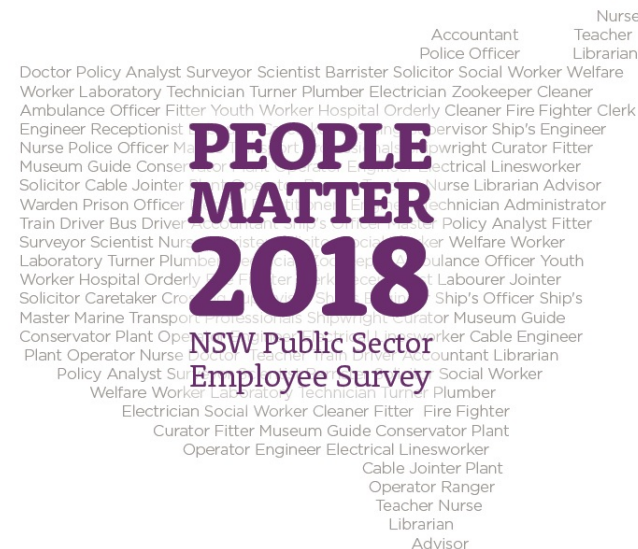


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# PEOPLE MATTER 2018

NSW Public Sector Employee Survey



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LARGE BUSINESS UNIT

Education

Public Schools - Secondary schools

## RESPONSE RATE

12,667 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**64%**

DIFFERENCE FROM 2017 -1  
DIFFERENCE FROM CLUSTER -4  
DIFFERENCE FROM PUBLIC SECTOR -1

## ENGAGEMENT WITH WORK

**70%**

DIFFERENCE FROM 2017 -3  
DIFFERENCE FROM CLUSTER -4  
DIFFERENCE FROM PUBLIC SECTOR -2

## SENIOR MANAGERS

**52%**

DIFFERENCE FROM 2017 +2  
DIFFERENCE FROM CLUSTER -4  
DIFFERENCE FROM PUBLIC SECTOR +3

## COMMUNICATION

**61%**

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM CLUSTER -4  
DIFFERENCE FROM PUBLIC SECTOR -1

## HIGH PERFORMANCE

**64%**

DIFFERENCE FROM 2017 0  
DIFFERENCE FROM CLUSTER -4  
DIFFERENCE FROM PUBLIC SECTOR 0

## PUBLIC SECTOR VALUES

**63%**

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM CLUSTER -4  
DIFFERENCE FROM PUBLIC SECTOR +1

## DIVERSITY & INCLUSION

**63%**

DIFFERENCE FROM CLUSTER -4  
DIFFERENCE FROM PUBLIC SECTOR -5

## FLEXIBLE WORKING SATISFACTION

**40%**

DIFFERENCE FROM 2017 0  
DIFFERENCE FROM CLUSTER -7  
DIFFERENCE FROM PUBLIC SECTOR -18

## ACTION ON RESULTS

**23%**

DIFFERENCE FROM 2017 +1  
DIFFERENCE FROM CLUSTER -6  
DIFFERENCE FROM PUBLIC SECTOR -14



## QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index 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

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

	AGREEMENT 2018	AGREEMENT 2017
1a. I understand what is expected of me to do well in my role	91%	91%
2a. My workgroup strives to achieve customer/client satisfaction	84%	83%
2c. I receive help and support from other members of my workgroup	78%	79%
1g. I know how to address a health and safety issue I have identified	76%	-
1c. My job gives me a feeling of personal accomplishment	76%	78%
5b. My manager listens to what I have to say	75%	74%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	75%	74%
2b. My workgroup works collaboratively to achieve its objectives	75%	75%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	74%	74%
5a. My manager encourages people in my workgroup to keep improving the work they do	73%	73%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

	AGREEMENT 2018	AGREEMENT 2017
14. I believe action will be taken on the results from this survey by my organisation	23%	22%
7g. I have confidence in the way recruitment decisions are made	34%	32%
9a. I have confidence in the ways my organisation resolves grievances	36%	35%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	40%	40%
7c. I feel that change is managed well in my organisation	41%	42%
1f. I am able to keep my work stress at an acceptable level	42%	46%
4a. I am paid fairly for the work I do	42%	46%
5h. My manager appropriately deals with employees who perform poorly	43%	43%
8e. My manager supports flexible working in my team	45%	-
6h. I feel that senior managers listen to employees	46%	43%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring agreement questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

# MOST AND LEAST IMPROVED QUESTIONS



## MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

6c.	I feel that senior managers model the values of my organisation	54%	52%
6a.	I believe senior managers provide clear direction for the future of the organisation	55%	52%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	63%	61%
6g.	I feel that senior managers keep employees informed about what's going on	49%	47%
6h.	I feel that senior managers listen to employees	46%	43%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	57%	54%
6b.	I feel that senior managers effectively lead and manage change	49%	47%
6d.	Senior managers encourage innovation by employees	57%	55%
9a.	I have confidence in the ways my organisation resolves grievances	36%	35%
5d.	My manager encourages and values employee input	71%	69%



## LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

1f.	I am able to keep my work stress at an acceptable level	42%	46%
4a.	I am paid fairly for the work I do	42%	46%
1e.	I am satisfied with my job	64%	66%
1d.	I feel motivated to contribute more than what is normally required at work	71%	74%
1c.	My job gives me a feeling of personal accomplishment	76%	78%
1b.	I am provided with the support I need to do my best at work	57%	60%
7k.	I feel a strong personal attachment to my organisation	67%	69%
7j.	I am proud to tell others I work for my organisation	68%	69%
7i.	I would recommend my organisation as a great place to work	56%	57%
7b.	My organisation is making the necessary improvements to meet our future challenges	57%	58%



## YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

# HIGHEST NEUTRAL SCORING QUESTIONS

## AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



**Q8e.** My manager supports flexible working in my team



**Q8e.** My manager supports flexible working in my team



**Q8e.** My manager supports flexible working in my team



**Q8d.** How satisfied are you with your ability to access and use flexible working arrangements?



**Q8d.** How satisfied are you with your ability to access and use flexible working arrangements?



**Q8d.** How satisfied are you with your ability to access and use flexible working arrangements?



**Q9a.** I have confidence in the ways my organisation resolves grievances



**Q9a.** I have confidence in the ways my organisation resolves grievances



**Q9a.** I have confidence in the ways my organisation resolves grievances



**Q5h.** My manager appropriately deals with employees who perform poorly



**Q5h.** My manager appropriately deals with employees who perform poorly



**Q5h.** My manager appropriately deals with employees who perform poorly



## FIND YOUR HIGHEST NEUTRAL SCORES

### THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?  
**(STRENGTHS)**

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES.  
**(AREAS OF POTENTIAL)**

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT?  
**(AREAS OF CONCERN)**



## WHAT'S NEXT?

Sector employees have 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.

