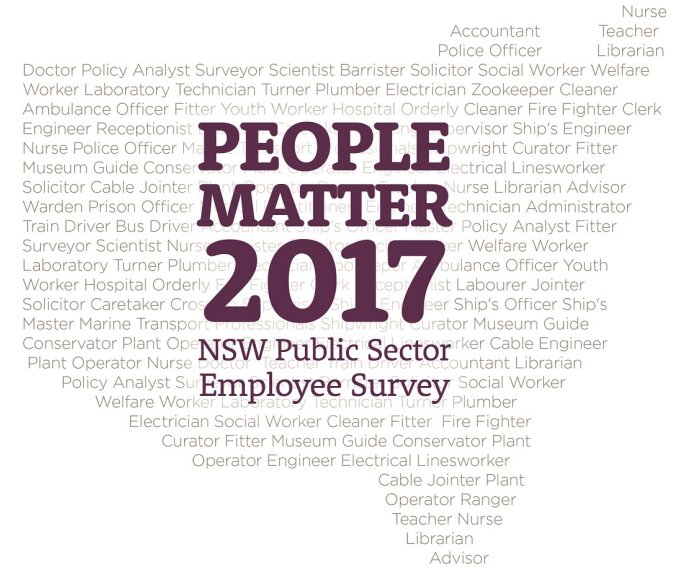


# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey



### DEPARTMENT REPORT

Education

### Education Offices

## RESPONSE RATE

**>100%**

4,128 OF 3,922 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

**66%**

DIFFERENCE FROM 2016 **+1**

DIFFERENCE FROM CLUSTER **-1**

DIFFERENCE FROM PUBLIC SECTOR **+2**

## SENIOR MANAGERS

**50%**

DIFFERENCE FROM 2016 **+3**

DIFFERENCE FROM CLUSTER **-3**

DIFFERENCE FROM PUBLIC SECTOR **+3**

## COMMUNICATION

**64%**

DIFFERENCE FROM 2016 **+3**

DIFFERENCE FROM CLUSTER **+1**

DIFFERENCE FROM PUBLIC SECTOR **+4**



## 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

**72%**

DIFFERENCE FROM CLUSTER **-3**

DIFFERENCE FROM PUBLIC SECTOR **+1**

## HIGH PERFORMANCE

**63%**

DIFFERENCE FROM CLUSTER **-4**

DIFFERENCE FROM PUBLIC SECTOR **0**

## PUBLIC SECTOR VALUES

**64%**

DIFFERENCE FROM CLUSTER **-1**

DIFFERENCE FROM PUBLIC SECTOR **+4**

## DIVERSITY & INCLUSION

**71%**

DIFFERENCE FROM CLUSTER **+3**

DIFFERENCE FROM PUBLIC SECTOR **+4**

# 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 CLUSTER	% AGREEMENT PUBLIC SECTOR
1	<b>Q7f.</b> My organisation is committed to developing its employees	<b>48%</b>	50%	59%	50%
2	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>53%</b>	48%	55%	48%
3	<b>Q6h.</b> I feel that senior managers listen to employees	<b>44%</b>	40%	47%	41%
4	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>48%</b>	44%	51%	44%
5	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>70%</b>	74%	76%	69%
6	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>51%</b>	47%	55%	48%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

2a.	My workgroup strives to achieve customer/client satisfaction	<b>89%</b>
1a.	I understand what is expected of me to do well in my role	<b>85%</b>
2c.	I receive help and support from other members of my workgroup	<b>84%</b>
2b.	My workgroup works collaboratively to achieve its objectives	<b>81%</b>
2e.	People in my workgroup treat each other with respect	<b>80%</b>
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>78%</b>
5b.	My manager listens to what I have to say	<b>78%</b>
8b.	Personal background is not a barrier to success in my organisation	<b>77%</b>
5d.	My manager encourages and values employee input	<b>75%</b>
1d.	I feel motivated to contribute more than what is normally required at work	<b>75%</b>

