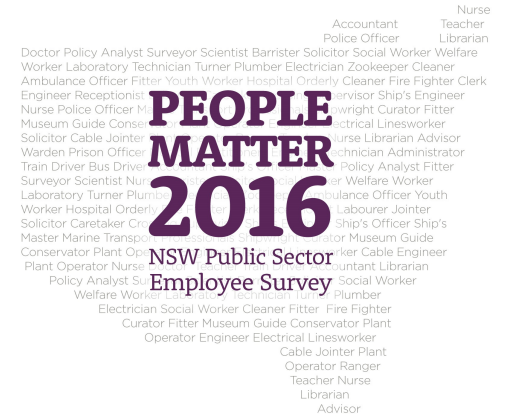


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Industry

TAFE Commission

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## RESPONSE RATE

# 26%

**2,935 RESPONSES  
OUT OF 11,315 EMPLOYEES**

## ENGAGEMENT INDEX

# 58%

PMES 2016  
SECTOR SCORE **65%**

PMES 2014  
SECTOR SCORE **65%**

PMES 2016 CLUSTER  
SCORE **61%**



## 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>96%</b>
2i. People in my workgroup treat customers/clients with respect	<b>88%</b>
2a. My workgroup strives to achieve customer/client satisfaction	<b>87%</b>
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	<b>86%</b>
1a. I understand what is expected of me to do well in my role	<b>82%</b>
1d. I feel I make a contribution to achieving the organisation's objectives	<b>81%</b>
2e. I receive help and support from other members of my workgroup	<b>78%</b>
8b. Cultural background is not a barrier to success in my organisation	<b>76%</b>
2h. People in my workgroup treat each other with respect	<b>75%</b>
7c. My organisation strives to earn and sustain a high level of public trust	<b>75%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

7f. I feel that change is handled well in my organisation	<b>21%</b>
15. I believe action will be taken on the results from this survey by my organisation	<b>22%</b>
6h. I feel that senior managers listen to employees	<b>22%</b>
6b. I feel that senior leaders effectively lead and manage change	<b>23%</b>
7l. My organisation's processes for recruiting employees are efficient	<b>23%</b>
6c. I feel that senior managers model the values of my organisation	<b>29%</b>
6a. I believe senior managers provide clear direction for the future of the organisation	<b>29%</b>
6g. I feel that senior managers keep employees informed about what's going on	<b>29%</b>
7g. There is good co-operation between teams across our organisation	<b>31%</b>
7m. Recruitment and promotion decisions in this organisation are generally fair	<b>32%</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'.

# BUSINESS UNIT COMPARISON



## COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below TAFE Commission, 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.

	TAFE Commission	Hunter Institute	Illawarra Institute	New England Institute	North Coast Institute	Northern Sydney Institute	Riverina Institute	South Western Sydney Institute	Sydney Institute	Western Institute	Western Sydney Institute	TAFE NSW Corporate Units
<b>NUMBER OF RESPONDENTS</b>	2935	275	307	121	318	202	262	452	390	184	313	107
<b>ENGAGEMENT</b>	58%	62%	58%	63%	58%	60%	52%	56%	52%	63%	63%	59%
<b>SENIOR MANAGERS</b>	32%	32%	27%	37%	33%	37%	25%	33%	22%	41%	40%	30%
<b>COMMUNICATION</b>	52%	52%	51%	53%	57%	54%	47%	52%	48%	55%	55%	51%
<b>HIGH PERFORMANCE</b>	59%	62%	58%	60%	63%	61%	55%	58%	52%	62%	63%	58%
<b>PUBLIC SECTOR VALUES</b>	59%	61%	59%	62%	64%	61%	54%	60%	53%	64%	62%	58%
<b>DIVERSITY &amp; INCLUSION</b>	64%	68%	64%	64%	69%	65%	61%	62%	59%	67%	65%	62%

### 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

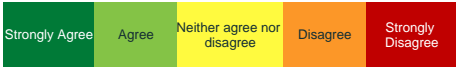
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	58% RESPONSE SCALE					AGREEMENT %	INDUSTRY	SECTOR
Q7o. I would recommend my organisation as a great place to work	10	31	30	17	13	41%	51%	60%
Q7p. I am proud to tell others I work for my organisation	20	40	23	10		60%	63%	68%
Q7q. I feel a strong personal attachment to my organisation	25	41	19	9		66%	61%	64%
Q7r. My organisation motivates me to help it achieve its objectives	11	30	30	18	11	41%	47%	55%
Q7s. My organisation inspires me to do the best in my job	13	29	30	17	11	42%	48%	55%

