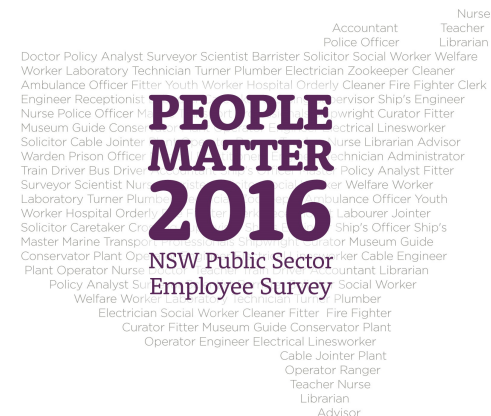


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Education

Education Offices (State and Local offices including Corporate staff)

CONTENTS OF REPORT

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RESPONSE RATE

86%

**3,442 RESPONSES
OUT OF 4,016 EMPLOYEES**

ENGAGEMENT INDEX

65%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **69%**



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	95%
2i.	People in my workgroup treat customers/clients with respect	87%
2a.	My workgroup strives to achieve customer/client satisfaction	87%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	86%
1a.	I understand what is expected of me to do well in my role	86%
1d.	I feel I make a contribution to achieving the organisation's objectives	84%
2e.	I receive help and support from other members of my workgroup	82%
7c.	My organisation strives to earn and sustain a high level of public trust	81%
7b.	My organisation strives to match services to customer/client needs	80%
8b.	Cultural background is not a barrier to success in my organisation	79%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l.	My organisation's processes for recruiting employees are efficient	31%
15.	I believe action will be taken on the results from this survey by my organisation	32%
7f.	I feel that change is handled well in my organisation	38%
6h.	I feel that senior managers listen to employees	40%
3j.	I am satisfied with the opportunities available for career development in my organisation	42%
5n.	My manager appropriately deals with employees who perform poorly	43%
7m.	Recruitment and promotion decisions in this organisation are generally fair	44%
6b.	I feel that senior leaders effectively lead and manage change	44%
9b.	I have confidence in the ways my organisation resolves grievances	44%
6g.	I feel that senior managers keep employees informed about what's going on	44%



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'.

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below Education Offices (State and Local offices including Corporate staff), using the same key question groups.

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

	Education Offices (State and Local offices including Corporate staff)	Corporate Services	External Affairs and Regulation	School Operations and Performance	Secretary	Strategy and Evaluation
NUMBER OF RESPONDENTS	3442	1566	210	802	23	147
ENGAGEMENT	65%	65%	66%	70%	64%	69%
SENIOR MANAGERS	47%	48%	50%	56%	35%	55%
COMMUNICATION	60%	60%	63%	68%	60%	67%
HIGH PERFORMANCE	67%	66%	72%	73%	68%	76%
PUBLIC SECTOR VALUES	67%	67%	71%	74%	64%	73%
DIVERSITY & INCLUSION	69%	69%	73%	74%	72%	78%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



EXPLORE THE FULL SURVEY RESULTS

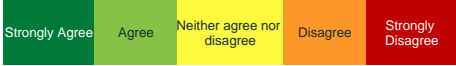
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Some key comparisons are provided.

ENGAGEMENT	65% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q7o. I would recommend my organisation as a great place to work		57%	63%	60%
Q7p. I am proud to tell others I work for my organisation		69%	75%	68%
Q7q. I feel a strong personal attachment to my organisation		67%	74%	64%
Q7r. My organisation motivates me to help it achieve its objectives		55%	60%	55%
Q7s. My organisation inspires me to do the best in my job		54%	60%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 76% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		73%	83%	76%
Q1h. I look for ways to perform my job more effectively		95%	97%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		78%	83%	76%
Q1j. I am satisfied with my job at the present time		61%	67%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

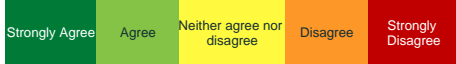
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Some key comparisons are provided.

