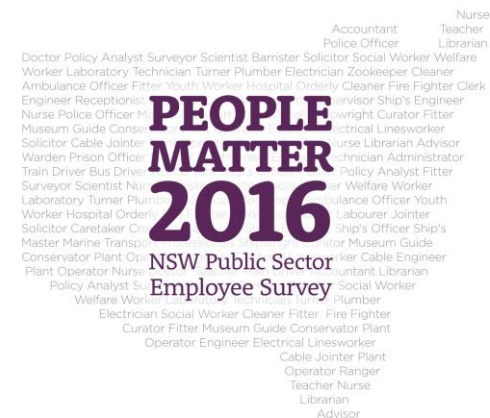

PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Cluster Report

Justice

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RESPONSE RATE

35%

**14,988 RESPONSES OUT OF
43,082 EMPLOYEES**

ENGAGEMENT INDEX

62%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2014
CLUSTER SCORE **62%**



ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 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.

QUESTION HEADLINES



HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT %

1h. I look for ways to perform my job more effectively	92%
1a. I understand what is expected of me to do well in my role	89%
1d. I feel I make a contribution to achieving the organisation's objectives	82%
7c. My organisation strives to earn and sustain a high level of public trust	80%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	80%
2i. People in my workgroup treat customers/clients with respect	79%
2a. My workgroup strives to achieve customer/client satisfaction	78%
2e. I receive help and support from other members of my workgroup	76%
7b. My organisation strives to match services to customer/client needs	75%
7a. My organisation provides high quality services	74%



LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT %

15. I believe action will be taken on the results from this survey by my organisation	24%
7l. My organisation's processes for recruiting employees are efficient	29%
6h. I feel that senior managers listen to employees	31%
7f. I feel that change is handled well in my organisation	31%
7m. Recruitment and promotion decisions in this organisation are generally fair	33%
6g. I feel that senior managers keep employees informed about what's going on	34%
9b. I have confidence in the ways my organisation resolves grievances	35%
6b. I feel that senior leaders effectively lead and manage change	35%
6d. Senior managers encourage innovation by employees	37%
7h. People in my organisation take responsibility for their own actions	37%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

EXECUTIVE SUMMARY

ALMOST 15,000 EMPLOYEES ACROSS THE JUSTICE CLUSTER TOOK TO THE OPPORTUNITY TO HAVE THEIR SAY IN PEOPLE MATTER

The People Matter Employee Survey was open to all employees in the Justice cluster between 2nd and 31st May 2016. Almost 15,000 employees took the opportunity to have their say, resulting in a 35% response rate. This level of response is sufficient for the analysis of data across Justice and all of its organisations to be robust and representative.

People Matter has demonstrated that levels of employee engagement across Justice remain stable at 62%, the same as 2014. The highest engagement scores were in the Sydney Opera House (75%) and the State Library of NSW (74%).

Employee engagement with organisations is lower than engagement with work. An observable finding across Justice and the sector is that employees are more positive towards their immediate working environment and team, with positivity declining when focus shifts to their manager, senior managers, and their organisation.

Analysis of People Matter has shown that questions relating to continuous improvement, collaboration between teams and capability to do the work are driving engagement to the strongest degree in Justice.

Communication is an enabler for high performance and while 51% of employees in Justice were positive about this area it is below the sector average of 59%. Perceptions of how immediate managers communicate were stronger than perceptions of senior management communication, a common finding across the sector.

The results for questions relating to high performance showed that while perceptions were broadly positive about contribution to outcomes and efficiency and effectiveness, and particularly positive for understanding job expectations and contributing to achieving organisational objectives, there was less positivity when it came to collaboration between teams and leadership of innovation.

The public sector values of integrity, trust, service and accountability guide the high standards required of all employees and organisations across the sector. Respondents across Justice demonstrate higher agreement with aspects of service and less positive scores for questions related to accountability.

The majority of respondents in Justice agreed that diversity and inclusion in the workplace can contribute to better business outcomes. Younger and female employees were more positive about diversity and inclusion. Aboriginal and Torres Strait Islander and LGBTI employees, and employees who spoke a language other than English at home, were broadly in line with the Justice average. Perceptions of employees with a disability, a diagnosed mental health condition or carer responsibilities were consistently less positive across all areas.

This report focuses on all the key questions groups in People Matter, comparing performance in Justice to the sector average, and where possible providing analysis to demonstrate the themes and areas which if improved, are most likely to influence improvements in engagement and other key performance indicators.

The initial overview sections are followed by summary results for all clusters and all agencies in this cluster. The Key Questions section contains cluster results for the individual questions and the aggregate scores for each question group. A profile of respondents and select demographic responses are near the end of the report.

EMPLOYEE ENGAGEMENT

EMPLOYEE ENGAGEMENT IS STEADY ACROSS JUSTICE

A complete list of the questions which are used to measure Employee Engagement are listed in the All Questions section.

EMPLOYEE ENGAGEMENT	PMES 2016 SECTOR SCORE	65%
	PMES 2014 SECTOR SCORE	65%
	PMES 2014 CLUSTER SCORE	62%

62%

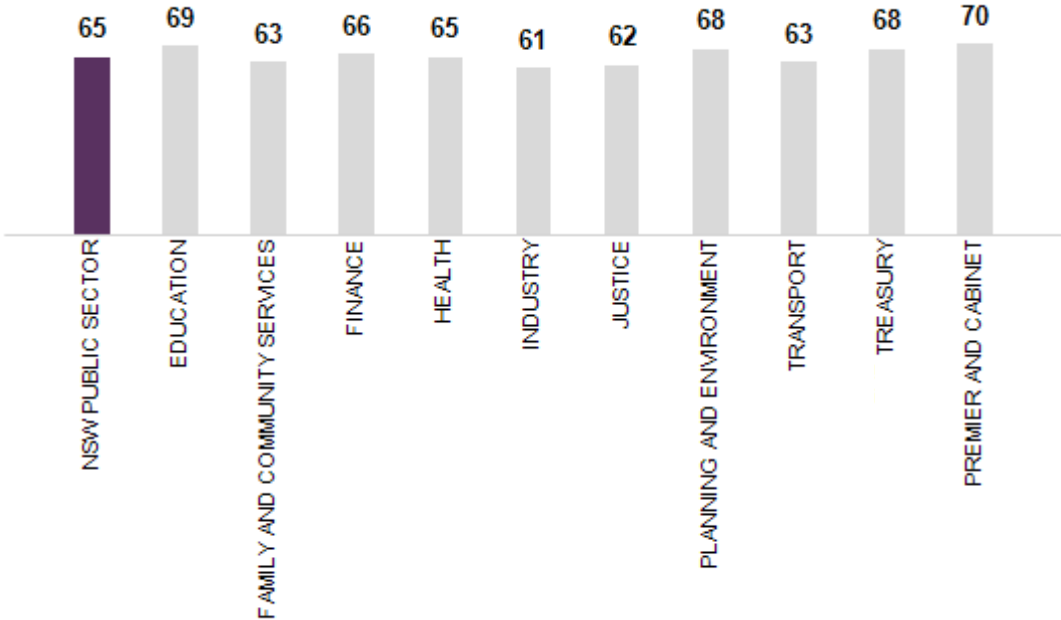
KEY DRIVERS OF ENGAGEMENT

The following questions have been identified through an advanced statistical technique called **Key Driver Analysis** to be the questions with the strongest impact on Employee Engagement.

