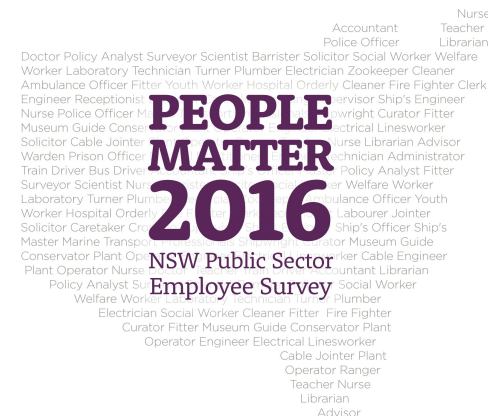


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Education

Public Schools NSW

Public Schools NSW – School Administrative & Support Staff

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RESPONSE RATE

4,057 RESPONSES

ENGAGEMENT INDEX

74%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **69%**



ENGAGEMENT

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

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

RESPONSE RATE

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

Some entities exceeded 100% where responses were greater than the employee headcount.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h. I look for ways to perform my job more effectively	97%
1a. I understand what is expected of me to do well in my role	94%
1d. I feel I make a contribution to achieving the organisation's objectives	93%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	88%
2a. My workgroup strives to achieve customer/client satisfaction	87%
7c. My organisation strives to earn and sustain a high level of public trust	87%
1g. My job gives me a feeling of personal accomplishment	86%
2i. People in my workgroup treat customers/clients with respect	86%
1i. I feel motivated to contribute more than what is normally required at work	86%
8b. Cultural background is not a barrier to success in my organisation	86%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

3k. I would like to work in another agency within the NSW Public Sector during my career	26%
15. I believe action will be taken on the results from this survey by my organisation	28%
3e. Myperformance is assessed against clear criteria	33%
3a. I have a current performance plan that sets out my individual objectives	36%
3c. I have scheduled feedback conversations with my manager throughout the year	37%
4a. I am paid fairly for the work I do	41%
7l. My organisation's processes for recruiting employees are efficient	43%
5n. My manager appropriately deals with employees who perform poorly	44%
7m. Recruitment and promotion decisions in this organisation are generally fair	45%
3j. I am satisfied with the opportunities available for career development in my organisation	46%



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'.



EXPLORE THE FULL SURVEY RESULTS

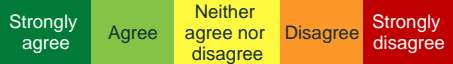
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	74% RESPONSE SCALE			AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q7o. I would recommend my organisation as a great place to work	27	48	19	74%	64%	60%
Q7p. I am proud to tell others I work for my organisation	34	48	14	82%	75%	68%
Q7q. I feel a strong personal attachment to my organisation	35	44	16	79%	74%	64%
Q7r. My organisation motivates me to help it achieve its objectives	26	42	24	68%	61%	55%
Q7s. My organisation inspires me to do the best in my job	29	40	23	69%	61%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

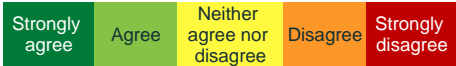
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 86% RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		86%	85%	76%
Q1h. I look for ways to perform my job more effectively		97%	98%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		86%	84%	76%
Q1j. I am satisfied with my job at the present time		75%	68%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

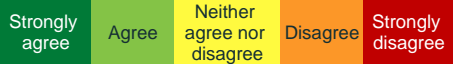
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Some key comparisons are provided.

SENIOR MANAGERS	57% RESPONSE SCALE				AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	40	29	9	57%	58%	47%
Q6b. I feel that senior leaders effectively lead and manage change	18	40	27	10	58%	54%	43%
Q6c. I feel that senior managers model the values of my organisation	19	42	28	7	61%	58%	48%
Q6d. Senior managers encourage innovation by employees	17	43	30	7	60%	62%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	17	43	31		59%	63%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	44	30		62%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	29	14	50%	52%	44%
Q6h. I feel that senior managers listen to employees	15	37	29	12	52%	49%	39%
Q7f. I feel that change is handled well in my organisation	18	39	26	13	57%	52%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

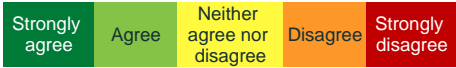
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Some key comparisons are provided.

