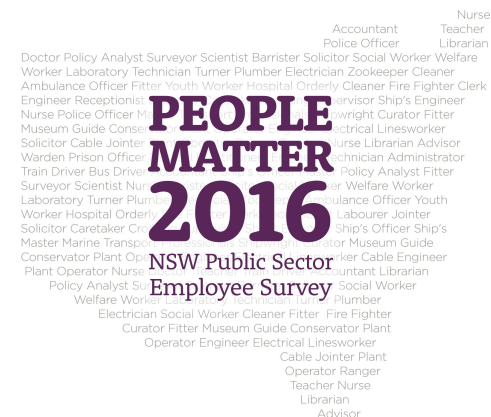


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Education

Public Schools NSW – Secondary Schools

CONTENTS OF REPORT

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RESPONSE RATE

32%

**9,971 RESPONSES
OUT OF 30,794 EMPLOYEES**

ENGAGEMENT INDEX

67%

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	93%
1d.	I feel I make a contribution to achieving the organisation's objectives	88%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	87%
7c.	My organisation strives to earn and sustain a high level of public trust	85%
2a.	My workgroup strives to achieve customer/client satisfaction	85%
2i.	People in my workgroup treat customers/clients with respect	84%
1g.	My job gives me a feeling of personal accomplishment	82%
7b.	My organisation strives to match services to customer/client needs	82%
1i.	I feel motivated to contribute more than what is normally required at work	82%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

15.	I believe action will be taken on the results from this survey by my organisation	22%
3k.	I would like to work in another agency within the NSW Public Sector during my career	30%
7l.	My organisation's processes for recruiting employees are efficient	35%
7m.	Recruitment and promotion decisions in this organisation are generally fair	41%
8j.	How satisfied are you with your ability to access and use flexible working arrangements?	43%
4a.	I am paid fairly for the work I do	44%
1l.	My workload is acceptable	44%
5n.	My manager appropriately deals with employees who perform poorly	45%
7k.	My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	45%
9b.	I have confidence in the ways my organisation resolves grievances	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

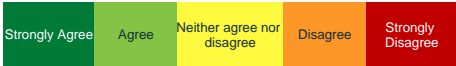
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Some key comparisons are provided.

ENGAGEMENT	67% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q7o. I would recommend my organisation as a great place to work		61%	63%	60%
Q7p. I am proud to tell others I work for my organisation		72%	75%	68%
Q7q. I feel a strong personal attachment to my organisation		72%	74%	64%
Q7r. My organisation motivates me to help it achieve its objectives		57%	60%	55%
Q7s. My organisation inspires me to do the best in my job		57%	60%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

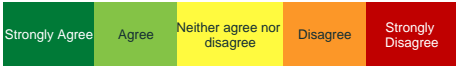
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ENGAGEMENT WITH WORK 82% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		82%	83%	76%
Q1h. I look for ways to perform my job more effectively		97%	97%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		82%	83%	76%
Q1j. I am satisfied with my job at the present time		65%	67%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

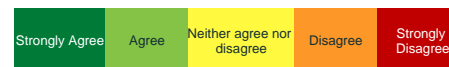
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Some key comparisons are provided.

SENIOR MANAGERS	55% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	39	22	13	8	57%	57%	47%
Q6b. I feel that senior leaders effectively lead and manage change	16	36	23	15	10	52%	53%	43%
Q6c. I feel that senior managers model the values of my organisation	18	38	23	11	9	57%	57%	48%
Q6d. Senior managers encourage innovation by employees	18	42	23	11		60%	60%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	18	43	24	10		61%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	20	45	23	7		65%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	37	23	16	9	51%	51%	44%
Q6h. I feel that senior managers listen to employees	14	34	24	16	12	48%	48%	39%
Q7f. I feel that change is handled well in my organisation	13	33	26	19	9	46%	50%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

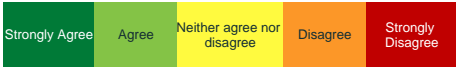
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Some key comparisons are provided.

COMMUNICATION	62% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q5e. My manager communicates effectively with me		70%	72%	69%
Q5f. My manager encourages and values employee input		71%	72%	69%
Q5g. My manager involves my workgroup in decisions about our work		66%	68%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		51%	51%	44%
Q6h. I feel that senior managers listen to employees		48%	48%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		65%	68%	69%

KEY





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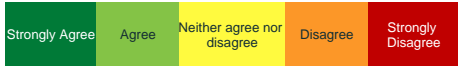
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Some key comparisons are provided.