Focus on improving perceptions on these questions should see an corresponding **impact on the Engagement index**.

★	KEY DRIVERS OF ENGAGEMENT	% AGREEMENT	% SECTOR
7e.	My organisation is making the necessary improvements to meet our future challenges	52%	62%
7d.	My organisation focuses on improving the work we do	67%	76%
7g.	There is good co-operation between teams across our organisation	42%	48%
7n.	My organisation generally selects capable people to do the job	39%	51%
7j.	My organisation is committed to developing its employees	43%	53%
3j.	I am satisfied with the opportunities available for career development in my organisation	38%	45%

EMPLOYEE ENGAGEMENT BY CLUSTER



Employee engagement is a long established and widely deployed business and organisational performance indicator. Definitions vary widely, however one of the most comprehensive studies into engagement by the Engage for Success Taskforce, commissioned in 2009 by the United Kingdom government, concluded that:

“Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help it succeed – and from that flows a series of tangible benefits for organisation and individual alike”

ENGAGEMENT HAS BEEN STABLE SINCE 2014

The overall Engagement Index score for Justice is 62%, slightly below the sector average of 65%. At an agency level, the arts organisations and Fire and Rescue have the highest scores (above 70%), particularly the Sydney Opera House (75%) and State Library of NSW (74%), while scores for the Department of Justice and the NSW Police Force are below the cluster average.

The majority of respondents indicated that they feel proud to tell others where they work (66%). This is the highest score in the Index, a trend reflected across the sector. Questions related to inspiration and motivation returned comparatively lower levels of agreement (both 48%) which is also consistent with sector trends.

People Matter also examined the levels of engagement with work, an area which tends to attract higher scores than engagement with broader areas of an organisation. In Justice, the aggregate score was 73% with the vast majority of respondents agreeing that they look for ways to do their job more effectively (92%). This mirrors the wider trend observed in People Matter where respondents tended to answer more positively when asked about something directly related to their immediate work or work group, with higher neutrality and negativity recorded when asked about aspects further from their immediate experience, such as their manager, senior managers or the organisation as a whole.

Engagement in Justice tapers off with age, with younger respondents being the most engaged with their organisation. Exploring by seniority, there is little variance between managers (63%) and non managers (62%). However, managers of managers are more positive (68%) as are senior executives (74%). This is consistent with salary data where those earning more than \$140,000 are notably more engaged, and employees earning \$230,000+ the most engaged (87%). Employees earning under \$35,000 also score comparatively higher (74%).

Also of note are the levels of engagement recorded for employees with longer tenure. A typical trend found in research is that levels of engagement for new employees begin high, fall to their lowest after 2-5+ years and recover for very long servers of over 10+ years to higher than average levels. However, this 'U-shaped' pattern is not reflected in this cluster, or the NSW public sector as a whole. In Justice, employees with 10+ years tenure within their current roles are the least engaged (57%).

Engagement levels for different demographic groups are broadly similar with no significant differences for gender, Aboriginal and Torres Strait Islander and LGBTI employees, full or part-time employees and those with different levels of education.

The scale of the survey and the amount of data collected allows the robust use of statistical technique called Key Driver Analysis to explore items in the survey with the strongest association with the Engagement Index, and therefore providing one way to understand what themes are most influencing levels of engagement.

The analysis revealed that questions relating to improvements to meet future challenges, improving work, co-operation between teams and selecting the right people to do the job have a significant impact on levels of engagement in Justice.

SENIOR MANAGERS

AN AREA OF FOCUS FOR JUSTICE

A complete list of the questions which are used to measure Senior Managers are listed in the All Questions section.

SENIOR MANAGERS 38%	PMES 2016 SECTOR SCORE	47%
	PMES 2016 CLUSTER HIGH	58%
	PMES 2016 CLUSTER LOW	38%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Senior Managers.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Senior Managers**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
7j. My organisation is committed to developing its employees	43%	53%
7e. My organisation is making the necessary improvements to meet our future challenges	52%	62%
9b. I have confidence in the ways my organisation resolves grievances	35%	43%
1f. I am provided with the support I need to optimise my contribution at work	51%	59%
7m. Recruitment and promotion decisions in this organisation are generally fair	33%	41%
7d. My organisation focuses on improving the work we do	67%	76%

Results from People Matter demonstrate that overall perceptions of senior managers across Justice are below the sector average. The aggregate agreement score for this question group was 38%, nine percentage points below the sector average. Overall perceptions of senior managers were less positive for this cluster than other areas measured in the survey but this is a trend reflected across the sector.

Perceptions of senior managers were more positive in the State Library of NSW (52%) and the Sydney Opera House (49%) but appeared to be of particular challenge in the NSW State Emergency Service (22%).

Just over 50% of respondents agreed that senior managers communicate the importance of customers in achieving business objectives, which reinforces the strong emphasis on customer service as a focus for this cluster. However, this is offset by lower levels of agreement on all other items, particularly with regards to change management and listening to employees (both 31%). Relatively high proportions of respondents across the cluster provided a neutral response to most questions. This is not uncommon in large and complex organisations due to the reduced visibility of leaders.

By tenure in current roles, employees with less than 2 years of service held the most positive perceptions. Amongst demographic groups, there were no significant differences for gender or Aboriginal and Torres Strait Islander or LGBTI employees. However, managers of other managers were notably more positive, as were senior executives.

KEY INFLUENCERS

Analysis revealed that responses to survey questions about organisation commitment to developing employees, making the necessary improvements for future challenges, confidence in grievance processes and the provision of support to optimise employee contributions strongly influenced perceptions of senior managers.

There is some overlap between what influences perceptions of senior managers and the drivers of engagement, including organisation commitment to: developing employees, making the necessary improvements for future challenges and improving work.

RESULTS RANGE FROM 51% to 70%

A complete list of the questions which are used to measure Communication are listed in the All Questions section.