COMMUNICATION	64% RESPONSE SCALE				AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q5e. My manager communicates effectively with me	33	40	14	8	73%	72%	69%
Q5f. My manager encourages and values employee input	34	38	16	7	72%	72%	69%
Q5g. My manager involves my workgroup in decisions about our work	27	39	19	10	65%	68%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	29	14	50%	52%	44%
Q6h. I feel that senior managers listen to employees	15	37	29	12	52%	49%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	24	47	17	9	70%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

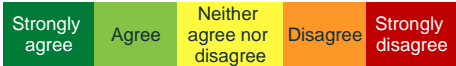
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Some key comparisons are provided.

	HIGH PERFORMANCE				72% RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q1a. I understand what is expected of me to do well in my role					94%	93%	90%	
Q1b. I have the tools I need to do my job effectively					81%	72%	70%	
Q1c. I get the information I need to do my job well					70%	72%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives					93%	90%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things					77%	72%	69%	
Q2b. People in my workgroup use time and resources efficiently					72%	74%	70%	
Q2c. My team works collaboratively to achieve its objectives					75%	77%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well					78%	79%	76%	
Q3h. I have received appropriate training and development to do my job well					65%	68%	63%	

KEY





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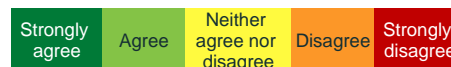
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Some key comparisons are provided.

	HIGH PERFORMANCE				72% RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	25	45	19	7	70%	78%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	22	38	27	10	60%	74%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	22	45	21	8	67%	67%	65%	
Q5j. I have confidence in the decisions my line manager makes	27	42	21		69%	69%	67%	
Q6d. Senior managers encourage innovation by employees	17	43	30	7	60%	62%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	17	43	31		59%	63%	52%	
Q7d. My organisation focuses on improving the work we do	32	49	15		81%	85%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	28	46	19		74%	72%	62%	
Q7g. There is good co-operation between teams across our organisation	17	40	26	13	57%	56%	48%	

KEY





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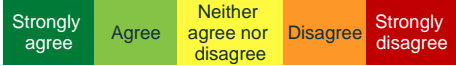
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Some key comparisons are provided.

	HIGH PERFORMANCE				72% RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q7n. My organisation generally selects capable people to do the job	12	43	28	12		56%	55%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	24	49	21			73%	73%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	36	52	11			88%	89%	85%

KEY





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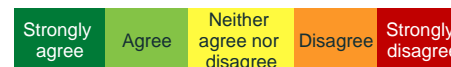
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		69% RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		41	87%	88%	85%
Q2b. People in my workgroup use time and resources efficiently		27	72%	74%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		31	67%	66%	67%
Q2h. People in my workgroup treat each other with respect		33	73%	73%	72%
Q2i. People in my workgroup treat customers/clients with respect		42	86%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		25	70%	78%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		22	60%	74%	64%
Q5d. My manager listens to what I have to say		35	77%	76%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		29	66%	67%	64%

KEY





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

Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE				AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q5k. My manager treats employees with dignity and respect	37	41	12		78%	78%	76%
Q5l. My manager talks to me about how the values apply to my work	24	35	26	10	59%	63%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	40	29	9	57%	58%	47%
Q6c. I feel that senior managers model the values of my organisation	19	42	28	7	61%	58%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	44	30		62%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	29	14	50%	52%	44%
Q6h. I feel that senior managers listen to employees	15	37	29	12	52%	49%	39%
Q7a. My organisation provides high quality services	31	52	14		82%	83%	80%
Q7b. My organisation strives to match services to customer/client needs	32	52	12		84%	85%	80%





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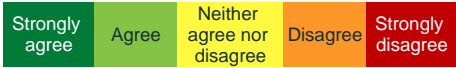
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust		87%	88%	83%
Q7d. My organisation focuses on improving the work we do		81%	85%	76%
Q7h. People in my organisation take responsibility for their own actions		52%	55%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		59%	62%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

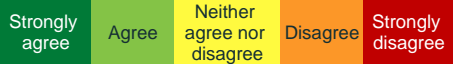
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Some key comparisons are provided.

