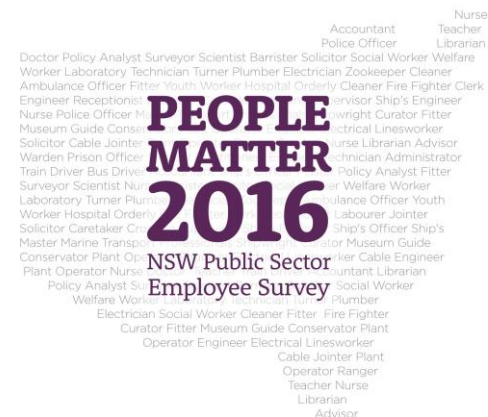


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Cluster Report

## Education

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## RESPONSE RATE

# 35%

**27,488 RESPONSES OUT OF  
78,468 EMPLOYEES**

## ENGAGEMENT INDEX

# 69%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**

PMES 2014  
CLUSTER SCORE **67%**



## 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	<b>97%</b>
1a. I understand what is expected of me to do well in my role	<b>93%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>89%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>88%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>87%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>87%</b>
2i. People in my workgroup treat customers/clients with respect	<b>86%</b>
7b. My organisation strives to match services to customer/client needs	<b>84%</b>
7d. My organisation focuses on improving the work we do	<b>84%</b>
1g. My job gives me a feeling of personal accomplishment	<b>83%</b>



## LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT %

15. I believe action will be taken on the results from this survey by my organisation	<b>25%</b>
3k. I would like to work in another agency within the NSW Public Sector during my career	<b>31%</b>
7l. My organisation's processes for recruiting employees are efficient	<b>37%</b>
7m. Recruitment and promotion decisions in this organisation are generally fair	<b>43%</b>
1l. My workload is acceptable	<b>45%</b>
5n. My manager appropriately deals with employees who perform poorly	<b>45%</b>
6h. I feel that senior managers listen to employees	<b>48%</b>
8j. How satisfied are you with your ability to access and use flexible working arrangements?	<b>48%</b>
4a. I am paid fairly for the work I do	<b>49%</b>
3j. I am satisfied with the opportunities available for career development in my organisation	<b>49%</b>



## 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'.

## ALMOST 27,500 EMPLOYEES ACROSS EDUCATION TOOK THE OPPORTUNITY TO HAVE THEIR SAY IN PEOPLE MATTER

The People Matter employee survey was open to all employees in Education between 2nd and 31st May 2016. Almost 27,500 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 Education to be robust and representative.

Within Education, employee engagement was indexed at 69% which is above the sector average (65%) and also an improvement from the 2014 score (67%).

Employee engagement with organisations is lower than engagement with work. An observable finding across Education and indeed the sector is that employees are more positive about their immediate working environment and team, with positivity declining when focus shifts to their managers, their senior managers and their organisations. Within Education, the strongest drivers of engagement were collaboration between teams, capability, effectiveness of change management and performance development.

Compared to the sector average, perceptions of senior managers was a comparatively strong performing area for Education as the overall aggregated agreement score was well above average. However there was a significant difference between scores for Education offices (47%) compared with Public Schools (57%). Results also revealed that there is a clear distinction between perceptions of senior managers and direct managers however this is a common trend across the sector, particularly with regard to the lower performing areas such as change management and communication.

Communication is an enabler for high performance and Education scored higher than the sector average for this question group with 63%. Perceptions of how immediate managers communicate were stronger than perceptions of communication by senior managers, a common finding across the sector.

Effective, strong and visible leadership is not just essential in steering Education through change but also in realising a high performance culture to enable better business outcomes. Education perceptions about high performance were broadly positive particularly with regards to employees understanding their job expectations and having the appropriate skills to perform in their jobs. However, there was less positivity when it came to collaboration and innovation and also less certainty with recruitment activities where capable people are selected to do the job.

The public sector values of integrity, trust, service and accountability guide the high standards required of employees. Survey results demonstrate high agreement with aspects of service delivery, which rates highest among the four values, while less positive scores are seen within integrity.

The majority of respondents in Education agreed that diversity and inclusion in the workplace can contribute to better business outcomes. Younger employees in particular were positive about diversity.

This report focuses on all the key questions groups in People Matter, comparing performance in Education to the sector average and, where possible, providing analysis to demonstrate the themes and areas which 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

## ENGAGEMENT IS IMPROVING

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

<b>EMPLOYEE ENGAGEMENT</b>	PMES 2016 SECTOR SCORE	65%
	PMES 2014 SECTOR SCORE	65%
	PMES 2014 CLUSTER SCORE	67%

**69%**

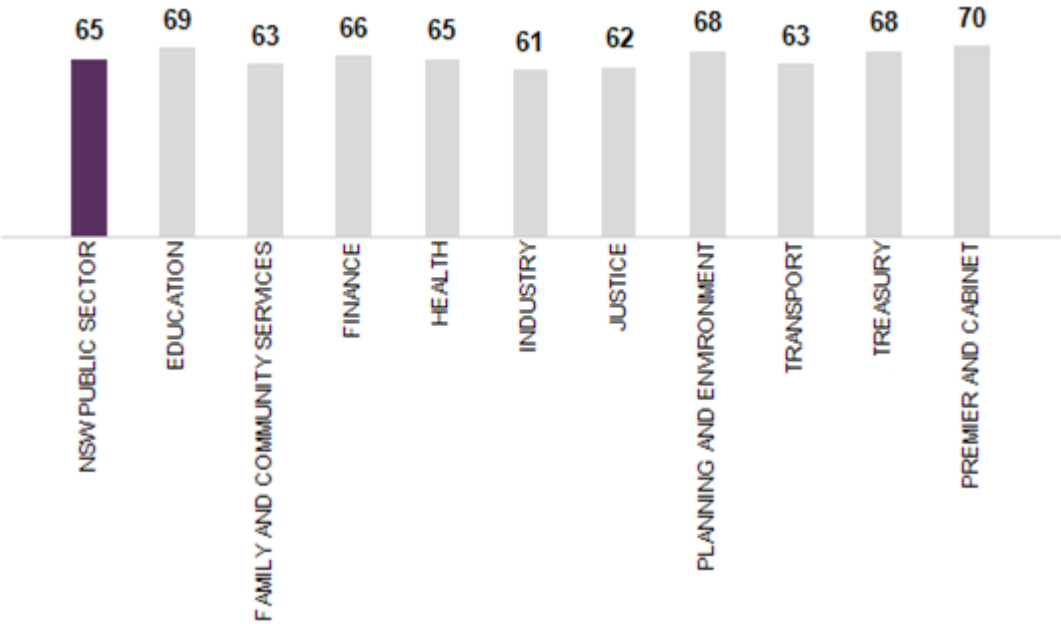
## KEY DRIVERS OF ENGAGEMENT

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
7g. There is good co-operation between teams across our organisation	55%	48%
7n. My organisation generally selects capable people to do the job	55%	51%
7j. My organisation is committed to developing its employees	65%	53%
7f. I feel that change is handled well in my organisation	50%	41%
7e. My organisation is making the necessary improvements to meet our future challenges	71%	62%
7d. My organisation focuses on improving the work we do	84%	76%