COMMUNICATION 51%	PMES 2016 SECTOR SCORE	59%
	PMES 2016 CLUSTER HIGH	70%
	PMES 2016 CLUSTER LOW	51%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Communication.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Communication**.

★ KEY INFLUENCERS	% AGREEMENT	% SECTOR
5d. My manager listens to what I have to say	66%	73%
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	58%	65%
5j. I have confidence in the decisions my line manager makes	61%	67%
5i. My manager would take appropriate action if decision-making processes were found to be biased	58%	64%
5m. My manager provides acknowledgement or other recognition for the work I do	60%	67%
5l. My manager talks to me about how the values apply to my work	49%	58%

Empowering and connecting with employees through communication is vital to successful organisations. Across Justice, questions about communication averaged 51% agreement, compared to the sector average of 59%.

There were positive scores in the State Library of NSW (67%), Museum of Applied Arts and Sciences (62%), Sydney Opera House (58%) and Art Gallery of NSW (57%). Results for the NSW Police Force and NSW State Emergency Service were below the cluster average (both 46%).

There were higher levels of agreement for questions relating to communication from immediate managers and supervisors, a common trend across the sector. Overall, 63% agreed that their manager communicates effectively, 62% felt able to speak up and share different views and 60% agreed that their manager encourages and values employee input. Notably fewer agreed that senior managers listen to employees (31%) or that senior managers keep employees informed about what's going on (34%).

Employees in the majority of job types were more positive than the Justice average, except for those working in service delivery roles (with and without direct contact with the general public) where results were similar to the Justice average. Part time employees were more positive (56%) than full time employees (51%), while those in a part time role were notably more positive when it came feeling direct managers communicate effectively, and encourage and value employee input.

KEY INFLUENCERS

Analysis shows that wider perceptions of direct managers were fundamentally influencing perceptions about communication in Justice. It highlighted the importance of managers listening to employees and taking differing needs into account when making decisions, as well as employees having confidence in decisions by managers.

HIGH PERFORMANCE

RESULTS RANGE FROM 61% to 73%

A complete list of the questions which are used to measure High Performance are listed in the All Questions section.

HIGH PERFORMANCE	PMES 2016 SECTOR SCORE	68%
	PMES 2016 CLUSTER HIGH	73%
	PMES 2016 CLUSTER LOW	61%

61%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the High Performance.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the High Performance**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
1f.	I am provided with the support I need to optimise my contribution at work	51%	59%
5f.	My manager encourages and values employee input	60%	69%
5g.	My manager involves my workgroup in decisions about our work	55%	64%
7j.	My organisation is committed to developing its employees	43%	53%
5i.	My manager would take appropriate action if decision-making processes were found to be biased	58%	64%
6h.	I feel that senior managers listen to employees	31%	39%

High Performance has been described as the consistent achievement of increased productivity through the setting of rigorous goals, targets and priorities, all of which are aligned across the organisation. Six separate factors and 21 questions were used to measure high performance in People Matter. As an aggregate score, the result was 61% in Justice, compared to the sector average of 68%.

Across Justice, results were strongest in the State Library of NSW (75%), Sydney Opera House (69%), Museum of Applied Sciences (68%) and Art Gallery of NSW (67%). All other agencies were broadly in line with the Justice average, with the exception of NSW State Emergency Services (52%).

Exploring high performance by subgroups, the highest positive result was for Outcomes (81%) followed by Efficiency and Effectiveness (70%) with the majority understanding expectations in their role (89%) and feeling they make a contribution to organisational objectives (82%).

Results for Collaboration (52%) were variable with a high proportion of respondents agreeing that their team works collaboratively (71%) while less than half believe there is good co-operation between teams (42%). This trend is seen across the sector.

Results for Capability (57%) were also variable with 71% agreeing that people in their workgroup have the skills to do their job well but only 39% agreeing that the organisation selects capable people to do the job.

The notion of Continuous Improvement had an overall score of 59% while results for questions relating to innovation were mixed with 57% agreeing that workgroups share diverse ideas to develop innovative solutions and 37% agreeing that senior managers encourage innovation while 32% disagree.

KEY INFLUENCERS

Analysis revealed that perceptions about workplace support, employee input to work decisions and organisation commitment to developing employees strongly influence perceptions about high performance.

PUBLIC SECTOR VALUES

RESULTS RANGE FROM 59% to 74%

A complete list of the questions which are used to measure Public Sector Values are listed in the All Questions section.

PUBLIC SECTOR VALUES	PMES 2016 SECTOR SCORE	66%
	PMES 2016 CLUSTER HIGH	74%
	PMES 2016 CLUSTER LOW	59%

59%

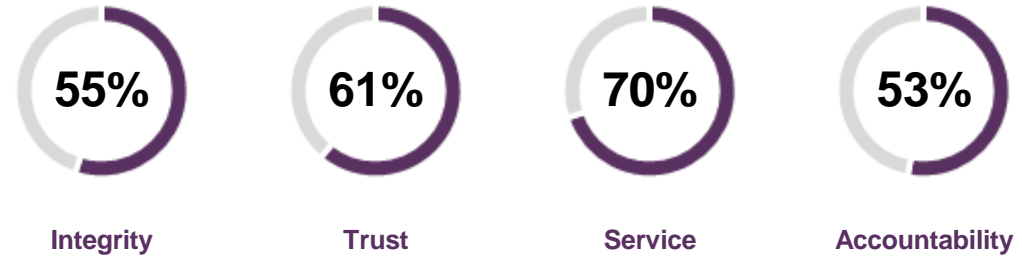
KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Public Sector Values.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Public Sector Values**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
5f.	My manager encourages and values employee input	60%	69%
5j.	I have confidence in the decisions my line manager makes	61%	67%
5h.	My manager takes into account the differing needs and circumstances of employees when making decisions	58%	65%
5g.	My manager involves my workgroup in decisions about our work	55%	64%
5e.	My manager communicates effectively with me	63%	69%
6b.	I feel that senior leaders effectively lead and manage change	35%	43%

PUBLIC SECTOR VALUES



The core values for the public sector of Integrity, Trust, Service and Accountability were measured using 22 survey questions. Overall, Justice had an aggregate agreement score of 59% compared to the sector average of 66%. Most of the arts organisations and the Crown Solicitor's Office were well above the cluster average with the Department of Justice and the NSW Emergency Services below the average.

Results indicate a relatively high commitment to service with strong scores for customer satisfaction (78%), meeting customer/client needs (75%) and providing high quality services (74%). Fewer employees (51%) feel senior managers communicate the importance of customers.

Integrity questions relate to employees being open and honest (63%), policies and procedures to ensure there are no conflicts of interest (62%), and managers taking action about biased decisions (58%). Fewer agree that managers talk to employees about applying the values (49%) or that senior managers model the values (40%).