DIVERSITY & INCLUSION	72% RESPONSE SCALE				AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	26	44	18	9	70%	64%	59%
Q5d. My manager listens to what I have to say	35	42	13		77%	76%	73%
Q5f. My manager encourages and values employee input	34	38	16	7	72%	72%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	28	40	20	8	67%	68%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	38	21	7	66%	67%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	24	40	30		64%	65%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	33	52	12		84%	79%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	24	49	21		73%	73%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	24	47	17	9	70%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

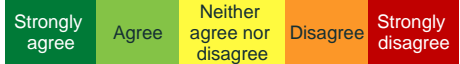
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Some key comparisons are provided.

DIVERSITY & INCLUSION	72% RESPONSE SCALE				AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	36	52	11		88%	89%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	27	39	23	8	65%	46%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

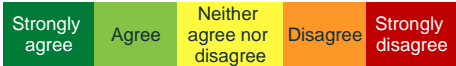
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Some key comparisons are provided.

RECRUITMENT	48% RESPONSE SCALE				AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	10	32	37	14	43%	38%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	10	35	34	14	45%	43%	41%
Q7n. My organisation generally selects capable people to do the job	12	43	28	12	56%	55%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

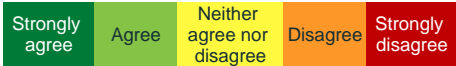
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	58%	RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	36	29	61%	65%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	21	34	36	55%	56%	53%	
Q7g. There is good co-operation between teams across our organisation	17	40	26	13	57%	56%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

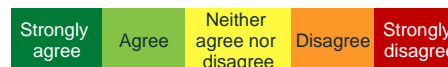
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	55% RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		36%	76%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		66%	78%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		37%	67%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		52%	64%	59%
Q3e. My performance is assessed against clear criteria		33%	58%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		74%	73%	71%
Q3g. I am able to access the right learning and development opportunities as required		67%	66%	60%
Q3h. I have received appropriate training and development to do my job well		65%	68%	63%
Q3i. I have a strong desire to advance my career		60%	61%	69%

KEY





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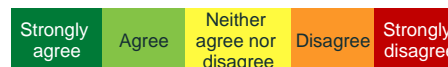
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	55% RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		46%	50%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		26%	28%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		71%	71%	67%
Q5n. My manager appropriately deals with employees who perform poorly		44%	46%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		69%	68%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		61%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		55%	56%	53%
Q7j. My organisation is committed to developing its employees		67%	68%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

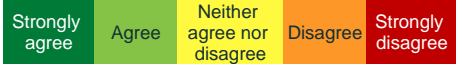
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Some key comparisons are provided.

MOBILITY	48% RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career		26%	28%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		61%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		55%	56%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

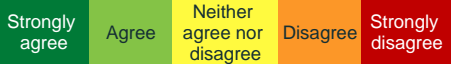
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Some key comparisons are provided.

PAY & BENEFITS	45% RESPONSE SCALE					AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q4a. I am paid fairly for the work I do	8	33	18	24	16	41%	46%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	9	39	26	16	10	48%	49%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

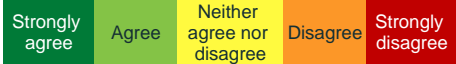
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Some key comparisons are provided.

DIVERSITY GROUPS	82% RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		86%	82%	77%
Q8c. Age is not a barrier to success in my organisation		82%	71%	71%
Q8d. Disability is not a barrier to success in my organisation		77%	70%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		82%	77%	76%
Q8f. Gender is not a barrier to success in my organisation		83%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

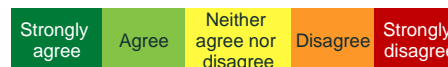
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE SUPPORT	70% RESPONSE SCALE	AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		70%	64%	59%
Q1k. I am able to keep my work stress at an acceptable level		68%	51%	58%
Q1l. My workload is acceptable		66%	44%	55%
Q2e. I receive help and support from other members of my workgroup		80%	82%	80%
Q2f. There is good team spirit in my workgroup		71%	71%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		64%	48%	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

