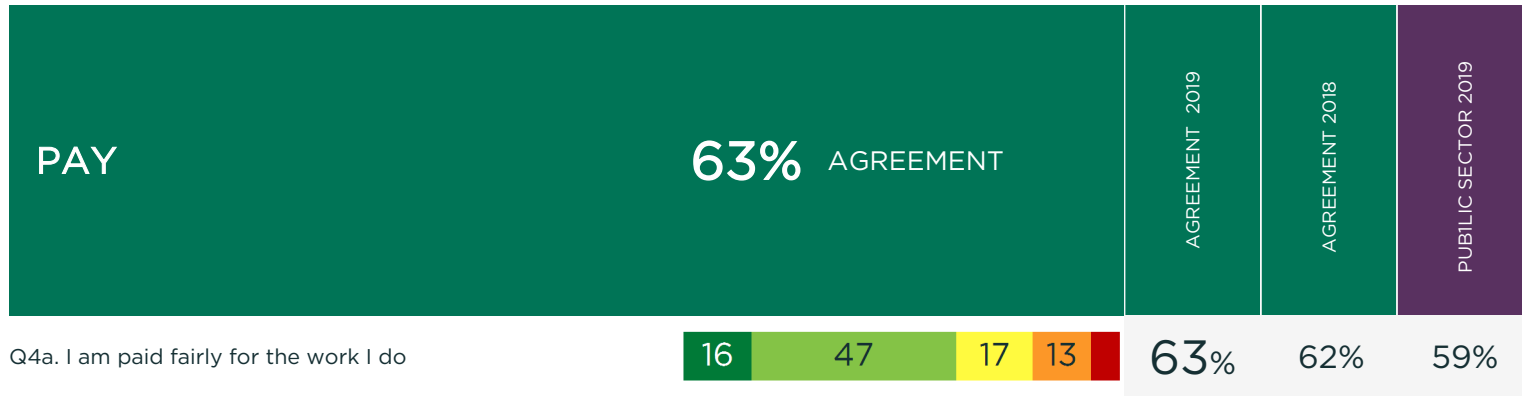


## EXPLORE THE FULL RESULTS

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



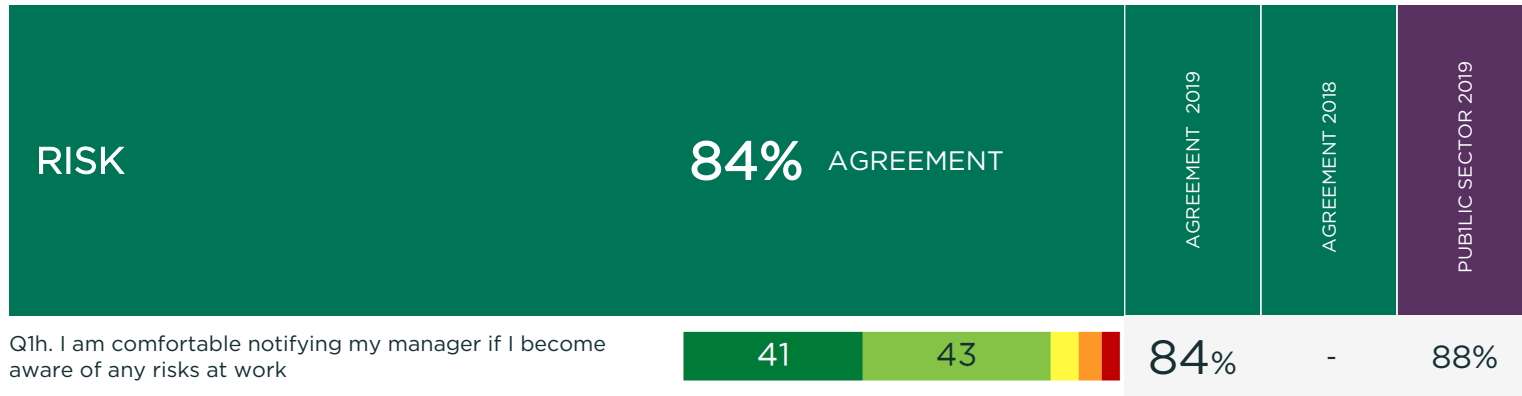


## EXPLORE THE FULL RESULTS

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.