The highest scoring questions are related to trust – the organisation strives to obtain a high level of public trust (80%) and workgroups treat customers/clients with respect (79%).

Accountability questions have positive results for using time and resources efficiently (63%) and managers encouraging people to improve the quality of work (62%) but only 37% of respondents feel people take responsibility for their actions.

KEY INFLUENCERS

Analysis has shown that the effectiveness of managers in communicating well, holding the confidence of the staff that they manage, involving them in decisions and taking into account differing needs, strongly impacts on perceptions of public values across Justice.

DIVERSITY & INCLUSION

RESULTS RANGE FROM 61% to 75%

A complete list of the questions which are used to measure Diversity & Inclusion are listed in the All Questions section.

DIVERSITY & INCLUSION	PMES 2016 SECTOR SCORE	67%
	PMES 2016 CLUSTER HIGH	75%
	PMES 2016 CLUSTER LOW	61%

61%

KEY INFLUENCERS

The following questions have been identified through a **statistical correlation analysis** as the questions with the strongest association with the Diversity & Inclusion.

Focus on improving perceptions on these questions should see a corresponding **influence on perceptions of the Diversity & Inclusion**.

★	KEY INFLUENCERS	% AGREEMENT	% SECTOR
5e.	My manager communicates effectively with me	63%	69%
5g.	My manager involves my workgroup in decisions about our work	55%	64%
5j.	I have confidence in the decisions my line manager makes	61%	67%
5m.	My manager provides acknowledgement or other recognition for the work I do	60%	67%
5k.	My manager treats employees with dignity and respect	70%	76%
3f.	I feel I can have open, honest conversations with my manager about the quality of work required	64%	71%

The concepts of workplace diversity and inclusion encompass physical and cultural differences among employees, recognition of differences in working styles and approaches as well as involvement and empowerment, where the inherent worth and dignity of all people are treated as paramount. A total of 11 questions focused on diversity and inclusion in People Matter.

Across Justice, the aggregate score for diversity and inclusion was 61%, compared to 67% for the sector average. All organisations were broadly in line or above the cluster average except the NSW Police Force and NSW Rural Fire Service.

At the cluster level, responses were broadly positive. A significant majority agreed that diversity and inclusion in the workplace can contribute to better business outcomes (80%) and that the organisation respects individual differences (69%). Comparatively lower levels of agreement were related to senior managers supporting the career advancement of women (53%) and employees having the support they require to optimise their contribution at work (51%).

Women (64%) are more positive about diversity and inclusion than men (59%) while younger employees (<35 years) are the most positive. Employees who have carer responsibilities (60%) were less positive than those who do not (64%). Employees with a disability tended to be notably less positive. There were no notable differences for ATSI or LGBTI employees or those who speak a language other than English at home.

60% of employees are satisfied with flexible working arrangements, slightly above the sector average (58%). Employees in service delivery roles with direct contact with the public are notably less positive (54%) about their flexible working arrangements.

KEY INFLUENCERS

Analysis revealed that employees across the cluster explicitly link their experiences of diversity and inclusion with their opinions about their direct manager. The top six questions which most strongly correlated with the answers to diversity and inclusion questions related to communication, involvement in decisions and confidence in manager decisions. Treating employees fairly and with dignity and respect was also linked with diversity and inclusion.

CLUSTER COMPARISON



EXPLORE RESULTS ACROSS THE PUBLIC SECTOR

This page compares cluster scores for the key question groups.

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

Consider the range of scores in this cluster and how they compare to other clusters.

	Justice	Education	Family and Community Services	Finance	Health	Industry	Planning and Environment	Transport	Treasury	Premier and Cabinet
NUMBER OF RESPONDENTS	14988	27488	7331	6755	38927	6882	4014	13680	774	1367
ENGAGEMENT	62%	69%	63%	66%	65%	61%	68%	63%	68%	70%
SENIOR MANAGERS	38%	56%	44%	53%	45%	41%	46%	47%	58%	55%
COMMUNICATION	51%	63%	61%	64%	57%	59%	63%	59%	70%	66%
HIGH PERFORMANCE	61%	73%	68%	71%	68%	65%	69%	66%	73%	72%
PUBLIC SECTOR VALUES	59%	71%	67%	71%	64%	65%	68%	66%	74%	72%
DIVERSITY & INCLUSION	61%	69%	70%	72%	65%	69%	73%	67%	75%	73%

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

AGENCY COMPARISON



EXPLORE RESULTS FOR LOWER LEVEL BUSINESS UNITS

This page compares scores for each of the business units below this report.

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

	Justice	Department of Justice	Australian Museum	Sydney Opera House	Art Gallery of NSW	Museum of Applied Arts and Sciences	State Library of NSW	Crown Solicitor's Office	NSW Police Force	Fire and Rescue NSW	NSW State Emergency Service	NSW Rural Fire Service
NUMBER OF RESPONDENTS	14988	7884	171	145	111	185	221	245	4166	1234	248	378
ENGAGEMENT	62%	60%	73%	75%	71%	71%	74%	67%	61%	72%	63%	65%
SENIOR MANAGERS	38%	38%	40%	49%	42%	45%	52%	41%	36%	37%	22%	37%
COMMUNICATION	51%	52%	55%	58%	57%	62%	67%	55%	46%	54%	46%	47%
HIGH PERFORMANCE	61%	61%	65%	69%	67%	68%	75%	65%	59%	62%	52%	59%
PUBLIC SECTOR VALUES	59%	58%	63%	69%	67%	67%	73%	67%	59%	64%	54%	59%
DIVERSITY & INCLUSION	61%	61%	70%	69%	70%	73%	77%	67%	57%	65%	61%	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



EXPLORE THE FULL SURVEY RESULTS

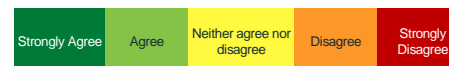
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	62% RESPONSE SCALE	AGREEMENT %	PINES 2014	SECTOR
Q7o. I would recommend my organisation as a great place to work		54%	51%	60%
Q7p. I am proud to tell others I work for my organisation		66%	68%	68%
Q7q. I feel a strong personal attachment to my organisation		63%	66%	64%
Q7r. My organisation motivates me to help it achieve its objectives		48%	46%	55%
Q7s. My organisation inspires me to do the best in my job		48%	45%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

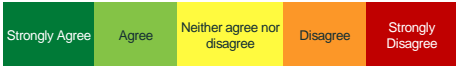
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT WITH WORK	73% RESPONSE SCALE	AGREEMENT %	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		70%	76%
Q1h. I look for ways to perform my job more effectively		92%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		70%	76%
Q1j. I am satisfied with my job at the present time		60%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

