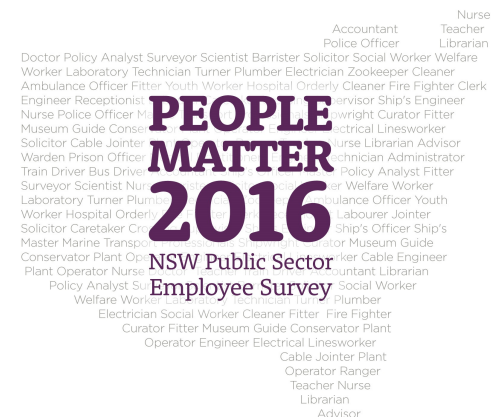


# PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Education

Public Schools NSW - All other schools e.g. central school, SSP

## CONTENTS OF REPORT

<b>HEADLINES</b>	<b>3</b>
<b>QUESTION HEADLINES</b>	<b>4</b>
<b>ALL QUESTIONS</b>	<b>5</b>
<b>PROFILE OF RESPONDENTS</b>	<b>34</b>
<b>DEMOGRAPHIC RESULTS</b>	<b>39</b>
<b>TAKING ACTION</b>	<b>45</b>
<b>GUIDE TO THIS REPORT</b>	<b>46</b>

## RESPONSE RATE

# 35%

**1,844 RESPONSES  
OUT OF 5,234 EMPLOYEES**

## ENGAGEMENT INDEX

# 72%

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	<b>98%</b>
1a.	I understand what is expected of me to do well in my role	<b>93%</b>
1d.	I feel I make a contribution to achieving the organisation's objectives	<b>90%</b>
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	<b>89%</b>
7c.	My organisation strives to earn and sustain a high level of public trust	<b>87%</b>
2a.	My workgroup strives to achieve customer/client satisfaction	<b>87%</b>
1g.	My job gives me a feeling of personal accomplishment	<b>86%</b>
2i.	People in my workgroup treat customers/clients with respect	<b>86%</b>
7b.	My organisation strives to match services to customer/client needs	<b>86%</b>
1i.	I feel motivated to contribute more than what is normally required at work	<b>86%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

2016  
AGREEMENT  
%

15.	I believe action will be taken on the results from this survey by my organisation	<b>25%</b>
3k.	I would like to work in another agency within the NSW Public Sector during my career	<b>29%</b>
7l.	My organisation's processes for recruiting employees are efficient	<b>43%</b>
5n.	My manager appropriately deals with employees who perform poorly	<b>46%</b>
7m.	Recruitment and promotion decisions in this organisation are generally fair	<b>48%</b>
8j.	How satisfied are you with your ability to access and use flexible working arrangements?	<b>50%</b>
9b.	I have confidence in the ways my organisation resolves grievances	<b>52%</b>
6h.	I feel that senior managers listen to employees	<b>52%</b>
4a.	I am paid fairly for the work I do	<b>53%</b>
6g.	I feel that senior managers keep employees informed about what's going on	<b>54%</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'.



## EXPLORE THE FULL SURVEY RESULTS

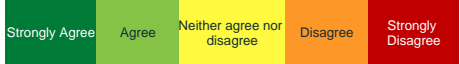
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Some key comparisons are provided.

ENGAGEMENT	72% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
Q7o. I would recommend my organisation as a great place to work	27	41	20		69%	63%	60%
Q7p. I am proud to tell others I work for my organisation	36	44	14		80%	75%	68%
Q7q. I feel a strong personal attachment to my organisation	36	41	15		77%	74%	64%
Q7r. My organisation motivates me to help it achieve its objectives	26	42	21	8	68%	60%	55%
Q7s. My organisation inspires me to do the best in my job	26	40	22	8	66%	60%	55%

KEY





## EXPLORE THE FULL SURVEY RESULTS

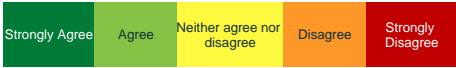
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Some key comparisons are provided.

