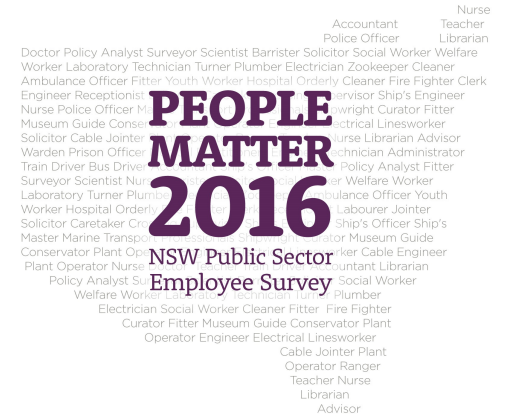


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Education

Public Schools NSW

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RESPONSE RATE

32%

**24,046 RESPONSES
OUT OF 74,452 EMPLOYEES**

ENGAGEMENT INDEX

69%

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	98%
1a. I understand what is expected of me to do well in my role	93%
1d. I feel I make a contribution to achieving the organisation's objectives	90%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	89%
2a. My workgroup strives to achieve customer/client satisfaction	88%
7c. My organisation strives to earn and sustain a high level of public trust	88%
2i. People in my workgroup treat customers/clients with respect	86%
7b. My organisation strives to match services to customer/client needs	85%
7d. My organisation focuses on improving the work we do	85%
1g. My job gives me a feeling of personal accomplishment	85%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

15. I believe action will be taken on the results from this survey by my organisation	24%
3k. I would like to work in another agency within the NSW Public Sector during my career	28%
7l. My organisation's processes for recruiting employees are efficient	38%
7m. Recruitment and promotion decisions in this organisation are generally fair	43%
1l. My workload is acceptable	44%
4a. I am paid fairly for the work I do	46%
8j. How satisfied are you with your ability to access and use flexible working arrangements?	46%
5n. My manager appropriately deals with employees who perform poorly	46%
7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	48%
6h. I feel that senior managers listen to employees	49%



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 Public Schools NSW, 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.

	Public Schools NSW	Executive Director Macquarie Park	Executive Director Tamworth	Executive Director Ultimo	Executive Director Wagga
NUMBER OF RESPONDENTS	24046	6686	5727	6282	5351
ENGAGEMENT	69%	69%	69%	70%	70%
SENIOR MANAGERS	57%	58%	55%	59%	55%
COMMUNICATION	64%	64%	62%	66%	62%
HIGH PERFORMANCE	74%	74%	73%	75%	73%
PUBLIC SECTOR VALUES	71%	72%	70%	72%	70%
DIVERSITY & INCLUSION	69%	70%	68%	71%	68%

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

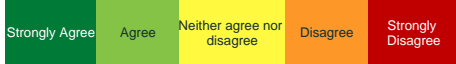
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Some key comparisons are provided.

ENGAGEMENT	69% RESPONSE SCALE	AGREEMENT %	PMES 2014	EDUCATION	SECTOR
Q7o. I would recommend my organisation as a great place to work		64%	60%	63%	60%
Q7p. I am proud to tell others I work for my organisation		75%	76%	75%	68%
Q7q. I feel a strong personal attachment to my organisation		74%	75%	74%	64%
Q7r. My organisation motivates me to help it achieve its objectives		61%	57%	60%	55%
Q7s. My organisation inspires me to do the best in my job		61%	57%	60%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

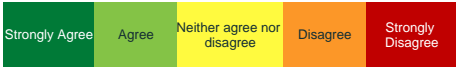
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 84% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		85%	83%	76%
Q1h. I look for ways to perform my job more effectively		98%	97%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		84%	83%	76%
Q1j. I am satisfied with my job at the present time		68%	67%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

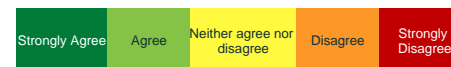
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Some key comparisons are provided.

