



**2019** | NSW Public Sector  
Employee Survey

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AGENCY REPORT

Education

All Public Schools NSW



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## RESPONSE RATE

# 43%

33,284 OF 78,178 RESPONDENTS

RESPONSE RATE 2018: 43%

## EMPLOYEE ENGAGEMENT

# 68% —

DIFFERENCE FROM 2018 0 (67%)

DIFFERENCE FROM CLUSTER -1 (68%)

DIFFERENCE FROM PUBLIC SECTOR +2 (66%)

## ENGAGEMENT WITH WORK

# 74% —

DIFFERENCE FROM 2018 0 (74%)

DIFFERENCE FROM CLUSTER -1 (74%)

DIFFERENCE FROM PUBLIC SECTOR +1 (73%)

## SENIOR MANAGERS

# 58% ↑

DIFFERENCE FROM 2018 +1 (57%)

DIFFERENCE FROM CLUSTER 0 (58%)

DIFFERENCE FROM PUBLIC SECTOR +8 (50%)

## COMMUNICATION

# 65% ↑

DIFFERENCE FROM 2018 +1 (64%)

DIFFERENCE FROM CLUSTER -1 (65%)

DIFFERENCE FROM PUBLIC SECTOR +2 (62%)

## HIGH PERFORMANCE

# 69% ↑

DIFFERENCE FROM 2018 +1 (69%)

DIFFERENCE FROM CLUSTER 0 (69%)

DIFFERENCE FROM PUBLIC SECTOR +4 (65%)

## PUBLIC SECTOR VALUES

# 68% ↑

DIFFERENCE FROM 2018 +1 (67%)

DIFFERENCE FROM CLUSTER -1 (68%)

DIFFERENCE FROM PUBLIC SECTOR +5 (62%)

## DIVERSITY & INCLUSION

# 67% ↑

DIFFERENCE FROM 2018 +1 (66%)

DIFFERENCE FROM CLUSTER -1 (68%)

DIFFERENCE FROM PUBLIC SECTOR -2 (69%)

## FLEXIBLE WORKING SATISFACTION

# 44% —

DIFFERENCE FROM 2018 0 (44%)

DIFFERENCE FROM CLUSTER -4 (48%)

DIFFERENCE FROM PUBLIC SECTOR -15 (59%)

## ACTION ON RESULTS

# 29% ↑

DIFFERENCE FROM 2018 +3 (27%)

DIFFERENCE FROM CLUSTER -3 (32%)

DIFFERENCE FROM PUBLIC SECTOR -10 (39%)



## 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  
2019  
AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	92%	92%
2a. My workgroup strives to achieve customer/client satisfaction	87%	87%
1h. I am comfortable notifying my manager if I become aware of any risks at work	86%	-
2c. I receive help and support from other members of my workgroup	81%	81%
1g. I know how to address a health and safety issue I have identified	80%	79%
1c. My job gives me a feeling of personal accomplishment	79%	80%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	79%	78%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	79%	77%
5a. My manager encourages people in my workgroup to keep improving the work they do	78%	78%
5b. My manager listens to what I have to say	78%	77%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019  
AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
10a. I believe action will be taken on the results from this survey by my organisation	29%	27%
7g. I have confidence in the way recruitment decisions are made	40%	37%
11a. I have confidence in the ways my organisation resolves grievances	43%	42%
4a. I am paid fairly for the work I do	43%	43%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	44%	44%
1f. I am able to keep my work stress at an acceptable level	46%	44%
5h. My manager deals appropriately with employees who perform poorly	48%	46%
8e. My manager supports flexible working in my team	49%	48%
7c. I feel that change is managed well in my organisation	49%	47%
6h. I feel that senior managers listen to employees	52%	51%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
1b. I am provided with the support I need to do my best at work	66%	63%
10a. I believe action will be taken on the results from this survey by my organisation	29%	27%
5h. My manager deals appropriately with employees who perform poorly	48%	46%
7g. I have confidence in the way recruitment decisions are made	40%	37%
7c. I feel that change is managed well in my organisation	49%	47%
6c. I feel that senior managers model the values of my organisation	60%	58%
3f. I have received appropriate training and development to do my job well	67%	65%
6b. I feel that senior managers effectively lead and manage change	56%	54%
1f. I am able to keep my work stress at an acceptable level	46%	44%
8c. I am able to speak up and share a different view to my colleagues and manager	65%	63%

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

	AGREEMENT 2019	AGREEMENT 2018
1d. I feel motivated to contribute more than what is normally required at work	74%	75%
2b. My workgroup works collaboratively to achieve its objectives	78%	79%