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

7g.	I have confidence in the way recruitment decisions are made	<b>37%</b>
9a.	I have confidence in the ways my organisation resolves grievances	<b>38%</b>
7c.	I feel that change is managed well in my organisation	<b>38%</b>
14.	I believe action will be taken on the results from this survey by my organisation	<b>39%</b>
5h.	My manager appropriately deals with employees who perform poorly	<b>44%</b>
6h.	I feel that senior managers listen to employees	<b>44%</b>
3g.	I am satisfied with the opportunities available for career development in my organisation	<b>45%</b>
7d.	There is good co-operation between teams across our organisation	<b>47%</b>
7f.	My organisation is committed to developing its employees	<b>48%</b>
6b.	I feel that senior managers effectively lead and manage change	<b>48%</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'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

1e.	I am satisfied with my job	68%	61%
14.	I believe action will be taken on the results from this survey by my organisation	39%	32%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	63%	58%
1b.	I am provided with the support I need to do my best at work	64%	59%
6g.	I feel that senior managers keep employees informed about what's going on	49%	44%
6a.	I believe senior managers provide clear direction for the future of the organisation	51%	47%
6b.	I feel that senior managers effectively lead and manage change	48%	44%
6i.	Senior managers in my organisation support the career advancement of women	62%	57%
6c.	I feel that senior managers model the values of my organisation	53%	48%
5d.	My manager encourages and values employee input	75%	71%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

9a.	I have confidence in the ways my organisation resolves grievances	38%	44%
7a.	My organisation focuses on improving the work we do	70%	74%
1d.	I feel motivated to contribute more than what is normally required at work	75%	78%
7f.	My organisation is committed to developing its employees	48%	50%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	64%	65%
7k.	I feel a strong personal attachment to my organisation	66%	67%
1a.	I understand what is expected of me to do well in my role	85%	86%
3e.	My performance is assessed against clear criteria	50%	51%
7b.	My organisation is making the necessary improvements to meet our future challenges	61%	61%



### 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'.

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Education Offices

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 Offices	Aboriginal Affairs	Corporate Services	Educational Services	External Affairs and Regulation	School Operations & Performance and Educational Services	School Operations and Performance	Secretary	Strategy and Evaluation
NUMBER OF RESPONDENTS	4128	92	1593	1386	220	1623	237	28	174
EMPLOYEE ENGAGEMENT	66%	78%	66%	66%	67%	67%	75%	72%	70%
ENGAGEMENT WITH WORK	72%	86%	70%	75%	72%	76%	80%	88%	75%
SENIOR MANAGERS	50%	67%	52%	48%	52%	50%	62%	63%	59%
COMMUNICATION	64%	76%	64%	62%	67%	64%	73%	79%	73%
HIGH PERFORMANCE	63%	76%	63%	63%	66%	65%	73%	72%	71%
PUBLIC SECTOR VALUES	64%	73%	65%	63%	68%	65%	74%	75%	72%
DIVERSITY & INCLUSION	71%	82%	71%	70%	74%	71%	78%	86%	80%

### 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	66% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	18	42	25	9	60%	57%	61%	60%
Q7j. I am proud to tell others I work for my organisation	27	44	20		71%	69%	72%	68%
Q7k. I feel a strong personal attachment to my organisation	27	39	23	7	66%	67%	71%	63%
Q7l. My organisation motivates me to help it achieve its objectives	18	38	27	11	56%	55%	58%	53%
Q7m. My organisation inspires me to do the best in my job	19	37	26	11	56%	54%	57%	53%

KEY





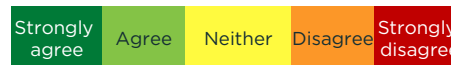
## EXPLORE THE FULL RESULTS

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.

ENGAGEMENT WITH WORK	72% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	31	43	13	9	74%	73%	80%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	36	39	13	8	75%	78%	76%	72%
Q1e. I am satisfied with my job	25	43	17	10	68%	61%	70%	68%

### 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.

SENIOR MANAGERS	50% 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	14	37	24	15	10	51%	47%	55%	48%
Q6b. I feel that senior managers effectively lead and manage change	14	34	25	16	11	48%	44%	51%	44%
Q6c. I feel that senior managers model the values of my organisation	16	36	27	11	10	53%	48%	55%	48%
Q6d. Senior managers encourage innovation by employees	13	36	29	14	8	49%	48%	57%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	38	30	11	7	52%	52%	57%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	46	21			66%	64%	64%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	36	25	15	11	49%	44%	50%	45%
Q6h. I feel that senior managers listen to employees	12	32	29	15	12	44%	40%	47%	41%
Q7c. I feel that change is managed well in my organisation	9	29	29	21	12	38%	38%	46%	39%

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.