KEY





## EXPLORE THE FULL SURVEY RESULTS

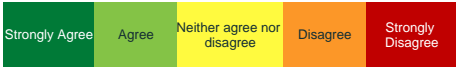
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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>71%</b> RESPONSE SCALE</span>	AGREEMENT %	INDUSTRY	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		69%	71%	76%
Q1h. I look for ways to perform my job more effectively		96%	96%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		72%	74%	76%
Q1j. I am satisfied with my job at the present time		47%	55%	63%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

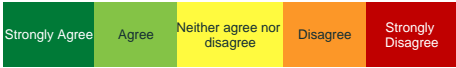
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SENIOR MANAGERS		32% RESPONSE SCALE				AGREEMENT %	INDUSTRY	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		23	23	26	22	29%	39%	47%
Q6b. I feel that senior leaders effectively lead and manage change		18	23	27	26	23%	35%	43%
Q6c. I feel that senior managers model the values of my organisation		22	28	21	23	29%	41%	48%
Q6d. Senior managers encourage innovation by employees		29	29	20	15	36%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		31	30	17	15	37%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		14	42	21	11	56%	62%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		24	24	24	22	29%	38%	44%
Q6h. I feel that senior managers listen to employees		18	25	25	27	22%	34%	39%
Q7f. I feel that change is handled well in my organisation		16	22	31	26	21%	28%	41%

KEY







## EXPLORE THE FULL SURVEY RESULTS

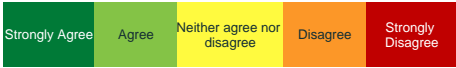
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Some key comparisons are provided.

COMMUNICATION	52% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q5e. My manager communicates effectively with me		65%	70%	69%
Q5f. My manager encourages and values employee input		67%	73%	69%
Q5g. My manager involves my workgroup in decisions about our work		60%	66%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		29%	38%	44%
Q6h. I feel that senior managers listen to employees		22%	34%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		68%	73%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

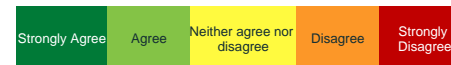
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Some key comparisons are provided.

	<b>HIGH PERFORMANCE</b>					<b>59%</b> RESPONSE SCALE			AGREEMENT %	INDUSTRY	SECTOR
Q1a. I understand what is expected of me to do well in my role	32	50	9	7		82%	84%	90%			
Q1b. I have the tools I need to do my job effectively	12	39	16	23	10	51%	60%	70%			
Q1c. I get the information I need to do my job well	10	37	20	24	8	47%	56%	67%			
Q1d. I feel I make a contribution to achieving the organisation's objectives	34	46	11			81%	82%	86%			
Q1e. I feel I am able to suggest ideas to improve our way of doing things	20	41	15	14	9	62%	68%	69%			
Q2b. People in my workgroup use time and resources efficiently	26	44	17	10		70%	71%	70%			
Q2c. My team works collaboratively to achieve its objectives	32	42	12	9		74%	77%	75%			
Q2d. People in my workgroup have the appropriate skills to do the job well	29	44	15	9		73%	77%	76%			
Q3h. I have received appropriate training and development to do my job well	12	34	25	19	10	46%	54%	63%			

### KEY





## EXPLORE THE FULL SURVEY RESULTS

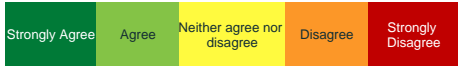
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Some key comparisons are provided.

	HIGH PERFORMANCE				59% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23	46	17	9		69%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	38	24	14		56%	60%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	20	41	19	13	7	61%	67%	65%
Q5j. I have confidence in the decisions my line manager makes	24	38	20	11	8	62%	68%	67%
Q6d. Senior managers encourage innovation by employees		29	29	20	15	36%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		31	30	17	15	37%	49%	52%
Q7d. My organisation focuses on improving the work we do	19	43	20	12		62%	70%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	13	30	24	21	13	43%	51%	62%
Q7g. There is good co-operation between teams across our organisation		25	27	26	16	31%	39%	48%

KEY





## EXPLORE THE FULL SURVEY RESULTS

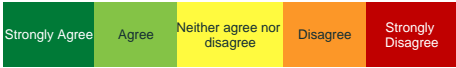
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Some key comparisons are provided.