### 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

**Q10a.** I believe action will be taken on the results from this survey by my organisation



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



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



**Q11a.** I have confidence in the ways my organisation resolves grievances



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



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

**Q10a.** I believe action will be taken on the results from this survey by my organisation



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



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



**Q11a.** I have confidence in the ways my organisation resolves grievances



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



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

**Q10a.** I believe action will be taken on the results from this survey by my organisation



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



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



**Q11a.** I have confidence in the ways my organisation resolves grievances



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



## FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

## 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)**

# RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

## Survey responses: 33284

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	19	Senior Executive (ongoing/permanent or term)	8	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	82
Female	80	Ongoing/Permanent (other than senior executive)	61	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)	1
Other	1	Temporary (including temporary teachers and graduates)	21	Administrative support (e.g. executive/personal assistant, receptionist)	10
Age	Survey %	Casual	5	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	0
15 - 34 years	20	Contract – Non Executive	5	Policy	0
35 - 54 years	54	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	0
55+ years	26	Other	0	Program and project management support	0
LOTE spoken at home	Survey %	Don't know	1	Legal (including developing and/or reviewing legislation)	0
Yes	11	Manager of managers	Survey %	Other	6
No	87	Yes	9	Organisation Tenure	Survey %
Prefer not to say	3	No	91	Less than 1 year	6
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	7
Yes	3	Yes	31	2 - 5 years	16
No	94	No	69	5 - 10 years	20
Prefer not to say	3	Working arrangement	Survey %	10 - 20 years	28
Disability	Survey %	Full-time	77	More than 20 years	23
Yes	3	Part-time	23	Salary	Survey %
No	94	LGBTI	Survey %	\$83,402 and below	41
Prefer not to say	3	Yes	3	\$83,403 - \$108,043	34
Yes	3	No	94	\$108,044 - \$144,520	16
No	94	Prefer not to say	3	\$144,521 and above	3
Prefer not to say	3			Prefer not to say	6

Results are rounded and may not add up to 100%



## 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.

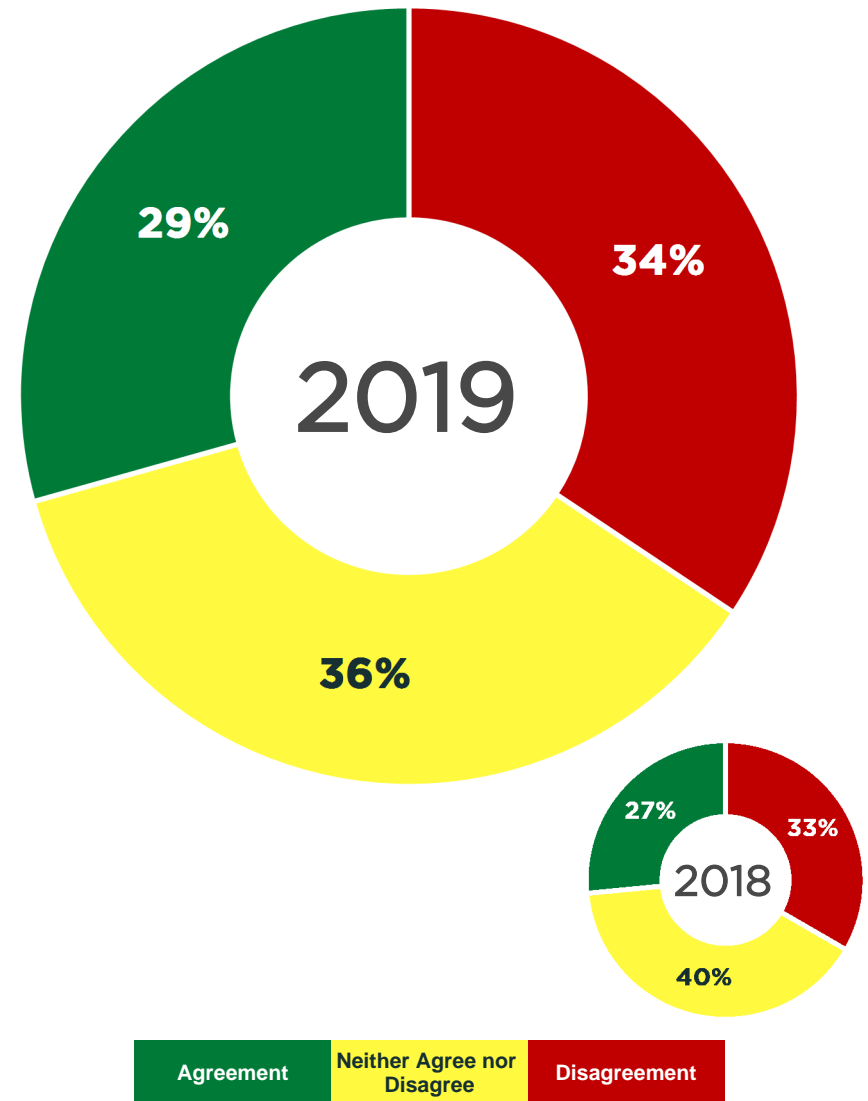
Results are rounded and may not add up to 100%