## 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”*

## EMPLOYEE ENGAGEMENT IS HIGH AND ABOVE THE SECTOR AVERAGE AT THE CLUSTER LEVEL

The overall Engagement Index score for Education is 69% which has slightly improved since 2014 (67%). Public Schools scored 69.5% which strongly affected the overall cluster score due to the higher number of respondents from this division. By comparison, Education Offices scored 65% which is in line with the sector average but did not have a great influence on the cluster score due to the lower number of respondents compared with Public Schools.

Greater positivity was evident when respondents were asked about their levels of engagement with their work (83%) compared with their engagement with their organisation. However, Education respondents did score notably higher compared to the sector average when asked if they felt proud to tell others they worked in Education and if they felt a strong personal attachment to their organisation.

Looking across the cluster, engagement levels remain broadly consistent for most business units. Executive Director Ultimo, Executive Direct Wagga and School Operations and Performance displayed the highest levels of engagement, all at 70%.

Another interesting trend is noted within engagement by tenure. A typical trend found in engagement 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 the Education data, nor is it evident in the NSW public sector as a whole. Whilst levels of engagement within current roles begin high (75% for less than 1 year of service), the fall experienced with mid-level tenure never recovers, with the longest serving employees of 10+ years remaining amongst the least engaged employees in the cluster, falling to 65% for 20+ years service.

Engagement of respondents based on their level of seniority within Education shows little variance with managers, scoring 71% compared with and non managers at 68%. However, managers of managers score comparatively higher at 75%. This is consistent with salary data with those in the \$170,000-\$229,999 salary band being the most engaged (80%) and those in the \$230,000+ salary band scoring 79%. However, employees earning under \$35,000 also score comparatively higher (75%).

Looking at engagement levels by demographics, there are no significant differences in engagement of Aboriginal and Torres Strait Islander employees, those who identify themselves as LGBTI, those working full or part time or between males and females. However educational attainment did reveal some variance within Public Schools, where respondents with a Doctoral Degree being the least engaged (59%) and respondents with less than year 12 or equivalent educational attainment or at certificate level being the most engaged (75%).

Key driver analysis revealed that co-operation, recruitment and employee development have a significant impact on levels of engagement and were areas which held low positivity. Other key drivers included change management and perceptions about continuous improvement in the workplace.

A breakdown of the questions driving engagement indicate a high level of neutrality in the belief about whether there is good co-operation between teams, that capable people are generally selected to do the job, and that change is handled well where 26% disagree. However, compared to the sector, managing change was an area which performed notably better, as did commitment to developing employees and making necessary improvements.

# SENIOR MANAGERS

## RESULTS ARE ABOVE THE SECTOR AVERAGE

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

<b>SENIOR MANAGERS</b>	PMES 2016 SECTOR SCORE	<b>47%</b>
	PMES 2016 CLUSTER HIGH	<b>58%</b>
	PMES 2016 CLUSTER LOW	<b>38%</b>

**56%**

## 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	<b>65%</b>	<b>53%</b>
6i. Senior managers in my organisation genuinely support the career advancement of women	<b>64%</b>	<b>54%</b>
7e. My organisation is making the necessary improvements to meet our future challenges	<b>71%</b>	<b>62%</b>
7g. There is good co-operation between teams across our organisation	<b>55%</b>	<b>48%</b>
7d. My organisation focuses on improving the work we do	<b>84%</b>	<b>76%</b>
1f. I am provided with the support I need to optimise my contribution at work	<b>63%</b>	<b>59%</b>

Perceptions of senior managers were one of the lowest scoring areas for Education which is consistent with trends seen across the sector. The aggregated agreement score for this question group was 56% across the cluster but notably lower within Education Offices (47%) and slightly higher within Public Schools (57%). It is not uncommon for leadership questions to return low scores due to the reduced visibility of senior leaders in large and complex organisations. However, despite low positivity being displayed for some items within senior managers, it is encouraging to see that compared to the sector, all items perform notably higher.

More challenging results were noted around perceptions of change management and communication with senior managers as just 48% of respondents feel that senior managers listen to employees and 51% feel senior managers keep employees informed about what's going on.

By tenure in current role, employees with less than 2 years of service held the most positive perceptions. Within Education Offices, this declined from 58% for less than 1 year service to 29% for more than 20 years service. Public Schools also experienced a similar downward trend with agreement dropping from 68% for less than 1 year service to 51% for more than 20 years service.

Amongst different demographic groups, there were no significant differences about perceptions of senior managers by gender, Aboriginal and Torres Strait Islander or LGBTI employees. However, managers of other managers were notably more positive about their performance compared with non-managers, as were senior executives.

## KEY INFLUENCERS

Career development is strongly associated with perceptions of leadership in Education, with 65% of respondents answering that they believe the organisation is committed to developing staff, an area that performed notably above the sector average. 64% agree that senior managers also specifically support the career advancement of women, also notably above the sector average.

Statistical correlation analysis revealed significant overlap between what influences perceptions of leadership and what drives engagement, particularly when it came to employee development, continuous improvement and co-operation between teams. This re-enforces the importance of investing effort in employees and that effective change management skills are essential to leadership within Education. Feeling supported and nurtured within the organisation also affected how Education respondents perceive senior managers.



