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# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey

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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 Welder Curator Fitter  
Solicitor Cable Joints Electrical Linesworker  
Warden Prison Officer Nurse Librarian Advisor  
Train Driver Bus Driver Technician Administrator  
Surveyor Scientist Nurse Welfare Worker  
Laboratory Turner Plumber Ambulance Officer Youth  
Worker Hospital Orderly Fitter Receptionist Labourer Jointer  
Solicitor Caretaker Crosser 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 Surveyor 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

### CLUSTER REPORT Education

## RESPONSE RATE

# 39%

30,920 OF 78,389 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 67%

DIFFERENCE FROM 2016 -2

DIFFERENCE FROM PUBLIC SECTOR +3

## SENIOR MANAGERS

# 53%

DIFFERENCE FROM 2016 -2

DIFFERENCE FROM PUBLIC SECTOR +6

## COMMUNICATION

# 63%

DIFFERENCE FROM 2016 -1

DIFFERENCE FROM PUBLIC SECTOR +3



## 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

# 75%

DIFFERENCE FROM PUBLIC SECTOR +4

## HIGH PERFORMANCE

# 67%

DIFFERENCE FROM PUBLIC SECTOR +4

## PUBLIC SECTOR VALUES

# 65%

DIFFERENCE FROM PUBLIC SECTOR +5

## DIVERSITY & INCLUSION

# 68%

DIFFERENCE FROM PUBLIC SECTOR +1

# KEY DRIVERS OF ENGAGEMENT



## 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.

		AGREEMENT	% AGREEMENT 2016	% AGREEMENT PUBLIC SECTOR
1	<b>Q7f.</b> My organisation is committed to developing its employees	<b>59%</b>	65%	50%
2	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>46%</b>	50%	39%
3	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>76%</b>	84%	69%
4	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>63%</b>	71%	57%
5	<b>Q1c.</b> My job gives me a feeling of personal accomplishment	<b>80%</b>	83%	75%
6	<b>Q1b.</b> I am provided with the support I need to do my best at work	<b>64%</b>	63%	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	91%
2a.	My workgroup strives to achieve customer/client satisfaction	87%
2c.	I receive help and support from other members of my workgroup	81%
1c.	My job gives me a feeling of personal accomplishment	80%
2b.	My workgroup works collaboratively to achieve its objectives	79%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	77%
8b.	Personal background is not a barrier to success in my organisation	77%
5b.	My manager listens to what I have to say	77%
1d.	I feel motivated to contribute more than what is normally required at work	76%
5a.	My manager encourages people in my workgroup to keep improving the work they do	76%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	27%
7g.	I have confidence in the way recruitment decisions are made	36%
9a.	I have confidence in the ways my organisation resolves grievances	40%
5h.	My manager appropriately deals with employees who perform poorly	45%
7c.	I feel that change is managed well in my organisation	46%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	47%
6h.	I feel that senior managers listen to employees	47%
1f.	I am able to keep my work stress at an acceptable level	49%
6g.	I feel that senior managers keep employees informed about what's going on	50%
6b.	I feel that senior managers effectively lead and manage change	51%



### 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	51%	49%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	66%	63%
1e.	I am satisfied with my job	70%	67%
4a.	I am paid fairly for the work I do	51%	49%
2e.	People in my workgroup treat each other with respect	76%	74%
14.	I believe action will be taken on the results from this survey by my organisation	27%	25%
6i.	Senior managers in my organisation support the career advancement of women	65%	64%
2b.	My workgroup works collaboratively to achieve its objectives	79%	77%
5b.	My manager listens to what I have to say	77%	76%
7h.	My organisation generally selects capable people to do the job	56%	55%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

9a.	I have confidence in the ways my organisation resolves grievances	40%	50%
7b.	My organisation is making the necessary improvements to meet our future challenges	63%	71%
7a.	My organisation focuses on improving the work we do	76%	84%
1d.	I feel motivated to contribute more than what is normally required at work	76%	83%
7f.	My organisation is committed to developing its employees	59%	65%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	57%	61%
7c.	I feel that change is managed well in my organisation	46%	50%
7d.	There is good co-operation between teams across our organisation	51%	55%
8c.	I am able to speak up and share a different view to my colleagues and manager	64%	68%
1c.	My job gives me a feeling of personal accomplishment	80%	83%