COMMUNICATION	64% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	32	41	14	7	74%	71%	72%	70%
Q5d. My manager encourages and values employee input	35	40	14	7	75%	71%	73%	71%
Q5e. My manager involves my workgroup in decisions about our work	30	38	17	9	69%	65%	68%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	13	36	25	15	49%	44%	50%	45%
Q6h. I feel that senior managers listen to employees	12	32	29	15	44%	40%	47%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23	48	15	8	71%	71%	64%	66%

KEY





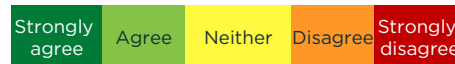
## EXPLORE THE FULL RESULTS

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.

	HIGH PERFORMANCE				63% 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	37	49	8		85%	86%	91%	90%				
Q2b. My workgroup works collaboratively to achieve its objectives	40	41	10		81%	77%	79%	78%				
Q3f. I have received appropriate training and development to do my job well	15	38	25	14	8	53%	52%	63%	62%			
Q5a. My manager encourages people in my workgroup to keep improving the work they do	30	44	16		74%	72%	76%	72%				
Q5f. I have confidence in the decisions my manager makes	32	38	17	7	70%	69%	69%	67%				
Q6d. Senior managers encourage innovation by employees	13	36	29	14	8	49%	48%	57%	48%			
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	14	38	30	11	7	52%	52%	57%	51%			
Q7a. My organisation focuses on improving the work we do	20	50	18	8	70%	74%	76%	69%				
Q7b. My organisation is making the necessary improvements to meet our future challenges	17	44	23	11	61%	61%	63%	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.

	HIGH PERFORMANCE					63% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	10	36	26	18	9	47%	45%	51%	47%				
Q7h. My organisation generally selects capable people to do the job	10	45	25	13		55%	53%	56%	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.

PUBLIC SECTOR VALUES		64% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction		49	41	89%	87%	87%	85%
Q2e. People in my workgroup treat each other with respect		41	39	80%	77%	76%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		30	44	74%	72%	76%	72%
Q5b. My manager listens to what I have to say		36	42	78%	74%	77%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		14	37	51%	47%	55%	48%
Q6c. I feel that senior managers model the values of my organisation		16	36	53%	48%	55%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		21	46	66%	64%	64%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		13	36	49%	44%	50%	45%
Q6h. I feel that senior managers listen to employees		12	32	44%	40%	47%	41%

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.

PUBLIC SECTOR VALUES		64% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		70%	74%	76%	69%				
Q7e. People in my organisation take responsibility for their own actions		49%	48%	52%	47%				

KEY





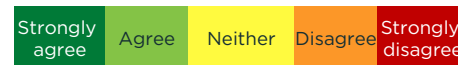
## EXPLORE THE FULL RESULTS

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.

DIVERSITY & INCLUSION	71% 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	21	43	16	14	64%	59%	64%	63%
Q5b. My manager listens to what I have to say	36	42	12		78%	74%	77%	75%
Q5d. My manager encourages and values employee input	35	40	14		75%	71%	73%	71%
Q6i. Senior managers in my organisation support the career advancement of women	24	38	30		62%	57%	65%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	28	50	14		78%	76%	77%	74%
Q8b. Personal background is not a barrier to success in my organisation	31	46	15		77%	-	77%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23	48	15	8	71%	71%	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>	26	38	18	11	64%	65%	47%	57%