SENIOR MANAGERS	47% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	14	33	25	16	12	47%	57%	47%
Q6b. I feel that senior leaders effectively lead and manage change	13	31	26	17	14	44%	53%	43%
Q6c. I feel that senior managers model the values of my organisation	15	33	28	11	13	48%	57%	48%
Q6d. Senior managers encourage innovation by employees	12	36	29	13	10	48%	60%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	39	28	11	8	52%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	46	21	8		64%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	11	33	26	16	13	44%	51%	44%
Q6h. I feel that senior managers listen to employees	11	29	29	16	15	40%	48%	39%
Q7f. I feel that change is handled well in my organisation	10	28	26	21	15	38%	50%	41%

KEY





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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.

COMMUNICATION	60% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
Q5e. My manager communicates effectively with me	31	40	15	8	71%	72%	69%
Q5f. My manager encourages and values employee input	32	39	15	7	71%	72%	69%
Q5g. My manager involves my workgroup in decisions about our work	27	38	18	9	65%	68%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	11	33	26	16	44%	51%	44%
Q6h. I feel that senior managers listen to employees	11	29	29	16	40%	48%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	22	49	15	7	71%	68%	69%

KEY





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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					67% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q1a. I understand what is expected of me to do well in my role	38	48					86%	93%	90%
Q1b. I have the tools I need to do my job effectively	21	47	15	13			67%	71%	70%
Q1c. I get the information I need to do my job well	16	45	19	14			61%	71%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	37	48	8				84%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	26	43	13	11			69%	72%	69%
Q2b. People in my workgroup use time and resources efficiently	27	45	15	9			71%	73%	70%
Q2c. My team works collaboratively to achieve its objectives	34	43	11	7			77%	77%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	28	47	14	8			75%	78%	76%
Q3h. I have received appropriate training and development to do my job well	15	37	24	15	10		52%	66%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

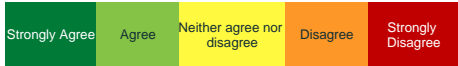
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Some key comparisons are provided.

	HIGH PERFORMANCE					67% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	29	44	16	10	1	72%	77%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	23	39	21	10	7	63%	73%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	23	43	18	9	9	66%	67%	65%	
Q5j. I have confidence in the decisions my line manager makes	29	40	18	7	6	69%	69%	67%	
Q6d. Senior managers encourage innovation by employees	12	36	29	13	10	48%	60%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	39	28	11	8	52%	61%	52%	
Q7d. My organisation focuses on improving the work we do	27	48	16	7	2	74%	84%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	20	41	22	10	7	61%	71%	62%	
Q7g. There is good co-operation between teams across our organisation	11	34	25	19	11	45%	55%	48%	

KEY





EXPLORE THE FULL SURVEY RESULTS

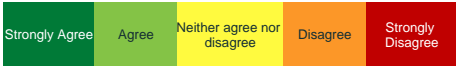
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Some key comparisons are provided.

	HIGH PERFORMANCE					67% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	44	26	12	9	53%	55%	51%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	21	47	21			68%	73%	67%	
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	39	48	10			86%	88%	85%	

KEY





EXPLORE THE FULL SURVEY RESULTS

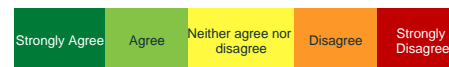
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		67% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		45	87%	87%	85%
Q2b. People in my workgroup use time and resources efficiently		27	71%	73%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		31	71%	67%	67%
Q2h. People in my workgroup treat each other with respect		36	77%	74%	72%
Q2i. People in my workgroup treat customers/clients with respect		44	87%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		29	72%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		23	63%	73%	64%
Q5d. My manager listens to what I have to say		33	74%	76%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		29	66%	67%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

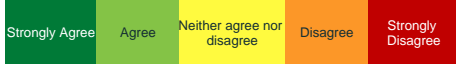
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES		67% RESPONSE SCALE		AGREEMENT %	EDUCATION	SECTOR			
Q5k. My manager treats employees with dignity and respect		38	41	11	79%	78%	76%		
Q5l. My manager talks to me about how the values apply to my work		23	34	25	11	7	57%	62%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		14	33	25	16	12	47%	57%	47%
Q6c. I feel that senior managers model the values of my organisation		15	33	28	11	13	48%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		18	46	21	8	7	64%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		11	33	26	16	13	44%	51%	44%
Q6h. I feel that senior managers listen to employees		11	29	29	16	15	40%	48%	39%
Q7a. My organisation provides high quality services		27	50	15	8	0	78%	82%	80%
Q7b. My organisation strives to match services to customer/client needs		29	51	12	8	0	80%	84%	80%

KEY





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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	67% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	31	50	12			81%	87%	83%
Q7d. My organisation focuses on improving the work we do	27	48	16			74%	84%	76%
Q7h. People in my organisation take responsibility for their own actions	11	37	29	14	9	48%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	16	44	26	8		60%	62%	63%

KEY





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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.