<b>HIGH PERFORMANCE</b> <span style="float: right;">59% RESPONSE SCALE</span>	AGREEMENT %	INDUSTRY	SECTOR
Q7n. My organisation generally selects capable people to do the job		39%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		66%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		86%	85%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

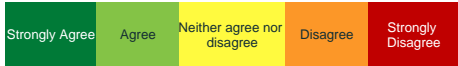
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE				AGREEMENT %	INDUSTRY	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	44	43	7		87%	88%	85%
Q2b. People in my workgroup use time and resources efficiently	26	44	17	10	70%	71%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	30	39	16	10	69%	72%	67%
Q2h. People in my workgroup treat each other with respect	35	41	13	7	75%	77%	72%
Q2i. People in my workgroup treat customers/clients with respect	45	44	8		88%	90%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	23	46	17	9	69%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	38	24	14	56%	60%	64%
Q5d. My manager listens to what I have to say	30	41	14	8	71%	76%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	25	36	21	9	61%	68%	64%

KEY





## EXPLORE THE FULL SURVEY RESULTS

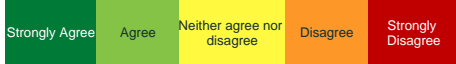
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE					AGREEMENT %	INDUSTRY	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	33	41	13	7	2	74%	79%	76%
Q5l. My manager talks to me about how the values apply to my work	20	32	26	14	7	52%	56%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	23	23	26	22	6	29%	39%	47%
Q6c. I feel that senior managers model the values of my organisation	22	28	21	23	6	29%	41%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	14	42	21	11	11	56%	62%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	24	24	24	22	6	29%	38%	44%
Q6h. I feel that senior managers listen to employees	18	25	25	27	5	22%	34%	39%
Q7a. My organisation provides high quality services	21	49	16	11	3	70%	76%	80%
Q7b. My organisation strives to match services to customer/client needs	23	50	13	9	5	73%	77%	80%

KEY





## EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	59% RESPONSE SCALE				AGREEMENT %	INDUSTRY	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	26	48	15	7	75%	79%	83%
Q7d. My organisation focuses on improving the work we do	19	43	20	12	62%	70%	76%
Q7h. People in my organisation take responsibility for their own actions	27	31	22	14	32%	42%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	10	41	28	12	51%	63%	63%

KEY





## EXPLORE THE FULL SURVEY RESULTS

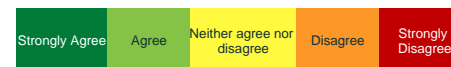
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Some key comparisons are provided.

DIVERSITY & INCLUSION	64% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		46%	53%	59%
Q5d. My manager listens to what I have to say		71%	76%	73%
Q5f. My manager encourages and values employee input		67%	73%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		62%	68%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		61%	68%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		48%	54%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		73%	75%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		66%	68%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		68%	73%	69%

### KEY







## EXPLORE THE FULL SURVEY RESULTS

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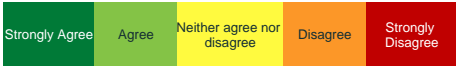
Some key comparisons are provided.

## DIVERSITY & INCLUSION

64% RESPONSE SCALE

	64% RESPONSE SCALE					AGREEMENT %	INDUSTRY	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	37	48	12			86%	87%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	18	39	22	13	8	57%	68%	58%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

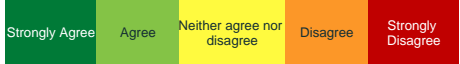
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Some key comparisons are provided.