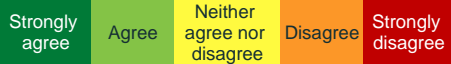
28% RESPONSE SCALE

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



AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
28%	24%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

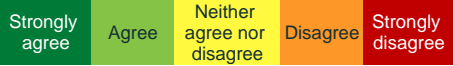
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

WORKPLACE CONDUCT	57% RESPONSE SCALE				AGREEMENT %	PUBLIC SCHOOLS NSW	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	16	43	29	9	59%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	15	39	29	11	54%	51%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	18	41	27	9	59%	56%	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%	PUBLIC SCHOOLS NSW	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		37%	30%	46%
Better skills in my workgroup		31%	23%	27%
Improved career opportunities		42%	41%	52%
Improved learning and development opportunities		48%	45%	50%
Greater involvement in decision making		26%	31%	33%
Better pay and benefits		70%	66%	58%
Greater recognition for the work I do		49%	52%	45%
Better leadership from senior managers		25%	31%	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%	PUBLIC SCHOOLS NSW	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		22%	22%	27%
Better accountability for performance		23%	16%	25%
A better location		11%	13%	20%
More flexible working conditions		26%	30%	38%
Better work/life balance		26%	52%	46%
Improved facilities		28%	41%	30%
Improved technology and systems		34%	43%	38%
Better job security		42%	34%	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%	PUBLIC SCHOOLS NSW	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		66%	78%	72%
No		30%	19%	24%
Don't Know		5%	3%	4%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	PUBLIC SCHOOLS NSW	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		20%	27%	25%
No		68%	62%	64%
Don't Know		12%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		63%	67%	63%
No		35%	32%	35%
Don't Know		1%	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%	PUBLIC SCHOOLS NSW	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		31%	38%	35%
No		60%	54%	58%
Don't Know		9%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		16%	22%	20%
No		78%	74%	75%
Don't Know		5%	4%	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%	PUBLIC SCHOOLS NSW	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		19%	26%	23%
Your Immediate Manager/Supervisor		26%	20%	26%
A fellow worker at your level		24%	21%	25%
A subordinate		6%	11%	8%
A client or customer		2%	5%	2%
Other		7%	2%	4%
Prefer not to say		15%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

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

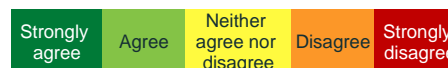
Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

EDUCATION QUESTIONS

						AGREEMENT %	PUBLIC SCHOOLS NSW
Q1. My workgroup is able to manage the changing demands of our work environment.	16	57	20			73%	65%
Q2. The changes within my organisation will improve outcomes for the community.	17	51	28			68%	65%
Q3. Our leaders frequently and effectively communicate organisational objectives.	15	47	26	10		62%	66%
Q4. My workgroup acknowledges my contributions to the team.	19	49	21	9		68%	68%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	15	45	30	9		60%	63%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	19	51	21	7		70%	71%
Q7. My workgroup is able to demonstrate outcomes of our work	19	53	23			72%	80%
Q8. My job offers the opportunity for me to work on innovative projects.	12	34	37	14		46%	59%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

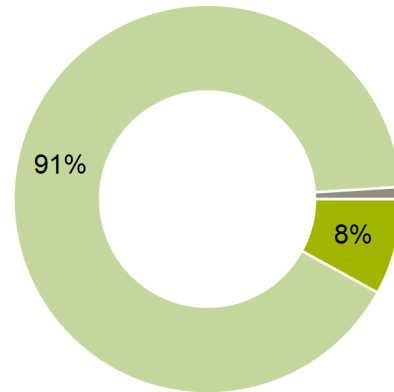
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		10%
Female		90%
Other		0%
Age		
<35		5%
35 - 54		55%
> 54		40%