## RESULTS ARE ABOVE THE SECTOR AVERAGE

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

<b>COMMUNICATION</b>  <span style="font-size: 2em; font-weight: bold;">63%</span>	PMES 2016 SECTOR SCORE	<b>59%</b>
	PMES 2016 CLUSTER HIGH	<b>70%</b>
	PMES 2016 CLUSTER LOW	<b>51%</b>

## 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	<b>76%</b>	<b>73%</b>
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	<b>68%</b>	<b>65%</b>
5j. I have confidence in the decisions my line manager makes	<b>69%</b>	<b>67%</b>
5i. My manager would take appropriate action if decision-making processes were found to be biased	<b>67%</b>	<b>64%</b>
5m. My manager provides acknowledgement or other recognition for the work I do	<b>71%</b>	<b>67%</b>
5k. My manager treats employees with dignity and respect	<b>78%</b>	<b>76%</b>

Empowering and connecting with employees through communication is vital to successful organisations. Across Education, questions regarding communication averaged 63% agreement which is four percentage points higher than the sector average. Differences were particularly evident between Education Offices and Public Schools when it came to communication with senior managers and being kept informed (44% compared to 52%) and listening to employees (40% compared to 49%). Schools Operations and Performance performed particularly well (68%) compared to other business units.

When comparing communication between managers and senior managers and employees within Education, a notably higher proportion are more positive about managers than senior managers, with 72% believing managers communicate effectively and 72% also feeling managers encourage and value employee input.

When it came to feeling able to speak up to share a different view, Education Offices were more positive than schools (71% compared to 67%).

There were no significant differences between gender, ATSI, LGBTI employees, or employees who speak another language other than English at home.

## KEY INFLUENCERS

Analysis to identify the biggest influencers on communication highlighted the importance of effective listening and the way that employees feel treated by their managers. 76% felt managers listen to what employees have to say and 68% feel managers take differing needs into account when making decisions. Strong leaders and managers understand that each individual and member of their team is different and requires different ways of working.

## RESULTS ARE ABOVE THE SECTOR AVERAGE

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

<b>HIGH PERFORMANCE</b>	PMES 2016 SECTOR SCORE	<b>68%</b>
	PMES 2016 CLUSTER HIGH	<b>73%</b>
	PMES 2016 CLUSTER LOW	<b>61%</b>

# 73%

## 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	<b>63%</b>	<b>59%</b>
7j. My organisation is committed to developing its employees	<b>65%</b>	<b>53%</b>
5f. My manager encourages and values employee input	<b>72%</b>	<b>69%</b>
5e. My manager communicates effectively with me	<b>72%</b>	<b>69%</b>
5g. My manager involves my workgroup in decisions about our work	<b>68%</b>	<b>64%</b>
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	<b>68%</b>	<b>65%</b>

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. The aggregate score for high performance was 73% within Education which is five percentage points above sector average. Education Offices scored notably lower at 67% compared to Public Schools which scored 74%.

High Performance survey questions centred around six key themes: capability, efficiency, continuous improvement and innovation, collaboration and outcomes.

Capability questions aimed to assess perceptions about work skills. Education capability questions collectively scored 68% agreement which is slightly above the sector average. 78% agree that the people that they work with have the appropriate skills to do their job well, however perceptions were less positive regarding the belief that the organisation selects capable people to do the job with just 55% agreement.

Efficiency and effectiveness were evaluated by asking whether correct information and resources were in place to allow employees to deliver outcomes efficiently and by understanding what is expected of employees. The aggregated agreement score was 71%, three percentage points below the sector average. 15% of respondents disagreed when asked if they have the tools to do their job effectively and 13% disagreed when asked if they get the information needed to do their job well.

Continuous Improvement and Innovation questions explored whether employees perceived Education to be an organisation which is future and improvements focused and encouraging of innovation ideas. These question groups scored 75% and 66% respectively. Managers were notably more positive about continuous improvement (73%) compared to non managers (66%) within Education Offices. A high proportion (84%) agreed that their organisation focuses on improving the work that it carries out.

Collaboration questions asked how well employees collaborate within and between teams as well as the promotion of external collaboration by senior managers. Education collectively scored 65% agreement for this question group which is six points above the sector average. Although 77% agreed their team works collaboratively, only 55% believed there is good co-operation between teams, a trend seen across the sector.

Outcomes questions looked at achievement of organisational objectives and business outcomes. Education returned a result of 89% agreement which was four percentage points above sector average.

## KEY INFLUENCERS

Analysis revealed that perceptions about workplace support and employee development strongly influenced high performance scores. Responses about commitment to employee development and levels of management communication with employees were above sector average.

# PUBLIC SECTOR VALUES

## RESULTS ARE ABOVE THE SECTOR AVERAGE

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

<b>PUBLIC SECTOR VALUES</b>	PMES 2016 SECTOR SCORE	<b>66%</b>
	PMES 2016 CLUSTER HIGH	<b>74%</b>
	PMES 2016 CLUSTER LOW	<b>59%</b>

**71%**

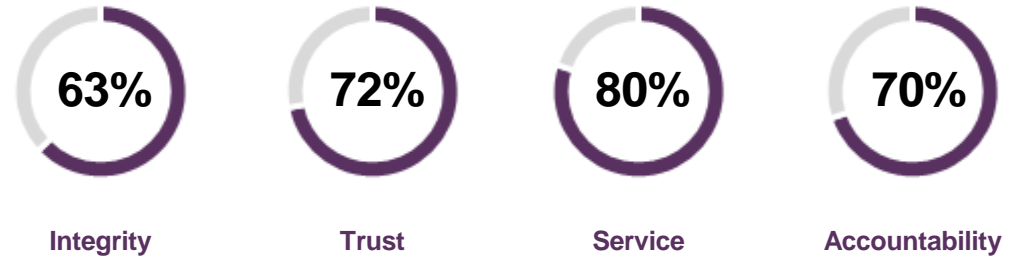
## KEY INFLUENCERS

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
5j. I have confidence in the decisions my line manager makes	<b>69%</b>	<b>67%</b>
7j. My organisation is committed to developing its employees	<b>65%</b>	<b>53%</b>
5f. My manager encourages and values employee input	<b>72%</b>	<b>69%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>53%</b>	<b>43%</b>
5h. My manager takes into account the differing needs and circumstances of employees when making decisions	<b>68%</b>	<b>65%</b>
5e. My manager communicates effectively with me	<b>72%</b>	<b>69%</b>

## PUBLIC SECTOR VALUES



The core values of Integrity, Trust, Service and Accountability were measured using 22 survey questions. Overall, Education had an aggregate agreement score of 71% which is five points above the sector average. All values for Education were marginally above the sector average, except for accountability which was seven percentage points above average.