RECRUITMENT	32% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		23%	28%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		32%	40%	41%
Q7n. My organisation generally selects capable people to do the job		39%	50%	51%

KEY





## EXPLORE THE FULL SURVEY RESULTS

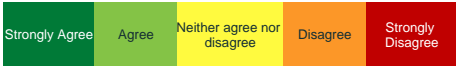
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	45%	RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	37	27	7	7	58%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	31	38	9	7	47%	51%	53%
Q7g. There is good co-operation between teams across our organisation	25	27	26	16		31%	39%	48%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

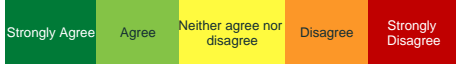
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	49% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	10 33 22 22 12	44%	57%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	20 44 14 13 9	65%	69%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	14 31 20 22 13	45%	52%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	14 37 20 18 12	50%	56%	59%
Q3e. My performance is assessed against clear criteria	9 28 27 21 15	37%	44%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	26 43 13 9 9	69%	74%	71%
Q3g. I am able to access the right learning and development opportunities as required	12 36 24 18 10	48%	55%	60%
Q3h. I have received appropriate training and development to do my job well	12 34 25 19 10	46%	54%	63%
Q3i. I have a strong desire to advance my career	30 35 25 7	64%	69%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

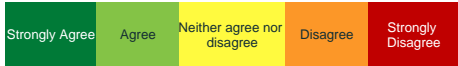
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	49% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		33%	38%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		37%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		64%	70%	67%
Q5n. My manager appropriately deals with employees who perform poorly		37%	40%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		58%	63%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		58%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		47%	51%	53%
Q7j. My organisation is committed to developing its employees		38%	46%	53%

KEY





## EXPLORE THE FULL SURVEY RESULTS

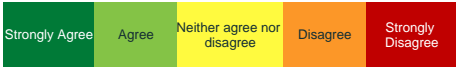
This section shows results for all the survey questions grouped by key themes.

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.

MOBILITY	47% RESPONSE SCALE					AGREEMENT %	INDUSTRY	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	14	23	36	16	11	37%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	37	27	7	7	58%	61%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	16	31	38	9	7	47%	51%	53%

KEY







## EXPLORE THE FULL SURVEY RESULTS

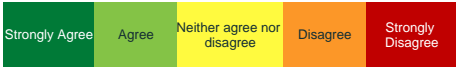
This section shows results for all the survey questions grouped by key themes.

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.

<b>PAY &amp; BENEFITS</b> <span style="float: right;"><b>63%</b> RESPONSE SCALE</span>	AGREEMENT %	INDUSTRY	SECTOR
Q4a. I am paid fairly for the work I do	 64%	69%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	 62%	69%	60%

**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 GROUPS	72% RESPONSE SCALE				AGREEMENT %	INDUSTRY	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	23	53	18		76%	76%	77%
Q8c. Age is not a barrier to success in my organisation	20	49	19	8	69%	68%	71%
Q8d. Disability is not a barrier to success in my organisation	19	50	25		70%	68%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	22	51	23		73%	72%	76%
Q8f. Gender is not a barrier to success in my organisation	22	50	19		72%	72%	74%

KEY







## EXPLORE THE FULL SURVEY RESULTS

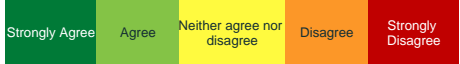
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE SUPPORT	52% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		46%	53%	59%
Q1k. I am able to keep my work stress at an acceptable level		42%	52%	58%
Q1l. My workload is acceptable		41%	51%	55%
Q2e. I receive help and support from other members of my workgroup		78%	82%	80%
Q2f. There is good team spirit in my workgroup		62%	67%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		44%	60%	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.

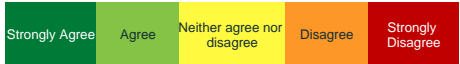
## ACTION ABOUT SURVEY RESULTS

**22%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

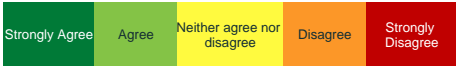
This section shows results for all the survey questions grouped by key themes.