# 23%

of employees replied favourably to:

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

## 37%

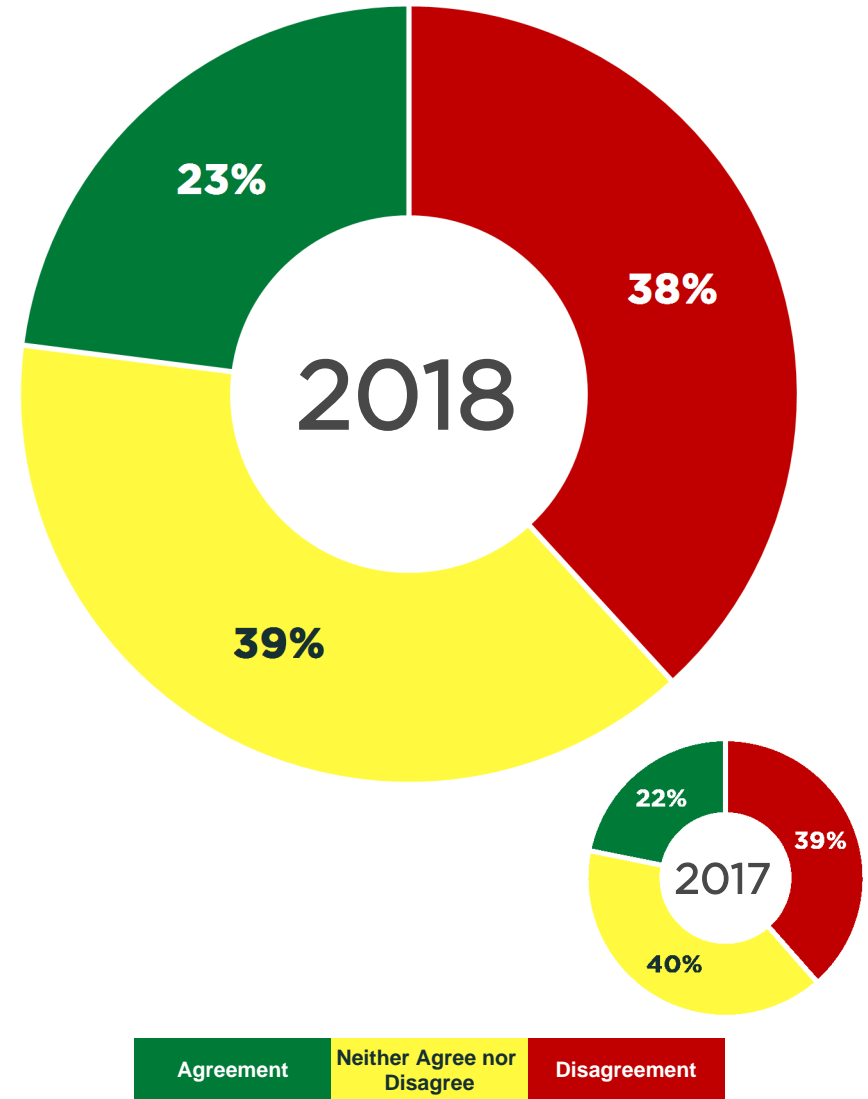
SECTOR

## 29%

CLUSTER

## 22%

2017



# KEY DRIVERS OF ENGAGEMENT



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 level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

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

\*\* As your organisation received less than 30 responses, the key drivers are taken from the questions for Education.

## RANK

		% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>56%</b>	56%	61%	52%
<b>2</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>41%</b>	42%	47%	40%
<b>3</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>57%</b>	58%	64%	57%
<b>4</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>72%</b>	72%	77%	69%
<b>5</b>	<b>Q1b.</b> I am provided with the support I need to do my best at work	<b>57%</b>	60%	63%	65%
<b>6</b>	<b>Q3g.</b> I am satisfied with the opportunities available for career development in my organisation	<b>49%</b>	48%	53%	50%



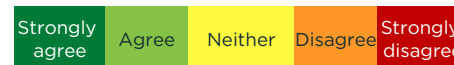
## EXPLORE THE FULL RESULTS

Questions are grouped by topics 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	64% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	17	39	25	11	8	56%	57%	62%	61%
Q7j. I am proud to tell others I work for my organisation	26	42	20	7		68%	69%	72%	69%
Q7k. I feel a strong personal attachment to my organisation	27	40	20	8		67%	69%	71%	63%
Q7l. My organisation motivates me to help it achieve its objectives	17	35	28	13		52%	52%	59%	55%
Q7m. My organisation inspires me to do the best in my job	18	34	27	13	7	52%	51%	58%	55%

KEY



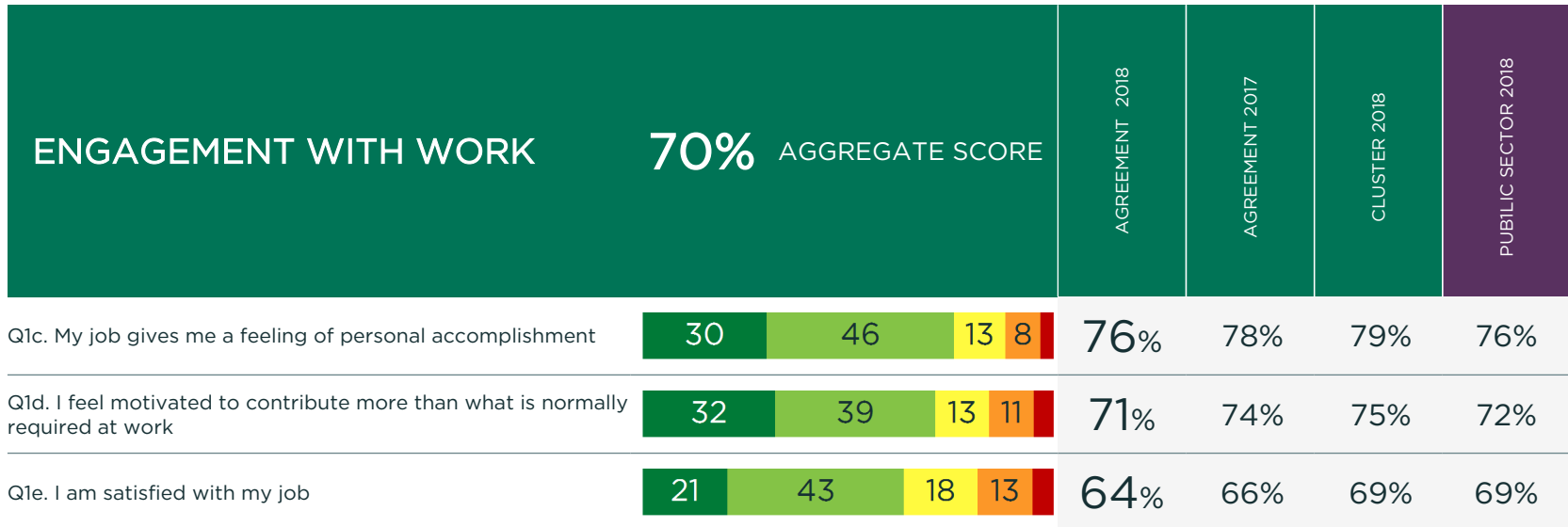




## EXPLORE THE FULL RESULTS

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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





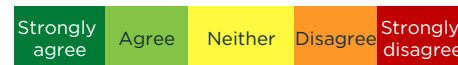
## EXPLORE THE FULL RESULTS

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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.