### 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'.

# CLUSTER COMPARISON



## COMPARISON OF CLUSTERS

This page compares key question group scores for Education

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	NSW Public Sector	Education	Family and Community Services	Finance and Services	Health	Industry	Justice	Planning and Environment	Premier and Cabinet	Transport	Treasury
NUMBER OF RESPONDENTS	140063	30920	6354	6747	48839	4583	17068	6273	756	12427	1353
EMPLOYEE ENGAGEMENT	65%	67%	61%	65%	64%	65%	62%	68%	73%	63%	72%
ENGAGEMENT WITH WORK	72%	75%	70%	70%	72%	72%	67%	73%	77%	68%	77%
SENIOR MANAGERS	47%	53%	43%	54%	45%	50%	39%	46%	67%	46%	66%
COMMUNICATION	60%	63%	60%	66%	57%	66%	53%	63%	73%	61%	75%
HIGH PERFORMANCE	63%	67%	60%	67%	63%	65%	55%	64%	75%	61%	75%
PUBLIC SECTOR VALUES	60%	65%	59%	67%	58%	65%	53%	62%	76%	60%	76%
DIVERSITY & INCLUSION	67%	68%	69%	73%	65%	73%	62%	73%	79%	69%	79%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS

# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Education

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Education	Education Offices	Public Schools NSW
NUMBER OF RESPONDENTS	30920	4128	26791
EMPLOYEE ENGAGEMENT	67%	66%	67%
ENGAGEMENT WITH WORK	75%	72%	76%
SENIOR MANAGERS	53%	50%	54%
COMMUNICATION	63%	64%	62%
HIGH PERFORMANCE	67%	63%	68%
PUBLIC SECTOR VALUES	65%	64%	65%
DIVERSITY & INCLUSION	68%	71%	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 10 RESPONDENTS



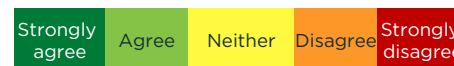
## EXPLORE THE FULL RESULTS

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	67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	20	41	23	10	61%	63%	60%
Q7j. I am proud to tell others I work for my organisation	29	44	18		72%	75%	68%
Q7k. I feel a strong personal attachment to my organisation	30	41	18		71%	74%	63%
Q7l. My organisation motivates me to help it achieve its objectives	20	38	26	11	58%	60%	53%
Q7m. My organisation inspires me to do the best in my job	21	36	26	11	57%	60%	53%

KEY







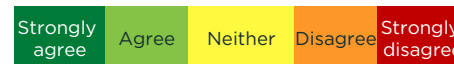
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ENGAGEMENT WITH WORK	75% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment		80%	83%	75%
Q1d. I feel motivated to contribute more than what is normally required at work		76%	83%	72%
Q1e. I am satisfied with my job		70%	67%	68%

KEY





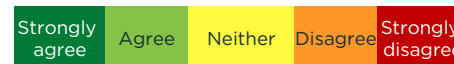
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SENIOR MANAGERS	53% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	39	24	14	7	55%	57%	48%
Q6b. I feel that senior managers effectively lead and manage change	16	35	25	15	9	51%	53%	44%
Q6c. I feel that senior managers model the values of my organisation	18	37	26	11	8	55%	57%	48%
Q6d. Senior managers encourage innovation by employees	16	41	26	11	7	57%	60%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	41	29	10	7	57%	61%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	45	25	7	7	64%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	14	37	25	16	8	50%	51%	45%
Q6h. I feel that senior managers listen to employees	14	33	26	16	11	47%	48%	41%
Q7c. I feel that change is managed well in my organisation	12	34	25	20	9	46%	50%	39%