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	42% RESPONSE SCALE	AGREEMENT %	INDUSTRY	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		51%	63%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		35%	38%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		41%	45%	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%	INDUSTRY	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		45%	50%	46%
Better skills in my workgroup		24%	24%	27%
Improved career opportunities		48%	53%	52%
Improved learning and development opportunities		47%	49%	50%
Greater involvement in decision making		38%	35%	33%
Better pay and benefits		47%	48%	58%
Greater recognition for the work I do		49%	43%	45%
Better leadership from senior managers		56%	47%	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%	INDUSTRY	SECTOR
<b>Q13.</b> What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		29%	26%	27%
Better accountability for performance		29%	27%	25%
A better location		13%	16%	20%
More flexible working conditions		34%	31%	38%
Better work/life balance		46%	41%	46%
Improved facilities		30%	26%	30%
Improved technology and systems		51%	47%	38%
Better job security		63%	56%	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%	INDUSTRY	SECTOR
<b>Q9a.</b> In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		73%	66%	72%
No		24%	29%	24%
Don't Know		4%	5%	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%	INDUSTRY	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		25%	21%	25%
No		64%	69%	64%
Don't Know		11%	10%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		52%	55%	63%
No		45%	43%	35%
Don't Know		3%	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%	INDUSTRY	SECTOR
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		37%	29%	35%
No		57%	64%	58%
Don't Know		6%	7%	7%
<b>Q10d.</b> In the last 12 months I have been the subjected to bullying at work				
Yes		20%	16%	20%
No		74%	79%	75%
Don't Know		5%	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%	INDUSTRY	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		24%	23%	23%
Your Immediate Manager/Supervisor		30%	27%	26%
A fellow worker at your level		19%	21%	25%
A subordinate		7%	8%	8%
A client or customer		2%	2%	2%
A member of the public other than a client or customer		0%	0%	0%
Other		4%	4%	4%
Prefer not to say		14%	14%	13%



## EXPLORE THE FULL SURVEY RESULTS

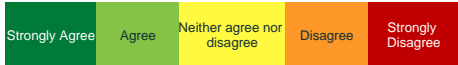
This section shows results for all the survey questions grouped by key themes.

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.

INDUSTRY QUESTIONS	RESPONSE SCALE				AGREEMENT %	INDUSTRY
Q1. I am aware of our safety and wellbeing strategy	19	56	16	8	75%	81%
Q2. I am regularly consulted on matters affecting safety in my workforce	12	45	23	16	56%	63%
Q3. My senior manager encourages my team to reflect and learn when things don't go as expected	10	35	31	17	45%	55%
Q4. The rationale for change initiatives is communicated well	27	28	23	17	32%	36%

KEY





## EXPLORE THE FULL SURVEY RESULTS

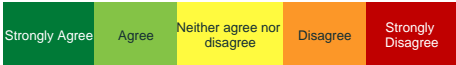
This section shows results for all the survey questions grouped by key themes.

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.

TAFE EMPLOYEES ONLY	RESPONSE SCALE					AGREEMENT %	INDUSTRY
Q5. I am aware of the major reforms being implemented across the VET Sector and TAFE NSW	30	56	10			86%	86%
Q6. Senior managers have clearly communicated the intent of these reforms	10	37	23	19	10	48%	48%
Q7. Senior managers have clearly communicated the progress of these reforms to date	8	32	28	21	11	40%	40%
Q8. I feel that I contribute to the implementation of these reforms		23	32	22	16	30%	30%
Q9. I believe the reforms will improve the quality of teaching in TAFE NSW Institutes	14		29	22	30	19%	19%
Q10. I believe the reforms will support sustainable and inclusive communities across NSW	15		33	20	27	20%	20%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

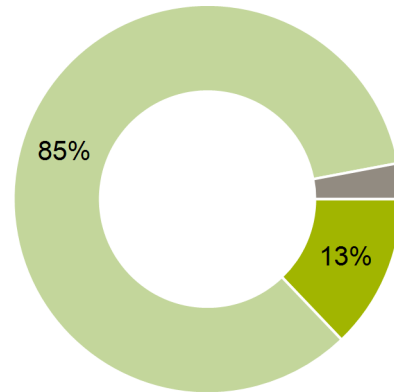
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		35%
Female		64%
Other		1%
<b>Age</b>		
<35		8%
35 - 54		53%
> 54		39%