PROFILE OF RESPONDENTS

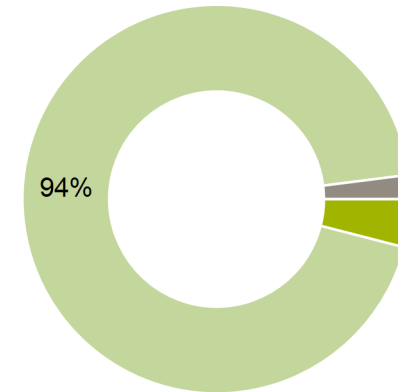


PERSONAL PROFILES

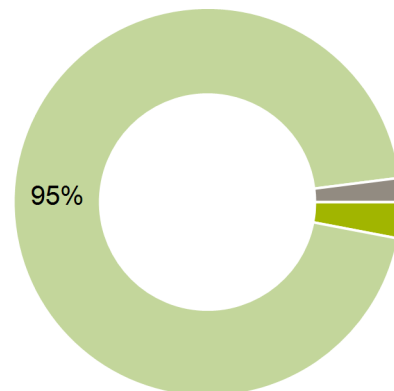
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



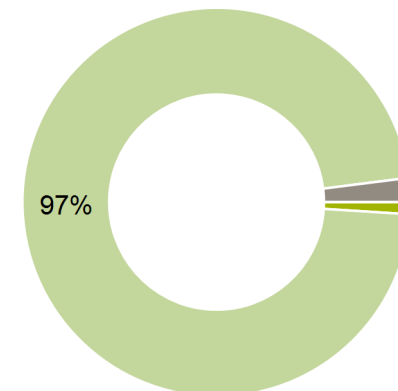
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		5%
1 - 2 years		5%
2 - 5 years		15%
5 - 10 years		24%
10 - 20 years		33%
More than 20 years		17%

PROFILE OF RESPONDENTS



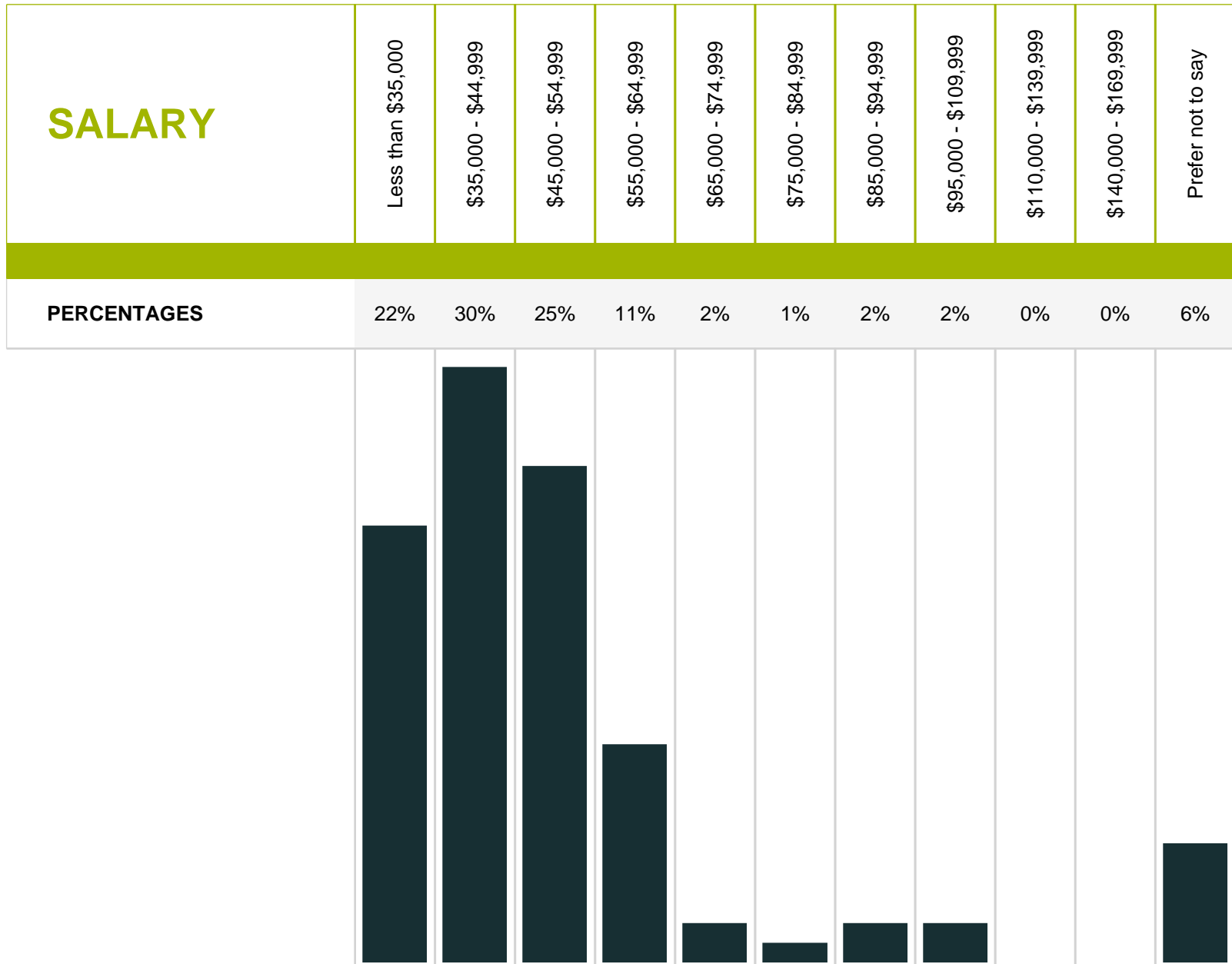
WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		33%
Other service delivery work		7%
Administrative support		47%
Corporate services		2%
Policy		0%
Program and project management support		0%
Legal (including developing and/or reviewing legislation)		0%
Other		10%