SENIOR MANAGERS	38% RESPONSE SCALE					AGREEMENT %	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	29	27	20	15	37%	47%
Q6b. I feel that senior leaders effectively lead and manage change	8	27	27	20	17	35%	43%
Q6c. I feel that senior managers model the values of my organisation	9	31	29	16	15	40%	48%
Q6d. Senior managers encourage innovation by employees	7	29	31	19	13	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	8	35	32	14	10	43%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	11	41	28	12	9	51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		27	26	21	18	34%	44%
Q6h. I feel that senior managers listen to employees		24	29	21	19	31%	39%
Q7f. I feel that change is handled well in my organisation		25	28	25	15	31%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

COMMUNICATION	51% RESPONSE SCALE	AGREEMENT %	SECTOR
Q5e. My manager communicates effectively with me		63%	69%
Q5f. My manager encourages and values employee input		60%	69%
Q5g. My manager involves my workgroup in decisions about our work		55%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		34%	44%
Q6h. I feel that senior managers listen to employees		31%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		62%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HIGH PERFORMANCE	61% RESPONSE SCALE					AGREEMENT %	SECTOR
Q1a. I understand what is expected of me to do well in my role	37	52				89%	90%
Q1b. I have the tools I need to do my job effectively	16	49	16	15		65%	70%
Q1c. I get the information I need to do my job well	14	49	21	13		63%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	31	51	11			82%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	18	42	17	15	7	61%	69%
Q2b. People in my workgroup use time and resources efficiently	17	46	20	13		63%	70%
Q2c. My team works collaboratively to achieve its objectives	22	49	16	9		71%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	20	51	17	10		71%	76%
Q3h. I have received appropriate training and development to do my job well	13	45	22	13	7	57%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HIGH PERFORMANCE	61% RESPONSE SCALE					AGREEMENT %	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	17	46	21	11		62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	14	38	26	15		52%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	14	42	23	14	8	56%	65%
Q5j. I have confidence in the decisions my line manager makes	19	42	21	11		61%	67%
Q6d. Senior managers encourage innovation by employees	7	29	31	19	13	37%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	8	35	32	14	10	43%	52%
Q7d. My organisation focuses on improving the work we do	19	48	21	8		67%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	14	38	27	14	7	52%	62%
Q7g. There is good co-operation between teams across our organisation	8	34	28	20	10	42%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

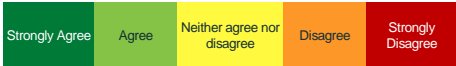
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Some key comparisons are provided.

HIGH PERFORMANCE	61% RESPONSE SCALE	AGREEMENT %	SECTOR
Q7n. My organisation generally selects capable people to do the job		39%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		57%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		80%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE					AGREEMENT %	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	28	50	15	7	0	78%	85%
Q2b. People in my workgroup use time and resources efficiently	17	46	20	13	4	63%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	22	41	19	12	6	63%	67%
Q2h. People in my workgroup treat each other with respect	23	44	18	10	5	67%	72%
Q2i. People in my workgroup treat customers/clients with respect	28	52	14	4	0	79%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	17	46	21	11	5	62%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	14	38	26	15	7	52%	64%
Q5d. My manager listens to what I have to say	22	44	17	9	8	66%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	19	39	22	10	10	58%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE	AGREEMENT %	SECTOR
Q5k. My manager treats employees with dignity and respect		70%	76%
Q5l. My manager talks to me about how the values apply to my work		49%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		37%	47%
Q6c. I feel that senior managers model the values of my organisation		40%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		51%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		34%	44%
Q6h. I feel that senior managers listen to employees		31%	39%
Q7a. My organisation provides high quality services		74%	80%
Q7b. My organisation strives to match services to customer/client needs		75%	80%

KEY





EXPLORE THE FULL SURVEY RESULTS

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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	29	51	14			80%	83%
Q7d. My organisation focuses on improving the work we do	19	48	21	8		67%	76%
Q7h. People in my organisation take responsibility for their own actions		30	30	21	12	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14	49	24	8		62%	63%

KEY



DIVERSITY & INCLUSION

61% RESPONSE SCALE

AGREEMENT %

SECTOR

Q1f. I am provided with the support I need to optimise my contribution at work	13	38	23	18	8	51%	59%
Q5d. My manager listens to what I have to say	22	44	17	9	8	66%	73%
Q5f. My manager encourages and values employee input	21	39	20	10	9	60%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	18	40	22	11	9	58%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	19	39	22	10	10	58%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	17	36	33	8		53%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	17	52	20			69%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	13	44	29	11		57%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	15	48	18	12	7	62%	69%

KEY



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.



EXPLORE THE FULL SURVEY RESULTS

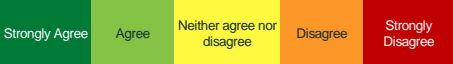
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY & INCLUSION	61% RESPONSE SCALE				AGREEMENT %	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	29	51	16		80%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21	39	21	12 7	60%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

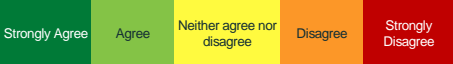
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Some key comparisons are provided.

RECRUITMENT	34%	RESPONSE SCALE	AGREEMENT %	SECTOR		
Q7l. My organisation's processes for recruiting employees are efficient	24	30	24	18	29%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	28	30	19	17	33%	41%
Q7n. My organisation generally selects capable people to do the job	33	29	19	13	39%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

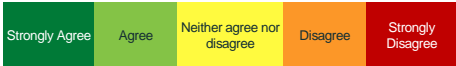
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	48%	RESPONSE SCALE	AGREEMENT %	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	38	27	9	8	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	33	35	10	8	48%	53%
Q7g. There is good co-operation between teams across our organisation	8	34	28	20	10	42%	48%

KEY



PERFORMANCE FRAMEWORK & DEVELOPMENT

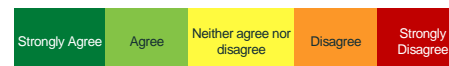
50% RESPONSE SCALE

AGREEMENT %

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Agreement %	Sector
Q3a. I have a current performance plan that sets out my individual objectives	9	34	23	23	11	43%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	15	44	16	15	9	60%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	12	33	20	23	12	45%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	12	37	21	18	11	49%	59%
Q3e. My performance is assessed against clear criteria	9	32	27	20	12	41%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	21	44	15	11	9	64%	71%
Q3g. I am able to access the right learning and development opportunities as required	12	41	23	14	9	53%	60%
Q3h. I have received appropriate training and development to do my job well	13	45	22	13	7	57%	63%
Q3i. I have a strong desire to advance my career	33	34	22	7		67%	69%

KEY



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.