<b>ENGAGEMENT WITH WORK</b> <span style="float: right;"><b>85%</b> RESPONSE SCALE</span>	AGREEMENT %	EDUCATION	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		86%	83%	76%
Q1h. I look for ways to perform my job more effectively		98%	97%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		86%	83%	76%
Q1j. I am satisfied with my job at the present time		71%	67%	63%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

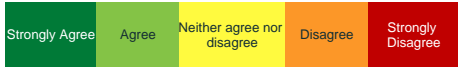
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Some key comparisons are provided.

SENIOR MANAGERS	59% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	41	23	10	61%	57%	47%
Q6b. I feel that senior leaders effectively lead and manage change	19	39	23	12	57%	53%	43%
Q6c. I feel that senior managers model the values of my organisation	22	38	24	9	60%	57%	48%
Q6d. Senior managers encourage innovation by employees	19	45	23	9	64%	60%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	19	47	21	7	67%	61%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	20	46	23		66%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	16	38	24	14	54%	51%	44%
Q6h. I feel that senior managers listen to employees	16	36	27	11	52%	48%	39%
Q7f. I feel that change is handled well in my organisation	18	38	23	15	56%	50%	41%

KEY





## EXPLORE THE FULL SURVEY RESULTS

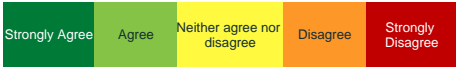
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Some key comparisons are provided.

COMMUNICATION	65% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q5e. My manager communicates effectively with me		72%	72%	69%
Q5f. My manager encourages and values employee input		73%	72%	69%
Q5g. My manager involves my workgroup in decisions about our work		67%	68%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		54%	51%	44%
Q6h. I feel that senior managers listen to employees		52%	48%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		71%	68%	69%

KEY







## EXPLORE THE FULL SURVEY RESULTS

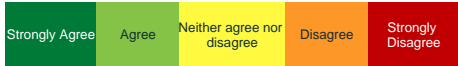
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Some key comparisons are provided.

	<b>HIGH PERFORMANCE</b>				<b>75%</b> RESPONSE SCALE		AGREEMENT %	EDUCATION	SECTOR
Q1a. I understand what is expected of me to do well in my role	48		45				93%	93%	90%
Q1b. I have the tools I need to do my job effectively	25	51		12	10		76%	71%	70%
Q1c. I get the information I need to do my job well	22	51		15	10		73%	71%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	42		48				90%	89%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	32	42		13	8		74%	72%	69%
Q2b. People in my workgroup use time and resources efficiently	24	48		17	8		72%	73%	70%
Q2c. My team works collaboratively to achieve its objectives	31	45		14	7		77%	77%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	27	51		13	7		77%	78%	76%
Q3h. I have received appropriate training and development to do my job well	23	47		18	9		70%	66%	63%

**KEY**





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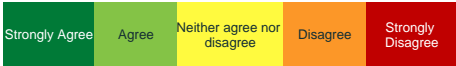
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Some key comparisons are provided.

HIGH PERFORMANCE	75% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		78%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		75%	73%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise		67%	67%	65%
Q5j. I have confidence in the decisions my line manager makes		70%	69%	67%
Q6d. Senior managers encourage innovation by employees		64%	60%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		67%	61%	52%
Q7d. My organisation focuses on improving the work we do		85%	84%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges		74%	71%	62%
Q7g. There is good co-operation between teams across our organisation		59%	55%	48%

KEY





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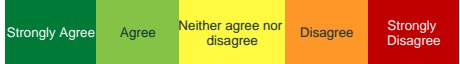
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Some key comparisons are provided.

	75% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
Q7n. My organisation generally selects capable people to do the job	13	46	24	12	58%	55%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	25	49	18		74%	73%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	49	9		89%	88%	85%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

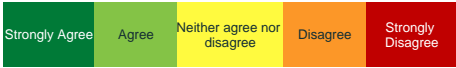
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		71% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction			87%	87%	85%
Q2b. People in my workgroup use time and resources efficiently			72%	73%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings			66%	67%	67%
Q2h. People in my workgroup treat each other with respect			71%	74%	72%
Q2i. People in my workgroup treat customers/clients with respect			86%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do			78%	77%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims			75%	73%	64%
Q5d. My manager listens to what I have to say			77%	76%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased			67%	67%	64%