SENIOR MANAGERS	57% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	40	23	12		58%	57%	47%
Q6b. I feel that senior leaders effectively lead and manage change	17	37	24	14	8	54%	53%	43%
Q6c. I feel that senior managers model the values of my organisation	19	39	24	10	8	58%	57%	48%
Q6d. Senior managers encourage innovation by employees	18	43	24	10		62%	60%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	19	44	24	9		63%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	20	45	24			65%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15	38	25	15	8	52%	51%	44%
Q6h. I feel that senior managers listen to employees	15	34	26	15	10	49%	48%	39%
Q7f. I feel that change is handled well in my organisation	16	36	24	17	7	52%	50%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

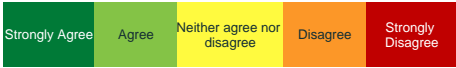
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Some key comparisons are provided.

COMMUNICATION	64% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q5e. My manager communicates effectively with me		72%	72%	69%
Q5f. My manager encourages and values employee input		72%	72%	69%
Q5g. My manager involves my workgroup in decisions about our work		68%	68%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		52%	51%	44%
Q6h. I feel that senior managers listen to employees		49%	48%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		67%	68%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

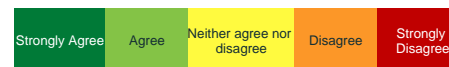
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Some key comparisons are provided.

	HIGH PERFORMANCE		74% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q1a. I understand what is expected of me to do well in my role	49	44		93%	93%	90%
Q1b. I have the tools I need to do my job effectively	21	51	13 13	72%	71%	70%
Q1c. I get the information I need to do my job well	20	52	16 10	72%	71%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	41	49		90%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	28	44	13 10	72%	72%	69%
Q2b. People in my workgroup use time and resources efficiently	24	49	16 9	74%	73%	70%
Q2c. My team works collaboratively to achieve its objectives	31	46	13 7	77%	77%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	27	52	13	79%	78%	76%
Q3h. I have received appropriate training and development to do my job well	22	46	19 10	68%	66%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

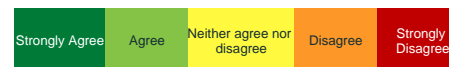
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Some key comparisons are provided.

HIGH PERFORMANCE	74% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		78%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		74%	73%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		67%	67%	65%
Q5j. I have confidence in the decisions my line manager makes		69%	69%	67%
Q6d. Senior managers encourage innovation by employees		62%	60%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		63%	61%	52%
Q7d. My organisation focuses on improving the work we do		85%	84%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		72%	71%	62%
Q7g. There is good co-operation between teams across our organisation		56%	55%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

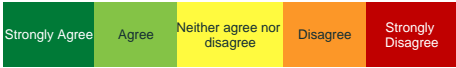
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Some key comparisons are provided.

	74% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
Q7n. My organisation generally selects capable people to do the job	11	45	25	13	55%	55%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	24	50	18		73%	73%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	48	10		89%	88%	85%

KEY





EXPLORE THE FULL SURVEY RESULTS

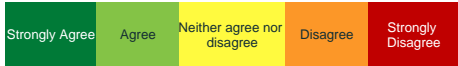
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		71% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		39 48 8	88%	87%	85%
Q2b. People in my workgroup use time and resources efficiently		24 49 16 9	74%	73%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		27 40 18 11	66%	67%	67%
Q2h. People in my workgroup treat each other with respect		31 42 14 8	73%	74%	72%
Q2i. People in my workgroup treat customers/clients with respect		39 47 10	86%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		31 48 13	78%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		28 46 16	74%	73%	64%
Q5d. My manager listens to what I have to say		34 41 13	76%	76%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		29 38 19 8	67%	67%	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	71% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree		
Q5k. My manager treats employees with dignity and respect	37	41	12	8	78%	78%	76%
Q5l. My manager talks to me about how the values apply to my work	25	38	23	10	63%	62%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	40	23	12	58%	57%	47%
Q6c. I feel that senior managers model the values of my organisation	19	39	24	10	58%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	20	45	24	8	65%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15	38	25	15	52%	51%	44%
Q6h. I feel that senior managers listen to employees	15	34	26	15	49%	48%	39%
Q7a. My organisation provides high quality services	31	52	12	8	83%	82%	80%
Q7b. My organisation strives to match services to customer/client needs	35	51	10	8	85%	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	71% RESPONSE SCALE			AGREEMENT %	EDUCATION	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	39	48	9	88%	87%	83%
Q7d. My organisation focuses on improving the work we do	37	48	10	85%	84%	76%
Q7h. People in my organisation take responsibility for their own actions	13	42	27	55%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	17	45	24	62%	62%	63%

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.