DIVERSITY & INCLUSION	69% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	19	39	19	14	8	59%	63%	59%
Q5d. My manager listens to what I have to say	33	41	13			74%	76%	73%
Q5f. My manager encourages and values employee input	32	39	15	7		71%	72%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	27	40	18	7	8	67%	68%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	37	20	8		66%	67%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	21	36	32			57%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	26	50	16			76%	78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	21	47	21			68%	73%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	22	49	15	7		71%	68%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

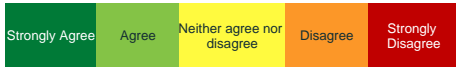
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Some key comparisons are provided.

DIVERSITY & INCLUSION		69% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR			
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	39	48	10	86%	88%	85%		
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	25	41	17	10	7	65%	48%	58%

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.

RECRUITMENT	42% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		31%	37%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		44%	43%	41%
Q7n. My organisation generally selects capable people to do the job		53%	55%	51%

KEY





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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.

EMPLOYEE VALUE PROPOSITION	54%	RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	37	25	7	62%	65%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	21	33	33	7	54%	56%	53%	
Q7g. There is good co-operation between teams across our organisation	11	34	25	19	11	45%	55%	48%

KEY





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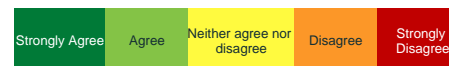
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

58% RESPONSE SCALE

		AGREEMENT %	EDUCATION	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		66%	75%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		69%	77%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		57%	65%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		58%	63%	59%
Q3e. My performance is assessed against clear criteria		51%	57%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		73%	73%	71%
Q3g. I am able to access the right learning and development opportunities as required		54%	65%	60%
Q3h. I have received appropriate training and development to do my job well		52%	66%	63%
Q3i. I have a strong desire to advance my career		75%	62%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

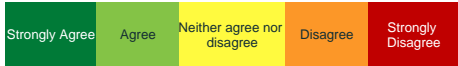
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	11 31 24 18 15	42%	49%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	19 27 33 12 8	47%	31%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	30 40 15 8 7	70%	71%	67%
Q5n. My manager appropriately deals with employees who perform poorly	15 28 35 11 11	43%	45%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	22 39 23 8 8	61%	67%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25 37 25 7	62%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	21 33 33 7	54%	56%	53%
Q7j. My organisation is committed to developing its employees	13 37 27 14 10	50%	65%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

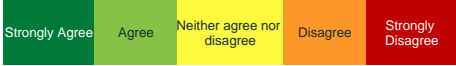
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

MOBILITY	54% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career		47%	31%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		62%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		54%	56%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

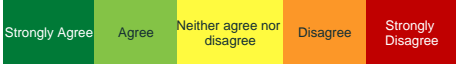
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Some key comparisons are provided.

PAY & BENEFITS	69% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree		
Q4a. I am paid fairly for the work I do	21	50	14	10	70%	49%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	19	48	18	9	68%	52%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

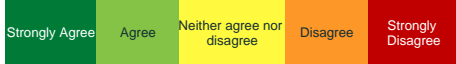
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Some key comparisons are provided.

DIVERSITY GROUPS	75% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	28	50	15		79%	82%	77%
Q8c. Age is not a barrier to success in my organisation	25	46	17	7	71%	71%	71%
Q8d. Disability is not a barrier to success in my organisation	25	47	22		72%	70%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	29	49	18		78%	78%	76%
Q8f. Gender is not a barrier to success in my organisation	28	48	16		76%	75%	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	64% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	19 39 19 14 8	59%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level	16 43 18 14 8	59%	52%	58%
Q1l. My workload is acceptable	14 42 17 17 11	55%	45%	55%
Q2e. I receive help and support from other members of my workgroup	36 47 10	82%	82%	80%
Q2f. There is good team spirit in my workgroup	34 37 13 9	71%	71%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	15 40 23 14 8	55%	49%	56%

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.