Integrity was measured by questions related to employees being open and honest, managers and leaders modelling the behaviours expected and policies and procedures being in place to ensure there are no conflicts of interest. Positively, 67% indicated that they believed their colleagues to be open, honest and transparent. Striving to earn public trust and treating customers/clients with respect were rated highly (87% and 86% agreement respectively).

Service questions are concerned with customer needs and service quality. A high proportion of respondents (87%) agreed that their workgroups strive to achieve customer and client satisfaction and that their organisation strives to match customer and client needs (84%). 65% felt that senior managers communicate the importance of customers and this was notably lower for those in service delivery roles without direct contact with the public (57%) and in research roles (49%).

Accountability questions relate to efficiency and continuous improvement. High neutral perceptions are seen for people taking responsibility for their actions (27%), with just over half (54%) of respondents agreeing with this question.

By seniority, managers were more positive on integrity than non managers (68% compared to 60%) and managers of other managers were higher again (74%). A similar trend was evident when looking by salary, where agreement was higher in those earning \$110,000 or more.

# DIVERSITY & INCLUSION

## RESULTS ARE ABOVE THE SECTOR AVERAGE

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

<b>DIVERSITY &amp; INCLUSION</b>	PMES 2016 SECTOR SCORE	<b>67%</b>
	PMES 2016 CLUSTER HIGH	<b>75%</b>
	PMES 2016 CLUSTER LOW	<b>61%</b>

**69%**

## 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	<b>72%</b>	<b>69%</b>
5g. My manager involves my workgroup in decisions about our work	<b>68%</b>	<b>64%</b>
5j. I have confidence in the decisions my line manager makes	<b>69%</b>	<b>67%</b>
5o. My manager ensures fair access to developmental opportunities for people in my workgroup	<b>67%</b>	<b>62%</b>
5m. My manager provides acknowledgement or other recognition for the work I do	<b>71%</b>	<b>67%</b>
5k. My manager treats employees with dignity and respect	<b>78%</b>	<b>76%</b>

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. Overall, Education responses to these questions were broadly positive, with an aggregated agreement score across all items of 69%, two points above the sector average.

88% of respondents agreed that diversity and inclusion in the workplace can contribute to better outcomes. Around three quarters of respondents agreed their manager listens to what they have to say (76%) and that their organisation respects individual differences (78%), however fewer respondents (68%) felt that they are able to speak up and share different views.

There were no significant differences between the aggregate score of Aboriginal or Torres Strait Islander respondents and the cluster average and encouragingly, employees aged 20-24 showed the highest agreement (82%). Within Education Offices, only 57% agreed that senior managers genuinely support the career advancement of women.

Just 48% of Education employees reported being satisfied with their ability to access flexible working arrangement, with a higher degree of positivity within Education Offices (65%). However, this is reflective of the operational environment within Education which may restrict the extent of flexible working more than other parts of the sector.

## KEY INFLUENCERS

Statistical correlation analysis has revealed that perceptions about direct managers influence opinions about diversity and inclusion in the workplace since the top six key influencing questions were related to direct manager behaviours such as communicating effectively, involving workgroups in decisions, treating employees with dignity and respect, and acknowledging employee's work. These scores were all above the sector average.

# 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.

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

	Education	Education Offices (State and Local offices including Corporate staff)	Public Schools NSW
NUMBER OF RESPONDENTS	27488	3442	24046
ENGAGEMENT	69%	65%	69%
SENIOR MANAGERS	56%	47%	57%
COMMUNICATION	63%	60%	64%
HIGH PERFORMANCE	73%	67%	74%
PUBLIC SECTOR VALUES	71%	67%	71%
DIVERSITY & INCLUSION	69%	69%	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



## EXPLORE THE FULL SURVEY RESULTS

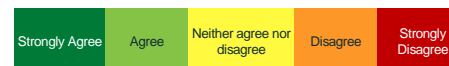
This section shows results for all the survey questions grouped by key themes.

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	69% RESPONSE SCALE	AGREEMENT %	PINES 2014	SECTOR
Q7o. I would recommend my organisation as a great place to work		63%	59%	60%
Q7p. I am proud to tell others I work for my organisation		75%	75%	68%
Q7q. I feel a strong personal attachment to my organisation		74%	74%	64%
Q7r. My organisation motivates me to help it achieve its objectives		60%	56%	55%
Q7s. My organisation inspires me to do the best in my job		60%	56%	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	83% RESPONSE SCALE	AGREEMENT %	SECTOR
Q1g. My job gives me a feeling of personal accomplishment		83%	76%
Q1h. I look for ways to perform my job more effectively		97%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		83%	76%
Q1j. I am satisfied with my job at the present time		67%	63%

### KEY







## EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

SENIOR MANAGERS	56% RESPONSE SCALE					AGREEMENT %	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	39	24	13	7	57%	47%
Q6b. I feel that senior leaders effectively lead and manage change	17	36	24	14	9	53%	43%
Q6c. I feel that senior managers model the values of my organisation	19	38	25	10	8	57%	48%
Q6d. Senior managers encourage innovation by employees	18	42	25	10		60%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	18	43	25	9		61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	20	46	24			65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	37	25	15	9	51%	44%
Q6h. I feel that senior managers listen to employees	14	34	26	15	11	48%	39%
Q7f. I feel that change is handled well in my organisation	15	35	24	18	8	50%	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	63% RESPONSE SCALE					AGREEMENT %	SECTOR
Q5e. My manager communicates effectively with me	32	40	14	8		72%	69%
Q5f. My manager encourages and values employee input	32	40	15	7		72%	69%
Q5g. My manager involves my workgroup in decisions about our work	27	40	17	9		68%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	14	37	25	15	9	51%	44%
Q6h. I feel that senior managers listen to employees	14	34	26	15	11	48%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	23	45	15	10		68%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

