

# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey

Nurse  
Teacher  
Librarian  
Accountant  
Police Officer  
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare  
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner  
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk  
Engineer Receptionist Supervisor Ship's Engineer  
Nurse Police Officer Museum Guide Conservator Fitter Electrical Linesworker  
Solicitor Cable Joints Nurse Librarian Advisor  
Warden Prison Officer Technician Administrator  
Train Driver Bus Driver Policy Analyst Fitter  
Surveyor Scientist Nurse Welfare Worker  
Laboratory Turner Plumber Ambulance Officer Youth  
Worker Hospital Orderly Receptionist Labourer Jointer  
Solicitor Caretaker Cross Engineer Ship's Officer Ship's  
Master Marine Transport Professional Showright Curator Museum Guide  
Conservator Plant Operator Cable Engineer  
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian  
Policy Analyst Supervisor Social Worker  
Welfare Worker Laboratory Technician Turner Plumber  
Electrician Social Worker Cleaner Fitter Fire Fighter  
Curator Fitter Museum Guide Conservator Plant  
Operator Engineer Electrical Linesworker  
Cable Joints Plant  
Operator Ranger  
Teacher Nurse  
Librarian  
Advisor

LARGE BUSINESS UNIT

Education

Public Schools - Secondary schools

## RESPONSE RATE

10,642 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**65%**

DIFFERENCE FROM 2016 **-3**

DIFFERENCE FROM CLUSTER **-3**

DIFFERENCE FROM PUBLIC SECTOR **0**

## SENIOR MANAGERS

**51%**

DIFFERENCE FROM 2016 **-4**

DIFFERENCE FROM CLUSTER **-3**

DIFFERENCE FROM PUBLIC SECTOR **+4**

## COMMUNICATION

**60%**

DIFFERENCE FROM 2016 **-2**

DIFFERENCE FROM CLUSTER **-3**

DIFFERENCE FROM PUBLIC SECTOR **0**



## QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

## ENGAGEMENT WITH WORK

**73%**

DIFFERENCE FROM CLUSTER **-2**

DIFFERENCE FROM PUBLIC SECTOR **+1**

## HIGH PERFORMANCE

**64%**

DIFFERENCE FROM CLUSTER **-3**

DIFFERENCE FROM PUBLIC SECTOR **+1**

## PUBLIC SECTOR VALUES

**62%**

DIFFERENCE FROM CLUSTER **-3**

DIFFERENCE FROM PUBLIC SECTOR **+1**

## DIVERSITY & INCLUSION

**65%**

DIFFERENCE FROM CLUSTER **-3**

DIFFERENCE FROM PUBLIC SECTOR **-2**

# KEY QUESTIONS TO FOCUS ON



## WHAT TO FOCUS ON?

Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this reporting level.

If engagement scores are high, other scores are often high as well.

\*The key drivers are taken from the questions for your cluster.

		POSITIVE	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	<b>Q7f.</b> My organisation is committed to developing its employees	<b>56%</b>	63%	59%	50%
2	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>42%</b>	46%	46%	39%
3	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>72%</b>	81%	76%	69%
4	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>58%</b>	66%	63%	57%
5	<b>Q1c.</b> My job gives me a feeling of personal accomplishment	<b>78%</b>	82%	80%	75%
6	<b>Q1b.</b> I am provided with the support I need to do my best at work	<b>60%</b>	60%	64%	63%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	92%
2a.	My workgroup strives to achieve customer/client satisfaction	83%
2c.	I receive help and support from other members of my workgroup	79%
1c.	My job gives me a feeling of personal accomplishment	78%
2b.	My workgroup works collaboratively to achieve its objectives	75%
5b.	My manager listens to what I have to say	75%
8b.	Personal background is not a barrier to success in my organisation	74%
1d.	I feel motivated to contribute more than what is normally required at work	74%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	74%
5a.	My manager encourages people in my workgroup to keep improving the work they do	73%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	22%
7g.	I have confidence in the way recruitment decisions are made	32%
9a.	I have confidence in the ways my organisation resolves grievances	35%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	40%
7c.	I feel that change is managed well in my organisation	42%
5h.	My manager appropriately deals with employees who perform poorly	43%
6h.	I feel that senior managers listen to employees	44%
1f.	I am able to keep my work stress at an acceptable level	46%
4a.	I am paid fairly for the work I do	46%
7e.	People in my organisation take responsibility for their own actions	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'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