SENIOR MANAGERS	52% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	39	23	15	8	55%	52%	59%	49%
Q6b. I feel that senior managers effectively lead and manage change	15	35	24	17	10	49%	47%	54%	46%
Q6c. I feel that senior managers model the values of my organisation	17	37	24	13	10	54%	52%	58%	50%
Q6d. Senior managers encourage innovation by employees	16	41	25	12		57%	55%	60%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	41	28	10		57%	54%	59%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	17	46	24	8		63%	61%	67%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	13	37	23	17	10	49%	47%	53%	47%
Q6h. I feel that senior managers listen to employees	13	33	25	17	12	46%	43%	51%	43%
Q7c. I feel that change is managed well in my organisation	10	31	27	22	10	41%	42%	47%	40%

KEY





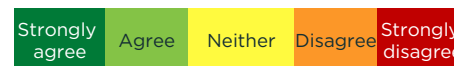
## EXPLORE THE FULL RESULTS

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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.

COMMUNICATION	61% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q5c. My manager communicates effectively with me	31	40	14	10	70%	70%	73%	72%	
Q5d. My manager encourages and values employee input	32	39	15	9	71%	69%	74%	72%	
Q5e. My manager involves my workgroup in decisions about our work	28	38	17	11	66%	66%	69%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	13	37	23	17	10	49%	47%	53%	47%
Q6h. I feel that senior managers listen to employees	13	33	25	17	12	46%	43%	51%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	40	18	13	9	60%	61%	64%	67%

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics 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				64% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	42	49			91%	91%	91%	91%	91%	91%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	30	45	13	9	75%	75%	79%	75%	75%	79%	79%	
Q3f. I have received appropriate training and development to do my job well	17	44	21	13	61%	61%	64%	61%	61%	64%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	46	16	8	73%	73%	78%	73%	73%	78%	74%	
Q5f. I have confidence in the decisions my manager makes	28	37	19	10	65%	65%	69%	65%	65%	69%	68%	
Q6d. Senior managers encourage innovation by employees	16	41	25	12	57%	55%	60%	57%	55%	60%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	15	41	28	10	57%	54%	59%	57%	54%	59%	52%	
Q7a. My organisation focuses on improving the work we do	21	51	17	8	72%	72%	77%	72%	72%	77%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	15	42	24	14	57%	58%	64%	57%	58%	64%	57%	

KEY

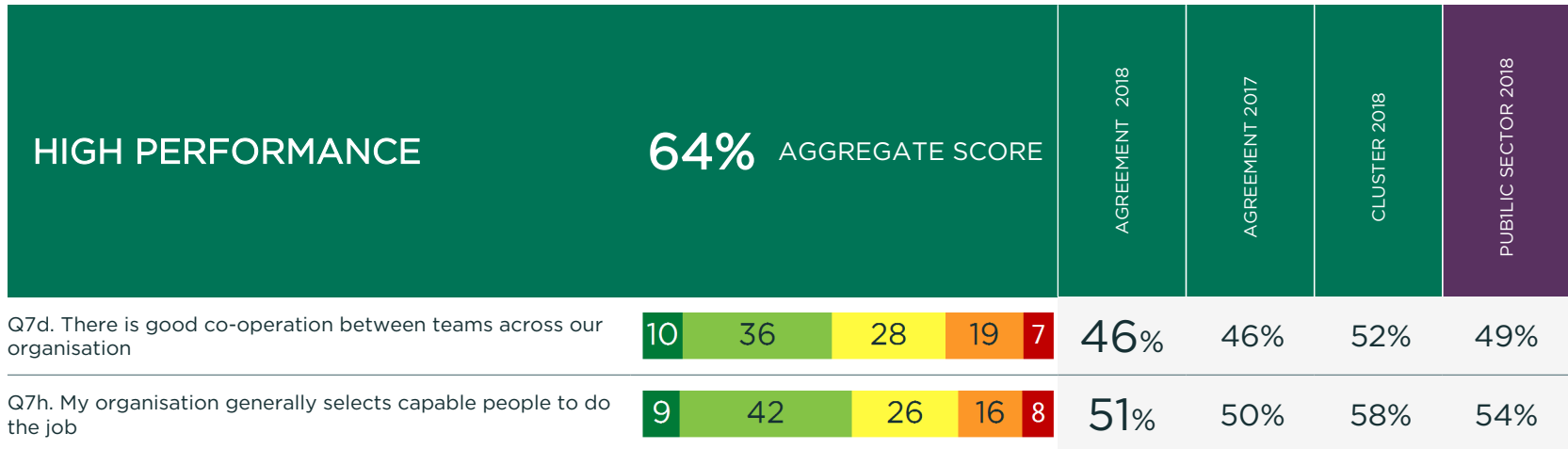




## EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 topics 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	63% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018			
	Q2a. My workgroup strives to achieve customer/client satisfaction	35	49	10	84%	83%	87%	86%	
Q2e. People in my workgroup treat each other with respect	31	41	14	9	72%	73%	75%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	46	16	8	73%	73%	78%	74%	
Q5b. My manager listens to what I have to say	33	42	12	8	75%	74%	78%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	39	23	15	8	55%	52%	59%	49%
Q6c. I feel that senior managers model the values of my organisation	17	37	24	13	10	54%	52%	58%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	17	46	24	8	63%	61%	67%	62%	
Q6g. I feel that senior managers keep employees informed about what's going on	13	37	23	17	10	49%	47%	53%	47%
Q6h. I feel that senior managers listen to employees	13	33	25	17	12	46%	43%	51%	43%

KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics 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		63% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do				72%	72%	77%	69%
Q7e. People in my organisation take responsibility for their own actions				46%	46%	53%	49%

KEY





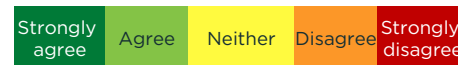
## EXPLORE THE FULL RESULTS

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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	63% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	16	41	18	18		57%	60%	63%	65%
Q5b. My manager listens to what I have to say	33	42	12	8		75%	74%	78%	76%
Q5d. My manager encourages and values employee input	32	39	15	9		71%	69%	74%	72%
Q6i. Senior managers in my organisation support the career advancement of women	26	39	25			65%	65%	67%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	28	46	15			74%	74%	78%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	30	45	14			75%	74%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	20	40	18	13	9	60%	61%	64%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	12	28	33	16	11	40%	40%	47%	59%
Q8e. My manager supports flexible working in my team	14	30	34	13	9	45%	-	51%	63%