KEY





## EXPLORE THE FULL SURVEY RESULTS

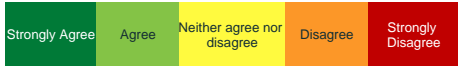
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	37	40	11	8	4	78%	78%	76%
Q5l. My manager talks to me about how the values apply to my work	25	38	22	10	7	64%	62%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	41	23	10	6	61%	57%	47%
Q6c. I feel that senior managers model the values of my organisation	22	38	24	9	8	60%	57%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	20	46	23	8	4	66%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	16	38	24	14	8	54%	51%	44%
Q6h. I feel that senior managers listen to employees	16	36	27	11	10	52%	48%	39%
Q7a. My organisation provides high quality services	34	49	12	4	2	83%	82%	80%
Q7b. My organisation strives to match services to customer/client needs	39	47	8	4	2	86%	84%	80%

KEY





## EXPLORE THE FULL SURVEY RESULTS

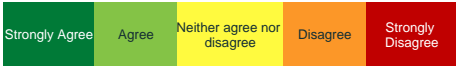
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
Q7c. My organisation strives to earn and sustain a high level of public trust	40	47	8		87%	87%	83%
Q7d. My organisation focuses on improving the work we do	38	47	9		85%	84%	76%
Q7h. People in my organisation take responsibility for their own actions	15	39	28	13	54%	54%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	20	42	24	9	61%	62%	63%

KEY





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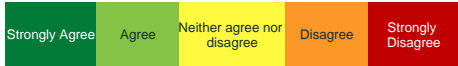
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Some key comparisons are provided.

DIVERSITY & INCLUSION	71% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		66%	63%	59%
Q5d. My manager listens to what I have to say		77%	76%	73%
Q5f. My manager encourages and values employee input		73%	72%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		69%	68%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		67%	67%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		66%	64%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		80%	78%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		74%	73%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		71%	68%	69%

KEY





## EXPLORE THE FULL SURVEY RESULTS

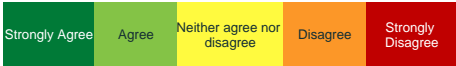
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DIVERSITY & INCLUSION		71% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR			
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	41	49	9	89%	88%	85%		
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	18	32	30	13	7	50%	48%	58%

KEY







## EXPLORE THE FULL SURVEY RESULTS

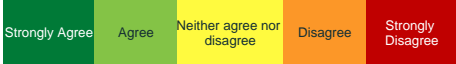
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Some key comparisons are provided.

RECRUITMENT	50% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	10	33	32	17	8	43%	37%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	12	36	28	15	9	48%	43%	41%
Q7n. My organisation generally selects capable people to do the job	13	46	24	12		58%	55%	51%

KEY





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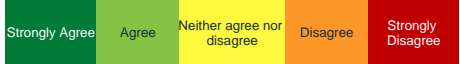
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	61%	RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	28	37	24	65%	65%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24	33	32	58%	56%	53%	
Q7g. There is good co-operation between teams across our organisation	19	40	22	14	59%	55%	48%

### KEY





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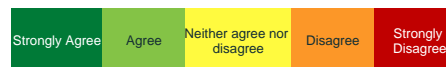
Some key comparisons are provided.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**63%** RESPONSE SCALE

	63% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	29	43	16	10	72%	75%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	31	46	12	7	77%	77%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	26	38	18	14	64%	65%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	23	40	19	12	63%	63%	59%
Q3e. My performance is assessed against clear criteria	19	36	26	12	55%	57%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	34	41	11	8	75%	73%	71%
Q3g. I am able to access the right learning and development opportunities as required	24	46	17	8	70%	65%	60%
Q3h. I have received appropriate training and development to do my job well	23	47	18	9	70%	66%	63%
Q3i. I have a strong desire to advance my career	31	34	26	7	64%	62%	69%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

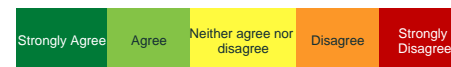
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	63% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	16 38 25 13 7	54%	49%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	10 19 35 22 14	29%	31%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	31 41 15 8	71%	71%	67%
Q5n. My manager appropriately deals with employees who perform poorly	16 30 33 13 9	46%	45%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	26 45 18	70%	67%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	28 37 24	65%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24 33 32	58%	56%	53%
Q7j. My organisation is committed to developing its employees	24 47 19	71%	65%	53%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

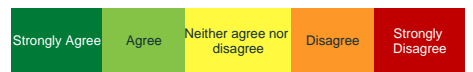
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Some key comparisons are provided.