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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

50% RESPONSE SCALE

AGREEMENT %

SECTOR

Q3j. I am satisfied with the opportunities available for career development in my organisation	9	29	25	21	16	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17	25	32	16	9	42%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	19	41	19	12	9	60%	67%
Q5n. My manager appropriately deals with employees who perform poorly	11	27	30	18	14	38%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	15	39	26	11	9	54%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	38	27	9	8	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	33	35	10	8	48%	53%
Q7j. My organisation is committed to developing its employees	8	35	30	16	11	43%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

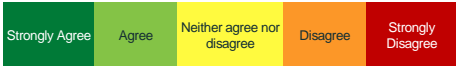
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

MOBILITY	48% RESPONSE SCALE					AGREEMENT %	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	17	25	32	16	9	42%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	18	38	27	9	8	56%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	33	35	10	8	48%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

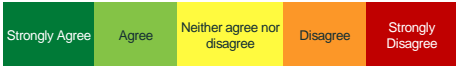
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Some key comparisons are provided.

PAY & BENEFITS	59% RESPONSE SCALE					AGREEMENT %	SECTOR
Q4a. I am paid fairly for the work I do	14	48	16	15	7	62%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	13	43	20	16	9	56%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

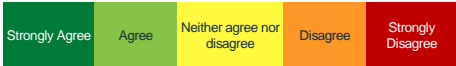
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Some key comparisons are provided.

DIVERSITY GROUPS	67% RESPONSE SCALE				AGREEMENT %	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	21	52	19		73%	77%
Q8c. Age is not a barrier to success in my organisation	17	49	21	9	66%	71%
Q8d. Disability is not a barrier to success in my organisation	15	41	29	10	56%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	21	51	22		72%	76%
Q8f. Gender is not a barrier to success in my organisation	20	49	20	7	69%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	60% RESPONSE SCALE					AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	13	38	23	18	8	51%	59%
Q1k. I am able to keep my work stress at an acceptable level	13	45	20	15	7	58%	58%
Q1l. My workload is acceptable	12	48	18	15	7	60%	55%
Q2e. I receive help and support from other members of my workgroup	24	52	15			76%	80%
Q2f. There is good team spirit in my workgroup	24	39	18	12		63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	12	43	23	14	9	54%	56%

KEY





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ACTION ABOUT SURVEY RESULTS

24% RESPONSE SCALE

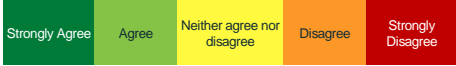
AGREEMENT %

SECTOR

Q15. I believe action will be taken on the results from this survey by my organisation



KEY





EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

WORKPLACE CONDUCT

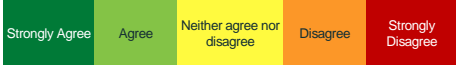
46% RESPONSE SCALE

AGREEMENT %

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	Agreement %	Sector
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14	49	24	8		62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		28	32	19	14	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	9	31	30	17	14	40%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?			
More interesting and challenging work		47%	46%
Better skills in my workgroup		28%	27%
Improved career opportunities		59%	52%
Improved learning and development opportunities		50%	50%
Greater involvement in decision making		34%	33%
Better pay and benefits		62%	58%
Greater recognition for the work I do		46%	45%
Better leadership from senior managers		46%	39%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?			
Better leadership from my manager		30%	27%
Better accountability for performance		29%	25%
A better location		22%	20%
More flexible working conditions		37%	38%
Better work/life balance		45%	46%
Improved facilities		32%	30%
Improved technology and systems		40%	38%
Better job security		47%	43%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct			
Yes		68%	72%
No		28%	24%
Don't Know		4%	4%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		25%	25%
No		65%	64%
Don't Know		11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		65%	63%
No		34%	35%
Don't Know		1%	2%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work			
Yes		36%	35%
No		57%	58%
Don't Know		7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work			
Yes		21%	20%
No		73%	75%
Don't Know		6%	5%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.			
A senior manager		25%	23%
Your Immediate Manager/Supervisor		27%	26%
A fellow worker at your level		22%	25%
A subordinate		8%	8%
A client or customer		1%	2%
A member of the public other than a client or customer		0%	0%
Other		3%	4%
Prefer not to say		13%	13%



EXPLORE THE FULL SURVEY RESULTS

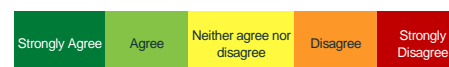
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Some key comparisons are provided.

JUSTICE QUESTIONS	RESPONSE SCALE				AGREEMENT %
Q1. I am confident I can state the values of my organisation	16	56	21		72%
Q2. In my work group, people are recognised when they demonstrate the right behaviour in the workplace	9	38	31	18	47%
Q3. I am respected for the unique skills and experiences I bring to the organisation	11	42	28	14	52%
Q4. Messages I see and hear make me feel that I belong in this organisation	9	38	35	14	46%
Q5. I am regularly consulted on matters affecting safety in my workplace	9	37	29	18	46%
Q6. I understand the capabilities contained within the PSC Capability Framework	9	37	35	14	46%
Q7. I am able to use the capabilities to identify development opportunities for myself	8	35	37	15	43%
Q8. My manager is focused on my capability development		26	36	19 11	33%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

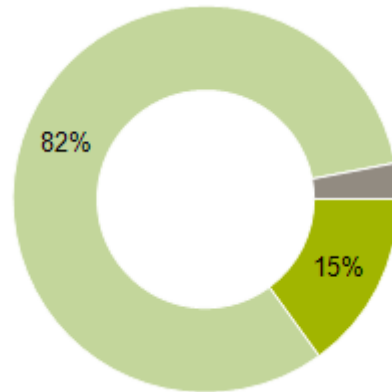
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		52%
Female		47%
Other		1%
Age		
<35		18%
35 - 54		62%
> 54		20%

PROFILE OF RESPONDENTS

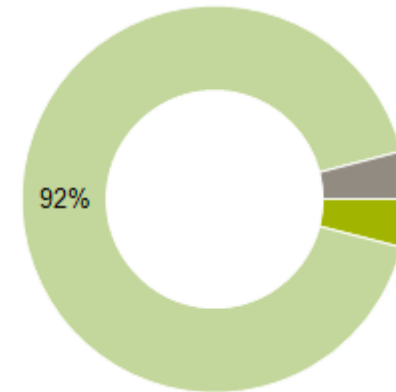


PERSONAL PROFILES

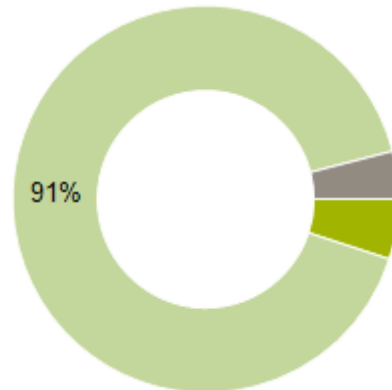
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