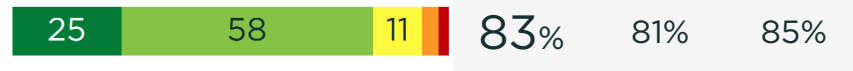
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

## HEALTH & SAFETY

**83%** AGREEMENT

Q1g. I know how to address a health and safety issue I have identified



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

**30%** AGREEMENT

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



KEY



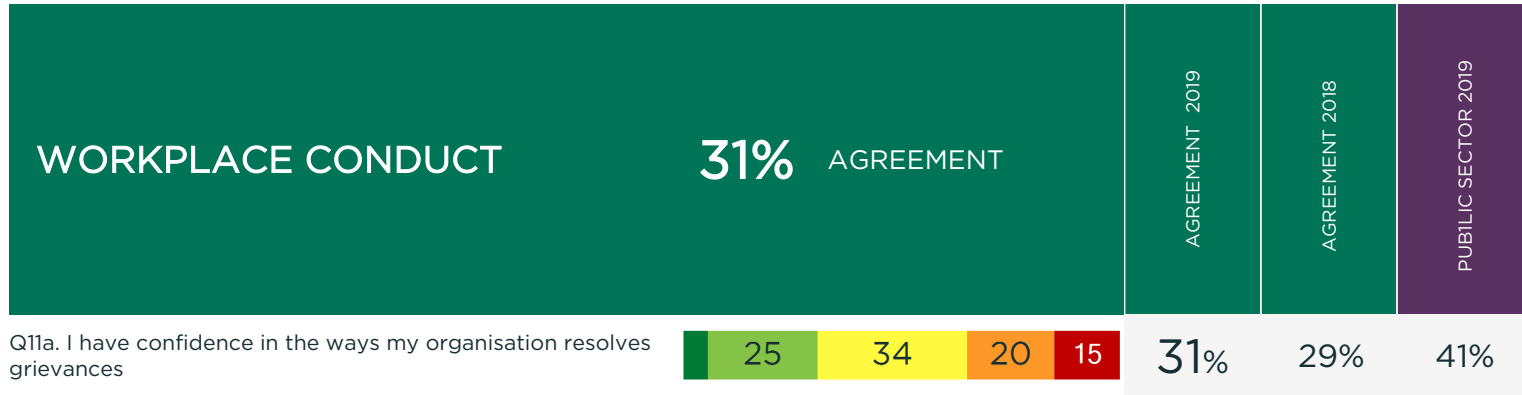


## EXPLORE THE FULL RESULTS

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

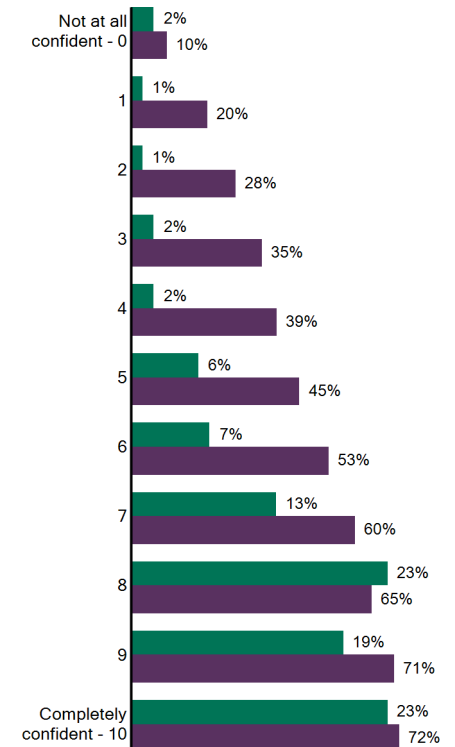
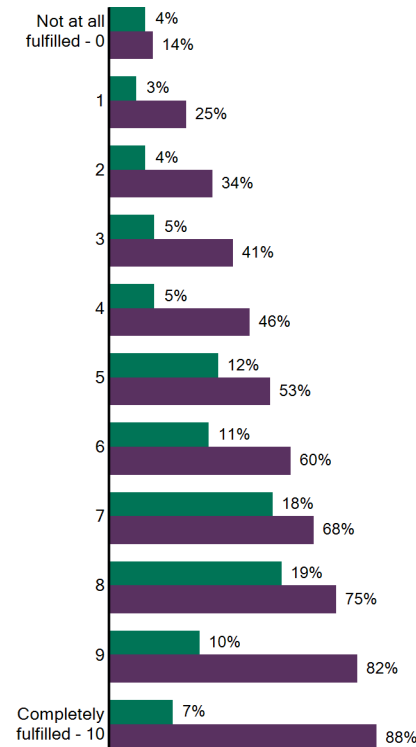
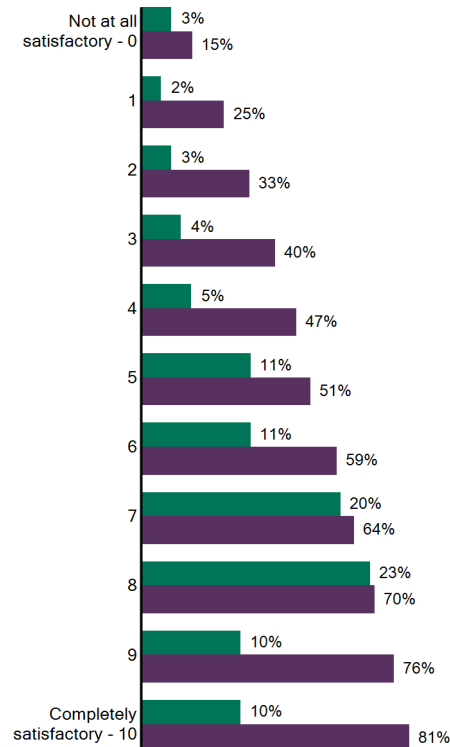


## WELLBEING AND ENGAGEMENT

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

**Q1j.** I find my life at work fulfilling

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



Proportion of respondents answering each response option

Employee engagement score

### 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.



## 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

PUBLIC SECTOR 2019

		2019	2018	PUBLIC SECTOR 2019
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives				
Yes		50%	52%	71%
No		50%	48%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes		66%	67%	76%
No		34%	33%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes		42%	43%	60%
No		58%	57%	40%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

2019

2018

PUBLIC SECTOR 2019

**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%	42%	41%
No		58%	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

2019

2018

PUBLIC SECTOR 2019

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

		2019	2018	PUBLIC SECTOR 2019
Lack of promotion opportunities		34%	37%	28%
Geographic location considerations		33%	35%	25%
Personal/family considerations		33%	34%	29%
Lack of visible opportunities		31%	33%	29%
The application/recruitment process is too cumbersome or time consuming		26%	27%	22%