3g.	I am satisfied with the opportunities available for career development in my organisation	49%	46%
4a.	I am paid fairly for the work I do	46%	44%
2e.	People in my workgroup treat each other with respect	73%	71%
1e.	I am satisfied with my job	66%	65%
2b.	My workgroup works collaboratively to achieve its objectives	75%	74%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	62%	61%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

9a.	I have confidence in the ways my organisation resolves grievances	35%	46%
7a.	My organisation focuses on improving the work we do	72%	81%
7b.	My organisation is making the necessary improvements to meet our future challenges	58%	66%
1d.	I feel motivated to contribute more than what is normally required at work	74%	82%
7f.	My organisation is committed to developing its employees	56%	63%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	55%	61%
7m.	My organisation inspires me to do the best in my job	52%	57%
7d.	There is good co-operation between teams across our organisation	46%	51%
6d.	Senior managers encourage innovation by employees	55%	60%
7l.	My organisation motivates me to help it achieve its objectives	52%	57%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your least improved and most improved scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

EMPLOYEE ENGAGEMENT	65% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	18	40	24	11	7	57%	61%	61%	60%
Q7j. I am proud to tell others I work for my organisation	26	43	20			69%	72%	72%	68%
Q7k. I feel a strong personal attachment to my organisation	28	41	20	7		69%	72%	71%	63%
Q7l. My organisation motivates me to help it achieve its objectives	17	35	28	14		52%	57%	58%	53%
Q7m. My organisation inspires me to do the best in my job	18	34	29	13		52%	57%	57%	53%

KEY





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ENGAGEMENT WITH WORK	73% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	33	45	11	7	78%	82%	80%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	35	39	12	10	74%	82%	76%	72%
Q1e. I am satisfied with my job	23	43	17	12	66%	65%	70%	68%

KEY





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SENIOR MANAGERS	51% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	15	38	24	15	8	53%	57%	55%	48%
Q6b. I feel that senior managers effectively lead and manage change	14	34	25	16	11	48%	52%	51%	44%
Q6c. I feel that senior managers model the values of my organisation	16	36	25	13	10	52%	57%	55%	48%
Q6d. Senior managers encourage innovation by employees	15	40	26	13		55%	60%	57%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	40	29	11		55%	61%	57%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	17	44	25	9		61%	65%	64%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	12	36	25	17	10	48%	51%	50%	45%
Q6h. I feel that senior managers listen to employees	12	32	26	17	13	44%	48%	47%	41%
Q7c. I feel that change is managed well in my organisation	10	32	27	21	10	42%	46%	46%	39%

KEY







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COMMUNICATION	60% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q5c. My manager communicates effectively with me	30	40	14	10	70%	70%	72%	70%	
Q5d. My manager encourages and values employee input	31	39	16	9	70%	71%	73%	71%	
Q5e. My manager involves my workgroup in decisions about our work	27	39	17	11	66%	66%	68%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	12	36	25	17	10	48%	51%	50%	45%
Q6h. I feel that senior managers listen to employees	12	32	26	17	13	44%	48%	47%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	41	18	12	9	61%	65%	64%	66%