MOBILITY	50% RESPONSE SCALE					AGREEMENT %	EDUCATION	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	10	19	35	22	14	29%	31%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	28	37	24			65%	65%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	24	33	32			58%	56%	53%

KEY





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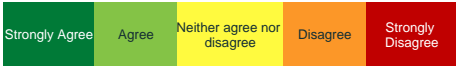
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Some key comparisons are provided.

<b>PAY &amp; BENEFITS</b> <span style="float: right;"><b>54%</b> RESPONSE SCALE</span>	AGREEMENT %	EDUCATION	SECTOR
Q4a. I am paid fairly for the work I do		53%	49%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)		54%	52%

**KEY**





## EXPLORE THE FULL SURVEY RESULTS

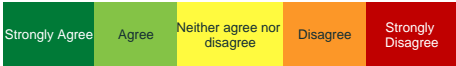
This section shows results for all the survey questions grouped by key themes.

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	76% RESPONSE SCALE				AGREEMENT %	EDUCATION	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	34	47	14		81%	82%	77%
Q8c. Age is not a barrier to success in my organisation	30	45	14		75%	71%	71%
Q8d. Disability is not a barrier to success in my organisation	29	42	22		71%	70%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	33	45	18		77%	78%	76%
Q8f. Gender is not a barrier to success in my organisation	32	44	15		77%	75%	74%

### KEY





## EXPLORE THE FULL SURVEY RESULTS

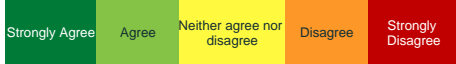
This section shows results for all the survey questions grouped by key themes.

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	65% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	25 41 17 11	66%	63%	59%
Q1k. I am able to keep my work stress at an acceptable level	17 42 18 17	59%	52%	58%
Q1l. My workload is acceptable	16 40 17 19 8	56%	45%	55%
Q2e. I receive help and support from other members of my workgroup	33 49 10	83%	82%	80%
Q2f. There is good team spirit in my workgroup	32 39 15 10	71%	71%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	15 40 23 15	55%	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.

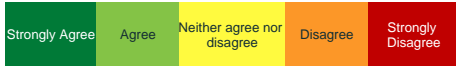
## ACTION ABOUT SURVEY RESULTS

**25%** RESPONSE SCALE

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



### KEY





## EXPLORE THE FULL SURVEY RESULTS

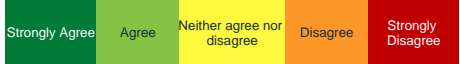
This section shows results for all the survey questions grouped by key themes.

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	57% RESPONSE SCALE	AGREEMENT %	EDUCATION	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	20 42 24 9	61%	62%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	15 37 27 13 9	52%	50%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	18 38 24 9 9	57%	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
<b>Q13. What factors would motivate you to stay in the NSW public sector?</b>				
More interesting and challenging work		36%	33%	46%
Better skills in my workgroup		25%	24%	27%
Improved career opportunities		43%	44%	52%
Improved learning and development opportunities		47%	46%	50%
Greater involvement in decision making		31%	31%	33%
Better pay and benefits		63%	64%	58%
Greater recognition for the work I do		47%	51%	45%
Better leadership from senior managers		29%	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?