There are no major barriers to my career progression		23%	27%	29%
Insufficient training and development		21%	22%	15%
Lack of support for temporary assignments/secondments		20%	21%	15%
Lack of support from my manager/supervisor		17%	18%	13%
Lack of required capabilities or experience		12%	12%	11%
Other		10%	10%	9%

% are calculated with the number of unique respondents (N = 17,539 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

PUBLIC SECTOR 2019

**Q12a.** In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		28%	24%	27%
No		56%	59%	56%
Don't know		16%	17%	17%

**Q12b.** If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		68%	67%	65%
No		29%	31%	32%
Don't know		3%	2%	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

PUBLIC SECTOR 2019

### Q13a. In the last 12 months I have witnessed bullying at work

Yes		35%	34%	33%
No		56%	57%	57%
Don't know		9%	9%	10%

### Q13b. In the last 12 months I have been subjected to bullying at work

Yes		21%	20%	18%
No		73%	73%	75%
Don't know		7%	6%	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

2019

2018

PUBLIC SECTOR 2019

**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

Your immediate manager/supervisor		25%	25%	23%
A senior manager		25%	26%	21%
A fellow worker at your level		24%	23%	27%
Prefer not to say		14%	14%	13%
A subordinate		8%	8%	7%
Other		3%	3%	5%
A client or customer		1%	1%	3%
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.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

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		5%	3%	4%
No		93%	94%	94%
Don't know		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		60%	61%	38%
A member of the public		14%	15%	36%
Other		16%	17%	19%
Prefer not to say		10%	7%	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

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.