	HIGH PERFORMANCE				70% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q1a. I understand what is expected of me to do well in my role	49	44				93%	93%	90%
Q1b. I have the tools I need to do my job effectively	21	48	14	14		69%	71%	70%
Q1c. I get the information I need to do my job well	19	50	18	12		69%	71%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	40	48	7			88%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	27	43	14	11		70%	72%	69%
Q2b. People in my workgroup use time and resources efficiently	22	47	18	10		70%	73%	70%
Q2c. My team works collaboratively to achieve its objectives	28	46	14	9		74%	77%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	26	50	14	8		76%	78%	76%
Q3h. I have received appropriate training and development to do my job well	20	44	20	11		65%	66%	63%

KEY





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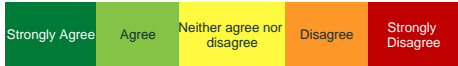
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Some key comparisons are provided.

HIGH PERFORMANCE	70% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		75%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		70%	73%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		64%	67%	65%
Q5j. I have confidence in the decisions my line manager makes		66%	69%	67%
Q6d. Senior managers encourage innovation by employees		60%	60%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		61%	61%	52%
Q7d. My organisation focuses on improving the work we do		81%	84%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		66%	71%	62%
Q7g. There is good co-operation between teams across our organisation		51%	55%	48%

KEY





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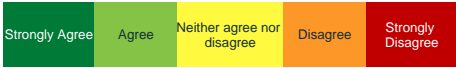
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Some key comparisons are provided.

	HIGH PERFORMANCE					70% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	41	27	14	8		50%	55%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	23	47	20	8			70%	73%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	46	10				87%	88%	85%

KEY





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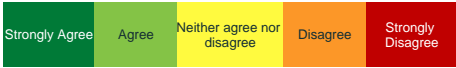
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	34	50	10		85%	87%	85%
Q2b. People in my workgroup use time and resources efficiently	22	47	18	10	70%	73%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	26	38	18	12	64%	67%	67%
Q2h. People in my workgroup treat each other with respect	30	41	15	9	71%	74%	72%
Q2i. People in my workgroup treat customers/clients with respect	37	48	11		84%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	28	47	14	7	75%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	25	45	18	8	70%	73%	64%
Q5d. My manager listens to what I have to say	33	41	13	7	74%	76%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27	37	19	9	65%	67%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

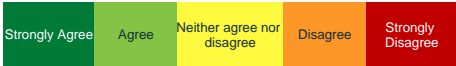
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	36	41	12	8	3	76%	78%	76%
Q5l. My manager talks to me about how the values apply to my work	24	36	23	11	6	60%	62%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	39	22	13	8	57%	57%	47%
Q6c. I feel that senior managers model the values of my organisation	18	38	23	11	9	57%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	20	45	23	7	5	65%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	37	23	16	9	51%	51%	44%
Q6h. I feel that senior managers listen to employees	14	34	24	16	12	48%	48%	39%
Q7a. My organisation provides high quality services	25	53	15	5	2	78%	82%	80%
Q7b. My organisation strives to match services to customer/client needs	29	52	13	4	2	82%	84%	80%

KEY





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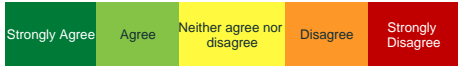
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	36	50	11		85%	87%	83%
Q7d. My organisation focuses on improving the work we do	32	50	13		81%	84%	76%
Q7h. People in my organisation take responsibility for their own actions	11	39	29	16	49%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14	44	26	10	58%	62%	63%

KEY





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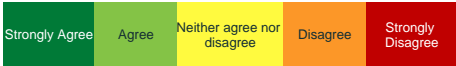
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Some key comparisons are provided.