DIVERSITY & INCLUSION	69% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21	43	18	13	64%	63%	59%
Q5d. My manager listens to what I have to say	34	41	13		76%	76%	73%
Q5f. My manager encourages and values employee input	32	40	15	8	72%	72%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	27	41	17	9	68%	68%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	38	19	8	67%	67%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	26	38	26		65%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	30	48	13		79%	78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	24	50	18		73%	73%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	23	45	15	10	67%	68%	69%

KEY





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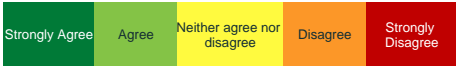
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DIVERSITY & INCLUSION

69% RESPONSE SCALE

						AGREEMENT %	EDUCATION	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes						89%	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>						46%	48%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

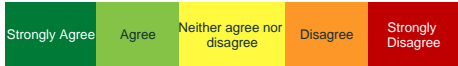
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Some key comparisons are provided.

RECRUITMENT	46% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	8	29	32	20	11	38%	37%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	10	34	29	17	11	43%	43%	41%
Q7n. My organisation generally selects capable people to do the job	11	45	25	13		55%	55%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

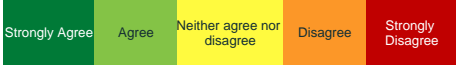
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 59% RESPONSE SCALE						AGREEMENT %	EDUCATION	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	38	24			65%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	34	34			56%	56%	53%
Q7g. There is good co-operation between teams across our organisation	16	40	24	14		56%	55%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

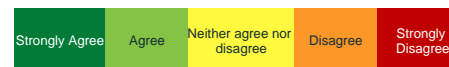
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	63% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		76%	75%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		78%	77%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		67%	65%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		64%	63%	59%
Q3e. My performance is assessed against clear criteria		58%	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		66%	65%	60%
Q3h. I have received appropriate training and development to do my job well		68%	66%	63%
Q3i. I have a strong desire to advance my career		61%	62%	69%

KEY





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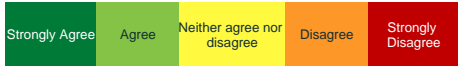
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

63% RESPONSE SCALE

		AGREEMENT %	EDUCATION	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	14 36 26 16 9	50%	49%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	10 18 32 23 16	28%	31%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	30 41 15 9	71%	71%	67%
Q5n. My manager appropriately deals with employees who perform poorly	16 30 34 12 8	46%	45%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	24 44 20 7	68%	67%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27 38 24	65%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22 34 34	56%	56%	53%
Q7j. My organisation is committed to developing its employees	21 47 20 8	68%	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	50% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	10	18	32	23	16	28%	31%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	38	24			65%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	34	34			56%	56%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

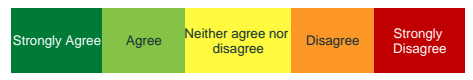
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Some key comparisons are provided.

PAY & BENEFITS 47% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q4a. I am paid fairly for the work I do		46%	49%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		49%	52%

KEY





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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	34	48	13			82%	82%	77%
Q8c. Age is not a barrier to success in my organisation	29	42	14	10		71%	71%	71%
Q8d. Disability is not a barrier to success in my organisation	27	43	23			70%	70%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	31	46	18			77%	78%	76%
Q8f. Gender is not a barrier to success in my organisation	30	45	15			75%	75%	74%

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.

WORKPLACE SUPPORT	60% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		64%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level		51%	52%	58%
Q1l. My workload is acceptable		44%	45%	55%
Q2e. I receive help and support from other members of my workgroup		82%	82%	80%
Q2f. There is good team spirit in my workgroup		71%	71%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		48%	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.