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.

	Public Schools NSW – School Administrative & Support Staff	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	4057	1326	285	1901	61	2	0	17	1	413
ENGAGEMENT	74%	74%	69%	75%	72%	(r)	(r)	(r)	(r)	74%
SENIOR MANAGERS	57%	56%	50%	59%	57%	(r)	(r)	(r)	(r)	58%
COMMUNICATION	64%	63%	60%	65%	67%	(r)	(r)	(r)	(r)	64%
HIGH PERFORMANCE	72%	73%	64%	73%	71%	(r)	(r)	(r)	(r)	73%
PUBLIC SECTOR VALUES	69%	69%	62%	70%	71%	(r)	(r)	(r)	(r)	69%
DIVERSITY & INCLUSION	72%	72%	68%	74%	74%	(r)	(r)	(r)	(r)	72%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Public Schools NSW – School Administrative & Support Staff	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	4057	867	1198	984	431	61	42	72	75	5	1	0	0	236
ENGAGEMENT	74%	76%	72%	74%	77%	70%	71%	68%	66%	(r)	(r)	(r)	(r)	74%
SENIOR MANAGERS	57%	63%	55%	56%	58%	50%	51%	48%	41%	(r)	(r)	(r)	(r)	62%
COMMUNICATION	64%	68%	59%	64%	67%	67%	72%	58%	57%	(r)	(r)	(r)	(r)	67%
HIGH PERFORMANCE	72%	75%	69%	72%	76%	70%	80%	72%	72%	(r)	(r)	(r)	(r)	74%
PUBLIC SECTOR VALUES	69%	73%	65%	69%	73%	67%	76%	69%	68%	(r)	(r)	(r)	(r)	71%
DIVERSITY & INCLUSION	72%	76%	68%	72%	77%	74%	81%	68%	70%	(r)	(r)	(r)	(r)	74%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Public Schools NSW – School Administrative & Support Staff	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	4057	195	214	582	959	1326	687
ENGAGEMENT	74%	79%	81%	75%	73%	72%	73%
SENIOR MANAGERS	57%	70%	72%	59%	57%	54%	53%
COMMUNICATION	64%	78%	78%	67%	62%	60%	62%
HIGH PERFORMANCE	72%	79%	81%	74%	71%	70%	73%
PUBLIC SECTOR VALUES	69%	78%	80%	71%	68%	67%	69%
DIVERSITY & INCLUSION	72%	82%	83%	75%	71%	69%	72%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Public Schools NSW – School Administrative & Support Staff	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	4057	5	36	54	107	197	426	682	893	875	520	198
ENGAGEMENT	74%	(r)	82%	77%	77%	77%	77%	73%	73%	73%	73%	76%
SENIOR MANAGERS	57%	(r)	77%	62%	67%	62%	63%	58%	56%	55%	56%	53%
COMMUNICATION	64%	(r)	82%	74%	74%	70%	69%	64%	62%	61%	62%	63%
HIGH PERFORMANCE	72%	(r)	85%	78%	78%	76%	76%	72%	71%	70%	72%	73%
PUBLIC SECTOR VALUES	69%	(r)	83%	77%	77%	74%	73%	68%	68%	67%	70%	70%
DIVERSITY & INCLUSION	72%	(r)	86%	79%	80%	78%	77%	73%	71%	70%	72%	72%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Public Schools NSW – School Administrative & Support Staff	Male	Female	Other
NUMBER OF RESPONDENTS	4057	392	3615	12
ENGAGEMENT	74%	71%	74%	(r)
SENIOR MANAGERS	57%	50%	58%	(r)
COMMUNICATION	64%	63%	64%	(r)
HIGH PERFORMANCE	72%	67%	73%	(r)
PUBLIC SECTOR VALUES	69%	66%	70%	(r)
DIVERSITY & INCLUSION	72%	70%	73%	(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.