KEY





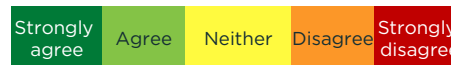
## EXPLORE THE FULL RESULTS

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	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	9	28	31	17	15	37%	-	36%	35%
Q7h. My organisation generally selects capable people to do the job	10	45	25	13		55%	53%	56%	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	53% 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	22	42	20	10	63%	58%	66%	63%	
Q3e. My performance is assessed against clear criteria	16	35	27	15	8	50%	51%	55%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	14	31	24	17	14	45%	42%	51%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	31	39	16	8	71%	70%	70%	67%	
Q5h. My manager appropriately deals with employees who perform poorly	16	28	36	11	10	44%	43%	45%	44%
Q7f. My organisation is committed to developing its employees	11	36	29	15	9	48%	50%	59%	50%

KEY

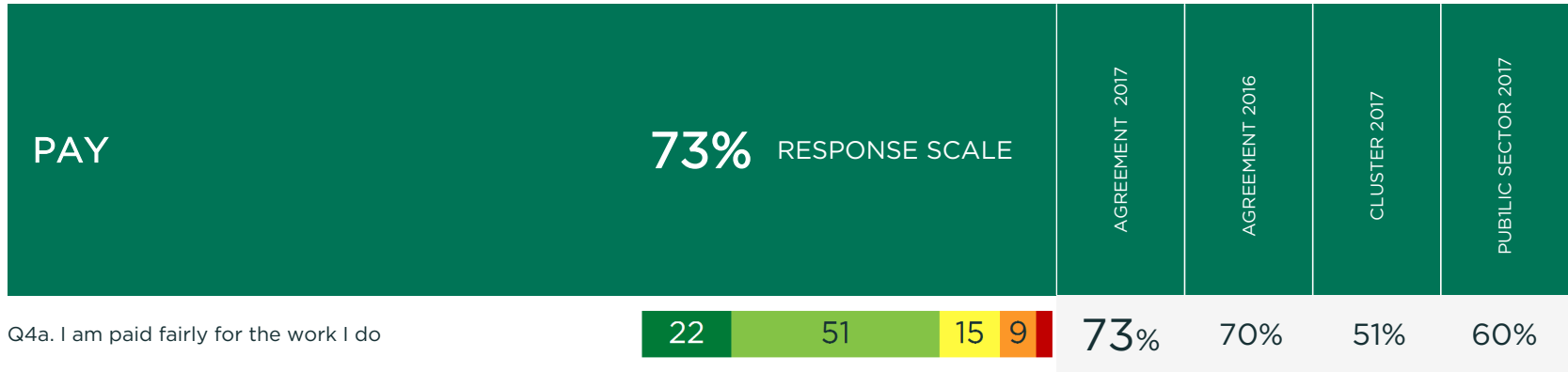




## EXPLORE THE FULL RESULTS

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		71% 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		21	43	16	14	64%	59%	64%	63%	
Q1f. I am able to keep my work stress at an acceptable level		16	46	18	13	7	62%	59%	49%	59%
Q2c. I receive help and support from other members of my workgroup		41	43	9	7	0	84%	82%	81%	81%
Q2d. There is good team spirit in my workgroup		38	36	13	8	5	74%	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

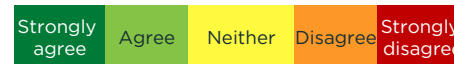
**39%** RESPONSE SCALE

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



	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q14. I believe action will be taken on the results from this survey by my organisation	39%	32%	27%	34%