# PROFILE OF RESPONDENTS

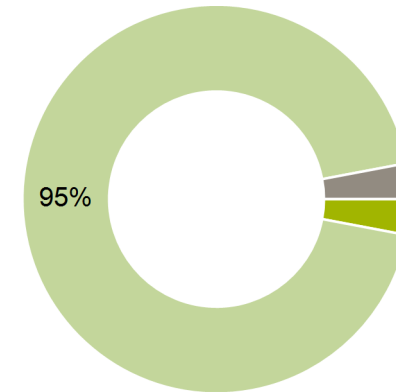


## PERSONAL PROFILES

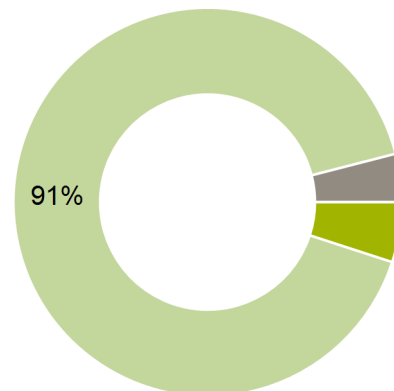
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



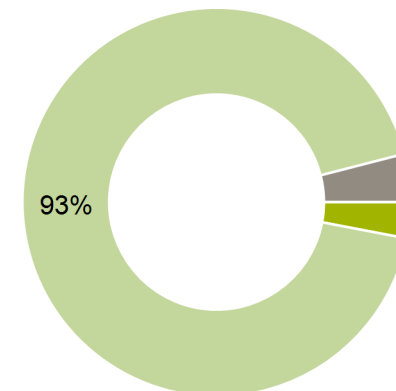
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



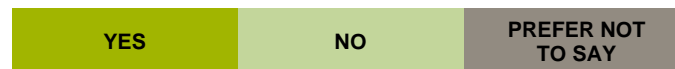
DO YOU HAVE A DISABILITY?



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		11%
5 - 10 years		19%
10 - 20 years		30%
More than 20 years		29%

# PROFILE OF RESPONDENTS



## WORK PROFILES

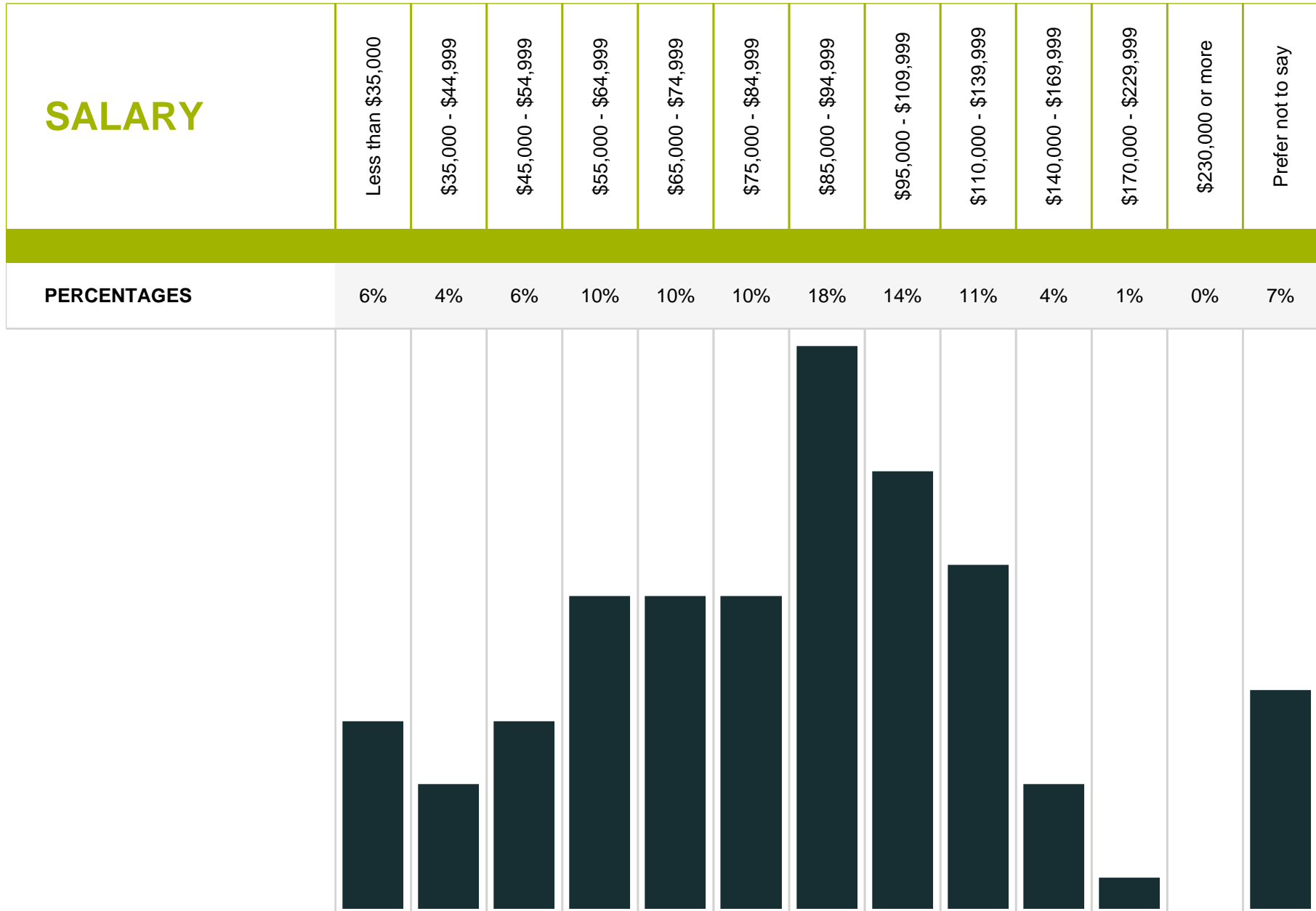
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		58%
Other service delivery work		7%
Administrative support		12%
Corporate services		11%
Policy		0%
Research		0%
Program and project management support		4%
Legal (including developing and/or reviewing legislation)		0%
Other		7%