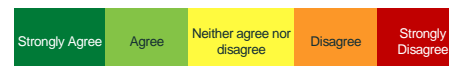
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HIGH PERFORMANCE	73% RESPONSE SCALE	AGREEMENT %	SECTOR
Q1a. I understand what is expected of me to do well in my role		93%	90%
Q1b. I have the tools I need to do my job effectively		71%	70%
Q1c. I get the information I need to do my job well		71%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives		89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things		72%	69%
Q2b. People in my workgroup use time and resources efficiently		73%	70%
Q2c. My team works collaboratively to achieve its objectives		77%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well		78%	76%
Q3h. I have received appropriate training and development to do my job well		66%	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	73% RESPONSE SCALE				AGREEMENT %	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	30	47	13		77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	27	45	17	7	73%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	24	43	19	9	67%	65%
Q5j. I have confidence in the decisions my line manager makes	27	42	18	8	69%	67%
Q6d. Senior managers encourage innovation by employees	18	42	25	10	60%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	18	43	25	9	61%	52%
Q7d. My organisation focuses on improving the work we do	35	48	11		84%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	27	44	17	8	71%	62%
Q7g. There is good co-operation between teams across our organisation	15	40	24	15	55%	48%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

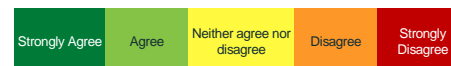
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Some key comparisons are provided.

HIGH PERFORMANCE	73% RESPONSE SCALE	AGREEMENT %	SECTOR
Q7n. My organisation generally selects capable people to do the job		55%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		73%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		88%	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	71% RESPONSE SCALE				AGREEMENT %	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction	40	47	8		87%	85%
Q2b. People in my workgroup use time and resources efficiently	25	49	16	9	73%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	27	40	18	11	67%	67%
Q2h. People in my workgroup treat each other with respect	32	42	14	8	74%	72%
Q2i. People in my workgroup treat customers/clients with respect	39	47	9		86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	30	47	13		77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	27	45	17	7	73%	64%
Q5d. My manager listens to what I have to say	34	41	13		76%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	38	19	7	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 %	SECTOR
Q5k. My manager treats employees with dignity and respect	37	41	11			78%	76%
Q5l. My manager talks to me about how the values apply to my work	25	37	23	10		62%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	39	24	13	7	57%	47%
Q6c. I feel that senior managers model the values of my organisation	19	38	25	10	8	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	20	46	24			65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	37	25	15	9	51%	44%
Q6h. I feel that senior managers listen to employees	14	34	26	15	11	48%	39%
Q7a. My organisation provides high quality services	31	52	12			82%	80%
Q7b. My organisation strives to match services to customer/client needs	34	51	11			84%	80%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

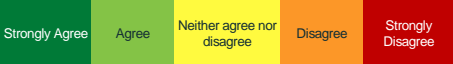
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	38	48	9			87%	83%
Q7d. My organisation focuses on improving the work we do	35	48	11			84%	76%
Q7h. People in my organisation take responsibility for their own actions	13	41	27	13		54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	17	45	25	9		62%	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.

DIVERSITY & INCLUSION	69% RESPONSE SCALE					AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21	42	18	13		63%	59%
Q5d. My manager listens to what I have to say	34	41	13			76%	73%
Q5f. My manager encourages and values employee input	32	40	15	7		72%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	27	41	18	8		68%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	38	19	7		67%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	26	38	26			64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	30	49	14			78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	23	49	19			73%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	23	45	15	10		68%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

### DIVERSITY & INCLUSION

69% RESPONSE SCALE

AGREEMENT %

SECTOR

Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes



88%

85%

Q8j. How satisfied are you with your ability to access and use flexible working arrangements?

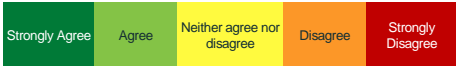


48%

58%

Response scale Very satisfied - Very unsatisfied

KEY





## EXPLORE THE FULL SURVEY RESULTS

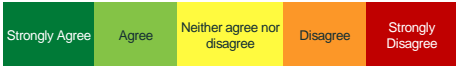
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

RECRUITMENT	45% RESPONSE SCALE					AGREEMENT %	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	8	29	31	21	12	37%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	9	34	29	16	11	43%	41%
Q7n. My organisation generally selects capable people to do the job	11	44	25	13		55%	51%

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.

EMPLOYEE VALUE PROPOSITION	59%	RESPONSE SCALE	AGREEMENT %	SECTOR	
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	38	25	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	34	34	56%	53%
Q7g. There is good co-operation between teams across our organisation	15	40	24	55%	48%

### 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.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

62% RESPONSE SCALE

AGREEMENT %

SECTOR

Q3a. I have a current performance plan that sets out my individual objectives	30	45	13	9	75%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	31	46	11	8	77%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	25	40	16	14	65%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	23	40	19	13	63%	59%
Q3e. My performance is assessed against clear criteria	19	38	24	13	57%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	32	41	12	8	73%	71%
Q3g. I am able to access the right learning and development opportunities as required	21	44	19	11	65%	60%
Q3h. I have received appropriate training and development to do my job well	21	45	19	10	66%	63%
Q3i. I have a strong desire to advance my career	30	32	25	9	62%	69%

KEY



## PERFORMANCE FRAMEWORK & DEVELOPMENT

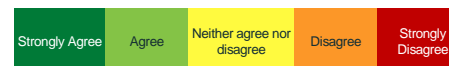
62% RESPONSE SCALE

AGREEMENT %

SECTOR

Q3j. I am satisfied with the opportunities available for career development in my organisation	13	35	26	16	9	49%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	11	19	32	22	15	31%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	30	41	15	8		71%	67%
Q5n. My manager appropriately deals with employees who perform poorly	16	30	34	12	8	45%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	24	43	20	7		67%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	38	25			65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	34	34			56%	53%
Q7j. My organisation is committed to developing its employees	20	46	21	9		65%	53%

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

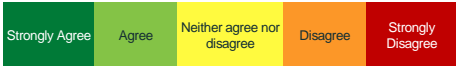
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

MOBILITY	50% RESPONSE SCALE					AGREEMENT %	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	11	19	32	22	15	31%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	38	25			65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	34	34			56%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

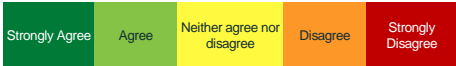
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Some key comparisons are provided.