KEY





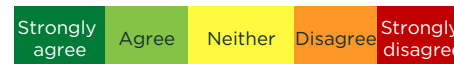
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COMMUNICATION	63% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q5c. My manager communicates effectively with me	32	41	14	9		72%	72%	70%
Q5d. My manager encourages and values employee input	33	39	14	8		73%	72%	71%
Q5e. My manager involves my workgroup in decisions about our work	29	39	17	10		68%	68%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	14	37	25	16	8	50%	51%	45%
Q6h. I feel that senior managers listen to employees	14	33	26	16	11	47%	48%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	43	17	11	8	64%	68%	66%

KEY





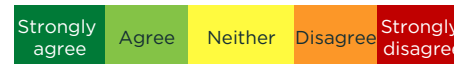
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	HIGH PERFORMANCE				67% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	45	46				91%	93%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	34	45	11	7		79%	77%	78%
Q3f. I have received appropriate training and development to do my job well	19	44	20	12		63%	66%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	30	46	15			76%	77%	72%
Q5f. I have confidence in the decisions my manager makes	31	38	18	8		69%	69%	67%
Q6d. Senior managers encourage innovation by employees	16	41	26	11		57%	60%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	16	41	29	10		57%	61%	51%
Q7a. My organisation focuses on improving the work we do	24	52	15			76%	84%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	19	44	21	11		63%	71%	57%

KEY





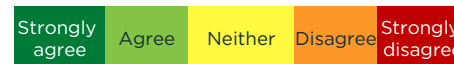
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE					67% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	12	39	25	17		51%	55%	47%			
Q7h. My organisation generally selects capable people to do the job	11	46	24	13		56%	55%	52%			

KEY





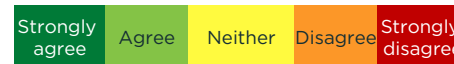
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PUBLIC SECTOR VALUES		65% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction		41	46	8	87%	87%	85%
Q2e. People in my workgroup treat each other with respect		35	41	13	76%	74%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		30	46	15	76%	77%	72%
Q5b. My manager listens to what I have to say		35	42	12	77%	76%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		16	39	24	55%	57%	48%
Q6c. I feel that senior managers model the values of my organisation		18	37	26	55%	57%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		19	45	25	64%	65%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		14	37	25	50%	51%	45%
Q6h. I feel that senior managers listen to employees		14	33	26	47%	48%	41%

KEY





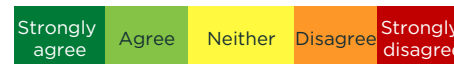
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PUBLIC SECTOR VALUES		65% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do				76%	84%	69%
Q7e. People in my organisation take responsibility for their own actions				52%	54%	47%

KEY





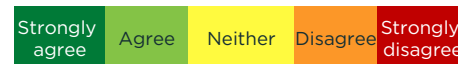
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION	68% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work	21	43	16	15	64%	63%	63%
Q5b. My manager listens to what I have to say	35	42	12		77%	76%	75%
Q5d. My manager encourages and values employee input	33	39	14	8	73%	72%	71%
Q6i. Senior managers in my organisation support the career advancement of women	26	39	27		65%	64%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	29	48	14		77%	78%	74%
Q8b. Personal background is not a barrier to success in my organisation	31	46	14		77%	-	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	43	17	11	64%	68%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	16	31	31	14	47%	48%	57%

KEY







## 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.

RECRUITMENT	46% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	9	26	31	19	14	36%	-	35%
Q7h. My organisation generally selects capable people to do the job	11	46	24	13		56%	55%	52%

KEY





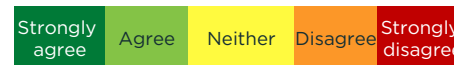
## EXPLORE THE FULL RESULTS

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017	
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	21	44	18	11	66%	63%	63%	
Q3e. My performance is assessed against clear criteria	17	39	26	14	55%	57%	54%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	16	36	23	16	9	51%	49%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	31	39	16	9	70%	71%	67%	
Q5h. My manager appropriately deals with employees who perform poorly	17	28	34	13	8	45%	45%	44%
Q7f. My organisation is committed to developing its employees	15	44	24	11	59%	65%	50%	