# 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.

	TAFE Commission	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>	2935	1522	186	302	291	13	11	109	1	184
<b>ENGAGEMENT</b>	58%	55%	59%	64%	64%	(r)	(r)	62%	(r)	63%
<b>SENIOR MANAGERS</b>	32%	27%	29%	38%	42%	(r)	(r)	39%	(r)	38%
<b>COMMUNICATION</b>	52%	49%	48%	57%	61%	(r)	(r)	59%	(r)	56%
<b>HIGH PERFORMANCE</b>	59%	56%	56%	64%	66%	(r)	(r)	64%	(r)	63%
<b>PUBLIC SECTOR VALUES</b>	59%	57%	56%	64%	64%	(r)	(r)	64%	(r)	62%
<b>DIVERSITY &amp; INCLUSION</b>	64%	61%	61%	69%	73%	(r)	(r)	70%	(r)	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 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.

	TAFE Commission	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>	2935	146	103	150	265	252	252	465	357	289	109	15	8	186
<b>ENGAGEMENT</b>	58%	57%	59%	57%	61%	61%	60%	51%	57%	63%	68%	(r)	(r)	55%
<b>SENIOR MANAGERS</b>	32%	25%	33%	30%	33%	32%	31%	22%	31%	41%	52%	(r)	(r)	28%
<b>COMMUNICATION</b>	52%	50%	54%	51%	54%	52%	54%	45%	51%	57%	66%	(r)	(r)	47%
<b>HIGH PERFORMANCE</b>	59%	58%	60%	58%	61%	61%	59%	52%	58%	63%	71%	(r)	(r)	55%
<b>PUBLIC SECTOR VALUES</b>	59%	58%	60%	58%	60%	59%	60%	52%	61%	65%	71%	(r)	(r)	56%
<b>DIVERSITY &amp; INCLUSION</b>	64%	62%	65%	63%	67%	65%	66%	58%	64%	70%	75%	(r)	(r)	58%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY 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.