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE				64% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	45	46			92%	93%	91%	90%				
Q2b. My workgroup works collaboratively to achieve its objectives	29	46	13	9	75%	74%	79%	78%				
Q3f. I have received appropriate training and development to do my job well	17	44	21	13	61%	65%	63%	62%				
Q5a. My manager encourages people in my workgroup to keep improving the work they do	26	46	16	8	73%	75%	76%	72%				
Q5f. I have confidence in the decisions my manager makes	28	37	18	10	66%	66%	69%	67%				
Q6d. Senior managers encourage innovation by employees	15	40	26	13	55%	60%	57%	48%				
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	40	29	11	55%	61%	57%	51%				
Q7a. My organisation focuses on improving the work we do	21	52	17	8	72%	81%	76%	69%				
Q7b. My organisation is making the necessary improvements to meet our future challenges	15	43	24	13	58%	66%	63%	57%				

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE					64% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	10	37	26	20	8	46%	51%	51%	47%				
Q7h. My organisation generally selects capable people to do the job	8	42	26	16	7	50%	50%	56%	52%				

### KEY





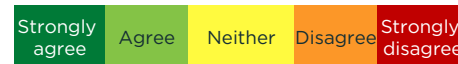
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PUBLIC SECTOR VALUES		62% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017			
Q2a. My workgroup strives to achieve customer/client satisfaction		35	48	11	2	4	83%	85%	87%	85%
Q2e. People in my workgroup treat each other with respect		31	42	14	9	4	73%	71%	76%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		26	46	16	8	4	73%	75%	76%	72%
Q5b. My manager listens to what I have to say		33	41	13	8	5	75%	74%	77%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		15	38	24	15	8	53%	57%	55%	48%
Q6c. I feel that senior managers model the values of my organisation		16	36	25	13	10	52%	57%	55%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		17	44	25	9	5	61%	65%	64%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		12	36	25	17	10	48%	51%	50%	45%
Q6h. I feel that senior managers listen to employees		12	32	26	17	13	44%	48%	47%	41%

KEY





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Questions are grouped by themes in this report.

Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		62% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		72%	81%	76%	69%				
Q7e. People in my organisation take responsibility for their own actions		46%	49%	52%	47%				

### KEY





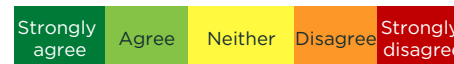
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DIVERSITY & INCLUSION		65% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		60%	60%	64%	63%					
Q5b. My manager listens to what I have to say		75%	74%	77%	75%					
Q5d. My manager encourages and values employee input		70%	71%	73%	71%					
Q6i. Senior managers in my organisation support the career advancement of women		65%	64%	65%	58%					
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		74%	76%	77%	74%					
Q8b. Personal background is not a barrier to success in my organisation		74%	-	77%	74%					
Q8c. I am able to speak up and share a different view to my colleagues and manager		61%	65%	64%	66%					
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		40%	43%	47%	57%					

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

RECRUITMENT	41% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	8	24	32	20	16	32%	-	36%	35%
Q7h. My organisation generally selects capable people to do the job	8	42	26	16	7	50%	50%	56%	52%

KEY





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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT		55% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		62%	61%	66%	63%				
Q3e. My performance is assessed against clear criteria		51%	54%	55%	54%				
Q3g. I am satisfied with the opportunities available for career development in my organisation		49%	46%	51%	48%				
Q5g. My manager provides acknowledgement or other recognition for the work I do		67%	69%	70%	67%				
Q5h. My manager appropriately deals with employees who perform poorly		43%	45%	45%	44%				
Q7f. My organisation is committed to developing its employees		56%	63%	59%	50%				