### KEY



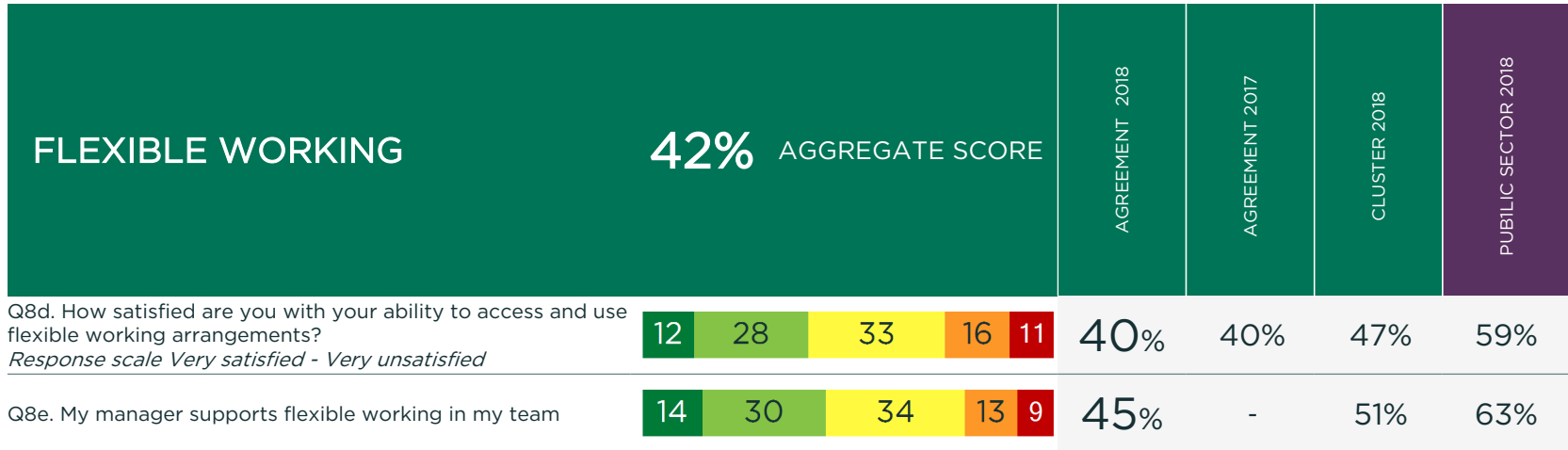




## EXPLORE THE FULL RESULTS

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KEY

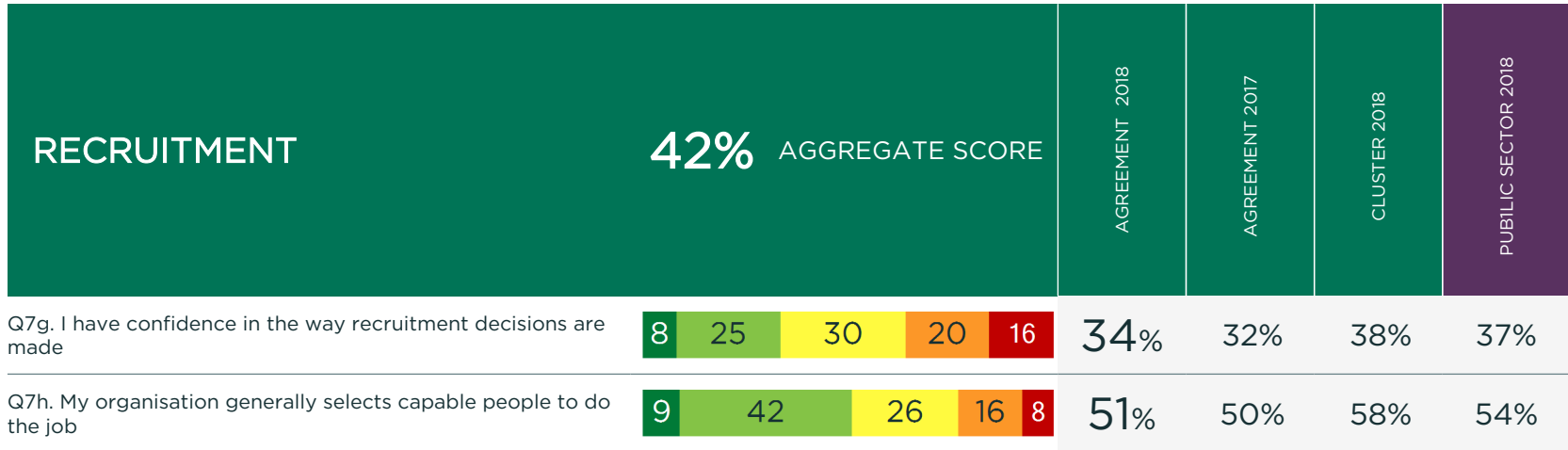




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KEY





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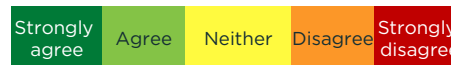
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**55%** AGGREGATE SCORE

		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		63%	61%	67%	65%
Q3e. My performance is assessed against clear criteria		52%	51%	57%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation		49%	48%	53%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do		67%	67%	70%	69%
Q5h. My manager appropriately deals with employees who perform poorly		43%	43%	46%	46%
Q7f. My organisation is committed to developing its employees		56%	56%	61%	52%

KEY

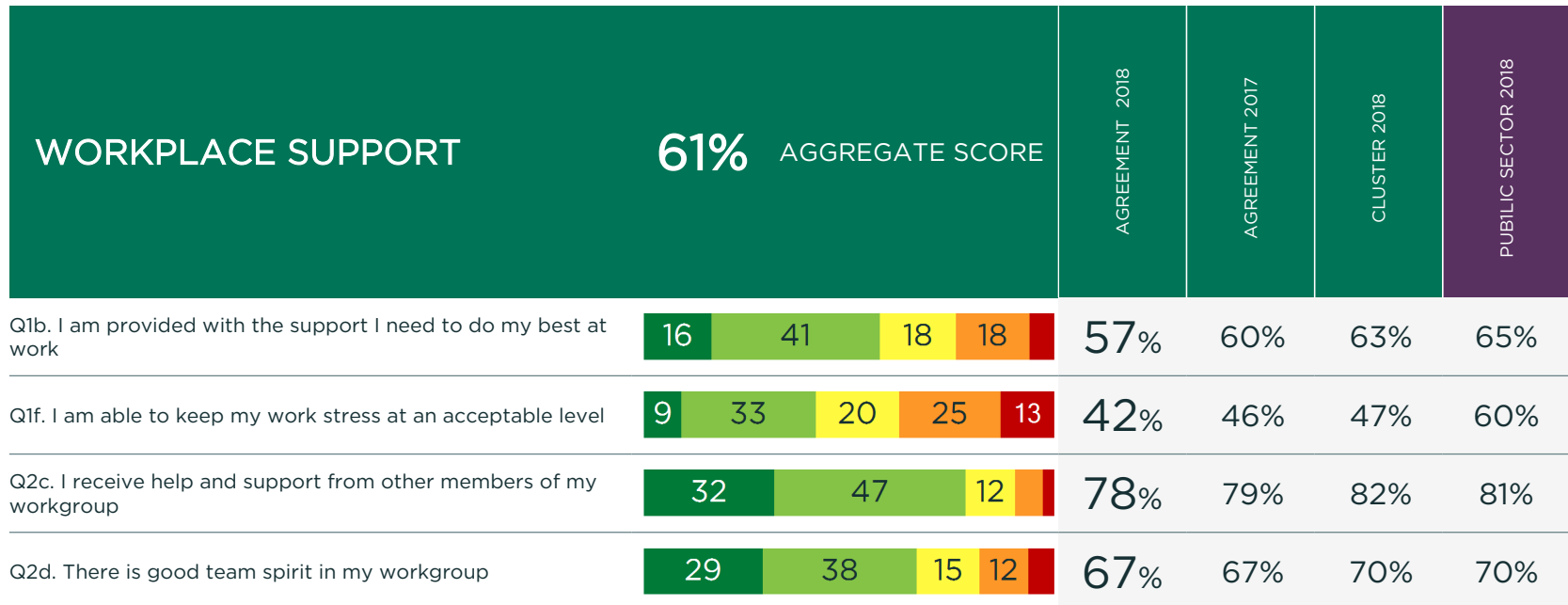




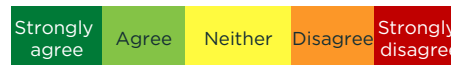
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KEY