ACTION ABOUT SURVEY RESULTS

32% RESPONSE SCALE

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



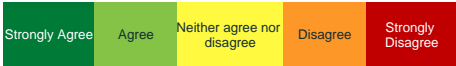
AGREEMENT %

EDUCATION

SECTOR

32% 25% 32%

KEY





EXPLORE THE FULL SURVEY RESULTS

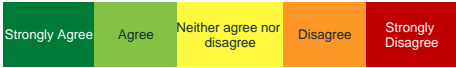
This section shows results for all the survey questions grouped by key themes.

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 CONDUCT	51% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	16 44 26 8	60%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	10 34 34 13 10	44%	50%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	13 38 29 11 9	50%	55%	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%	EDUCATION	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		51%	33%	46%
Better skills in my workgroup		29%	24%	27%
Improved career opportunities		57%	44%	52%
Improved learning and development opportunities		53%	46%	50%
Greater involvement in decision making		36%	31%	33%
Better pay and benefits		50%	64%	58%
Greater recognition for the work I do		42%	51%	45%
Better leadership from senior managers		41%	32%	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%	EDUCATION	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		26%	22%	27%
Better accountability for performance		25%	17%	25%
A better location		26%	15%	20%
More flexible working conditions		41%	31%	38%
Better work/life balance		46%	51%	46%
Improved facilities		28%	40%	30%
Improved technology and systems		39%	43%	38%
Better job security		55%	36%	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%	EDUCATION	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		69%	77%	72%
No		26%	19%	24%
Don't Know		5%	3%	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%	EDUCATION	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		24%	27%	25%
No		65%	63%	64%
Don't Know		11%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		57%	65%	63%
No		41%	33%	35%
Don't Know		2%	2%	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%	EDUCATION	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		32%	38%	35%
No		60%	55%	58%
Don't Know		7%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		18%	21%	20%
No		76%	74%	75%
Don't Know		6%	5%	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%	EDUCATION	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		23%	26%	23%
Your Immediate Manager/Supervisor		35%	21%	26%
A fellow worker at your level		18%	21%	25%
A subordinate		8%	11%	8%
A client or customer		1%	5%	2%
Other		4%	3%	4%
Prefer not to say		12%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

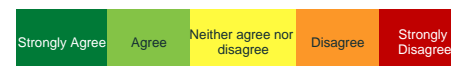
This section shows results for all the survey questions grouped by key themes.

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.

EDUCATION QUESTIONS	RESPONSE SCALE				AGREEMENT %	EDUCATION
Q1. My workgroup is able to manage the changing demands of our work environment.	15	53	18	10	68%	65%
Q2. The changes within my organisation will improve outcomes for the community.	15	41	28	9	55%	63%
Q3. Our leaders frequently and effectively communicate organisational objectives.	11	39	26	15	50%	64%
Q4. My workgroup acknowledges my contributions to the team.	19	49	19	8	69%	68%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	17	49	21	9	66%	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	22	48	17	7	70%	71%
Q7. My workgroup is able to demonstrate outcomes of our work	24	54	15		78%	80%
Q8. My job offers the opportunity for me to work on innovative projects.	18	36	25	14	54%	58%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

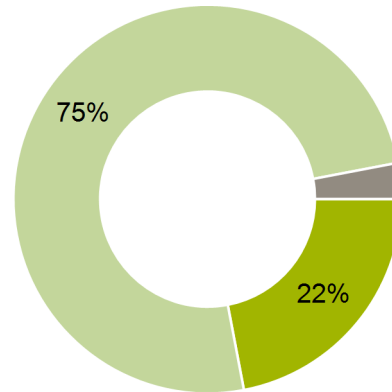
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		36%
Female		63%
Other		1%
Age		
<35		16%
35 - 54		55%
> 54		29%