Results are rounded and may not add up to 100%

## JUSTICE

### CUSTOMISED QUESTIONS

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		4%
Sworn police officer - other		10%
Non-sworn employee of NSW Police Force		6%
Permanent Fire fighter		6%
Retained Fire fighter		2%
Custodial Officer		21%
Youth Worker		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

**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.?

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

### CUSTOMISED QUESTIONS

2019

**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,		56%
Other		44%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		53%
Female		45%
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		3%
25-29		8%
30-34		10%
35-39		13%
40-44		15%
45-49		17%
50-54		15%
55-59		11%
60-64		5%
65+		2%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

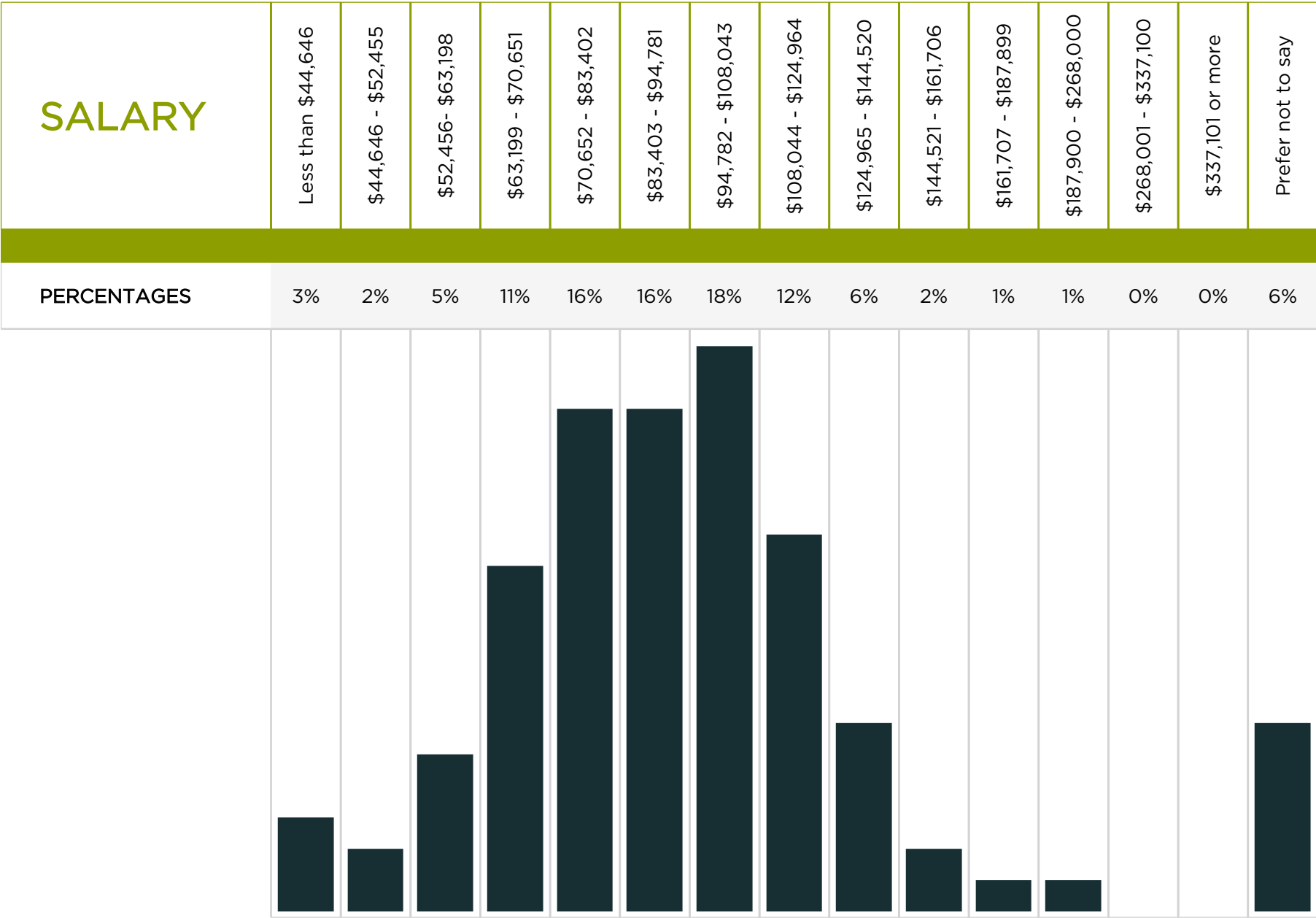
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	37%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, 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	1%
Research	1%
Program and project management support	4%
Legal (including developing and/or reviewing legislation)	3%
Other	28%