		AGREEMENT%	EDUCATION	SECTOR
Better leadership from my manager		23%	22%	27%
Better accountability for performance		18%	17%	25%
A better location		15%	15%	20%
More flexible working conditions		29%	31%	38%
Better work/life balance		44%	51%	46%
Improved facilities		34%	40%	30%
Improved technology and systems		35%	43%	38%
Better job security		36%	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		81%	77%	72%
No		16%	19%	24%
Don't Know		3%	3%	4%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	EDUCATION	SECTOR
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		30%	27%	25%
No		60%	63%	64%
Don't Know		11%	11%	11%
<b>Q10b.</b> Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		75%	65%	63%
No		23%	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
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		40%	38%	35%
No		54%	55%	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		22%	21%	20%
No		73%	74%	75%
Don't Know		4%	5%	5%



## EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	EDUCATION	SECTOR
<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%	26%	23%
Your Immediate Manager/Supervisor		20%	21%	26%
A fellow worker at your level		23%	21%	25%
A subordinate		16%	11%	8%
A client or customer		2%	5%	2%
Other		2%	3%	4%
Prefer not to say		12%	13%	13%





## EXPLORE THE FULL SURVEY RESULTS

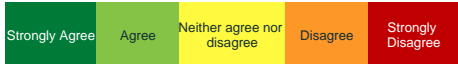
This section shows results for all the survey questions grouped by key themes.

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.	15	56	18	9	71%	65%
Q2. The changes within my organisation will improve outcomes for the community.	18	49	25		67%	63%
Q3. Our leaders frequently and effectively communicate organisational objectives.	18	47	21	10	65%	64%
Q4. My workgroup acknowledges my contributions to the team.	21	49	19	8	70%	68%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	18	49	23	8	67%	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	20	52	17	7	72%	71%
Q7. My workgroup is able to demonstrate outcomes of our work	22	58	14		80%	80%
Q8. My job offers the opportunity for me to work on innovative projects.	19	41	27	8	60%	58%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

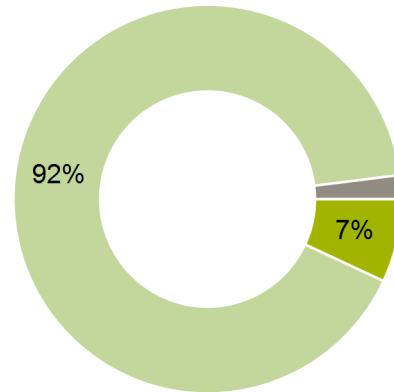
	RESPONSE SCALE	PERCENTAGE%
<b>Gender</b>		
Male		22%
Female		77%
Other		0%
<b>Age</b>		
<35		15%
35 - 54		54%
> 54		31%

# PROFILE OF RESPONDENTS

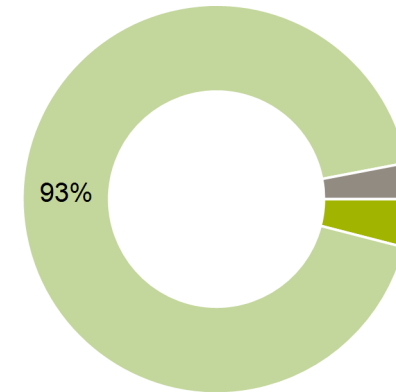


## PERSONAL PROFILES

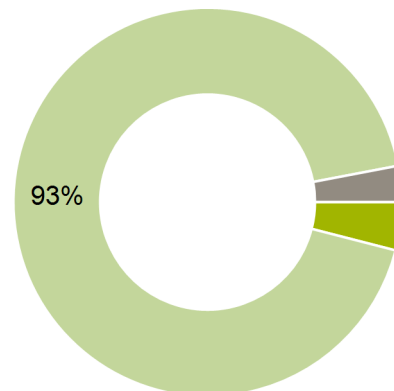
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



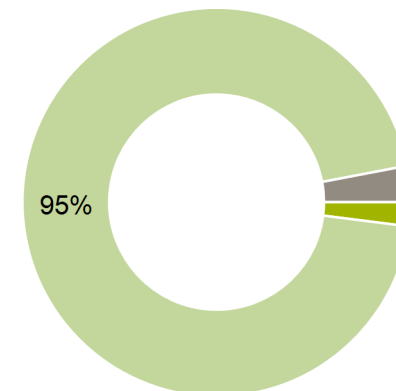
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



# PROFILE OF RESPONDENTS



## WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		4%
1 - 2 years		7%
2 - 5 years		15%
5 - 10 years		21%
10 - 20 years		28%
More than 20 years		25%