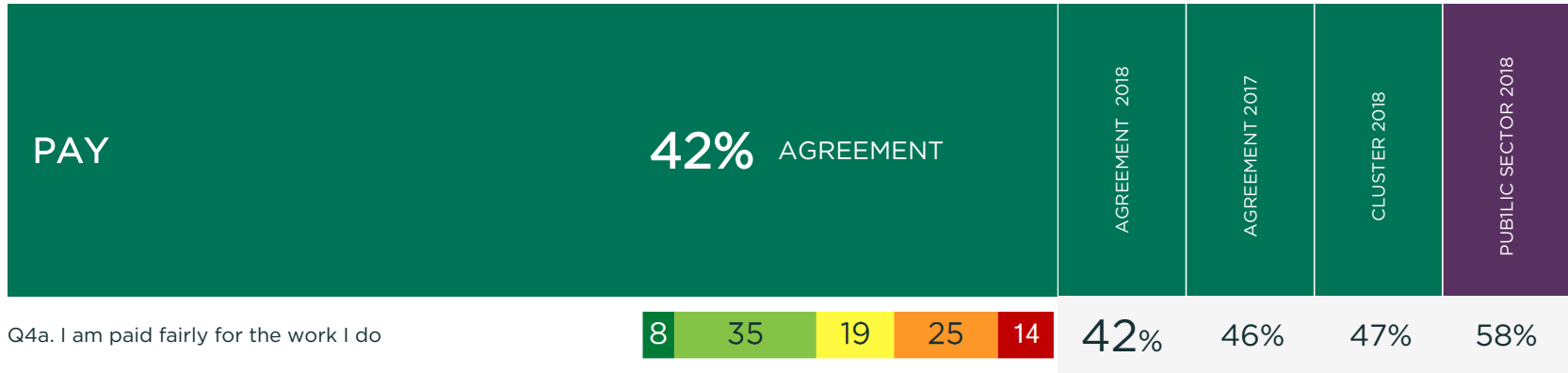




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### KEY

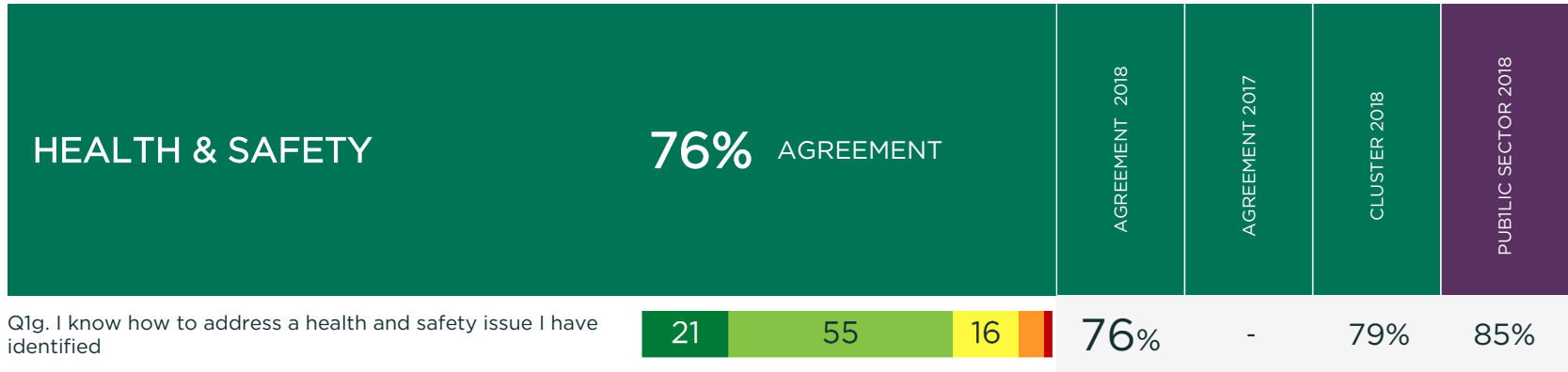




## EXPLORE THE FULL RESULTS

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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