# 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
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		11%
1 - 2 years		10%
2 - 5 years		17%
5 - 10 years		14%
10 - 20 years		28%
More than 20 years		21%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
<b>FLEXIBLE WORKING</b>	
Flexible start and finish times	46%
None of the above	39%
Working from different locations	13%
Working additional hours to make up for time off	13%
Working from home	11%
Working more hours over fewer days	10%
Part-time work	7%

% are calculated with the number of unique respondents (N = 16,796 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

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

% are calculated with the number of unique respondents (N = 16,796 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%

	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
<b>NUMBER OF RESPONDENTS</b>	<b>18048</b>	<b>6196</b>	<b>1565</b>	<b>1470</b>	<b>1366</b>	<b>207</b>	<b>107</b>	<b>646</b>	<b>585</b>	<b>4796</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	61%	59%	68%	66%	67%	70%	66%	68%	59%
<b>ENGAGEMENT WITH WORK</b>	68%	67%	66%	72%	72%	76%	70%	75%	76%	64%
<b>SENIOR MANAGERS</b>	41%	37%	38%	54%	50%	48%	49%	49%	51%	39%
<b>COMMUNICATION</b>	55%	53%	52%	65%	66%	67%	65%	65%	66%	51%
<b>HIGH PERFORMANCE</b>	56%	55%	54%	66%	63%	66%	66%	64%	66%	52%
<b>PUBLIC SECTOR VALUES</b>	54%	52%	51%	64%	63%	65%	64%	63%	67%	49%
<b>DIVERSITY &amp; INCLUSION</b>	64%	62%	62%	74%	74%	75%	73%	73%	74%	59%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULT BY 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%

	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	18048	445	266	887	1845	2774	2775	3036	2028	1013	288	219	247	37
EMPLOYEE ENGAGEMENT	62%	71%	69%	64%	62%	58%	62%	60%	61%	65%	71%	69%	76%	91%
ENGAGEMENT WITH WORK	68%	77%	73%	70%	67%	62%	69%	65%	69%	75%	82%	81%	88%	97%
SENIOR MANAGERS	41%	49%	54%	48%	44%	39%	40%	36%	39%	45%	54%	53%	66%	87%
COMMUNICATION	55%	60%	65%	57%	54%	52%	56%	52%	56%	62%	68%	67%	77%	94%
HIGH PERFORMANCE	56%	60%	66%	58%	57%	53%	56%	53%	56%	62%	70%	67%	76%	93%
PUBLIC SECTOR VALUES	54%	60%	64%	57%	54%	51%	54%	51%	54%	60%	67%	65%	76%	93%
DIVERSITY & INCLUSION	64%	68%	73%	65%	62%	59%	65%	63%	66%	72%	77%	73%	81%	95%

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%

	Justice	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>18048</b>	<b>21</b>	<b>1034</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	(r)	59%
ENGAGEMENT WITH WORK	68%	(r)	62%
SENIOR MANAGERS	41%	(r)	38%
COMMUNICATION	55%	(r)	53%
HIGH PERFORMANCE	56%	(r)	53%
PUBLIC SECTOR VALUES	54%	(r)	51%
DIVERSITY & INCLUSION	64%	(r)	60%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY 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%