DIVERSITY & INCLUSION	67%	RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR			
Q1f. I am provided with the support I need to optimise my contribution at work	18	41	19	15	60%	63%	59%	
Q5d. My manager listens to what I have to say	33	41	13	7	74%	76%	73%	
Q5f. My manager encourages and values employee input	31	40	14	8	71%	72%	69%	
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	26	40	18	10	66%	68%	65%	
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27	37	19	9	7	65%	67%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	27	38	25		64%	64%	54%	
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	29	47	14		76%	78%	75%	
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	23	47	20	8	70%	73%	67%	
Q8h. I am able to speak up and share a different view to my colleagues and manager	22	44	16	11	8	65%	68%	69%

KEY





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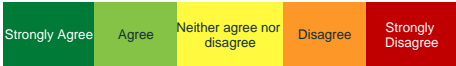
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DIVERSITY & INCLUSION

67% RESPONSE SCALE

		AGREEMENT %	EDUCATION	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		87%	88%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		43%	48%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

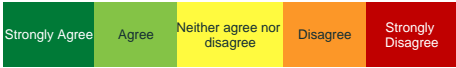
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Some key comparisons are provided.

RECRUITMENT	42% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	7	28	34	20	11	35%	37%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	8	33	30	17	11	41%	43%	41%
Q7n. My organisation generally selects capable people to do the job	9	41	27	14	8	50%	55%	51%

KEY





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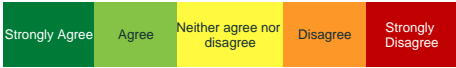
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION 56% RESPONSE SCALE

				AGREEMENT %	EDUCATION	SECTOR
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26	37	25	63%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	33	33	55%	56%	53%
Q7g. There is good co-operation between teams across our organisation	13	39	26	51%	55%	48%

KEY





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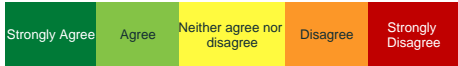
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	60% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		74%	75%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		76%	77%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		63%	65%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		61%	63%	59%
Q3e. My performance is assessed against clear criteria		54%	57%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		72%	73%	71%
Q3g. I am able to access the right learning and development opportunities as required		63%	65%	60%
Q3h. I have received appropriate training and development to do my job well		65%	66%	63%
Q3i. I have a strong desire to advance my career		59%	62%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

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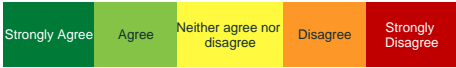
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PERFORMANCE FRAMEWORK & DEVELOPMENT

60% RESPONSE SCALE

		AGREEMENT %	EDUCATION	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	12 34 26 18 10	46%	49%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	11 19 31 23 17	30%	31%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	29 40 15 10	69%	71%	67%
Q5n. My manager appropriately deals with employees who perform poorly	16 29 32 14 10	45%	45%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	23 43 20 8	67%	67%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26 37 25	63%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22 33 33	55%	56%	53%
Q7j. My organisation is committed to developing its employees	18 46 23 9	63%	65%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

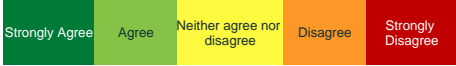
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Some key comparisons are provided.

MOBILITY	49% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	11	19	31	23	17	30%	31%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	26	37	25			63%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	33	33			55%	56%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

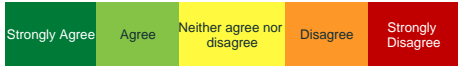
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Some key comparisons are provided.

PAY & BENEFITS 45% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q4a. I am paid fairly for the work I do		44%	49%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		47%	52%

KEY





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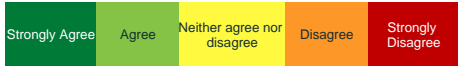
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Some key comparisons are provided.

DIVERSITY GROUPS	74% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		80%	82%	77%
Q8c. Age is not a barrier to success in my organisation		68%	71%	71%
Q8d. Disability is not a barrier to success in my organisation		69%	70%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		77%	78%	76%
Q8f. Gender is not a barrier to success in my organisation		75%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

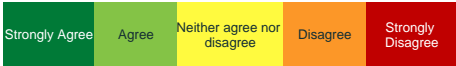
This section shows results for all the survey questions grouped by key themes.

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	58% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	18 41 19 15	60%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level	12 38 19 21 10	50%	52%	58%
Q1l. My workload is acceptable	11 34 17 25 13	44%	45%	55%
Q2e. I receive help and support from other members of my workgroup	32 48 12	79%	82%	80%
Q2f. There is good team spirit in my workgroup	30 38 15 11	68%	71%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	11 35 26 19 10	45%	49%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

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

Some key comparisons are provided.