### KEY

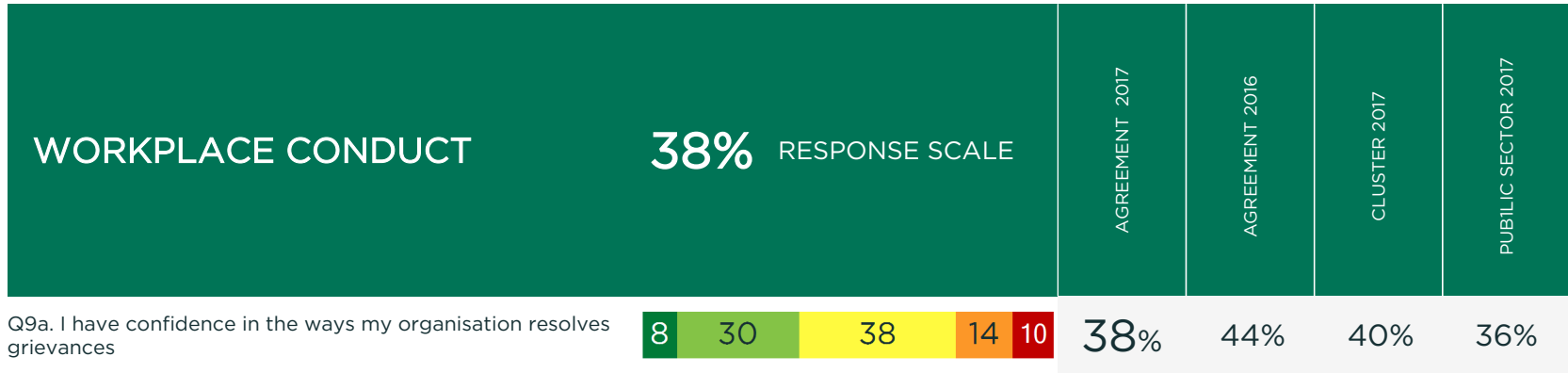




## EXPLORE THE FULL RESULTS

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	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes			66%	78%	67%
No			34%	22%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes			76%	80%	75%
No			24%	20%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes			56%	62%	57%
No			44%	38%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3h.</b> 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		47%	36%	41%
No		53%	64%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 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%	31%	30%
Lack of visible opportunities		32%	29%	31%
Lack of promotion opportunities		31%	25%	30%
Lack of support from my manager / supervisor		13%	12%	14%
Geographic location considerations		31%	29%	28%
Personal / family considerations		29%	37%	33%
Insufficient training and development		18%	15%	16%
Lack of required capabilities or experience		12%	11%	11%
Lack of support for temporary assignments/secondments		15%	11%	15%
The application/recruitment process is too cumbersome or time consuming		28%	28%	23%
Other		10%	10%	9%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		22%	26%	25%
No		65%	60%	62%
Don't know		13%	14%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		61%	63%	63%
No		37%	34%	35%
Don't know		2%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		27%	34%	33%
No		64%	56%	58%
Don't know		9%	10%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		15%	18%	18%
No		79%	76%	76%
Don't know		6%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 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		22%	25%	22%
Your immediate manager/supervisor		26%	21%	24%
A fellow worker at your level		25%	23%	27%
A subordinate		7%	10%	8%
A client or customer		1%	5%	2%
A member of the public other than a client or customer		1%	1%	1%
Other		4%	3%	4%
Prefer not to say		13%	14%	13%



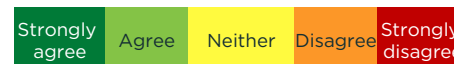
## EXPLORE THE FULL RESULTS

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	CLUSTER 2017
Q1. My workgroup is able to manage the changing demands of our work environment.	14	53	20	10	67%	68%	61%
Q2. The changes within my organisation will improve outcomes for the community.	16	45	27	8	61%	55%	60%
Q3. Our leaders frequently and effectively communicate organisational objectives.	13	43	24	14	56%	50%	62%
Q4. My workgroup acknowledges my contributions to the team.	20	50	19	7	71%	69%	69%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	18	50	21	9	68%	66%	63%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	21	51	17	8	71%	70%	69%
Q7. My workgroup is able to demonstrate outcomes of our work	24	56	15		80%	78%	78%
Q8. My job offers the opportunity for me to work on innovative projects.	19	37	24	13	57%	54%	59%

KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by themes in this report.