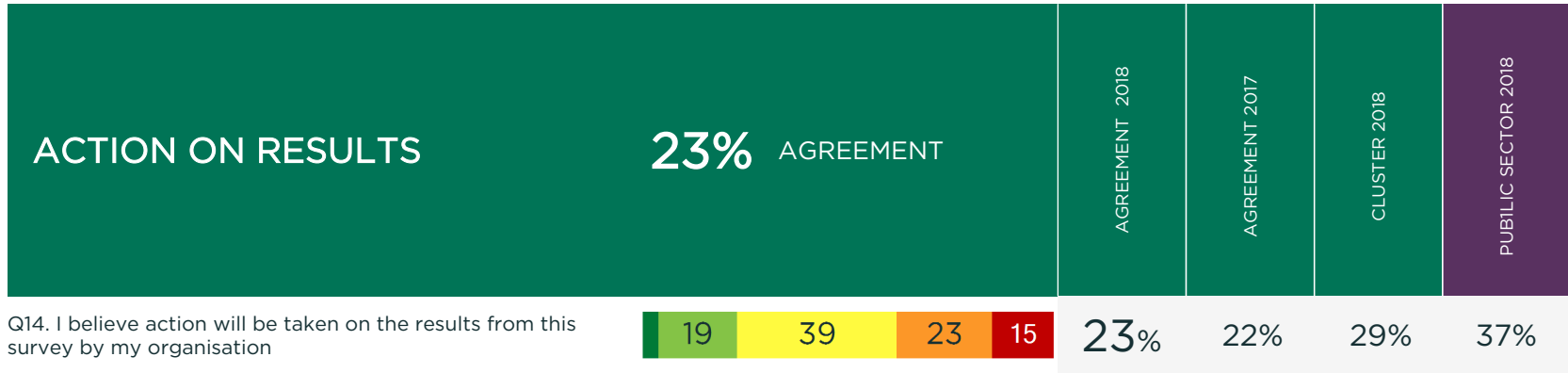




## EXPLORE THE FULL RESULTS

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### KEY

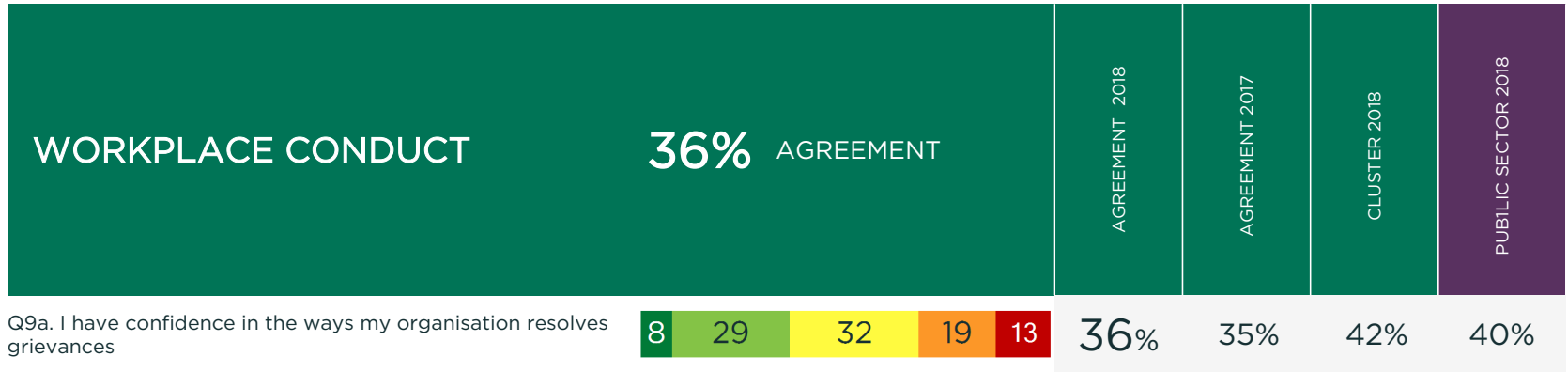




## EXPLORE THE FULL RESULTS

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Q9a. I have confidence in the ways my organisation resolves grievances

KEY







## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		86%	78%	84%	71%
No		14%	22%	16%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		80%	79%	81%	76%
No		20%	21%	19%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		62%	58%	65%	58%
No		38%	42%	35%	42%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### MOBILITY

**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?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		38%	37%	37%	41%
No		62%	63%	63%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## MOBILITY

**Q3i.** Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Personal/family considerations		39%	39%	37%	30%
Geographic location considerations		32%	32%	29%	26%
Lack of visible opportunities		31%	33%	28%	30%
The application/recruitment process is too cumbersome or time consuming		30%	28%	30%	23%
There are no major barriers to my career progression		30%	30%	32%	32%
Lack of promotion opportunities		26%	28%	24%	29%
Insufficient training and development		18%	17%	16%	16%
Lack of support from my manager/supervisor		15%	15%	12%	14%
Lack of support for temporary assignments/secondments		13%	12%	11%	15%
Lack of required capabilities or experience		12%	12%	12%	11%
Other		10%	10%	9%	9%

% are calculated with the number of unique respondents (N = 12,079 to this question)



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q10a.** In the last 12 months I have witnessed misconduct/wrongdoing at work

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		31%	32%	25%	24%
No		48%	52%	56%	58%
Don't know		21%	16%	19%	18%

**Q10b.** If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?







Yes		67%	66%	66%	66%
No		30%	31%	32%	32%
Don't know		2%	3%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q11a. In the last 12 months I have witnessed bullying at work</b>					
Yes		41%	41%	34%	33%
No		48%	48%	55%	57%
Don't know		11%	10%	10%	10%
<b>Q11b. In the last 12 months I have been subjected to bullying at work</b>					
Yes		23%	23%	19%	18%
No		70%	71%	75%	76%
Don't know		7%	7%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

**Q11c.** 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

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
A senior manager		26%	24%	25%	21%
A fellow worker at your level		24%	24%	23%	27%
Your Immediate Manager/Supervisor		21%	22%	19%	23%
Prefer not to say		12%	13%	14%	14%
A subordinate		9%	10%	10%	7%
A client or customer		5%	4%	5%	2%
Other		2%	3%	3%	4%
A member of the public other than a client or customer		1%	1%	1%	1%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q12a.</b> In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work					
Yes		5%	-	4%	3%
No		93%	-	95%	94%
Don't know		2%	-	2%	2%
<b>Q12b.</b> If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months					
A person at work		50%	-	42%	39%
A member of the public		13%	-	14%	37%
Other		30%	-	38%	19%
Prefer not to say		6%	-	6%	6%



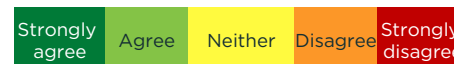
## EXPLORE THE FULL RESULTS

Questions are grouped by topics 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 CUSTOMISED QUESTIONS						AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q1. My workgroup is able to manage the changing demands of our work environment.		9	46	23	18	56%	57%	60%
Q2. The changes within my organisation will improve outcomes for the community.		13	43	29	12	55%	56%	60%
Q3. Our leaders frequently and effectively communicate organisational objectives.		13	46	23	12	59%	58%	64%
Q4. My workgroup acknowledges my contributions to the team.		17	48	20	10	65%	65%	69%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.		12	45	28	12	57%	58%	63%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.		17	47	21	11	64%	65%	68%
Q7. My workgroup is able to demonstrate outcomes of our work.		19	56	19		74%	75%	78%
Q8. My job offers the opportunity for me to work on innovative projects.		15	41	26	13	55%	56%	58%

KEY







## EXPLORE THE FULL SURVEY RESULTS





Questions are grouped by topics in this report.

## EDUCATION CUSTOMISED QUESTIONS

2018

CLUSTER 2018

Q9. Which category of staff are you?

Teaching staff		67%	54%
School executive (Principals, Deputy Principals, Assistant Principals)		11%	15%
School Administrative and Support Staff (SASS)		17%	16%
Other non-teaching staff in schools		4%	4%
Non school based teaching service staff		0%	1%
Aboriginal Affairs		0%	0%
Corporate staff		0%	10%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

## EDUCATION CUSTOMISED QUESTIONS

2018

CLUSTER 2018

**Q10.** This survey asks questions about Senior Managers. How do you define a Senior Manager?

		2018	CLUSTER 2018
Executive Director		3%	7%
Director		6%	17%
Manager		3%	5%
Principal		58%	51%
Deputy Principal		22%	11%
Assistant Principal		1%	5%
Head Teacher		8%	4%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>GENDER</b>		
Male		28%
Female		71%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>AGE</b>		
15 - 19		0%
20 - 24		2%
25 -29	■	8%
30 - 34	■	9%
35 - 39	■	10%
40 - 44	■	11%
45 - 49	■	17%
50 - 54	■	16%
55 - 59	■	15%
60 - 64	■	9%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