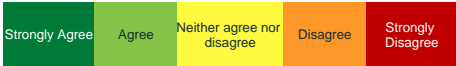
ACTION ABOUT SURVEY RESULTS

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

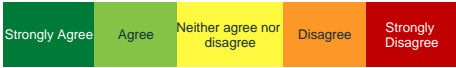
This section shows results for all the survey questions grouped by key themes.

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	52% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		58%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		46%	50%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		52%	55%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	EDUCATION	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		33%	33%	46%
Better skills in my workgroup		24%	24%	27%
Improved career opportunities		42%	44%	52%
Improved learning and development opportunities		44%	46%	50%
Greater involvement in decision making		32%	31%	33%
Better pay and benefits		67%	64%	58%
Greater recognition for the work I do		53%	51%	45%
Better leadership from senior managers		36%	32%	39%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	EDUCATION	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		24%	22%	27%
Better accountability for performance		18%	17%	25%
A better location		14%	15%	20%
More flexible working conditions		32%	31%	38%
Better work/life balance		49%	51%	46%
Improved facilities		46%	40%	30%
Improved technology and systems		45%	43%	38%
Better job security		34%	36%	43%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

WORKPLACE CONDUCT

RESPONSE SCALE

AGREEMENT%

EDUCATION

SECTOR

Q9a. In the last 12 months I have read or referred to my organisation's code of conduct

		AGREEMENT%	EDUCATION	SECTOR
Yes		74%	77%	72%
No		22%	19%	24%
Don't Know		4%	3%	4%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	EDUCATION	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		31%	27%	25%
No		57%	63%	64%
Don't Know		12%	11%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		68%	65%	63%
No		30%	33%	35%
Don't Know		2%	2%	2%



EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	EDUCATION	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		44%	38%	35%
No		49%	55%	58%
Don't Know		7%	7%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		25%	21%	20%
No		70%	74%	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%

EDUCATION

SECTOR

Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.

		AGREEMENT%	EDUCATION	SECTOR
A senior manager		25%	26%	23%
Your Immediate Manager/Supervisor		21%	21%	26%
A fellow worker at your level		23%	21%	25%
A subordinate		11%	11%	8%
A client or customer		5%	5%	2%
A member of the public other than a client or customer		0%	1%	0%
Other		3%	3%	4%
Prefer not to say		12%	13%	13%



EXPLORE THE FULL SURVEY RESULTS

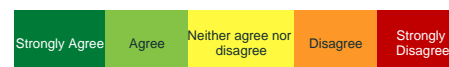
This section shows results for all the survey questions grouped by key themes.

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

Some key comparisons are provided.

EDUCATION QUESTIONS	RESPONSE SCALE				AGREEMENT %	EDUCATION
Q1. My workgroup is able to manage the changing demands of our work environment.	11	51	22	13	63%	65%
Q2. The changes within my organisation will improve outcomes for the community.	16	47	26	9	63%	63%
Q3. Our leaders frequently and effectively communicate organisational objectives.	16	47	22	12	62%	64%
Q4. My workgroup acknowledges my contributions to the team.	17	47	21	10	65%	68%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	13	45	27	12	58%	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	19	49	19	10	68%	71%
Q7. My workgroup is able to demonstrate outcomes of our work	21	56	17		77%	80%
Q8. My job offers the opportunity for me to work on innovative projects.	16	40	27	13	56%	58%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

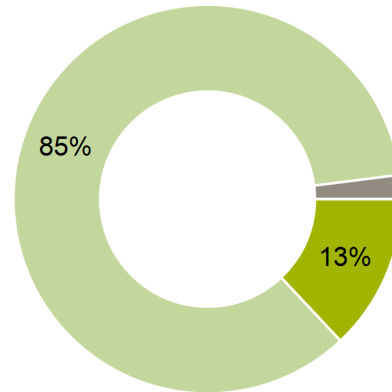
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		29%
Female		71%
Other		1%
Age		
<35		15%
35 - 54		54%
> 54		31%