KEY

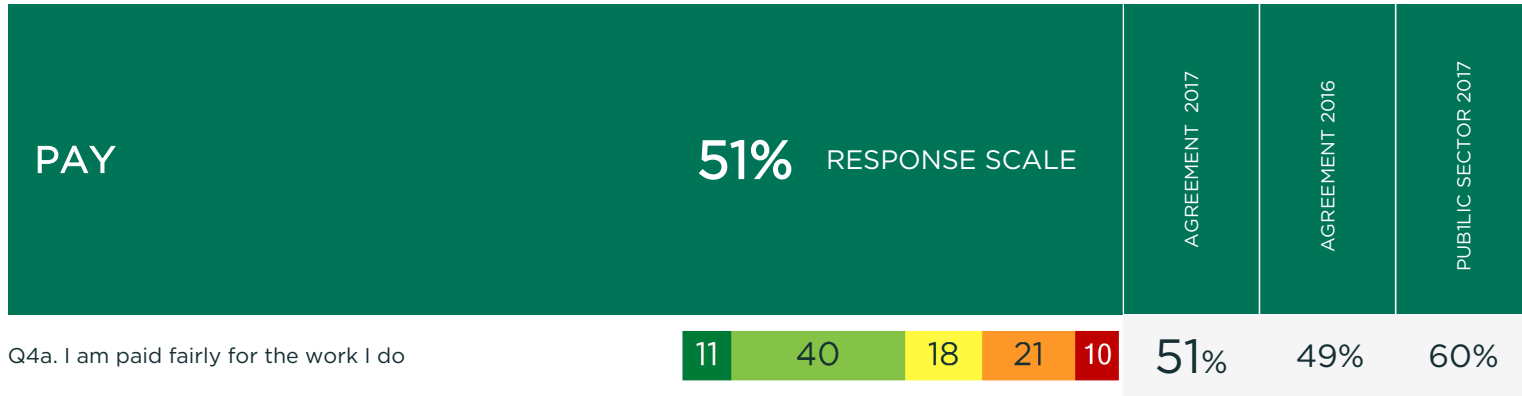




## EXPLORE THE FULL RESULTS

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.



### KEY





## 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.

WORKPLACE SUPPORT		66% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	PUBLIC LIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		21	43	16	15	5	64%	63%	63%
Q1f. I am able to keep my work stress at an acceptable level		12	37	19	22	11	49%	52%	59%
Q2c. I receive help and support from other members of my workgroup		35	47	11	7	0	81%	82%	81%
Q2d. There is good team spirit in my workgroup		33	38	14	10	5	71%	71%	69%