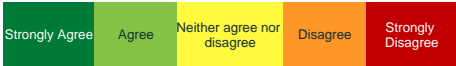
ACTION ABOUT SURVEY RESULTS

24% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

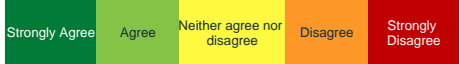
This section shows results for all the survey questions grouped by key themes.

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	56% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	17 45 24 9	62%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	13 37 27 14 8	51%	50%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	17 38 24 12 8	56%	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		30%	33%	46%
Better skills in my workgroup		23%	24%	27%
Improved career opportunities		41%	44%	52%
Improved learning and development opportunities		45%	46%	50%
Greater involvement in decision making		31%	31%	33%
Better pay and benefits		66%	64%	58%
Greater recognition for the work I do		52%	51%	45%
Better leadership from senior managers		31%	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		22%	22%	27%
Better accountability for performance		16%	17%	25%
A better location		13%	15%	20%
More flexible working conditions		30%	31%	38%
Better work/life balance		52%	51%	46%
Improved facilities		41%	40%	30%
Improved technology and systems		43%	43%	38%
Better job security		34%	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		78%	77%	72%
No		19%	19%	24%
Don't Know		3%	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		27%	27%	25%
No		62%	63%	64%
Don't Know		11%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		67%	65%	63%
No		32%	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		38%	38%	35%
No		54%	55%	58%
Don't Know		7%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		22%	21%	20%
No		74%	74%	75%
Don't Know		4%	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		26%	26%	23%
Your Immediate Manager/Supervisor		20%	21%	26%
A fellow worker at your level		21%	21%	25%
A subordinate		11%	11%	8%
A client or customer		5%	5%	2%
A member of the public other than a client or customer		1%	1%	0%
Other		2%	3%	4%
Prefer not to say		13%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

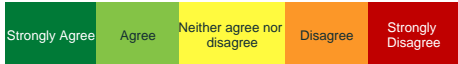
This section shows results for all the survey questions grouped by key themes.

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.	13	52	21	12	65%	65%
Q2. The changes within my organisation will improve outcomes for the community.	17	48	25	8	65%	63%
Q3. Our leaders frequently and effectively communicate organisational objectives.	17	49	20	11	66%	64%
Q4. My workgroup acknowledges my contributions to the team.	19	50	19	9	68%	68%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	15	48	25	10	63%	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	20	51	17	9	71%	71%
Q7. My workgroup is able to demonstrate outcomes of our work	22	58	15		80%	80%
Q8. My job offers the opportunity for me to work on innovative projects.	17	42	26	11	59%	58%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

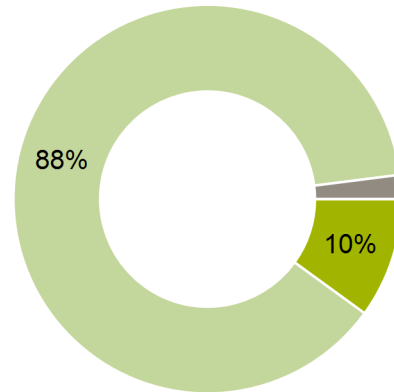
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		21%
Female		79%
Other		0%
Age		
<35		15%
35 - 54		54%
> 54		31%

PROFILE OF RESPONDENTS

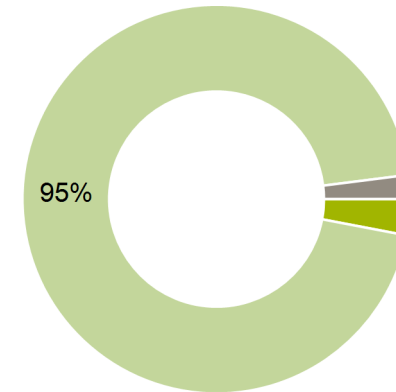


PERSONAL PROFILES

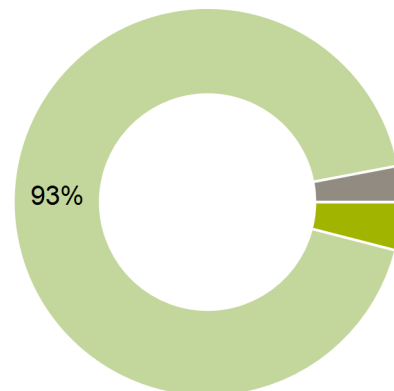
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