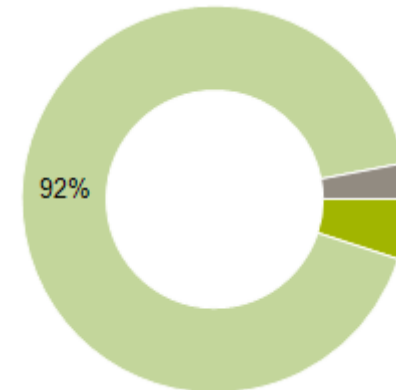
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		8%
1 - 2 years		7%
2 - 5 years		11%
5 - 10 years		21%
10 - 20 years		30%
More than 20 years		22%

PROFILE OF RESPONDENTS



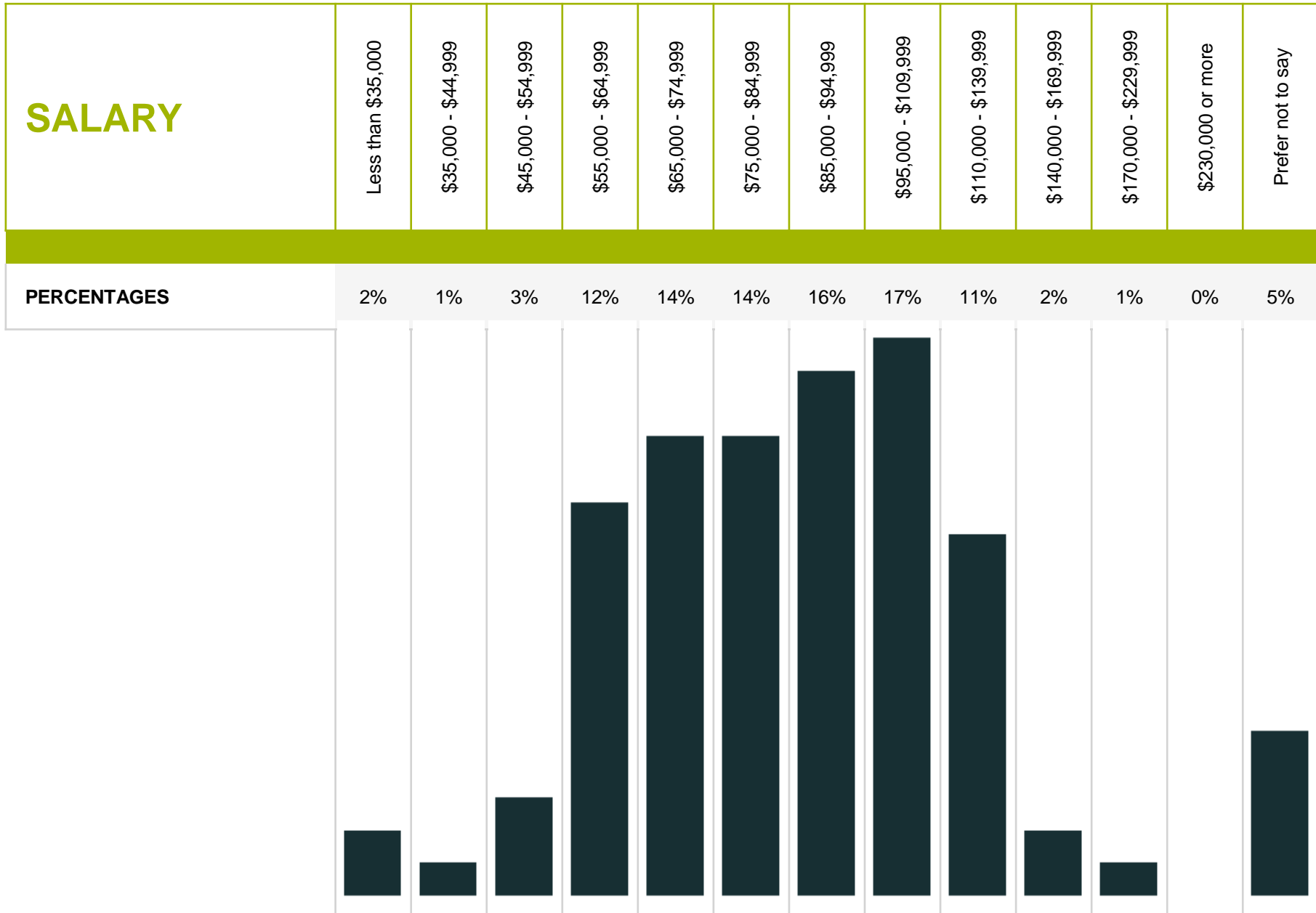
WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE
Service delivery involving direct contact with the general public		40%
Other service delivery work		10%
Administrative support		9%
Corporate services		8%
Policy		1%
Research		1%
Program and project management support		4%
Legal (including developing and/or reviewing legislation)		3%
Other		24%

PROFILE OF RESPONDENTS



WORK PROFILES



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	14988	5191	1268	1227	1008	182	153	473	403	3134
ENGAGEMENT	62%	61%	61%	67%	66%	64%	66%	67%	67%	61%
SENIOR MANAGERS	38%	34%	35%	47%	45%	44%	45%	45%	46%	36%
COMMUNICATION	51%	48%	50%	58%	60%	62%	60%	60%	58%	49%
HIGH PERFORMANCE	61%	59%	58%	67%	67%	67%	67%	68%	67%	58%
PUBLIC SECTOR VALUES	59%	58%	57%	65%	67%	66%	67%	67%	68%	54%
DIVERSITY & INCLUSION	61%	59%	60%	68%	70%	71%	71%	71%	69%	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

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	14988	271	158	452	1499	1870	1860	2048	2189	1482	307	159	51	661
ENGAGEMENT	62%	74%	69%	64%	64%	60%	61%	60%	61%	64%	72%	75%	87%	60%
SENIOR MANAGERS	38%	50%	48%	47%	42%	36%	34%	33%	34%	41%	51%	62%	83%	35%
COMMUNICATION	51%	60%	58%	55%	54%	48%	49%	48%	49%	55%	66%	72%	85%	46%
HIGH PERFORMANCE	61%	67%	68%	64%	62%	58%	58%	59%	60%	65%	71%	79%	88%	56%
PUBLIC SECTOR VALUES	59%	67%	66%	63%	60%	55%	57%	57%	59%	63%	71%	78%	87%	55%
DIVERSITY & INCLUSION	61%	67%	69%	65%	62%	58%	59%	60%	61%	66%	74%	79%	86%	56%