KEY





## 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.

## ACTION ABOUT SURVEY RESULTS

**27%** RESPONSE SCALE

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



KEY

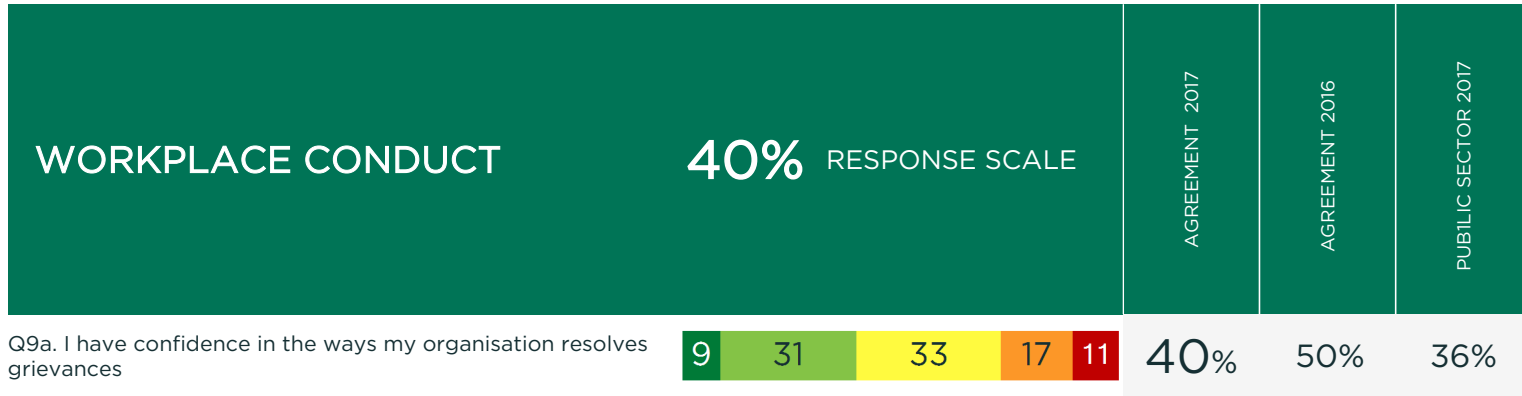




## EXPLORE THE FULL RESULTS

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.



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		80%	75%
No		20%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager			
Yes		62%	57%
No		38%	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		36%	41%
No		64%	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		31%	30%
Lack of visible opportunities		29%	31%
Lack of promotion opportunities		25%	30%
Lack of support from my manager / supervisor		12%	14%
Geographic location considerations		29%	28%
Personal / family considerations		37%	33%
Insufficient training and development		15%	16%
Lack of required capabilities or experience		11%	11%
Lack of support for temporary assignments/secondments		11%	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		26%	25%
No		60%	62%
Don't know		14%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?			
Yes		63%	63%
No		34%	35%
Don't know		2%	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		34%	33%
No		56%	58%
Don't know		10%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work			
Yes		18%	18%
No		76%	76%
Don't know		6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

### UNACCEPTABLE CONDUCT

### RESPONSE SCALE

2017

PUBLIC SECTOR 2017

**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.

		2017	PUBLIC SECTOR 2017
A senior manager		25%	22%
Your immediate manager/supervisor		21%	24%
A fellow worker at your level		23%	27%
A subordinate		10%	8%
A client or customer		5%	2%
A member of the public other than a client or customer		1%	1%
Other		3%	4%
Prefer not to say		14%	13%



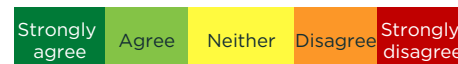
## EXPLORE THE FULL RESULTS

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.

EDUCATION QUESTIONS	RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016
Q1. My workgroup is able to manage the changing demands of our work environment.	12	49	22	14	61%	65%
Q2. The changes within my organisation will improve outcomes for the community.	14	46	28	9	60%	63%
Q3. Our leaders frequently and effectively communicate organisational objectives.	15	47	22	12	62%	64%
Q4. My workgroup acknowledges my contributions to the team.	19	50	19	9	69%	68%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	15	49	25	9	63%	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	19	50	18	9	69%	71%
Q7. My workgroup is able to demonstrate outcomes of our work	21	57	16		78%	80%
Q8. My job offers the opportunity for me to work on innovative projects.	17	42	25	12	59%	58%

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		53%
School executive (Principals, Deputy Principals, Assistant Principals)		15%
School Administrative and Support Staff (SASS)		17%
Other non-teaching staff in schools		3%
Non school based teaching service staff		2%
Aboriginal Affairs		0%
Corporate staff		10%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		22%
Female		77%
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	■	10%
40 - 44	■	13%
45 - 49	■	16%
50 - 54	■	15%
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		12%
No		86%
Prefer not to say		2%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		3%
No		94%
Prefer not to say		3%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