# PROFILE OF RESPONDENTS



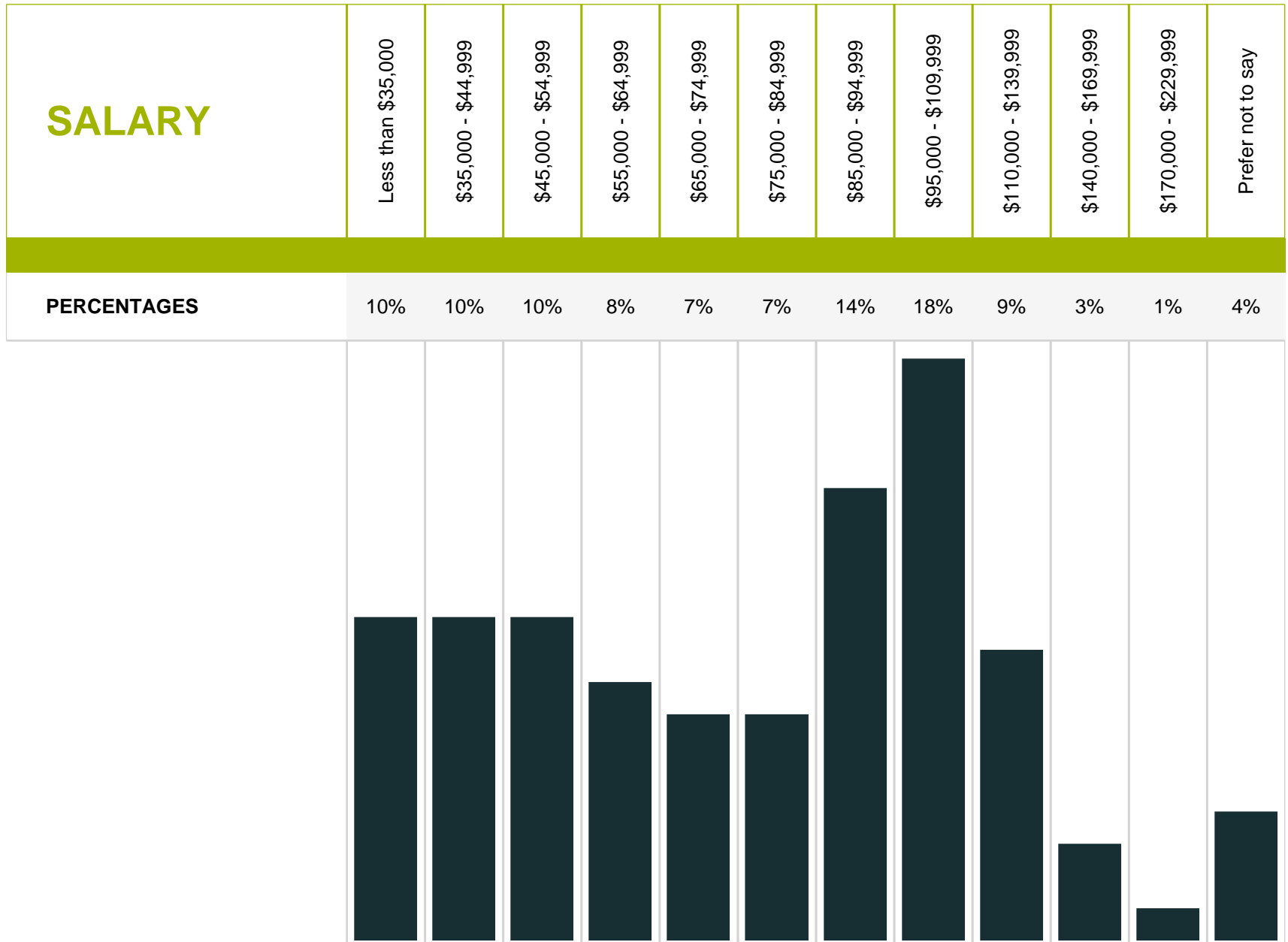
## WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		77%
Other service delivery work		2%
Administrative support		14%
Corporate services		0%
Program and project management support		0%
Other		7%