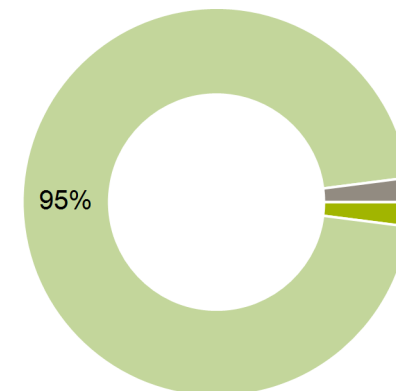
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		5%
1 - 2 years		6%
2 - 5 years		13%
5 - 10 years		20%
10 - 20 years		28%
More than 20 years		28%

PROFILE OF RESPONDENTS



WORK PROFILES

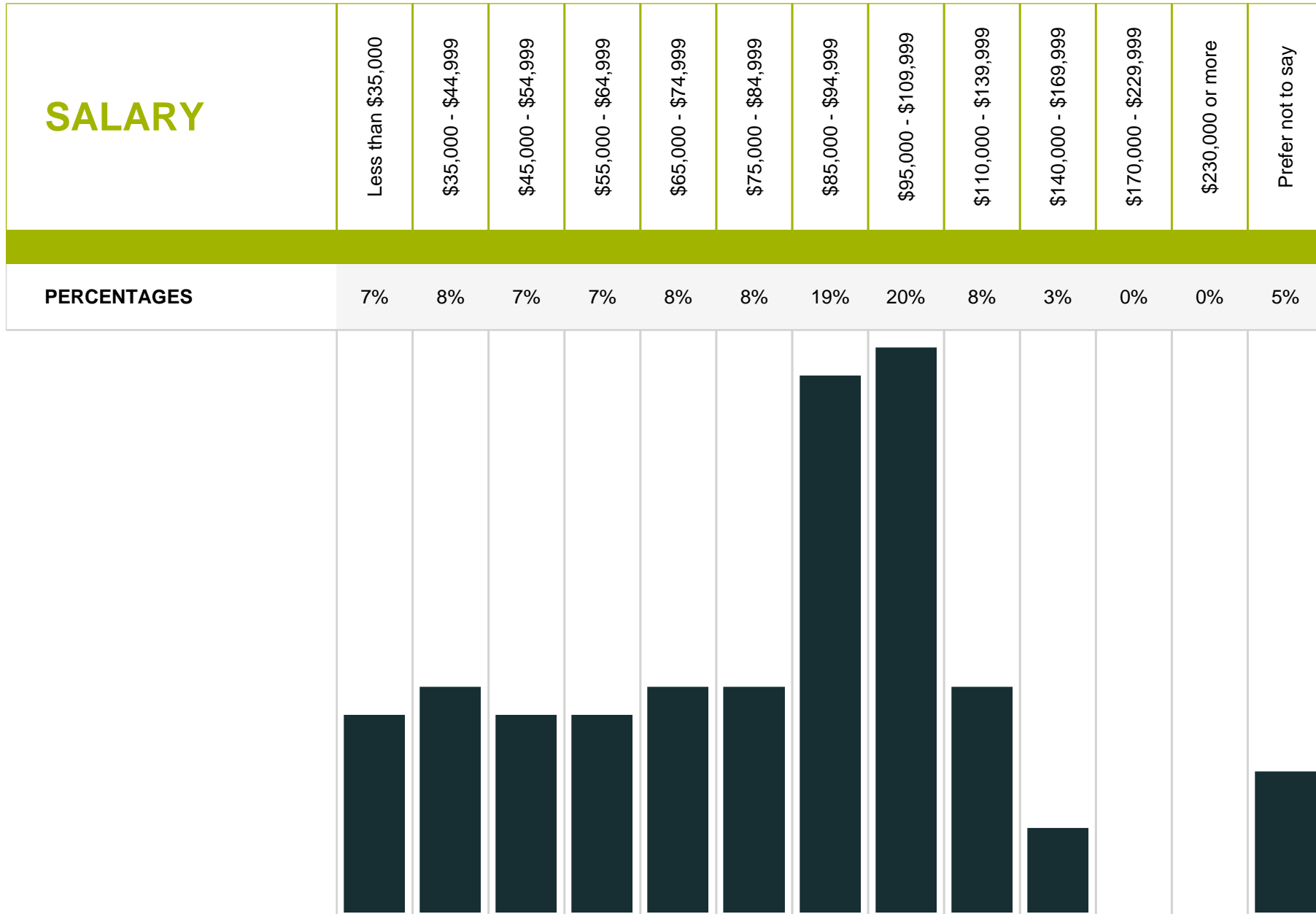
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		81%
Other service delivery work		2%
Administrative support		11%
Corporate services		0%
Policy		0%
Research		0%
Program and project management support		0%
Legal (including developing and/or reviewing legislation)		0%
Other		5%