PAY & BENEFITS	50% RESPONSE SCALE					AGREEMENT %	SECTOR
Q4a. I am paid fairly for the work I do	10	38	17	23	11	49%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	10	41	23	17	8	52%	60%

KEY







## EXPLORE THE FULL SURVEY RESULTS

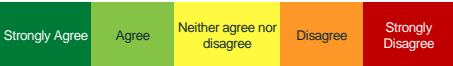
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY GROUPS	75% RESPONSE SCALE					AGREEMENT %	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	33	48	13			82%	77%
Q8c. Age is not a barrier to success in my organisation	28	43	15	9		71%	71%
Q8d. Disability is not a barrier to success in my organisation	27	44	23			70%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	31	47	18			78%	76%
Q8f. Gender is not a barrier to success in my organisation	30	45	15			75%	74%

KEY





## EXPLORE THE FULL SURVEY RESULTS

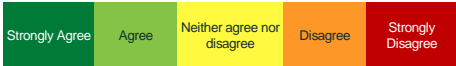
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	61% RESPONSE SCALE					AGREEMENT %	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21	42	18	13		63%	59%
Q1k. I am able to keep my work stress at an acceptable level	13	38	19	20	9	52%	58%
Q1l. My workload is acceptable	11	34	17	25	13	45%	55%
Q2e. I receive help and support from other members of my workgroup	33	49	11			82%	80%
Q2f. There is good team spirit in my workgroup	32	39	14	10		71%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	13	36	24	17	9	49%	56%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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Some key comparisons are provided.

### ACTION ABOUT SURVEY RESULTS

**25%** RESPONSE SCALE

AGREEMENT %

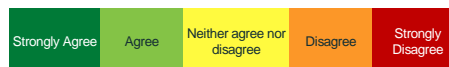
SECTOR

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



32%

#### KEY





## EXPLORE THE FULL SURVEY RESULTS

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Some key comparisons are provided.

WORKPLACE CONDUCT	56%	RESPONSE SCALE	AGREEMENT %	SECTOR			
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	17	45	25	9	62%	63%	
Q9b. I have confidence in the ways my organisation resolves grievances	13	37	28	14	9	50%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	17	38	25	12	8	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%	SECTOR
<b>Q13. What factors would motivate you to stay in the NSW public sector?</b>			
More interesting and challenging work		33%	46%
Better skills in my workgroup		24%	27%
Improved career opportunities		44%	52%
Improved learning and development opportunities		46%	50%
Greater involvement in decision making		31%	33%
Better pay and benefits		64%	58%
Greater recognition for the work I do		51%	45%
Better leadership from senior managers		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%	SECTOR
<b>Q13. What factors would motivate you to stay in the NSW public sector?</b>			
Better leadership from my manager		22%	27%
Better accountability for performance		17%	25%
A better location		15%	20%
More flexible working conditions		31%	38%
Better work/life balance		51%	46%
Improved facilities		40%	30%
Improved technology and systems		43%	38%
Better job security		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%	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct			
Yes		77%	72%
No		19%	24%
Don't Know		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%	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		27%	25%
No		63%	64%
Don't Know		11%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		65%	63%
No		33%	35%
Don't Know		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%	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work			
Yes		38%	35%
No		55%	58%
Don't Know		7%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work			
Yes		21%	20%
No		74%	75%
Don't Know		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%	SECTOR
<b>Q10e.</b> 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%	23%
Your Immediate Manager/Supervisor		21%	26%
A fellow worker at your level		21%	25%
A subordinate		11%	8%
A client or customer		5%	2%
A member of the public other than a client or customer		1%	0%
Other		3%	4%
Prefer not to say		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 %

Q1. My workgroup is able to manage the changing demands of our work environment.	13	53	20	12	65%
Q2. The changes within my organisation will improve outcomes for the community.	16	47	26	8	63%
Q3. Our leaders frequently and effectively communicate organisational objectives.	16	48	21	11	64%
Q4. My workgroup acknowledges my contributions to the team.	19	50	19	9	68%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	15	48	24	10	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	20	51	17	9	71%
Q7. My workgroup is able to demonstrate outcomes of our work	22	58	15		80%
Q8. My job offers the opportunity for me to work on innovative projects.	17	42	26	12	58%

### KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

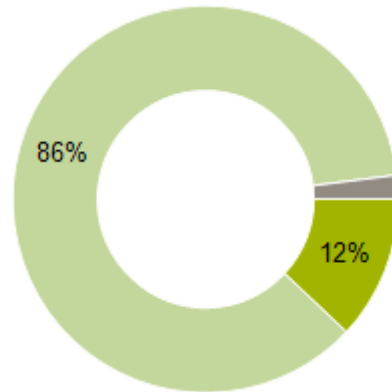
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		23%
Female		77%
Other		1%
<b>Age</b>		
<35		15%
35 - 54		54%
> 54		31%

# PROFILE OF RESPONDENTS

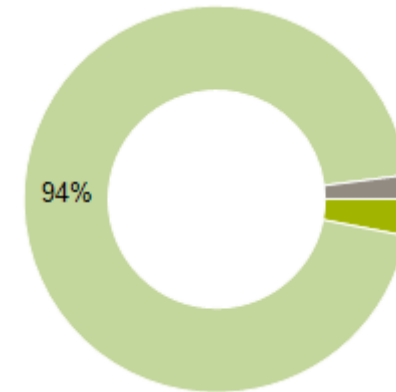


## PERSONAL PROFILES

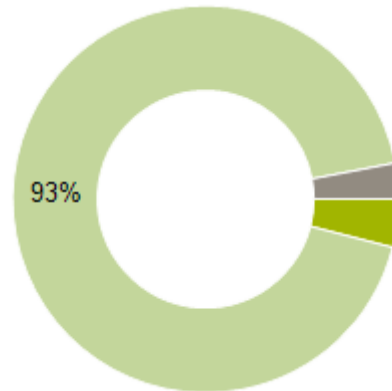
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



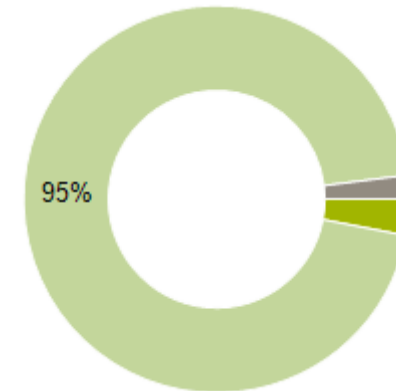
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		6%
1 - 2 years		6%
2 - 5 years		14%
5 - 10 years		20%
10 - 20 years		27%
More than 20 years		28%