PROFILE OF RESPONDENTS

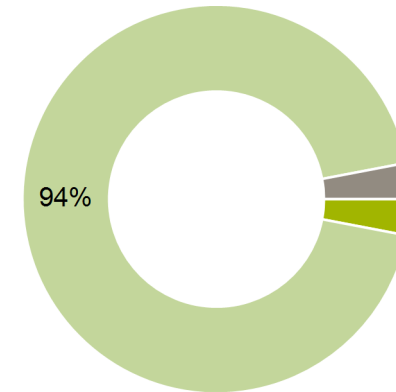


PERSONAL PROFILES

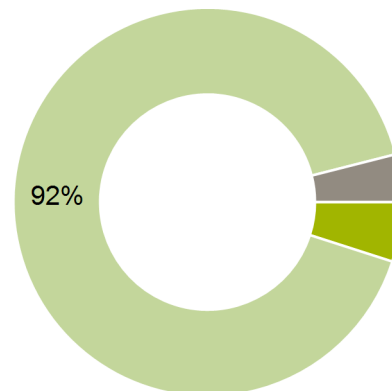
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



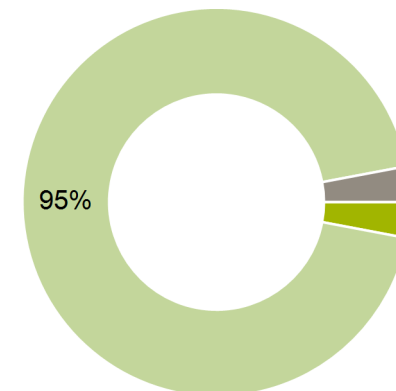
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		5%
1 - 2 years		5%
2 - 5 years		13%
5 - 10 years		21%
10 - 20 years		29%
More than 20 years		26%