	TAFE Commission	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>	2935	144	163	275	480	789	743
<b>ENGAGEMENT</b>	58%	67%	63%	61%	58%	56%	57%
<b>SENIOR MANAGERS</b>	32%	46%	39%	35%	29%	28%	30%
<b>COMMUNICATION</b>	52%	68%	60%	57%	51%	49%	50%
<b>HIGH PERFORMANCE</b>	59%	69%	66%	63%	57%	57%	57%
<b>PUBLIC SECTOR VALUES</b>	59%	70%	64%	61%	57%	58%	59%
<b>DIVERSITY &amp; INCLUSION</b>	64%	76%	73%	70%	63%	61%	62%

### 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.

	TAFE Commission	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>	2935	3	21	61	117	168	305	394	524	539	354	119
<b>ENGAGEMENT</b>	58%	(r)	(r)	65%	62%	59%	59%	59%	58%	56%	56%	61%
<b>SENIOR MANAGERS</b>	32%	(r)	(r)	43%	33%	33%	31%	34%	31%	31%	28%	29%
<b>COMMUNICATION</b>	52%	(r)	(r)	62%	54%	54%	51%	53%	51%	52%	49%	53%
<b>HIGH PERFORMANCE</b>	59%	(r)	(r)	68%	61%	61%	58%	59%	58%	58%	57%	60%
<b>PUBLIC SECTOR VALUES</b>	59%	(r)	(r)	67%	58%	60%	58%	60%	60%	59%	58%	60%
<b>DIVERSITY &amp; INCLUSION</b>	64%	(r)	(r)	78%	67%	69%	64%	65%	64%	63%	61%	63%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT  
OFF LIMIT OF 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.

	TAFE Commission	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	2935	929	1672	17
<b>ENGAGEMENT</b>	58%	54%	60%	(r)
<b>SENIOR MANAGERS</b>	32%	27%	34%	(r)
<b>COMMUNICATION</b>	52%	48%	54%	(r)
<b>HIGH PERFORMANCE</b>	59%	54%	62%	(r)
<b>PUBLIC SECTOR VALUES</b>	59%	56%	62%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	64%	60%	67%	(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.

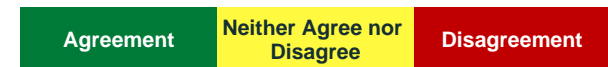
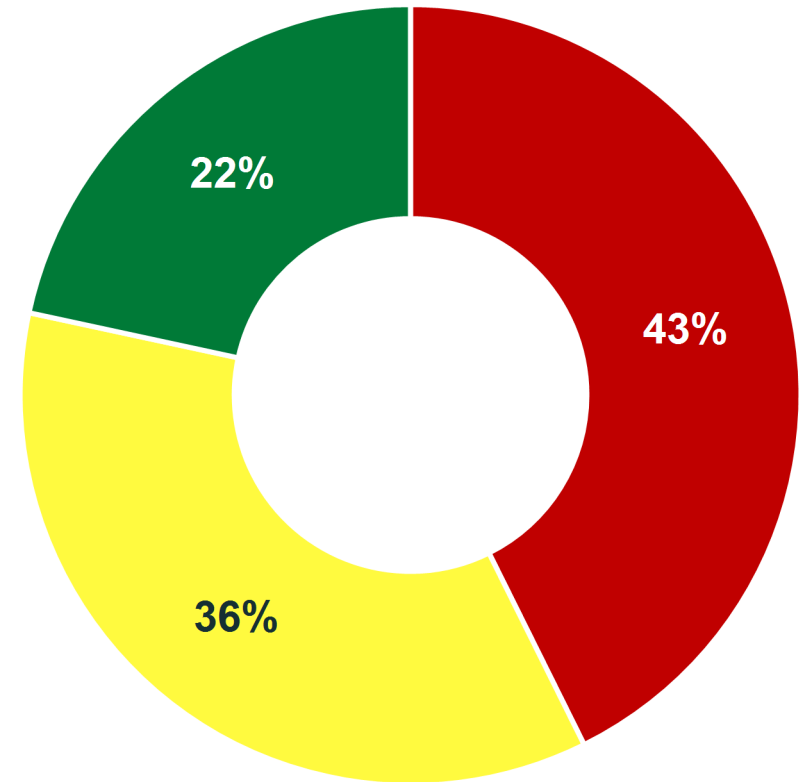
**22%**

of employees replied favourably to:

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

**32%**  
SECTOR

**28%**  
CLUSTER



# GUIDE TO THIS REPORT

## ANONYMITY RULES

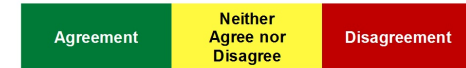
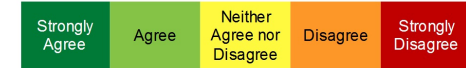
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%