EDUCATION QUESTIONS	RESPONSE SCALE	2017	CLUSTER 2017
<b>Q9. Which category of staff are you?</b>			
Teaching staff		11%	53%
School executive (Principals, Deputy Principals, Assistant Principals)		2%	15%
School Administrative and Support Staff (SASS)		5%	17%
Other non-teaching staff in schools		2%	3%
Non school based teaching service staff		10%	2%
Aboriginal Affairs		2%	0%
Corporate staff		68%	10%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		33%
Female		66%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		1%
25 -29	█	5%
30 - 34	█	9%
35 - 39	█	11%
40 - 44	█	13%
45 - 49	█	16%
50 - 54	█	16%
55 - 59	█	16%
60 - 64	█	8%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES







	RESPONSE SCALE	PERCENTAGE
<b>Do you speak a language other than English at home?</b>		
Yes		20%
No		77%
Prefer not to say		3%
<b>Are you of Aboriginal and/or Torres Strait Islander origin?</b>		
Yes		4%
No		93%
Prefer not to say		3%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

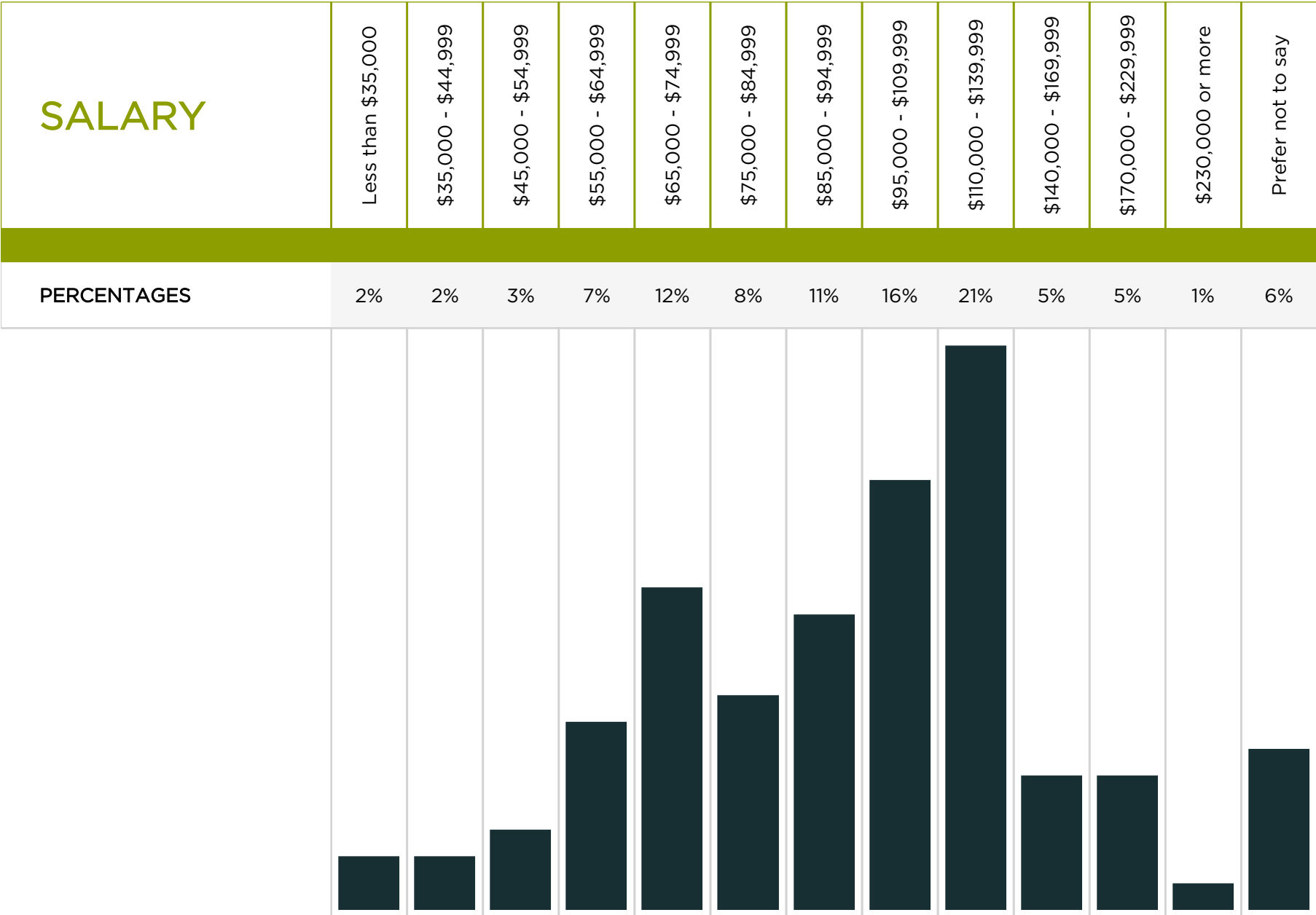
	RESPONSE SCALE	PERCENTAGE
<b>Do you have a disability?</b>		
Yes		4%
No		91%
Prefer not to say		5%
<b>Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?</b>		
Yes		5%
No		92%
Prefer not to say		3%