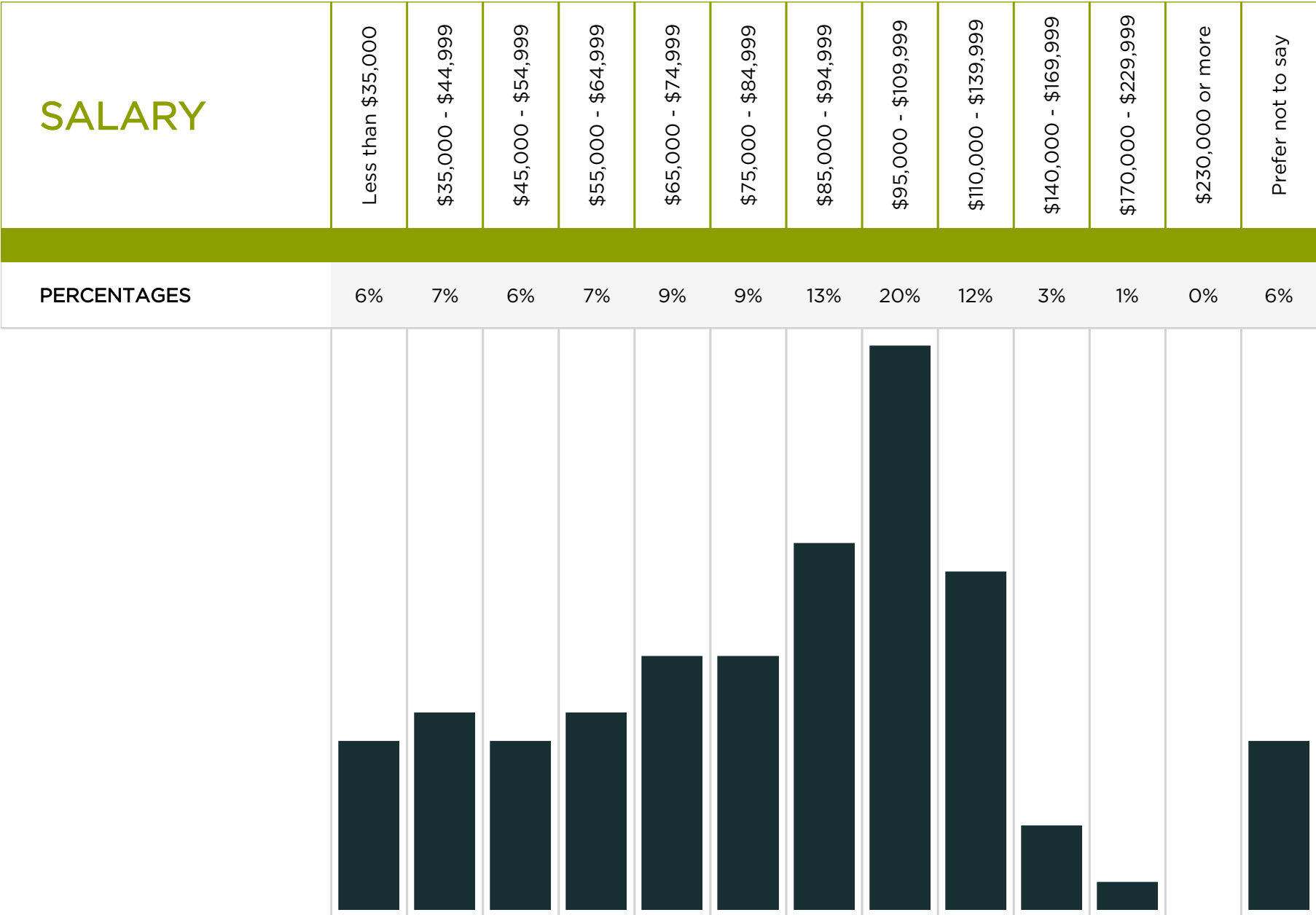
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		93%
Prefer not to say		4%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		3%
No		94%
Prefer not to say		3%

# 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.

	Education	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	30920	20056	648	2657	1352	157	63	483	33	1861
EMPLOYEE ENGAGEMENT	67%	67%	67%	72%	68%	70%	68%	70%	62%	69%
ENGAGEMENT WITH WORK	75%	75%	73%	78%	73%	76%	83%	78%	74%	79%
SENIOR MANAGERS	53%	53%	48%	55%	54%	59%	64%	55%	58%	55%
COMMUNICATION	63%	62%	62%	65%	67%	69%	74%	68%	76%	63%
HIGH PERFORMANCE	67%	68%	60%	67%	66%	69%	74%	68%	73%	66%
PUBLIC SECTOR VALUES	65%	65%	59%	65%	67%	72%	76%	68%	73%	65%
DIVERSITY & INCLUSION	68%	67%	71%	74%	75%	75%	79%	75%	78%	69%