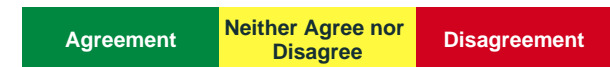
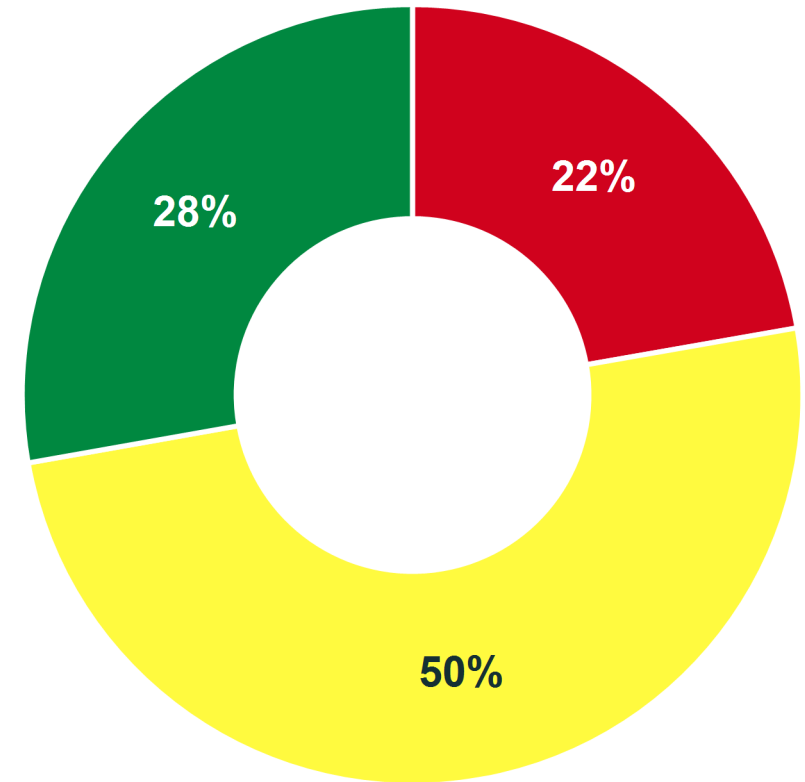
28%

of employees replied favourably to:

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

32%
SECTOR

25%
CLUSTER



GUIDE TO THIS REPORT

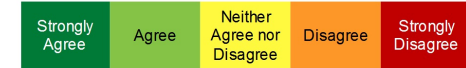
i ANONYMITY RULES

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

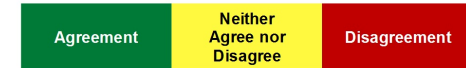
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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