# PROFILE OF RESPONDENTS



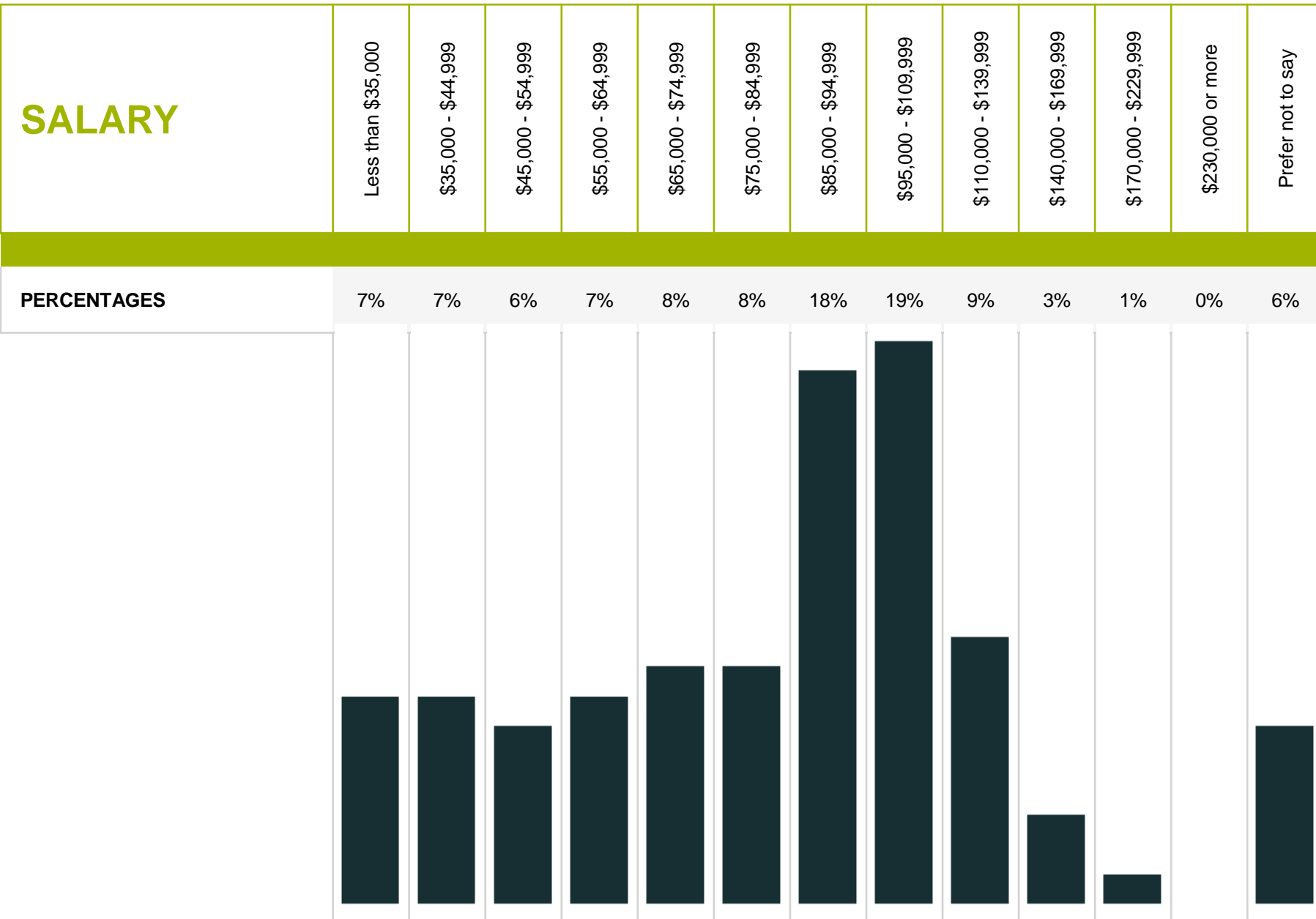
## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE
Service delivery involving direct contact with the general public		73%
Other service delivery work		2%
Administrative support		11%
Corporate services		5%
Policy		1%
Research		0%
Program and project management support		2%
Legal (including developing and/or reviewing legislation)		0%
Other		6%

# 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.

	Education	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
<b>NUMBER OF RESPONDENTS</b>	27488	15514	517	2335	1155	112	47	341	21	1216
<b>ENGAGEMENT</b>	69%	68%	67%	74%	66%	71%	68%	69%	(r)	70%
<b>SENIOR MANAGERS</b>	56%	56%	47%	59%	52%	58%	50%	54%	(r)	56%
<b>COMMUNICATION</b>	63%	63%	58%	65%	63%	70%	70%	64%	(r)	63%
<b>HIGH PERFORMANCE</b>	73%	73%	63%	73%	68%	77%	74%	72%	(r)	72%
<b>PUBLIC SECTOR VALUES</b>	71%	71%	63%	71%	68%	76%	71%	72%	(r)	69%
<b>DIVERSITY &amp; INCLUSION</b>	69%	69%	67%	74%	71%	79%	77%	73%	(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	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
<b>NUMBER OF RESPONDENTS</b>	27488	1379	1538	1362	1581	1701	1766	3751	4048	1918	742	195	41	1187
<b>ENGAGEMENT</b>	69%	75%	72%	73%	73%	69%	66%	63%	66%	71%	76%	80%	79%	67%
<b>SENIOR MANAGERS</b>	56%	61%	56%	56%	61%	59%	55%	50%	54%	58%	59%	71%	72%	53%
<b>COMMUNICATION</b>	63%	67%	61%	64%	69%	66%	61%	57%	61%	68%	69%	81%	81%	60%
<b>HIGH PERFORMANCE</b>	73%	74%	70%	72%	76%	73%	71%	69%	72%	77%	79%	85%	82%	69%
<b>PUBLIC SECTOR VALUES</b>	71%	72%	67%	70%	75%	72%	69%	67%	70%	76%	80%	85%	81%	67%
<b>DIVERSITY &amp; INCLUSION</b>	69%	75%	69%	72%	75%	71%	68%	64%	68%	75%	77%	83%	78%	65%