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 TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	14988	1041	862	1479	2721	3927	2910
ENGAGEMENT	62%	75%	69%	65%	61%	59%	60%
SENIOR MANAGERS	38%	61%	49%	41%	35%	32%	35%
COMMUNICATION	51%	72%	62%	54%	49%	46%	48%
HIGH PERFORMANCE	61%	75%	68%	63%	59%	57%	59%
PUBLIC SECTOR VALUES	59%	76%	67%	62%	57%	55%	57%
DIVERSITY & INCLUSION	61%	79%	71%	65%	60%	57%	59%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	14988	16	285	808	1198	1622	2034	2343	2046	1518	824	315
ENGAGEMENT	62%	(r)	76%	68%	64%	62%	61%	61%	61%	61%	62%	62%
SENIOR MANAGERS	38%	(r)	61%	47%	41%	37%	38%	35%	36%	35%	37%	39%
COMMUNICATION	51%	(r)	70%	60%	56%	51%	51%	47%	50%	49%	50%	50%
HIGH PERFORMANCE	61%	(r)	75%	67%	63%	60%	61%	59%	60%	58%	60%	61%
PUBLIC SECTOR VALUES	59%	(r)	74%	66%	63%	59%	60%	57%	58%	57%	58%	59%
DIVERSITY & INCLUSION	61%	(r)	78%	69%	66%	62%	62%	58%	60%	59%	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 GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Male	Female	Other
NUMBER OF RESPONDENTS	14988	6778	6185	83
ENGAGEMENT	62%	61%	64%	52%
SENIOR MANAGERS	38%	35%	41%	22%
COMMUNICATION	51%	49%	53%	31%
HIGH PERFORMANCE	61%	58%	64%	44%
PUBLIC SECTOR VALUES	59%	58%	61%	41%
DIVERSITY & INCLUSION	61%	59%	64%	40%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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ABORIGINAL AND/OR TORRES STRAIT ISLANDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	14988	555	12012	477
ENGAGEMENT	62%	64%	63%	49%
SENIOR MANAGERS	38%	39%	38%	23%
COMMUNICATION	51%	52%	52%	32%
HIGH PERFORMANCE	61%	61%	61%	44%
PUBLIC SECTOR VALUES	59%	58%	60%	43%
DIVERSITY & INCLUSION	61%	61%	62%	41%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS
THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT
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LANGUAGE OTHER THAN ENGLISH



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	14988	1987	10759	371
ENGAGEMENT	62%	65%	62%	50%
SENIOR MANAGERS	38%	45%	37%	23%
COMMUNICATION	51%	56%	51%	33%
HIGH PERFORMANCE	61%	64%	61%	44%
PUBLIC SECTOR VALUES	59%	62%	59%	43%
DIVERSITY & INCLUSION	61%	64%	62%	42%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS
THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	14988	595	11961	520
ENGAGEMENT	62%	56%	63%	51%
SENIOR MANAGERS	38%	32%	39%	24%
COMMUNICATION	51%	44%	52%	34%
HIGH PERFORMANCE	61%	55%	62%	46%
PUBLIC SECTOR VALUES	59%	54%	60%	45%
DIVERSITY & INCLUSION	61%	55%	63%	43%

KEY

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	14988	1049	11498	534
ENGAGEMENT	62%	53%	64%	50%
SENIOR MANAGERS	38%	27%	39%	24%
COMMUNICATION	51%	41%	53%	35%
HIGH PERFORMANCE	61%	52%	62%	45%
PUBLIC SECTOR VALUES	59%	51%	61%	44%
DIVERSITY & INCLUSION	61%	53%	63%	44%

KEY

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Yes	No	Prefer not to say
NUMBER OF RESPONDENTS	14988	612	12032	427
ENGAGEMENT	62%	63%	63%	52%
SENIOR MANAGERS	38%	39%	38%	25%
COMMUNICATION	51%	52%	52%	37%
HIGH PERFORMANCE	61%	62%	61%	46%
PUBLIC SECTOR VALUES	59%	60%	60%	45%
DIVERSITY & INCLUSION	61%	62%	62%	45%

KEY

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WHAT IS YOUR WORK LOCATION?



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Metropolitan NSW	Regional NSW
NUMBER OF RESPONDENTS	14988	8398	4642
ENGAGEMENT	62%	64%	60%
SENIOR MANAGERS	38%	40%	34%
COMMUNICATION	51%	54%	46%
HIGH PERFORMANCE	61%	63%	57%
PUBLIC SECTOR VALUES	59%	62%	55%
DIVERSITY & INCLUSION	61%	64%	57%

KEY

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WHAT BEST DESCRIBES YOUR ROLE IN THE JUSTICE CLUSTER?



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Sworn police officer - general duties	Sworn police officer - other	Non-sworn employee of NSW Police Force	Permanent Fire fighter	Retained Fire fighter	Custodial Officer	Youth Worker	Legal officer or other legal professional	Administrative or other clerical worker	Sheriff's Officer	Community Corrections Officer (Probation & Parole)	Psychologist	Teacher
NUMBER OF RESPONDENTS	14988	851	1407	988	631	204	1992	282	339	3026	163	474	118	143
ENGAGEMENT	62%	58%	59%	65%	68%	79%	57%	60%	67%	64%	49%	63%	61%	52%
SENIOR MANAGERS	38%	31%	33%	41%	28%	51%	33%	35%	47%	44%	21%	38%	32%	25%
COMMUNICATION	51%	40%	46%	50%	49%	57%	44%	47%	59%	57%	37%	54%	58%	53%
HIGH PERFORMANCE	61%	55%	58%	62%	57%	65%	53%	60%	68%	65%	45%	65%	67%	60%
PUBLIC SECTOR VALUES	59%	57%	58%	61%	59%	67%	48%	56%	69%	64%	43%	63%	62%	59%
DIVERSITY & INCLUSION	61%	50%	57%	62%	61%	66%	52%	57%	70%	67%	48%	67%	73%	62%

KEY

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WHAT BEST DESCRIBES YOUR ROLE IN THE JUSTICE CLUSTER?



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Justice	Welfare Officer	Other
NUMBER OF RESPONDENTS	14988	115	2367
ENGAGEMENT	62%	55%	66%
SENIOR MANAGERS	38%	33%	41%
COMMUNICATION	51%	43%	56%
HIGH PERFORMANCE	61%	52%	64%
PUBLIC SECTOR VALUES	59%	47%	63%
DIVERSITY & INCLUSION	61%	52%	67%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

i ANONYMITY RULES

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

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

i HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.

i HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

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%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%