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.

	Public Schools NSW	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	24046	14755	315	2030	74	14	6	71	4	963
ENGAGEMENT	69%	69%	70%	75%	70%	(r)	(r)	75%	(r)	71%
SENIOR MANAGERS	57%	57%	51%	60%	53%	(r)	(r)	61%	(r)	58%
COMMUNICATION	64%	63%	61%	65%	62%	(r)	(r)	70%	(r)	64%
HIGH PERFORMANCE	74%	74%	65%	74%	69%	(r)	(r)	79%	(r)	73%
PUBLIC SECTOR VALUES	71%	72%	63%	71%	69%	(r)	(r)	76%	(r)	70%
DIVERSITY & INCLUSION	69%	69%	69%	74%	70%	(r)	(r)	74%	(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.

	Public Schools NSW	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	24046	1282	1493	1285	1312	1395	1517	3382	3549	1371	580	55	4	965
ENGAGEMENT	69%	76%	72%	74%	74%	70%	67%	63%	67%	74%	77%	77%	(r)	69%
SENIOR MANAGERS	57%	64%	57%	57%	63%	60%	56%	50%	55%	63%	59%	61%	(r)	56%
COMMUNICATION	64%	69%	61%	64%	71%	67%	62%	58%	62%	70%	70%	69%	(r)	62%
HIGH PERFORMANCE	74%	76%	70%	73%	77%	74%	73%	70%	74%	80%	80%	80%	(r)	72%
PUBLIC SECTOR VALUES	71%	74%	67%	70%	76%	73%	70%	67%	71%	78%	81%	80%	(r)	70%
DIVERSITY & INCLUSION	69%	76%	69%	72%	76%	71%	68%	64%	68%	75%	77%	73%	(r)	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

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.

	Public Schools NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	24046	892	1000	2422	3645	5009	5129
ENGAGEMENT	69%	76%	75%	71%	69%	68%	68%
SENIOR MANAGERS	57%	70%	68%	60%	57%	55%	54%
COMMUNICATION	64%	75%	73%	66%	62%	61%	63%
HIGH PERFORMANCE	74%	79%	77%	74%	72%	72%	74%
PUBLIC SECTOR VALUES	71%	79%	77%	72%	70%	69%	72%
DIVERSITY & INCLUSION	69%	78%	76%	72%	69%	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.

	Public Schools NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	24046	15	304	1111	1341	1646	2371	2812	3005	3385	1711	526
ENGAGEMENT	69%	(r)	79%	71%	69%	70%	71%	69%	69%	68%	70%	74%
SENIOR MANAGERS	57%	(r)	72%	62%	60%	58%	60%	57%	55%	53%	55%	56%
COMMUNICATION	64%	(r)	78%	68%	65%	66%	65%	63%	62%	61%	62%	66%
HIGH PERFORMANCE	74%	(r)	82%	75%	74%	74%	75%	73%	72%	72%	74%	76%
PUBLIC SECTOR VALUES	71%	(r)	81%	74%	72%	73%	73%	71%	70%	70%	71%	73%
DIVERSITY & INCLUSION	69%	(r)	82%	73%	72%	72%	71%	69%	68%	67%	70%	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

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.