### 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.

	Education	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	30920	1745	1781	1747	1890	2531	2316	3547	5532	3332	930	282	50	1543
EMPLOYEE ENGAGEMENT	67%	74%	72%	71%	70%	69%	65%	62%	63%	70%	74%	78%	84%	65%
ENGAGEMENT WITH WORK	75%	84%	80%	78%	77%	76%	74%	71%	71%	79%	84%	86%	88%	71%
SENIOR MANAGERS	53%	60%	57%	55%	57%	58%	53%	48%	49%	59%	55%	62%	81%	50%
COMMUNICATION	63%	68%	63%	64%	66%	67%	62%	56%	58%	68%	70%	75%	87%	59%
HIGH PERFORMANCE	67%	71%	66%	66%	69%	70%	67%	64%	64%	72%	72%	75%	85%	65%
PUBLIC SECTOR VALUES	65%	69%	65%	64%	68%	69%	65%	61%	62%	70%	71%	76%	88%	62%
DIVERSITY & INCLUSION	68%	76%	71%	71%	72%	71%	67%	62%	63%	72%	73%	77%	87%	65%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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.

	Education	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>	30920	2079	1987	3995	5243	7190	6543
<b>EMPLOYEE ENGAGEMENT</b>	67%	76%	72%	68%	66%	65%	66%
ENGAGEMENT WITH WORK	75%	83%	80%	76%	73%	73%	76%
SENIOR MANAGERS	53%	68%	63%	57%	52%	51%	50%
COMMUNICATION	63%	77%	71%	65%	60%	59%	61%
HIGH PERFORMANCE	67%	77%	72%	69%	65%	65%	67%
PUBLIC SECTOR VALUES	65%	77%	72%	67%	62%	62%	64%
DIVERSITY & INCLUSION	68%	79%	75%	70%	66%	65%	66%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

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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.

	Education	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>	30920	41	553	2063	2383	2718	3450	4404	4179	4247	2326	813
<b>EMPLOYEE ENGAGEMENT</b>	67%	80%	77%	70%	68%	68%	68%	68%	66%	66%	66%	72%
<b>ENGAGEMENT WITH WORK</b>	75%	89%	84%	76%	74%	72%	75%	76%	75%	76%	78%	86%
<b>SENIOR MANAGERS</b>	53%	74%	69%	60%	56%	56%	55%	54%	50%	50%	49%	54%
<b>COMMUNICATION</b>	63%	76%	77%	68%	65%	65%	64%	63%	60%	60%	61%	64%
<b>HIGH PERFORMANCE</b>	67%	77%	80%	72%	69%	69%	68%	68%	65%	65%	65%	69%
<b>PUBLIC SECTOR VALUES</b>	65%	81%	78%	69%	66%	66%	66%	65%	63%	64%	63%	67%
<b>DIVERSITY &amp; INCLUSION</b>	68%	78%	81%	72%	70%	70%	68%	68%	66%	66%	67%	73%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW  
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# 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.

	Education	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	30920	5990	21211	181
<b>EMPLOYEE ENGAGEMENT</b>	67%	65%	68%	48%
ENGAGEMENT WITH WORK	75%	72%	77%	49%
SENIOR MANAGERS	53%	51%	55%	26%
COMMUNICATION	63%	63%	63%	36%
HIGH PERFORMANCE	67%	65%	68%	42%
PUBLIC SECTOR VALUES	65%	64%	66%	39%
DIVERSITY & INCLUSION	68%	68%	69%	41%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# ABORIGINAL OR TORRES STRAIT ISLANDER