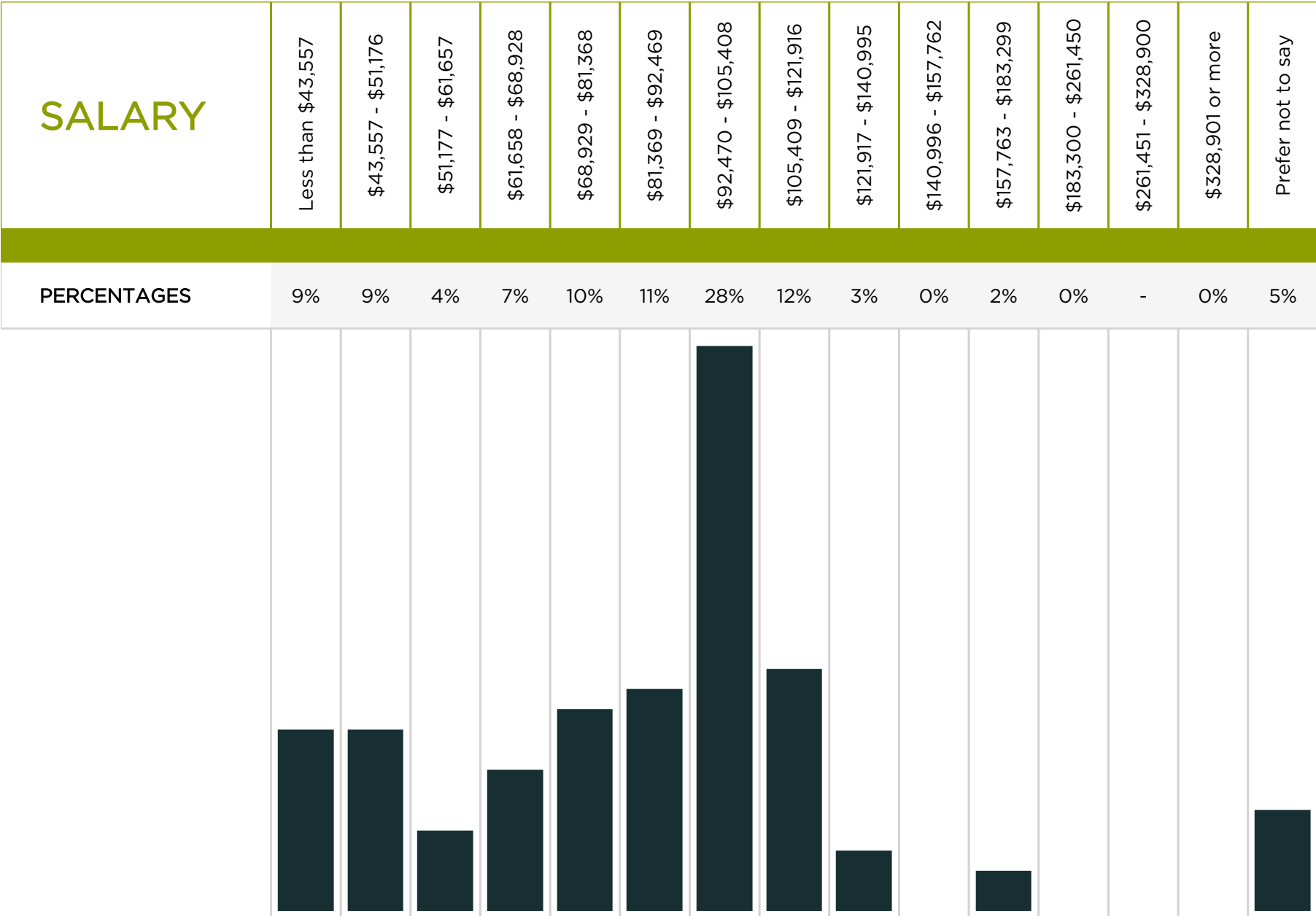
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	82%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	2%
Administrative support (e.g. executive/personal assistant, receptionist)	9%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	0%
Policy	0%
Research	0%
Program and project management support	0%
Legal (including developing and/or reviewing legislation)	0%
Other	7%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

### SALARY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		7%
1 - 2 years		7%
2 - 5 years		15%
5 - 10 years		21%
10 - 20 years		28%
More than 20 years		22%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		68%
Part-time work		11%
Leave without pay		10%
Flexible start and finish times		7%
Working additional hours to make up for time off		4%
Job sharing		3%
Working from different locations		2%

% are calculated with the number of unique respondents (N = 10,714 to this question)



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Other		2%
Working from home		2%
Working more hours over fewer days		1%
Study leave		1%
Flexible scheduling for rostered workers		1%
Purchasing annual leave		0%

% are calculated with the number of unique respondents (N = 10,714 to this question)

# RESULT BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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 (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	12667	9016	211	990	52	6	3	36	2	718
EMPLOYEE ENGAGEMENT	64%	63%	67%	69%	72%	(r)	(r)	80%	(r)	66%
ENGAGEMENT WITH WORK	70%	69%	74%	76%	78%	(r)	(r)	93%	(r)	75%
SENIOR MANAGERS	52%	52%	50%	55%	58%	(r)	(r)	74%	(r)	55%
COMMUNICATION	61%	61%	61%	61%	69%	(r)	(r)	82%	(r)	61%
HIGH PERFORMANCE	64%	64%	61%	63%	67%	(r)	(r)	79%	(r)	65%
PUBLIC SECTOR VALUES	63%	63%	60%	63%	67%	(r)	(r)	80%	(r)	63%
DIVERSITY & INCLUSION	63%	62%	68%	70%	76%	(r)	(r)	80%	(r)	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 SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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 \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	12667	1028	987	408	771	1147	1165	3132	1271	338	54	169	38	0
EMPLOYEE ENGAGEMENT	64%	70%	66%	69%	70%	65%	60%	58%	65%	73%	79%	78%	82%	(r)
ENGAGEMENT WITH WORK	70%	80%	73%	74%	75%	70%	67%	63%	71%	81%	83%	86%	96%	(r)
SENIOR MANAGERS	52%	56%	51%	57%	59%	54%	48%	46%	59%	70%	74%	62%	62%	(r)
COMMUNICATION	61%	64%	57%	65%	68%	64%	58%	56%	63%	75%	75%	74%	73%	(r)
HIGH PERFORMANCE	64%	66%	61%	66%	70%	66%	62%	61%	68%	76%	77%	74%	74%	(r)
PUBLIC SECTOR VALUES	63%	65%	59%	65%	69%	65%	60%	59%	67%	76%	79%	76%	75%	(r)
DIVERSITY & INCLUSION	63%	70%	65%	68%	69%	66%	59%	56%	64%	72%	71%	71%	72%	(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

# RESULT BY SALARY



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	Public Schools - Secondary schools	\$328,901 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>12667</b>	<b>4</b>	<b>514</b>
<b>EMPLOYEE ENGAGEMENT</b>	64%	(r)	62%
ENGAGEMENT WITH WORK	70%	(r)	69%
SENIOR MANAGERS	52%	(r)	47%
COMMUNICATION	61%	(r)	56%
HIGH PERFORMANCE	64%	(r)	60%
PUBLIC SECTOR VALUES	63%	(r)	59%
DIVERSITY & INCLUSION	63%	(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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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
<b>NUMBER OF RESPONDENTS</b>	12667	777	719	1604	2315	3068	2443
<b>EMPLOYEE ENGAGEMENT</b>	64%	72%	69%	66%	62%	62%	64%
ENGAGEMENT WITH WORK	70%	80%	77%	71%	68%	66%	71%
SENIOR MANAGERS	52%	66%	60%	54%	51%	50%	51%
COMMUNICATION	61%	73%	68%	63%	58%	57%	60%
HIGH PERFORMANCE	64%	74%	69%	66%	62%	62%	64%
PUBLIC SECTOR VALUES	63%	75%	69%	64%	60%	60%	63%
DIVERSITY & INCLUSION	63%	74%	70%	66%	61%	59%	61%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY TYPES OF FLEXIBLE WORKING