	Justice	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	<b>18048</b>	<b>1776</b>	<b>1600</b>	<b>2870</b>	<b>2323</b>	<b>4776</b>	<b>3458</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	73%	68%	63%	58%	58%	60%
ENGAGEMENT WITH WORK	68%	82%	76%	69%	63%	63%	66%
SENIOR MANAGERS	41%	61%	52%	43%	36%	35%	37%
COMMUNICATION	55%	72%	64%	57%	52%	51%	52%
HIGH PERFORMANCE	56%	72%	64%	57%	52%	52%	54%
PUBLIC SECTOR VALUES	54%	71%	63%	55%	50%	49%	51%
DIVERSITY & INCLUSION	64%	77%	72%	65%	61%	60%	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

# 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%

	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	18048	7751	1596	2162	1048	1098	238	2169	1819	231	806	270	549	6477
EMPLOYEE ENGAGEMENT	62%	66%	67%	68%	64%	65%	67%	69%	70%	54%	60%	67%	58%	58%
ENGAGEMENT WITH WORK	68%	74%	74%	75%	70%	72%	76%	78%	79%	58%	65%	75%	65%	62%
SENIOR MANAGERS	41%	48%	48%	49%	42%	45%	50%	49%	52%	36%	44%	51%	36%	34%
COMMUNICATION	55%	63%	64%	65%	57%	62%	65%	66%	70%	49%	58%	65%	51%	48%
HIGH PERFORMANCE	56%	63%	63%	64%	58%	61%	65%	65%	68%	49%	57%	66%	51%	50%
PUBLIC SECTOR VALUES	54%	61%	61%	63%	54%	60%	63%	63%	67%	46%	56%	64%	49%	47%
DIVERSITY & INCLUSION	64%	74%	74%	76%	69%	73%	75%	77%	81%	57%	66%	74%	59%	54%

\*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%

	Justice	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Parramatta	Sydney - Outer West and Blue Mountains	Hunter Valley exc Newcastle	Far West and Orana	Sydney - Inner South West	Central West	Capital Region	Central Coast	Sydney - Eastern Suburbs	Newcastle and Lake Macquarie
NUMBER OF RESPONDENTS	18048	4427	4241	2727	2672	852	746	706	673	505	475	450	424	422
EMPLOYEE ENGAGEMENT	62%	66%	62%	66%	63%	58%	59%	61%	69%	56%	59%	57%	57%	63%
ENGAGEMENT WITH WORK	68%	73%	69%	74%	69%	68%	65%	65%	74%	62%	64%	63%	63%	70%
SENIOR MANAGERS	41%	47%	42%	50%	44%	41%	37%	42%	47%	31%	40%	39%	37%	39%
COMMUNICATION	55%	62%	57%	64%	58%	56%	51%	51%	63%	47%	54%	53%	50%	54%
HIGH PERFORMANCE	56%	62%	57%	64%	58%	56%	53%	54%	63%	47%	54%	55%	51%	58%
PUBLIC SECTOR VALUES	54%	61%	55%	64%	57%	53%	49%	50%	61%	43%	51%	52%	47%	54%
DIVERSITY & INCLUSION	64%	71%	66%	73%	67%	63%	60%	59%	74%	56%	60%	61%	57%	63%

\*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.

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	Justice	Illawarra	New England and North West	Mid North Coast	Southern Highlands and Shoalhaven	Coffs Harbour - Grafton	Riverina	Sydney - Outer South West	Sydney - Blacktown	Richmond - Tweed	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	18048	405	355	329	325	317	289	287	241	218	198	175	158	97
EMPLOYEE ENGAGEMENT	62%	59%	68%	61%	60%	60%	60%	52%	63%	66%	65%	65%	68%	61%
ENGAGEMENT WITH WORK	68%	63%	77%	65%	68%	68%	63%	58%	71%	72%	73%	75%	75%	69%
SENIOR MANAGERS	41%	33%	51%	41%	40%	39%	39%	31%	38%	44%	42%	38%	47%	43%
COMMUNICATION	55%	52%	61%	50%	52%	54%	51%	47%	55%	56%	59%	57%	66%	53%
HIGH PERFORMANCE	56%	53%	63%	54%	54%	55%	52%	46%	55%	57%	60%	58%	64%	58%
PUBLIC SECTOR VALUES	54%	50%	61%	52%	52%	53%	50%	45%	54%	56%	58%	55%	62%	57%
DIVERSITY & INCLUSION	64%	64%	70%	60%	60%	61%	61%	54%	68%	65%	68%	66%	74%	63%