PROFILE OF RESPONDENTS

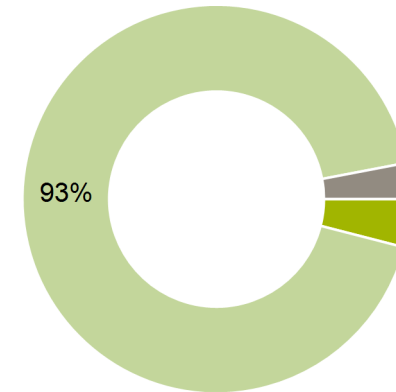


PERSONAL PROFILES

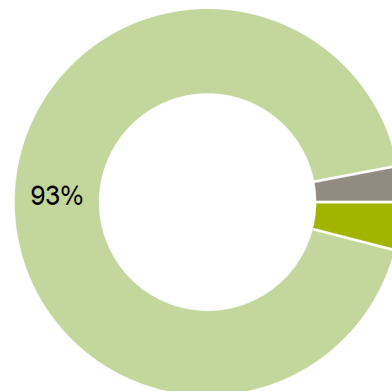
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



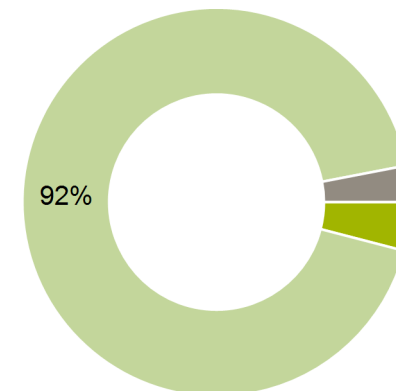
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		11%
1 - 2 years		8%
2 - 5 years		15%
5 - 10 years		19%
10 - 20 years		24%
More than 20 years		24%

PROFILE OF RESPONDENTS



WORK PROFILES

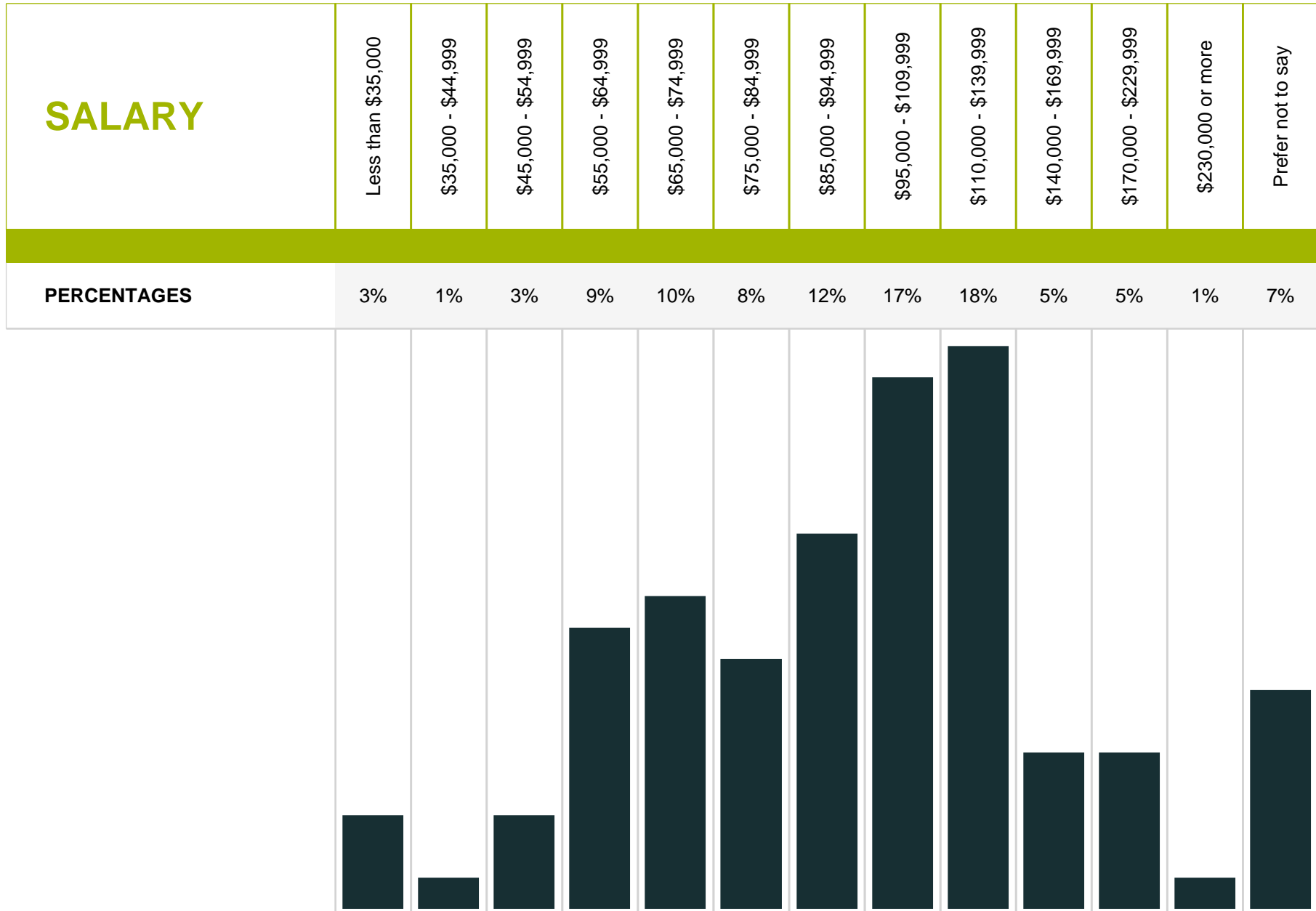
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		25%
Other service delivery work		7%
Administrative support		10%
Corporate services		36%
Policy		3%
Research		1%
Program and project management support		9%
Legal (including developing and/or reviewing legislation)		1%
Other		8%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