KEY



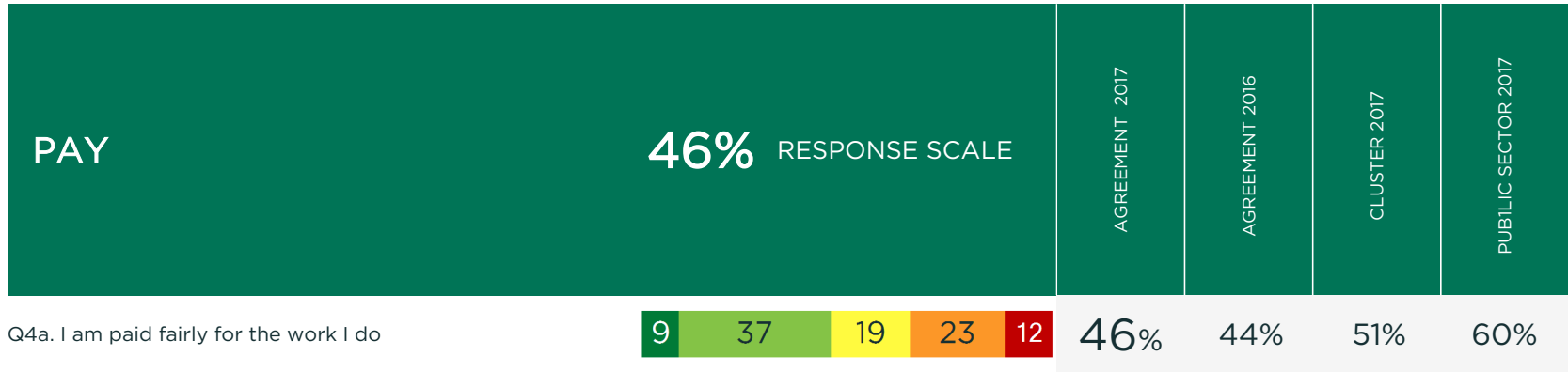




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### KEY





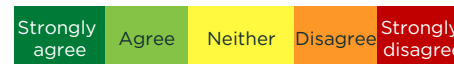
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WORKPLACE SUPPORT		63% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		60%	60%	64%	63%					
Q1f. I am able to keep my work stress at an acceptable level		46%	50%	49%	59%					
Q2c. I receive help and support from other members of my workgroup		79%	79%	81%	81%					
Q2d. There is good team spirit in my workgroup		67%	68%	71%	69%					

KEY





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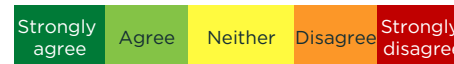
## ACTION ABOUT SURVEY RESULTS

22% RESPONSE SCALE

Q14. I believe action will be taken on the results from this survey by my organisation



KEY

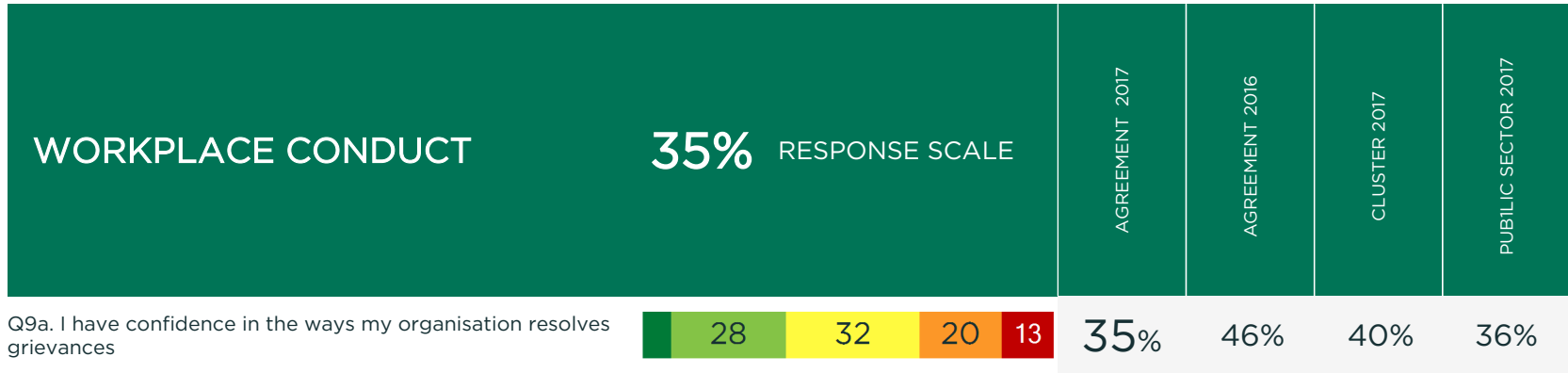




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT		RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives				
Yes			78%	67%
No			22%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes			79%	75%
No			21%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes			58%	57%
No			42%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