### KEY

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Justice	Murray	Sydney - Ryde	Sydney - Northern Beaches	Sydney - Baulkham Hills and Hawkesbury	Outside NSW
<b>NUMBER OF RESPONDENTS</b>	<b>18048</b>	<b>96</b>	<b>92</b>	<b>41</b>	<b>31</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	64%	73%	68%	61%	(r)
ENGAGEMENT WITH WORK	68%	67%	80%	77%	65%	(r)
SENIOR MANAGERS	41%	46%	51%	27%	30%	(r)
COMMUNICATION	55%	61%	68%	54%	59%	(r)
HIGH PERFORMANCE	56%	62%	66%	54%	58%	(r)
PUBLIC SECTOR VALUES	54%	58%	66%	49%	54%	(r)
DIVERSITY & INCLUSION	64%	68%	75%	66%	73%	(r)

### KEY

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# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Justice	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
<b>NUMBER OF RESPONDENTS</b>	18048	53	539	1371	1739	2226	2450	2827	2534	1834	887	370
<b>EMPLOYEE ENGAGEMENT</b>	62%	69%	70%	65%	62%	62%	61%	61%	61%	61%	62%	65%
ENGAGEMENT WITH WORK	68%	72%	74%	70%	67%	67%	67%	68%	67%	67%	69%	77%
SENIOR MANAGERS	41%	58%	59%	46%	43%	41%	40%	39%	40%	40%	41%	44%
COMMUNICATION	55%	66%	67%	60%	57%	57%	55%	54%	54%	54%	54%	56%
HIGH PERFORMANCE	56%	66%	69%	59%	57%	56%	56%	55%	55%	55%	56%	58%
PUBLIC SECTOR VALUES	54%	67%	67%	58%	55%	54%	53%	53%	53%	53%	54%	57%
DIVERSITY & INCLUSION	64%	71%	74%	68%	65%	65%	64%	63%	62%	62%	63%	66%

KEY

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# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Justice	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>18048</b>	<b>8963</b>	<b>7673</b>	<b>336</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	60%	64%	47%
ENGAGEMENT WITH WORK	68%	66%	71%	46%
SENIOR MANAGERS	41%	39%	45%	21%
COMMUNICATION	55%	54%	58%	35%
HIGH PERFORMANCE	56%	54%	60%	38%
PUBLIC SECTOR VALUES	54%	52%	57%	35%
DIVERSITY & INCLUSION	64%	63%	67%	41%

KEY

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# ABORIGINAL AND/OR TORRES STRAIT ISLANDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Justice	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>18048</b>	<b>879</b>	<b>15101</b>	<b>1034</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	62%	63%	45%
ENGAGEMENT WITH WORK	68%	65%	69%	47%
SENIOR MANAGERS	41%	41%	43%	23%
COMMUNICATION	55%	53%	57%	36%
HIGH PERFORMANCE	56%	55%	58%	37%
PUBLIC SECTOR VALUES	54%	52%	56%	35%
DIVERSITY & INCLUSION	64%	61%	66%	42%

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

KEY

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# LANGUAGE OTHER THAN ENGLISH



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Justice	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	18048	2833	13406	840
EMPLOYEE ENGAGEMENT	62%	66%	62%	45%
ENGAGEMENT WITH WORK	68%	72%	68%	47%
SENIOR MANAGERS	41%	51%	41%	24%
COMMUNICATION	55%	62%	55%	37%
HIGH PERFORMANCE	56%	62%	56%	38%
PUBLIC SECTOR VALUES	54%	61%	54%	36%
DIVERSITY & INCLUSION	64%	68%	65%	42%

17% of respondents speak a language other than English at home.