### 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	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	27488	1219	1238	2861	4208	5731	5847
<b>ENGAGEMENT</b>	69%	75%	74%	70%	68%	68%	68%
<b>SENIOR MANAGERS</b>	56%	67%	65%	58%	55%	53%	53%
<b>COMMUNICATION</b>	63%	75%	72%	65%	62%	60%	62%
<b>HIGH PERFORMANCE</b>	73%	78%	76%	73%	71%	71%	73%
<b>PUBLIC SECTOR VALUES</b>	71%	78%	76%	71%	69%	69%	71%
<b>DIVERSITY &amp; INCLUSION</b>	69%	78%	76%	72%	68%	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	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	27488	21	346	1258	1634	1966	2757	3265	3501	3903	1973	605
<b>ENGAGEMENT</b>	69%	(r)	78%	71%	69%	69%	70%	69%	68%	67%	69%	73%
<b>SENIOR MANAGERS</b>	56%	(r)	71%	61%	59%	57%	58%	56%	54%	52%	54%	54%
<b>COMMUNICATION</b>	63%	(r)	78%	68%	66%	65%	64%	63%	62%	60%	62%	65%
<b>HIGH PERFORMANCE</b>	73%	(r)	81%	75%	74%	73%	74%	72%	71%	72%	73%	75%
<b>PUBLIC SECTOR VALUES</b>	71%	(r)	80%	74%	72%	72%	72%	70%	69%	70%	71%	73%
<b>DIVERSITY &amp; INCLUSION</b>	69%	(r)	82%	74%	72%	71%	70%	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.

	Education	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	27488	4856	16347	111
<b>ENGAGEMENT</b>	69%	66%	70%	46%
<b>SENIOR MANAGERS</b>	56%	52%	57%	29%
<b>COMMUNICATION</b>	63%	63%	63%	30%
<b>HIGH PERFORMANCE</b>	73%	70%	74%	41%
<b>PUBLIC SECTOR VALUES</b>	71%	70%	71%	40%
<b>DIVERSITY &amp; INCLUSION</b>	69%	69%	70%	37%

**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

# 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.

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	27488	650	20146	530
<b>ENGAGEMENT</b>	69%	69%	69%	54%
<b>SENIOR MANAGERS</b>	56%	55%	56%	35%
<b>COMMUNICATION</b>	63%	60%	64%	39%
<b>HIGH PERFORMANCE</b>	73%	70%	73%	52%
<b>PUBLIC SECTOR VALUES</b>	71%	67%	71%	49%
<b>DIVERSITY &amp; INCLUSION</b>	69%	66%	70%	46%

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

# 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.

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	27488	2513	18504	402
<b>ENGAGEMENT</b>	69%	68%	69%	51%
<b>SENIOR MANAGERS</b>	56%	59%	56%	31%
<b>COMMUNICATION</b>	63%	66%	63%	37%
<b>HIGH PERFORMANCE</b>	73%	72%	73%	49%
<b>PUBLIC SECTOR VALUES</b>	71%	71%	71%	46%
<b>DIVERSITY &amp; INCLUSION</b>	69%	70%	70%	43%

KEY

AT LEAST 5 PERCENTAGE POINTS  
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AT LEAST 5 PERCENTAGE POINTS LESS  
THAN REPORT SCORE

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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.

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	27488	766	19941	666
<b>ENGAGEMENT</b>	<b>69%</b>	<b>62%</b>	<b>70%</b>	<b>53%</b>
<b>SENIOR MANAGERS</b>	<b>56%</b>	<b>46%</b>	<b>57%</b>	<b>35%</b>
<b>COMMUNICATION</b>	<b>63%</b>	<b>54%</b>	<b>64%</b>	<b>41%</b>
<b>HIGH PERFORMANCE</b>	<b>73%</b>	<b>64%</b>	<b>74%</b>	<b>53%</b>
<b>PUBLIC SECTOR VALUES</b>	<b>71%</b>	<b>63%</b>	<b>72%</b>	<b>50%</b>
<b>DIVERSITY &amp; INCLUSION</b>	<b>69%</b>	<b>60%</b>	<b>71%</b>	<b>47%</b>

### 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.

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	27488	1746	18803	803
<b>ENGAGEMENT</b>	<b>69%</b>	<b>60%</b>	<b>70%</b>	<b>56%</b>
<b>SENIOR MANAGERS</b>	<b>56%</b>	<b>46%</b>	<b>57%</b>	<b>40%</b>
<b>COMMUNICATION</b>	<b>63%</b>	<b>53%</b>	<b>65%</b>	<b>43%</b>
<b>HIGH PERFORMANCE</b>	<b>73%</b>	<b>64%</b>	<b>74%</b>	<b>56%</b>
<b>PUBLIC SECTOR VALUES</b>	<b>71%</b>	<b>63%</b>	<b>72%</b>	<b>54%</b>
<b>DIVERSITY &amp; INCLUSION</b>	<b>69%</b>	<b>60%</b>	<b>71%</b>	<b>50%</b>

**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.

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	27488	560	20250	530
<b>ENGAGEMENT</b>	69%	67%	69%	55%
<b>SENIOR MANAGERS</b>	56%	52%	56%	34%
<b>COMMUNICATION</b>	63%	63%	64%	43%
<b>HIGH PERFORMANCE</b>	73%	70%	73%	55%
<b>PUBLIC SECTOR VALUES</b>	71%	69%	71%	53%
<b>DIVERSITY &amp; INCLUSION</b>	69%	69%	70%	50%

**KEY**

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# WHICH CATEGORY OF STAFF ARE YOU?



## 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	Teaching staff	School executive (Principals, Deputy Principals, Assistant Principals)	Non teaching staff in schools	Non school based teaching service staff	Corporate staff	Aboriginal Affairs
<b>NUMBER OF RESPONDENTS</b>	27488	11026	3468	4158	425	2203	94
<b>ENGAGEMENT</b>	69%	66%	73%	74%	66%	66%	77%
<b>SENIOR MANAGERS</b>	56%	55%	61%	57%	45%	51%	71%
<b>COMMUNICATION</b>	63%	61%	70%	64%	62%	63%	71%
<b>HIGH PERFORMANCE</b>	73%	72%	79%	72%	68%	69%	77%
<b>PUBLIC SECTOR VALUES</b>	71%	69%	78%	69%	69%	69%	77%
<b>DIVERSITY &amp; INCLUSION</b>	69%	67%	75%	72%	71%	71%	77%

### 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%