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.

	Education Offices (State and Local offices including Corporate staff)	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	3442	759	202	305	1081	98	41	270	17	253
ENGAGEMENT	65%	63%	63%	68%	65%	71%	69%	68%	(r)	65%
SENIOR MANAGERS	47%	39%	40%	53%	52%	59%	52%	52%	(r)	45%
COMMUNICATION	60%	56%	54%	64%	63%	72%	72%	62%	(r)	60%
HIGH PERFORMANCE	67%	63%	61%	70%	68%	78%	76%	70%	(r)	68%
PUBLIC SECTOR VALUES	67%	64%	62%	69%	68%	78%	72%	71%	(r)	67%
DIVERSITY & INCLUSION	69%	65%	65%	73%	71%	82%	80%	72%	(r)	69%

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.

	Education Offices (State and Local offices including Corporate staff)	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	3442	97	45	77	269	306	249	369	499	547	162	140	37	222
ENGAGEMENT	65%	64%	65%	67%	68%	65%	63%	62%	63%	66%	73%	81%	81%	58%
SENIOR MANAGERS	47%	30%	45%	46%	52%	51%	45%	43%	43%	47%	57%	75%	74%	39%
COMMUNICATION	60%	52%	59%	60%	63%	62%	59%	56%	57%	63%	67%	86%	82%	51%
HIGH PERFORMANCE	67%	60%	67%	68%	69%	69%	64%	62%	64%	69%	76%	87%	83%	56%
PUBLIC SECTOR VALUES	67%	57%	66%	68%	69%	69%	64%	62%	64%	70%	76%	88%	83%	56%
DIVERSITY & INCLUSION	69%	63%	70%	71%	71%	70%	67%	65%	68%	73%	76%	87%	82%	57%

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.

	Education Offices (State and Local offices including Corporate staff)	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	3442	327	238	439	563	722	718
ENGAGEMENT	65%	71%	69%	64%	63%	63%	66%
SENIOR MANAGERS	47%	59%	55%	47%	47%	43%	45%
COMMUNICATION	60%	73%	69%	62%	57%	57%	60%
HIGH PERFORMANCE	67%	75%	71%	67%	63%	66%	67%
PUBLIC SECTOR VALUES	67%	75%	72%	66%	63%	66%	67%
DIVERSITY & INCLUSION	69%	78%	76%	71%	64%	68%	69%

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 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.

	Education Offices (State and Local offices including Corporate staff)	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	3442	6	42	147	293	320	386	453	496	518	262	79
ENGAGEMENT	65%	(r)	72%	71%	69%	65%	64%	63%	65%	65%	66%	67%
SENIOR MANAGERS	47%	(r)	64%	58%	54%	50%	44%	48%	44%	47%	46%	41%
COMMUNICATION	60%	(r)	74%	70%	69%	61%	60%	58%	59%	60%	61%	59%
HIGH PERFORMANCE	67%	(r)	73%	73%	72%	66%	67%	63%	66%	68%	68%	67%
PUBLIC SECTOR VALUES	67%	(r)	74%	73%	72%	67%	65%	64%	66%	69%	67%	67%
DIVERSITY & INCLUSION	69%	(r)	80%	79%	77%	70%	70%	65%	67%	69%	70%	70%

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.