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	Public Schools - Secondary schools	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	12667	784	144	458	69	1226	364	251	179	39	1057	104	217	7322
EMPLOYEE ENGAGEMENT	64%	71%	67%	70%	71%	67%	67%	70%	66%	57%	64%	64%	64%	63%
ENGAGEMENT WITH WORK	70%	80%	78%	77%	75%	74%	73%	79%	72%	55%	69%	71%	69%	69%
SENIOR MANAGERS	52%	59%	59%	57%	61%	56%	57%	57%	59%	47%	50%	51%	49%	52%
COMMUNICATION	61%	70%	68%	65%	69%	65%	64%	64%	67%	50%	61%	59%	58%	59%
HIGH PERFORMANCE	64%	70%	68%	66%	71%	68%	69%	68%	67%	58%	64%	64%	62%	63%
PUBLIC SECTOR VALUES	63%	69%	67%	65%	70%	67%	67%	67%	68%	57%	63%	61%	60%	62%
DIVERSITY & INCLUSION	63%	78%	75%	75%	75%	72%	72%	68%	70%	59%	66%	64%	63%	60%

\*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# RESULTS BY REGION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	Public Schools - Secondary schools	Sydney West	Sydney East	Sydney - Inner South West	Newcastle and Lake Macquarie	Sydney - South West	Illawarra	Hunter Valley exc Newcastle	Sydney - Blacktown	Central Coast	Sydney - Parramatta	Sydney - Outer West and Blue Mountains	Mid North Coast
NUMBER OF RESPONDENTS	12667	2647	2409	600	583	568	558	512	488	475	461	455	453
EMPLOYEE ENGAGEMENT	64%	66%	65%	66%	67%	66%	68%	61%	68%	67%	64%	65%	59%
ENGAGEMENT WITH WORK	70%	71%	72%	73%	73%	73%	75%	65%	74%	70%	70%	70%	65%
SENIOR MANAGERS	52%	57%	54%	56%	55%	59%	58%	51%	62%	58%	53%	53%	45%
COMMUNICATION	61%	64%	61%	65%	60%	65%	66%	57%	65%	64%	63%	63%	57%
HIGH PERFORMANCE	64%	67%	65%	67%	65%	68%	69%	63%	71%	67%	66%	65%	59%
PUBLIC SECTOR VALUES	63%	66%	64%	66%	64%	66%	68%	61%	69%	67%	64%	64%	57%
DIVERSITY & INCLUSION	63%	65%	63%	66%	62%	67%	67%	60%	66%	66%	64%	63%	61%

\*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULTS BY REGION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	Public Schools - Secondary schools	Sydney - Outer South West	Capital Region	Richmond - Tweed	Central West	New England and North West	Sydney - North Sydney and Hornsby	Riverina	Coffs Harbour - Grafton	Far West and Orana	Sydney - City and Inner South	Sydney - Sutherland	Sydney - Inner West	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	12667	434	432	414	413	402	381	370	335	299	295	280	268	262
EMPLOYEE ENGAGEMENT	64%	65%	61%	60%	62%	60%	64%	58%	67%	65%	65%	65%	65%	67%
ENGAGEMENT WITH WORK	70%	69%	67%	67%	64%	67%	69%	66%	75%	71%	73%	71%	71%	78%
SENIOR MANAGERS	52%	56%	44%	47%	47%	47%	50%	37%	56%	54%	53%	53%	58%	55%
COMMUNICATION	61%	62%	56%	58%	57%	55%	59%	53%	63%	64%	62%	58%	65%	60%
HIGH PERFORMANCE	64%	67%	58%	61%	61%	61%	63%	56%	65%	66%	64%	63%	67%	67%
PUBLIC SECTOR VALUES	63%	65%	58%	61%	59%	57%	63%	53%	65%	65%	63%	63%	68%	66%
DIVERSITY & INCLUSION	63%	65%	59%	59%	60%	59%	60%	57%	67%	67%	66%	60%	65%	63%

\*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



# RESULTS BY REGION



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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

	Public Schools - Secondary schools	Murray	Sydney - Baulkham Hills and Hawkesbury	Sydney - Ryde	Southern Highlands and Shoalhaven	Sydney - Eastern Suburbs	OUTSIDE NSW
NUMBER OF RESPONDENTS	12667	243	241	201	185	122	0
EMPLOYEE ENGAGEMENT	64%	63%	66%	61%	69%	67%	(r)
ENGAGEMENT WITH WORK	70%	68%	69%	70%	74%	70%	(r)
SENIOR MANAGERS	52%	45%	61%	48%	54%	52%	(r)
COMMUNICATION	61%	57%	65%	59%	63%	61%	(r)
HIGH PERFORMANCE	64%	62%	67%	62%	64%	63%	(r)
PUBLIC SECTOR VALUES	63%	60%	68%	61%	62%	63%	(r)
DIVERSITY & INCLUSION	63%	59%	64%	60%	64%	61%	(r)

\*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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	12667	17	239	854	1014	1058	1259	1826	1725	1600	1022	382
EMPLOYEE ENGAGEMENT	64%	(r)	77%	67%	63%	63%	63%	64%	63%	64%	65%	70%
ENGAGEMENT WITH WORK	70%	(r)	85%	70%	67%	68%	68%	70%	67%	71%	75%	84%
SENIOR MANAGERS	52%	(r)	66%	55%	53%	54%	53%	53%	51%	50%	51%	55%
COMMUNICATION	61%	(r)	73%	65%	62%	60%	62%	61%	59%	58%	59%	65%
HIGH PERFORMANCE	64%	(r)	78%	68%	64%	65%	65%	64%	62%	63%	64%	67%
PUBLIC SECTOR VALUES	63%	(r)	75%	66%	63%	63%	64%	63%	62%	62%	62%	68%
DIVERSITY & INCLUSION	63%	(r)	77%	68%	64%	64%	63%	61%	61%	60%	63%	68%

### KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY GENDER



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Employee Engagement Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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>	12667	3145	7833	102
<b>EMPLOYEE ENGAGEMENT</b>	64%	61%	66%	45%
ENGAGEMENT WITH WORK	70%	65%	73%	46%
SENIOR MANAGERS	52%	51%	54%	25%
COMMUNICATION	61%	61%	61%	36%
HIGH PERFORMANCE	64%	63%	65%	39%
PUBLIC SECTOR VALUES	63%	63%	64%	38%
DIVERSITY & INCLUSION	63%	62%	63%	34%

### 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 Index is a weighted score. The remaining scores are the average of % agreement results for all questions in a topic group.

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>	12667	7427	1231	1929	442	30	15	42
<b>EMPLOYEE ENGAGEMENT</b>	64%	61%	70%	69%	71%	68%	(r)	70%
ENGAGEMENT WITH WORK	70%	67%	77%	76%	83%	75%	(r)	81%
SENIOR MANAGERS	52%	50%	62%	55%	55%	41%	(r)	64%
COMMUNICATION	61%	59%	69%	61%	66%	49%	(r)	66%
HIGH PERFORMANCE	64%	63%	71%	63%	66%	55%	(r)	68%
PUBLIC SECTOR VALUES	63%	62%	71%	62%	65%	53%	(r)	69%
DIVERSITY & INCLUSION	63%	60%	67%	69%	72%	60%	(r)	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 CUT OFF LIMIT OF 30 RESPONDENTS

# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

## **i** PRIVACY

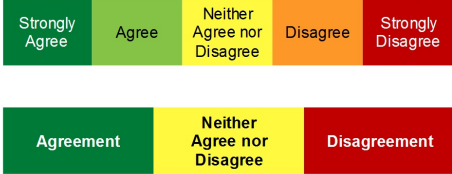
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams 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.