# 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 Offices	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
<b>NUMBER OF RESPONDENTS</b>	4128	943	284	400	1275	144	54	397	29	332
<b>EMPLOYEE ENGAGEMENT</b>	66%	62%	64%	68%	68%	70%	70%	69%	(r)	68%
<b>ENGAGEMENT WITH WORK</b>	72%	69%	68%	74%	73%	77%	85%	77%	(r)	74%
<b>SENIOR MANAGERS</b>	50%	42%	45%	53%	54%	59%	64%	53%	(r)	50%
<b>COMMUNICATION</b>	64%	57%	60%	66%	67%	70%	77%	67%	(r)	64%
<b>HIGH PERFORMANCE</b>	63%	58%	58%	66%	66%	70%	75%	66%	(r)	64%
<b>PUBLIC SECTOR VALUES</b>	64%	58%	59%	66%	67%	73%	77%	67%	(r)	64%
<b>DIVERSITY &amp; INCLUSION</b>	71%	65%	67%	74%	74%	77%	82%	74%	(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

# 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 Offices	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	4128	96	76	106	270	450	311	436	626	807	196	181	46	243
EMPLOYEE ENGAGEMENT	66%	63%	69%	64%	66%	66%	67%	63%	62%	69%	71%	79%	84%	62%
ENGAGEMENT WITH WORK	72%	72%	77%	70%	68%	72%	72%	67%	67%	78%	80%	86%	89%	66%
SENIOR MANAGERS	50%	40%	44%	44%	51%	52%	51%	47%	44%	55%	52%	67%	80%	43%
COMMUNICATION	64%	58%	62%	58%	63%	64%	64%	61%	58%	69%	70%	79%	87%	57%
HIGH PERFORMANCE	63%	61%	62%	60%	64%	65%	63%	59%	58%	68%	69%	77%	84%	56%
PUBLIC SECTOR VALUES	64%	59%	60%	58%	64%	64%	64%	61%	58%	69%	68%	79%	87%	57%
DIVERSITY & INCLUSION	71%	67%	73%	66%	70%	72%	71%	69%	67%	76%	77%	80%	87%	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 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 Offices	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>	4128	544	361	532	655	908	826
<b>EMPLOYEE ENGAGEMENT</b>	66%	72%	67%	66%	62%	63%	70%
ENGAGEMENT WITH WORK	72%	79%	72%	71%	66%	71%	77%
SENIOR MANAGERS	50%	61%	53%	52%	45%	45%	52%
COMMUNICATION	64%	75%	65%	63%	59%	59%	66%
HIGH PERFORMANCE	63%	71%	65%	64%	60%	59%	65%
PUBLIC SECTOR VALUES	64%	74%	66%	64%	59%	59%	67%
DIVERSITY & INCLUSION	71%	78%	74%	72%	67%	68%	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 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 Offices	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	4128	9	52	208	362	430	484	616	619	599	325	123
EMPLOYEE ENGAGEMENT	66%	(r)	74%	71%	69%	66%	65%	66%	66%	67%	64%	68%
ENGAGEMENT WITH WORK	72%	(r)	74%	72%	74%	67%	71%	72%	74%	76%	72%	83%
SENIOR MANAGERS	50%	(r)	66%	59%	57%	50%	49%	49%	50%	50%	46%	44%
COMMUNICATION	64%	(r)	77%	69%	70%	64%	62%	63%	64%	64%	60%	59%
HIGH PERFORMANCE	63%	(r)	74%	71%	69%	62%	62%	62%	63%	64%	60%	61%
PUBLIC SECTOR VALUES	64%	(r)	75%	70%	69%	63%	63%	63%	64%	65%	61%	62%
DIVERSITY & INCLUSION	71%	(r)	84%	76%	77%	72%	71%	69%	70%	71%	67%	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