# 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 - All other schools e.g. central school, SSP	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>	1844	1090	27	197	7	0	0	4	0	97
<b>ENGAGEMENT</b>	72%	71%	(r)	77%	(r)	(r)	(r)	(r)	(r)	75%
<b>SENIOR MANAGERS</b>	59%	58%	(r)	63%	(r)	(r)	(r)	(r)	(r)	63%
<b>COMMUNICATION</b>	65%	65%	(r)	66%	(r)	(r)	(r)	(r)	(r)	65%
<b>HIGH PERFORMANCE</b>	75%	74%	(r)	76%	(r)	(r)	(r)	(r)	(r)	76%
<b>PUBLIC SECTOR VALUES</b>	71%	71%	(r)	72%	(r)	(r)	(r)	(r)	(r)	73%
<b>DIVERSITY &amp; INCLUSION</b>	71%	70%	(r)	75%	(r)	(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 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 - All other schools e.g. central school, SSP	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>	1844	135	143	136	107	92	97	203	252	127	46	10	0	61
<b>ENGAGEMENT</b>	72%	77%	75%	74%	75%	72%	66%	64%	70%	75%	80%	(r)	(r)	72%
<b>SENIOR MANAGERS</b>	59%	67%	59%	58%	62%	61%	58%	49%	59%	66%	65%	(r)	(r)	53%
<b>COMMUNICATION</b>	65%	70%	66%	63%	67%	68%	61%	54%	67%	71%	74%	(r)	(r)	62%
<b>HIGH PERFORMANCE</b>	75%	78%	75%	73%	75%	75%	72%	68%	75%	81%	83%	(r)	(r)	71%
<b>PUBLIC SECTOR VALUES</b>	71%	76%	70%	70%	73%	72%	67%	64%	72%	79%	83%	(r)	(r)	67%
<b>DIVERSITY &amp; INCLUSION</b>	71%	77%	73%	72%	74%	73%	65%	61%	72%	75%	79%	(r)	(r)	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 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 - All other schools e.g. central school, SSP	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>	1844	60	93	217	295	388	353
<b>ENGAGEMENT</b>	72%	76%	72%	72%	72%	71%	73%
<b>SENIOR MANAGERS</b>	59%	65%	63%	65%	56%	54%	60%
<b>COMMUNICATION</b>	65%	71%	66%	68%	61%	62%	67%
<b>HIGH PERFORMANCE</b>	75%	75%	73%	77%	72%	72%	77%
<b>PUBLIC SECTOR VALUES</b>	71%	75%	73%	74%	68%	68%	75%
<b>DIVERSITY &amp; INCLUSION</b>	71%	72%	75%	73%	68%	69%	73%

### 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 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 - All other schools e.g. central school, SSP	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>	1844	2	24	81	99	123	196	214	234	250	152	45
<b>ENGAGEMENT</b>	<b>72%</b>	(r)	(r)	72%	73%	74%	74%	73%	68%	70%	73%	79%
<b>SENIOR MANAGERS</b>	59%	(r)	(r)	62%	62%	64%	61%	63%	56%	55%	58%	58%
<b>COMMUNICATION</b>	65%	(r)	(r)	62%	64%	72%	66%	68%	62%	63%	64%	68%
<b>HIGH PERFORMANCE</b>	75%	(r)	(r)	74%	75%	78%	75%	76%	72%	74%	74%	81%
<b>PUBLIC SECTOR VALUES</b>	71%	(r)	(r)	72%	71%	76%	71%	73%	69%	71%	70%	78%
<b>DIVERSITY &amp; INCLUSION</b>	71%	(r)	(r)	70%	72%	76%	71%	72%	69%	69%	72%	74%

### 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 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 - All other schools e.g. central school, SSP	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	1844	317	1105	5
<b>ENGAGEMENT</b>	72%	70%	73%	(r)
<b>SENIOR MANAGERS</b>	59%	58%	60%	(r)
<b>COMMUNICATION</b>	65%	68%	64%	(r)
<b>HIGH PERFORMANCE</b>	75%	73%	75%	(r)
<b>PUBLIC SECTOR VALUES</b>	71%	73%	71%	(r)
<b>DIVERSITY &amp; INCLUSION</b>	71%	71%	71%	(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