PROFILE OF RESPONDENTS



WORK PROFILES

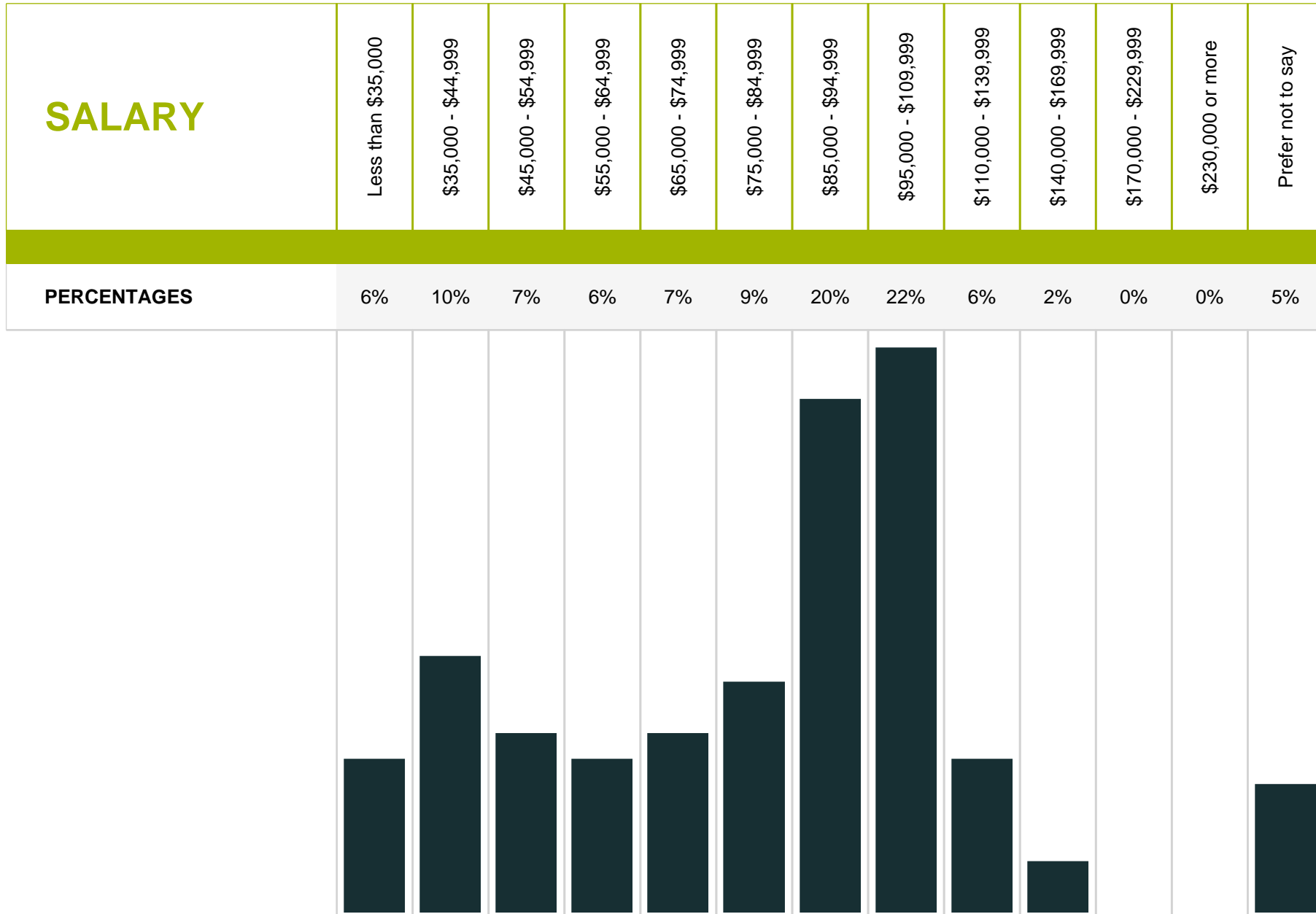
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		80%
Other service delivery work		3%
Administrative support		11%
Corporate services		1%
Policy		0%
Research		0%
Program and project management support		0%
Legal (including developing and/or reviewing legislation)		0%
Other		6%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Public Schools NSW – Secondary Schools	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	9971	6130	198	812	42	5	3	35	2	471
ENGAGEMENT	67%	67%	68%	71%	69%	(r)	(r)	73%	(r)	70%
SENIOR MANAGERS	55%	54%	50%	57%	53%	(r)	(r)	64%	(r)	58%
COMMUNICATION	62%	62%	60%	60%	62%	(r)	(r)	69%	(r)	63%
HIGH PERFORMANCE	70%	70%	64%	69%	70%	(r)	(r)	78%	(r)	71%
PUBLIC SECTOR VALUES	69%	69%	62%	66%	70%	(r)	(r)	73%	(r)	68%
DIVERSITY & INCLUSION	67%	67%	68%	69%	71%	(r)	(r)	72%	(r)	68%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 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 – Secondary Schools	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	9971	453	774	530	479	571	662	1564	1663	432	175	26	2	358
ENGAGEMENT	67%	72%	69%	71%	71%	68%	65%	63%	65%	71%	80%	(r)	(r)	66%
SENIOR MANAGERS	55%	61%	53%	57%	59%	58%	53%	49%	55%	64%	61%	(r)	(r)	52%
COMMUNICATION	62%	65%	57%	62%	70%	66%	59%	57%	62%	71%	71%	(r)	(r)	59%
HIGH PERFORMANCE	70%	71%	65%	70%	74%	72%	68%	68%	71%	77%	79%	(r)	(r)	68%
PUBLIC SECTOR VALUES	69%	70%	62%	67%	73%	71%	66%	66%	69%	76%	81%	(r)	(r)	66%
DIVERSITY & INCLUSION	67%	72%	65%	70%	74%	70%	65%	63%	66%	73%	79%	(r)	(r)	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 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 – Secondary Schools	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	9971	410	372	1018	1633	2192	1994
ENGAGEMENT	67%	73%	73%	69%	66%	66%	67%
SENIOR MANAGERS	55%	67%	64%	56%	54%	53%	53%
COMMUNICATION	62%	75%	72%	64%	59%	58%	62%
HIGH PERFORMANCE	70%	77%	75%	70%	68%	68%	72%
PUBLIC SECTOR VALUES	69%	77%	74%	68%	66%	66%	70%
DIVERSITY & INCLUSION	67%	77%	74%	69%	65%	65%	67%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY 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 – Secondary Schools	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	9971	6	124	478	561	596	938	1242	1348	1406	758	225
ENGAGEMENT	67%	(r)	75%	69%	67%	67%	68%	67%	67%	66%	69%	73%
SENIOR MANAGERS	55%	(r)	70%	57%	57%	54%	58%	55%	54%	53%	56%	56%
COMMUNICATION	62%	(r)	75%	66%	63%	64%	63%	61%	60%	58%	63%	64%
HIGH PERFORMANCE	70%	(r)	79%	72%	70%	70%	72%	70%	68%	69%	72%	74%
PUBLIC SECTOR VALUES	69%	(r)	78%	71%	69%	69%	70%	68%	67%	66%	70%	71%
DIVERSITY & INCLUSION	67%	(r)	79%	72%	70%	69%	68%	66%	65%	64%	69%	71%