### MOBILITY

### RESPONSE SCALE

2017

PUBLIC SECTOR 2017

**Q3h.** Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?

Yes		37%	41%
No		63%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q3i. Are there any barriers preventing you from moving to another role?</b>			
There are no major barriers to my career progression		30%	30%
Lack of visible opportunities		33%	31%
Lack of promotion opportunities		27%	30%
Lack of support from my manager / supervisor		15%	14%
Geographic location considerations		31%	28%
Personal / family considerations		39%	33%
Insufficient training and development		17%	16%
Lack of required capabilities or experience		12%	11%
Lack of support for temporary assignments/secondments		12%	15%
The application/recruitment process is too cumbersome or time consuming		28%	23%
Other		10%	9%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work			
Yes		32%	25%
No		52%	62%
Don't know		16%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		66%	63%
No		31%	35%
Don't know		3%	2%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work			
Yes		41%	33%
No		48%	58%
Don't know		10%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work			
Yes		23%	18%
No		71%	76%
Don't know		7%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	PUBLIC SECTOR 2017
<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%	22%
Your immediate manager/supervisor		22%	24%
A fellow worker at your level		24%	27%
A subordinate		10%	8%
A client or customer		4%	2%
A member of the public other than a client or customer		1%	1%
Other		3%	4%
Prefer not to say		13%	13%



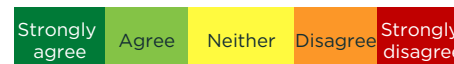
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EDUCATION QUESTIONS	RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q1. My workgroup is able to manage the changing demands of our work environment.	10	47	23	16	57%	63%	61%
Q2. The changes within my organisation will improve outcomes for the community.	13	43	30	11	56%	63%	60%
Q3. Our leaders frequently and effectively communicate organisational objectives.	13	46	23	13	58%	62%	62%
Q4. My workgroup acknowledges my contributions to the team.	16	49	20	10	65%	65%	69%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	13	46	28	11	58%	58%	63%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	17	49	20	11	65%	68%	69%
Q7. My workgroup is able to demonstrate outcomes of our work	19	56	19		75%	77%	78%
Q8. My job offers the opportunity for me to work on innovative projects.	16	41	25	13	56%	56%	59%

KEY





## EXPLORE THE FULL SURVEY RESULTS





Questions are grouped by themes in this report.

### EDUCATION QUESTIONS

RESPONSE SCALE

2017

Q9. Which category of staff are you?

Teaching staff		66%
School executive (Principals, Deputy Principals, Assistant Principals)		12%
School Administrative and Support Staff (SASS)		18%
Other non-teaching staff in schools		4%
Non school based teaching service staff		0%
Aboriginal Affairs		0%
Corporate staff		0%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		29%
Female		70%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		2%
25 -29	■	8%
30 - 34	■	9%
35 - 39	■	9%
40 - 44	■	12%
45 - 49	■	16%
50 - 54	■	16%
55 - 59	■	16%
60 - 64	■	9%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		13%
No		84%
Prefer not to say		3%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		3%
No		94%
Prefer not to say		4%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		4%
No		92%
Prefer not to say		4%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		3%
No		93%
Prefer not to say		4%