	Public Schools NSW	Male	Female	Other
NUMBER OF RESPONDENTS	24046	3784	14437	77
ENGAGEMENT	69%	66%	70%	48%
SENIOR MANAGERS	57%	53%	58%	29%
COMMUNICATION	64%	64%	64%	31%
HIGH PERFORMANCE	74%	71%	74%	45%
PUBLIC SECTOR VALUES	71%	71%	72%	44%
DIVERSITY & INCLUSION	69%	69%	70%	38%

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.

	Public Schools NSW	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	24046	10699	3438	4057	94	47	29
ENGAGEMENT	69%	67%	73%	74%	70%	74%	(r)
SENIOR MANAGERS	57%	55%	62%	57%	56%	60%	(r)
COMMUNICATION	64%	62%	70%	64%	67%	71%	(r)
HIGH PERFORMANCE	74%	72%	79%	72%	73%	75%	(r)
PUBLIC SECTOR VALUES	71%	70%	78%	69%	71%	76%	(r)
DIVERSITY & INCLUSION	69%	67%	75%	72%	74%	78%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



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.

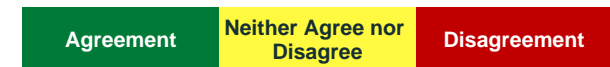
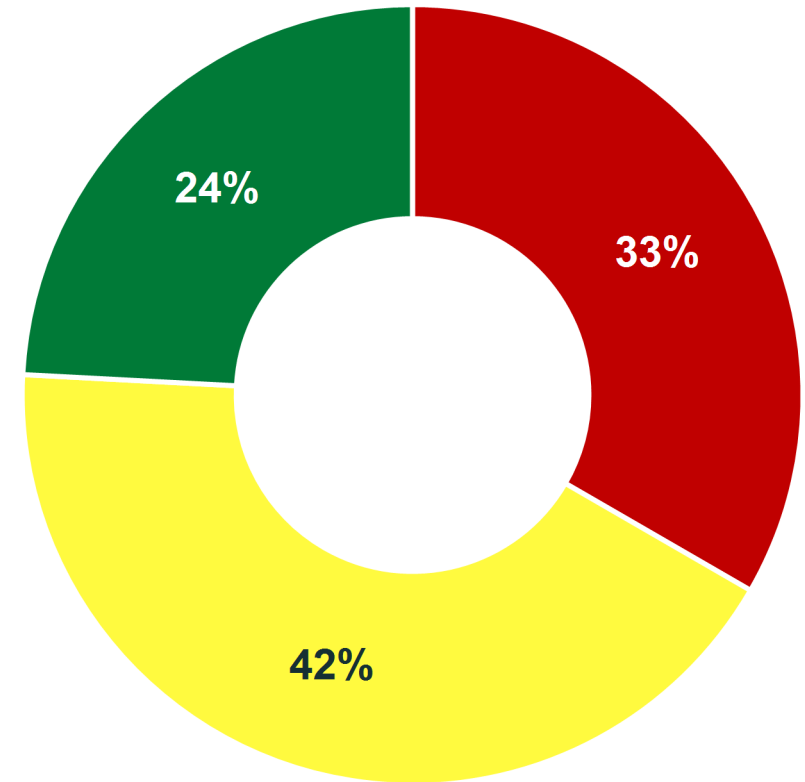
24%

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

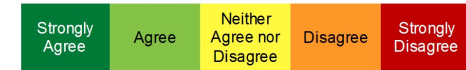
ANONYMITY RULES

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

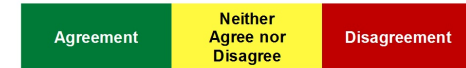
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with 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%