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 – Secondary Schools	Male	Female	Other
NUMBER OF RESPONDENTS	9971	2221	5444	45
ENGAGEMENT	67%	64%	69%	48%
SENIOR MANAGERS	55%	51%	57%	30%
COMMUNICATION	62%	62%	62%	31%
HIGH PERFORMANCE	70%	69%	71%	44%
PUBLIC SECTOR VALUES	69%	68%	68%	43%
DIVERSITY & INCLUSION	67%	67%	68%	37%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY STAFF CATEGORY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Public Schools NSW – Secondary Schools	Teaching staff	School executive (Principals, Deputy Principals, Assistant Principals)	Non teaching staff in schools	Non school based teaching service staff	Corporate staff	Aboriginal Affairs
NUMBER OF RESPONDENTS	9971	4924	987	1753	34	16	19
ENGAGEMENT	67%	65%	72%	71%	67%	(r)	(r)
SENIOR MANAGERS	55%	53%	62%	55%	60%	(r)	(r)
COMMUNICATION	62%	61%	70%	60%	67%	(r)	(r)
HIGH PERFORMANCE	70%	70%	76%	68%	71%	(r)	(r)
PUBLIC SECTOR VALUES	69%	68%	76%	65%	68%	(r)	(r)
DIVERSITY & INCLUSION	67%	65%	73%	69%	75%	(r)	(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.

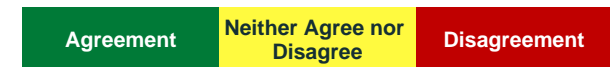
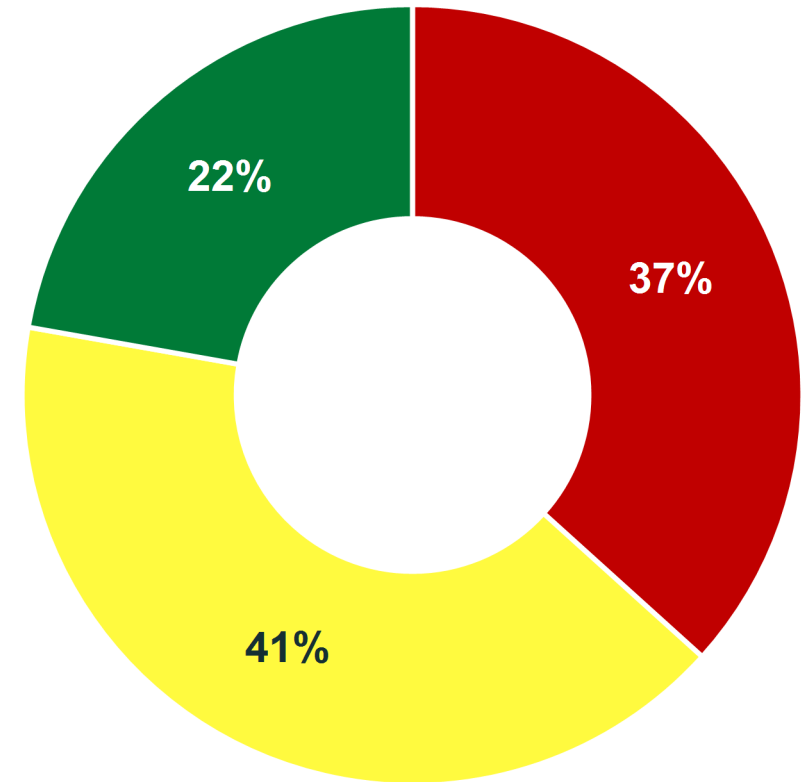
22%

of employees replied favourably to:

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

32%
SECTOR

25%
CLUSTER



GUIDE TO THIS REPORT

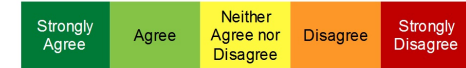
i ANONYMITY RULES

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

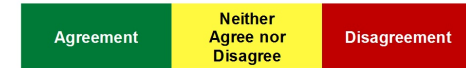
There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with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