# 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 Offices	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	4128	1271	2546	35
<b>EMPLOYEE ENGAGEMENT</b>	66%	66%	67%	52%
ENGAGEMENT WITH WORK	72%	69%	75%	54%
SENIOR MANAGERS	50%	48%	52%	22%
COMMUNICATION	64%	64%	65%	40%
HIGH PERFORMANCE	63%	61%	65%	42%
PUBLIC SECTOR VALUES	64%	62%	66%	40%
DIVERSITY & INCLUSION	71%	71%	72%	49%

**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.

	Education Offices	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	4128	419	58	176	94	398	88	2604
EMPLOYEE ENGAGEMENT	66%	55%	76%	66%	59%	69%	79%	68%
ENGAGEMENT WITH WORK	72%	61%	82%	69%	66%	79%	84%	73%
SENIOR MANAGERS	50%	31%	64%	45%	39%	51%	66%	53%
COMMUNICATION	64%	50%	71%	59%	50%	65%	75%	66%
HIGH PERFORMANCE	63%	50%	71%	60%	53%	66%	76%	65%
PUBLIC SECTOR VALUES	64%	49%	73%	59%	53%	67%	73%	66%
DIVERSITY & INCLUSION	71%	58%	76%	67%	60%	73%	81%	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





## 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.

# 39%

of employees replied favourably to:

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

## 34%

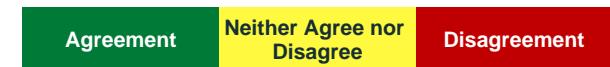
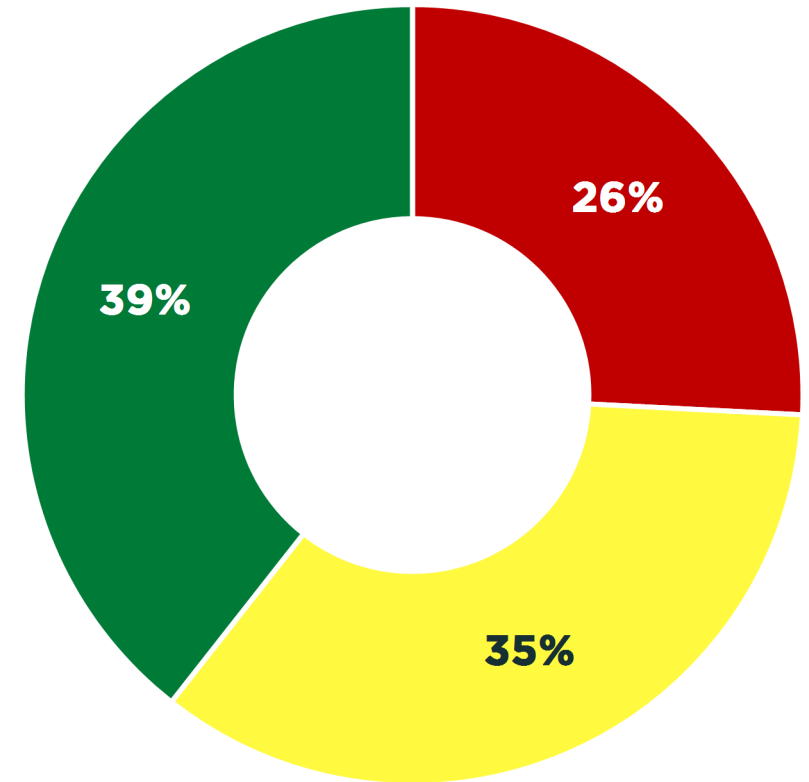
SECTOR

## 27%

CLUSTER

## 32%

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

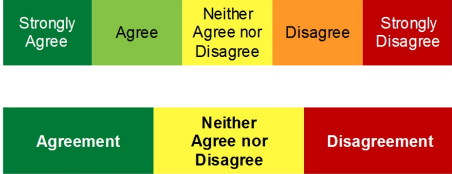
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.