## 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.

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>30920</b>	<b>893</b>	<b>25721</b>	<b>824</b>
<b>EMPLOYEE ENGAGEMENT</b>	67%	69%	68%	52%
ENGAGEMENT WITH WORK	75%	76%	76%	55%
SENIOR MANAGERS	53%	55%	54%	34%
COMMUNICATION	63%	62%	64%	41%
HIGH PERFORMANCE	67%	68%	68%	47%
PUBLIC SECTOR VALUES	65%	65%	66%	46%
DIVERSITY & INCLUSION	68%	67%	69%	45%

KEY

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# LANGUAGE OTHER THAN ENGLISH



## 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.

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>30920</b>	<b>3173</b>	<b>23655</b>	<b>687</b>
<b>EMPLOYEE ENGAGEMENT</b>	67%	70%	68%	51%
ENGAGEMENT WITH WORK	75%	78%	76%	53%
SENIOR MANAGERS	53%	60%	54%	30%
COMMUNICATION	63%	67%	63%	38%
HIGH PERFORMANCE	67%	71%	68%	45%
PUBLIC SECTOR VALUES	65%	69%	65%	42%
DIVERSITY & INCLUSION	68%	71%	69%	42%

KEY

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GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
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## 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.

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	30920	941	25453	1018
<b>EMPLOYEE ENGAGEMENT</b>	67%	60%	68%	53%
ENGAGEMENT WITH WORK	75%	69%	77%	55%
SENIOR MANAGERS	53%	44%	55%	34%
COMMUNICATION	63%	54%	64%	43%
HIGH PERFORMANCE	67%	59%	68%	49%
PUBLIC SECTOR VALUES	65%	57%	66%	48%
DIVERSITY & INCLUSION	68%	58%	69%	47%

### KEY

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AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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## 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.

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	30920	2472	23688	1270
<b>EMPLOYEE ENGAGEMENT</b>	67%	59%	69%	55%
ENGAGEMENT WITH WORK	75%	63%	78%	54%
SENIOR MANAGERS	53%	45%	55%	38%
COMMUNICATION	63%	52%	65%	46%
HIGH PERFORMANCE	67%	59%	69%	52%
PUBLIC SECTOR VALUES	65%	57%	67%	50%
DIVERSITY & INCLUSION	68%	58%	70%	50%

### KEY

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CUT OFF LIMIT OF 30 RESPONDENTS



**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.

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>30920</b>	<b>773</b>	<b>25779</b>	<b>857</b>
<b>EMPLOYEE ENGAGEMENT</b>	67%	66%	68%	54%
ENGAGEMENT WITH WORK	75%	73%	76%	56%
SENIOR MANAGERS	53%	51%	54%	36%
COMMUNICATION	63%	62%	63%	45%
HIGH PERFORMANCE	67%	66%	68%	50%
PUBLIC SECTOR VALUES	65%	64%	66%	49%
DIVERSITY & INCLUSION	68%	66%	69%	49%

**KEY**

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# 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.

	Education	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
NUMBER OF RESPONDENTS	30920	14486	4172	4599	948	467	121	2651
EMPLOYEE ENGAGEMENT	67%	64%	72%	72%	69%	69%	79%	68%
ENGAGEMENT WITH WORK	75%	72%	81%	80%	79%	80%	86%	74%
SENIOR MANAGERS	53%	52%	59%	55%	49%	51%	70%	53%
COMMUNICATION	63%	60%	68%	64%	62%	64%	78%	66%
HIGH PERFORMANCE	67%	66%	73%	67%	64%	67%	78%	66%
PUBLIC SECTOR VALUES	65%	64%	71%	65%	62%	66%	76%	66%
DIVERSITY & INCLUSION	68%	64%	71%	73%	70%	73%	82%	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

# GUIDE TO THIS REPORT

## SURVEY TIME FRAME

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

## PRIVACY

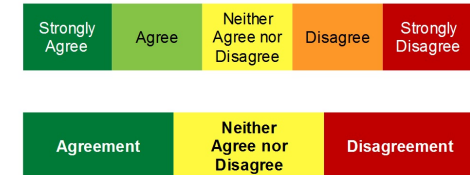
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

## 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.



## 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%.

## MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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