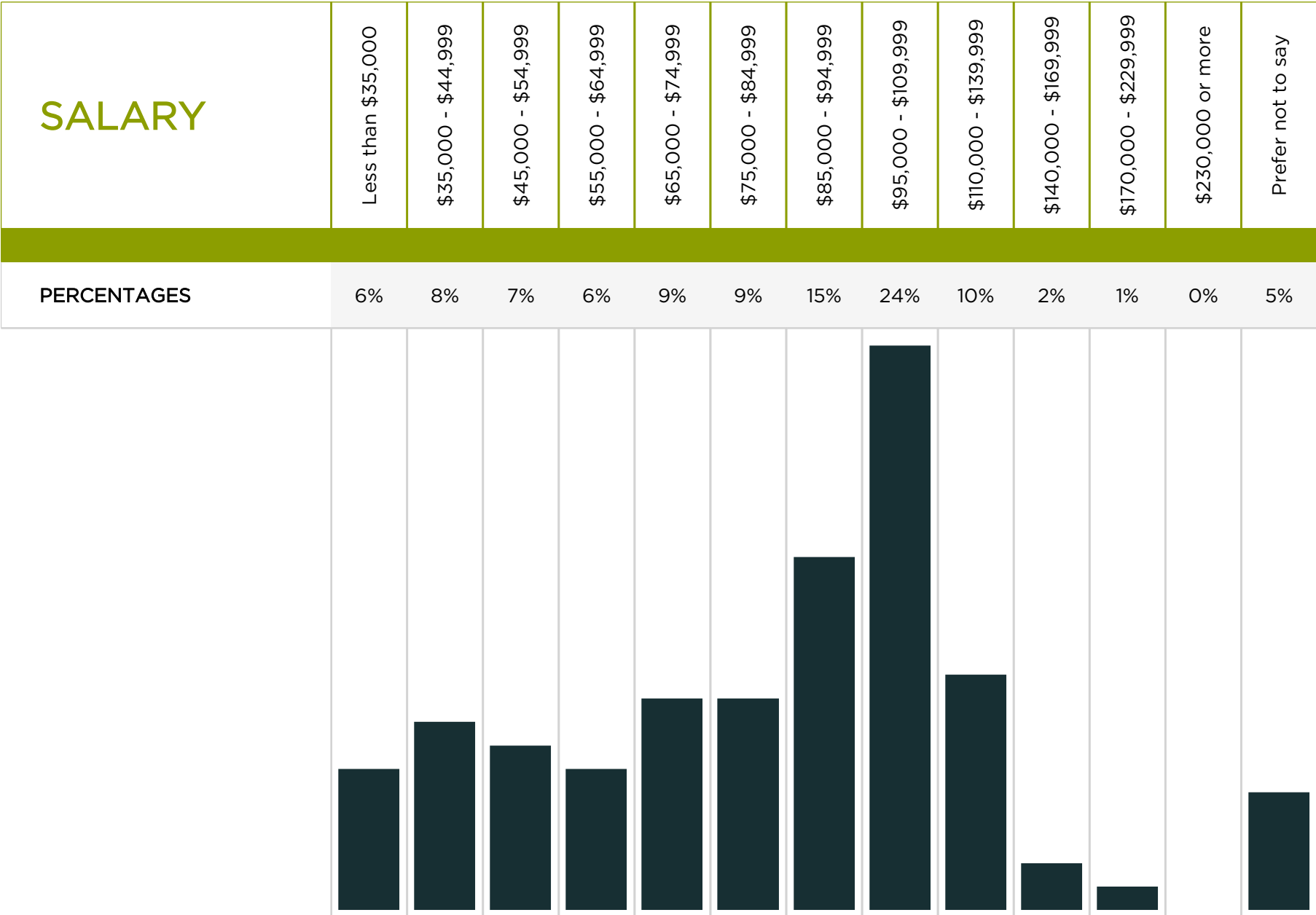


# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY



# RESULT BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Public Schools - Secondary schools	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	10642	7534	212	845	47	6	8	44	1	676
EMPLOYEE ENGAGEMENT	65%	64%	68%	70%	71%	(r)	(r)	82%	(r)	66%
ENGAGEMENT WITH WORK	73%	72%	75%	76%	70%	(r)	(r)	92%	(r)	78%
SENIOR MANAGERS	51%	50%	49%	53%	57%	(r)	(r)	78%	(r)	51%
COMMUNICATION	60%	59%	61%	60%	70%	(r)	(r)	83%	(r)	59%
HIGH PERFORMANCE	64%	64%	61%	63%	67%	(r)	(r)	86%	(r)	62%
PUBLIC SECTOR VALUES	62%	62%	59%	61%	64%	(r)	(r)	84%	(r)	61%
DIVERSITY & INCLUSION	65%	64%	71%	71%	80%	(r)	(r)	88%	(r)	64%

### 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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Public Schools - 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	10642	554	758	698	520	798	833	1388	2206	910	202	53	1	424
EMPLOYEE ENGAGEMENT	65%	71%	69%	69%	69%	67%	63%	60%	61%	68%	76%	76%	(r)	63%
ENGAGEMENT WITH WORK	73%	83%	78%	76%	76%	75%	71%	69%	69%	76%	88%	85%	(r)	67%
SENIOR MANAGERS	51%	56%	52%	52%	55%	55%	49%	46%	47%	58%	55%	55%	(r)	46%
COMMUNICATION	60%	65%	58%	60%	65%	65%	59%	55%	57%	66%	69%	65%	(r)	55%
HIGH PERFORMANCE	64%	67%	61%	62%	68%	68%	64%	62%	62%	70%	71%	70%	(r)	60%
PUBLIC SECTOR VALUES	62%	65%	60%	60%	66%	66%	61%	59%	59%	68%	70%	73%	(r)	58%
DIVERSITY & INCLUSION	65%	73%	67%	67%	71%	70%	64%	59%	60%	68%	70%	75%	(r)	60%