	Education Offices (State and Local offices including Corporate staff)	Male	Female	Other
NUMBER OF RESPONDENTS	3442	1072	1910	34
ENGAGEMENT	65%	64%	66%	41%
SENIOR MANAGERS	47%	48%	48%	28%
COMMUNICATION	60%	60%	62%	26%
HIGH PERFORMANCE	67%	65%	69%	34%
PUBLIC SECTOR VALUES	67%	66%	68%	33%
DIVERSITY & INCLUSION	69%	69%	71%	34%

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 STAFF CATEGORY



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.

	Education Offices (State and Local offices including Corporate staff)	Teaching staff	School executive (Principals, Deputy Principals, Assistant Principals)	Non teaching staff in schools	Non school based teaching service staff	Corporate staff	Aboriginal Affairs
NUMBER OF RESPONDENTS	3442	327	30	101	331	2156	65
ENGAGEMENT	65%	56%	70%	67%	65%	66%	76%
SENIOR MANAGERS	47%	29%	51%	45%	42%	51%	71%
COMMUNICATION	60%	47%	65%	56%	60%	63%	73%
HIGH PERFORMANCE	67%	55%	74%	67%	67%	68%	77%
PUBLIC SECTOR VALUES	67%	54%	74%	65%	68%	69%	77%
DIVERSITY & INCLUSION	69%	57%	72%	67%	70%	71%	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 30 RESPONDENTS



WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

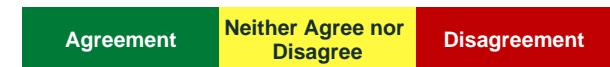
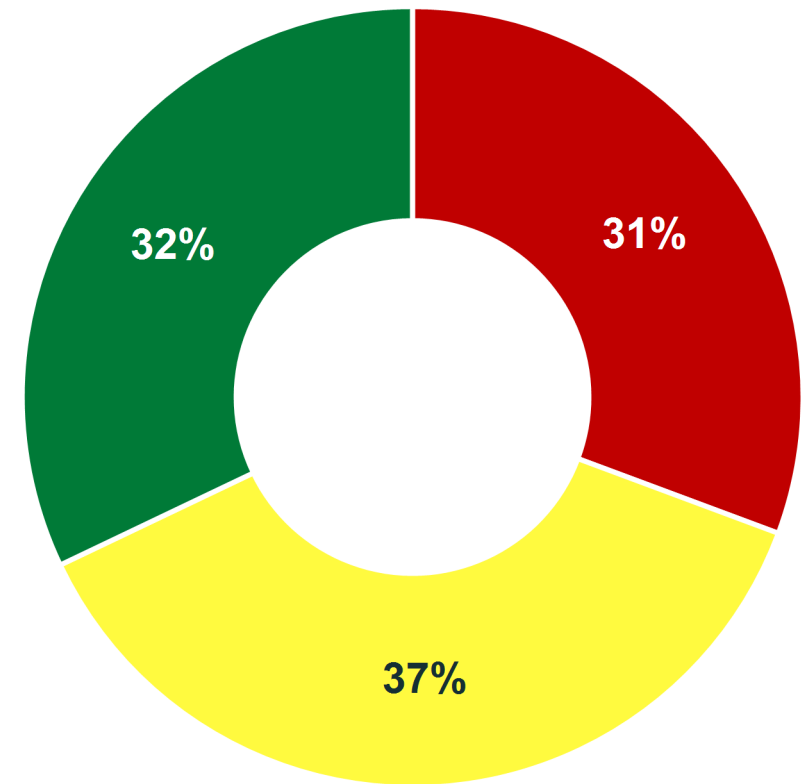
32%

of employees replied favourably to:

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

32%
SECTOR

25%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

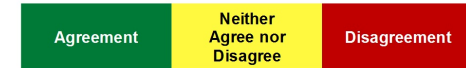
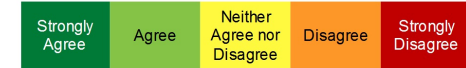
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

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.



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

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%