KEY

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Justice	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>18048</b>	<b>623</b>	<b>15681</b>	<b>727</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	56%	63%	43%
ENGAGEMENT WITH WORK	68%	59%	69%	45%
SENIOR MANAGERS	41%	35%	43%	22%
COMMUNICATION	55%	49%	57%	36%
HIGH PERFORMANCE	56%	50%	58%	36%
PUBLIC SECTOR VALUES	54%	49%	55%	34%
DIVERSITY & INCLUSION	64%	57%	66%	40%

4% of respondents identified as having a disability.

KEY

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Justice	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	18048	1567	14404	1004
<b>EMPLOYEE ENGAGEMENT</b>	62%	52%	64%	45%
ENGAGEMENT WITH WORK	68%	52%	71%	46%
SENIOR MANAGERS	41%	30%	44%	25%
COMMUNICATION	55%	43%	58%	38%
HIGH PERFORMANCE	56%	45%	59%	39%
PUBLIC SECTOR VALUES	54%	43%	57%	38%
DIVERSITY & INCLUSION	64%	52%	67%	44%

9% of respondents identified as having a mental health condition.

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**EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES**

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	Justice	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>18048</b>	<b>801</b>	<b>15246</b>	<b>937</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	61%	63%	43%
ENGAGEMENT WITH WORK	68%	67%	69%	46%
SENIOR MANAGERS	41%	41%	43%	22%
COMMUNICATION	55%	53%	57%	36%
HIGH PERFORMANCE	56%	56%	58%	37%
PUBLIC SECTOR VALUES	54%	54%	56%	35%
DIVERSITY & INCLUSION	64%	62%	66%	43%

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

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	Justice	Metropolitan NSW	Regional NSW
<b>NUMBER OF RESPONDENTS</b>	<b>18048</b>	<b>10669</b>	<b>6343</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	63%	60%
ENGAGEMENT WITH WORK	68%	69%	65%
SENIOR MANAGERS	41%	43%	39%
COMMUNICATION	55%	58%	52%
HIGH PERFORMANCE	56%	58%	54%
PUBLIC SECTOR VALUES	54%	56%	51%
DIVERSITY & INCLUSION	64%	66%	60%

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	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	18048	765	1698	1009	1030	420	3521	417	515	3760	233	774	167	43
EMPLOYEE ENGAGEMENT	62%	56%	57%	63%	66%	74%	56%	40%	70%	65%	55%	69%	60%	72%
ENGAGEMENT WITH WORK	68%	57%	64%	66%	73%	79%	60%	51%	77%	72%	57%	80%	75%	78%
SENIOR MANAGERS	41%	32%	31%	39%	26%	49%	37%	28%	52%	51%	34%	55%	40%	47%
COMMUNICATION	55%	46%	47%	51%	55%	61%	47%	41%	69%	64%	49%	65%	65%	65%
HIGH PERFORMANCE	56%	50%	51%	55%	52%	59%	48%	40%	67%	63%	50%	69%	60%	63%
PUBLIC SECTOR VALUES	54%	47%	47%	53%	49%	60%	44%	38%	69%	63%	46%	67%	57%	62%
DIVERSITY & INCLUSION	64%	52%	59%	63%	64%	68%	53%	45%	77%	73%	58%	76%	75%	76%

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## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Justice	Welfare Officer	Other
<b>NUMBER OF RESPONDENTS</b>	<b>18048</b>	<b>260</b>	<b>2437</b>
<b>EMPLOYEE ENGAGEMENT</b>	62%	65%	65%
ENGAGEMENT WITH WORK	68%	79%	73%
SENIOR MANAGERS	41%	47%	46%
COMMUNICATION	55%	60%	62%
HIGH PERFORMANCE	56%	61%	61%
PUBLIC SECTOR VALUES	54%	58%	60%
DIVERSITY & INCLUSION	64%	72%	71%

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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

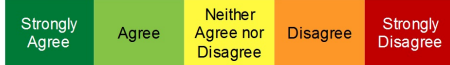
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.