### 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

# RESULT BY TENURE IN ORGANISATION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Public Schools - 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	10642	609	638	1358	1994	2525	2152
EMPLOYEE ENGAGEMENT	65%	73%	72%	66%	63%	63%	64%
ENGAGEMENT WITH WORK	73%	82%	81%	75%	70%	70%	73%
SENIOR MANAGERS	51%	63%	61%	52%	48%	49%	48%
COMMUNICATION	60%	75%	69%	62%	57%	56%	58%
HIGH PERFORMANCE	64%	75%	70%	65%	62%	62%	63%
PUBLIC SECTOR VALUES	62%	74%	69%	63%	59%	59%	62%
DIVERSITY & INCLUSION	65%	78%	74%	68%	62%	62%	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

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Public Schools - 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	10642	21	198	744	838	811	1102	1528	1515	1452	841	293
EMPLOYEE ENGAGEMENT	65%	(r)	76%	67%	64%	64%	64%	65%	63%	64%	65%	71%
ENGAGEMENT WITH WORK	73%	(r)	82%	74%	70%	69%	71%	75%	72%	73%	77%	84%
SENIOR MANAGERS	51%	(r)	65%	54%	50%	52%	50%	52%	48%	51%	49%	53%
COMMUNICATION	60%	(r)	74%	64%	60%	61%	59%	61%	57%	58%	60%	63%
HIGH PERFORMANCE	64%	(r)	76%	68%	65%	65%	63%	65%	61%	63%	63%	67%
PUBLIC SECTOR VALUES	62%	(r)	75%	64%	61%	62%	61%	63%	59%	61%	62%	65%
DIVERSITY & INCLUSION	65%	(r)	79%	70%	66%	66%	64%	65%	62%	63%	64%	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

# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Public Schools - Secondary schools	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	10642	2726	6599	78
<b>EMPLOYEE ENGAGEMENT</b>	65%	62%	66%	48%
ENGAGEMENT WITH WORK	73%	69%	75%	51%
SENIOR MANAGERS	51%	49%	52%	25%
COMMUNICATION	60%	61%	60%	36%
HIGH PERFORMANCE	64%	63%	65%	41%
PUBLIC SECTOR VALUES	62%	62%	62%	38%
DIVERSITY & INCLUSION	65%	65%	65%	41%