# 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 - All other schools e.g. central school, SSP	Teaching staff	School executive (Principals, Deputy Principals, Assistant Principals)	Non teaching staff in schools	Non school based teaching service staff	Corporate staff	Aboriginal Affairs
<b>NUMBER OF RESPONDENTS</b>	1844	666	325	422	14	4	2
<b>ENGAGEMENT</b>	<b>72%</b>	<b>68%</b>	<b>75%</b>	<b>75%</b>	(r)	(r)	(r)
<b>SENIOR MANAGERS</b>	<b>59%</b>	<b>56%</b>	<b>64%</b>	<b>61%</b>	(r)	(r)	(r)
<b>COMMUNICATION</b>	<b>65%</b>	<b>61%</b>	<b>71%</b>	<b>66%</b>	(r)	(r)	(r)
<b>HIGH PERFORMANCE</b>	<b>75%</b>	<b>72%</b>	<b>79%</b>	<b>75%</b>	(r)	(r)	(r)
<b>PUBLIC SECTOR VALUES</b>	<b>71%</b>	<b>68%</b>	<b>77%</b>	<b>72%</b>	(r)	(r)	(r)
<b>DIVERSITY &amp; INCLUSION</b>	<b>71%</b>	<b>67%</b>	<b>75%</b>	<b>75%</b>	(r)	(r)	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

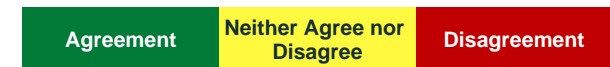
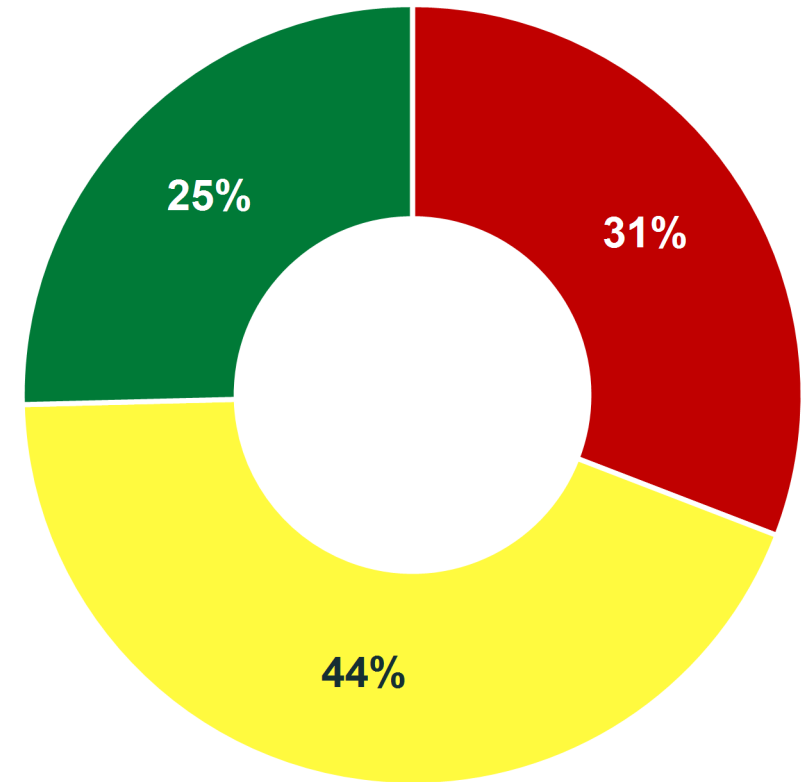
**25%**

of employees replied favourably to:

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

**32%**  
SECTOR

**25%**  
CLUSTER



# GUIDE TO THIS REPORT

## ANONYMITY RULES

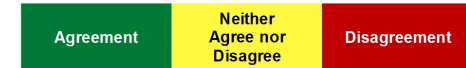
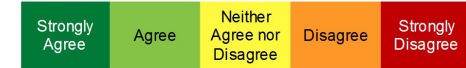
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

## HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



## HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

**Regression Analysis** then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

## ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%