### 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

# STAFF CATEGORY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Public Schools - Secondary schools	Teaching staff	School executive (Principals, Deputy Principals, Assistant Principals)	School Administrative and Support Staff (SASS)	Other non-teaching staff in schools	Non school based teaching service staff	Aboriginal Affairs	Corporate staff
<b>NUMBER OF RESPONDENTS</b>	10642	6249	1095	1665	377	20	18	20
<b>EMPLOYEE ENGAGEMENT</b>	65%	62%	70%	70%	68%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	73%	70%	79%	78%	77%	(r)	(r)	(r)
SENIOR MANAGERS	51%	49%	57%	53%	50%	(r)	(r)	(r)
COMMUNICATION	60%	58%	67%	60%	61%	(r)	(r)	(r)
HIGH PERFORMANCE	64%	63%	70%	62%	63%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	61%	69%	61%	61%	(r)	(r)	(r)
DIVERSITY & INCLUSION	65%	62%	69%	70%	69%	(r)	(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.

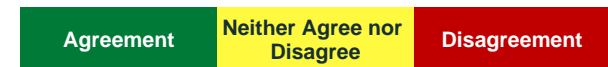
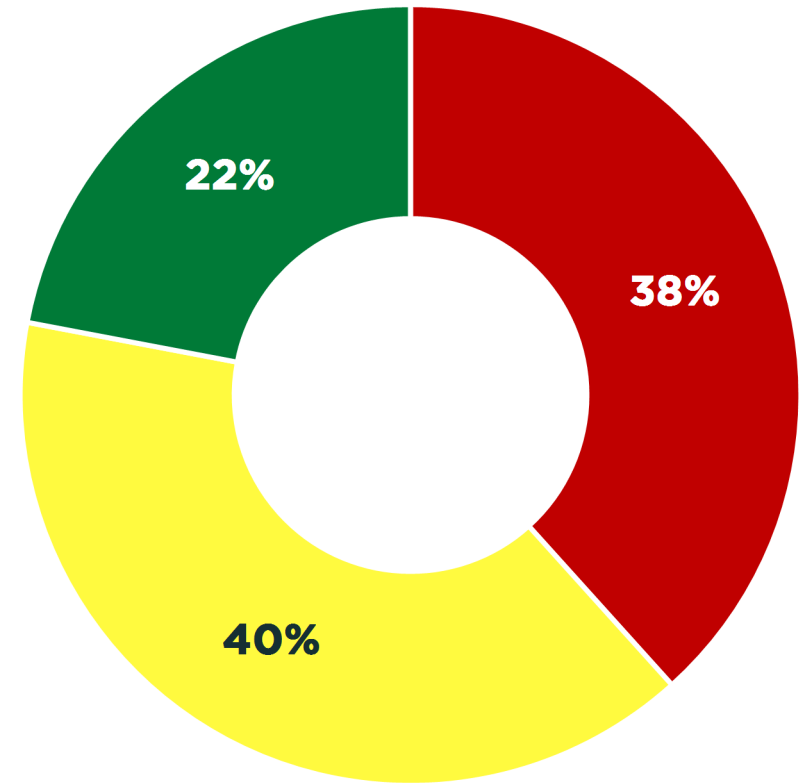
Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

# 22%

of employees replied favourably to:

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

<b>34%</b>	<b>27%</b>	<b>22%</b>
SECTOR	CLUSTER	2016





# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

## **i** PRIVACY

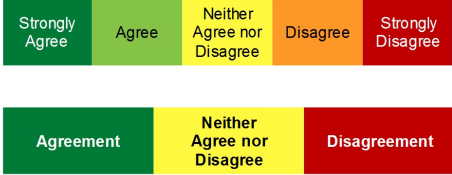
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



## **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%.

## **i** MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

See the Main Findings report on the Public Service Commission web site.