# 29%

of employees replied favourably to:

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

<b>39%</b>	<b>32%</b>	<b>27%</b>
SECTOR	CLUSTER	2018





# 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.

## RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>63%</b>	62%	63%	53%
<b>2</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>49%</b>	47%	49%	42%
<b>3</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>64%</b>	64%	65%	57%
<b>4</b>	<b>Q6h.</b> I feel that senior managers listen to employees	<b>52%</b>	51%	52%	44%
<b>5</b>	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>56%</b>	54%	56%	47%
<b>6</b>	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>60%</b>	58%	61%	52%

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for All Public Schools NSW

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

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

	All Public Schools NSW	Executive Director, Metropolitan North	Executive Director, Metropolitan South	Executive Director, Regional North	Executive Director, Regional South	Executive Director, Rural North	Executive Director, Rural South and West
NUMBER OF RESPONDENTS	33284	6310	6144	4912	5404	5270	5243
EMPLOYEE ENGAGEMENT	68%	67%	68%	67%	68%	67%	67%
ENGAGEMENT WITH WORK	74%	74%	75%	73%	74%	73%	73%
SENIOR MANAGERS	58%	59%	59%	57%	61%	56%	55%
COMMUNICATION	65%	65%	66%	64%	66%	63%	63%
HIGH PERFORMANCE	69%	70%	71%	69%	71%	67%	68%
PUBLIC SECTOR VALUES	68%	69%	69%	67%	69%	66%	65%
DIVERSITY & INCLUSION	67%	66%	68%	66%	68%	66%	66%

### 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

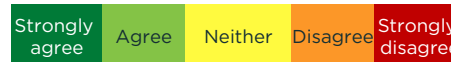
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	68% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	22	40	22	10	61%	61%	63%	62%
Q7j. I am proud to tell others I work for my organisation	29	42	18		72%	72%	73%	70%
Q7k. I feel a strong personal attachment to my organisation	30	41	18		71%	71%	71%	64%
Q7l. My organisation motivates me to help it achieve its objectives	21	38	25	11	59%	58%	60%	56%
Q7m. My organisation inspires me to do the best in my job	22	37	25	11	59%	58%	60%	56%

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.

Results are rounded and may not add up to 100%

	74% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	34	45	11	7	79%	80%	79%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	36	38	12	10	74%	75%	75%	72%
Q1e. I am satisfied with my job	25	43	16	11	69%	68%	69%	69%

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.

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SENIOR MANAGERS	58% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	19	42	22	12		61%	59%	61%	51%
Q6b. I feel that senior managers effectively lead and manage change	18	38	23	14	7	56%	54%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	21	40	22	10		60%	58%	61%	52%
Q6d. Senior managers encourage innovation by employees	20	42	23	10		62%	60%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	42	25	9		61%	60%	61%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	45	23			67%	66%	68%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	37	23	15	8	53%	53%	54%	48%
Q6h. I feel that senior managers listen to employees	17	35	24	15	10	52%	51%	52%	44%
Q7c. I feel that change is managed well in my organisation	14	35	24	18	8	49%	47%	49%	42%

KEY





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COMMUNICATION	65% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q5c. My manager communicates effectively with me	34	40	13	9	73%	73%	74%	72%	
Q5d. My manager encourages and values employee input	35	39	14	8	74%	73%	74%	73%	
Q5e. My manager involves my workgroup in decisions about our work	31	39	16	9	69%	69%	70%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	16	37	23	15	8	53%	53%	54%	48%
Q6h. I feel that senior managers listen to employees	17	35	24	15	10	52%	51%	52%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23	42	17	11	7	65%	63%	66%	69%

KEY





## EXPLORE THE FULL RESULTS

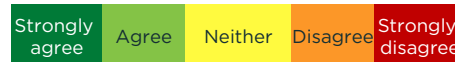
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				69% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role					92%	92%	92%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives					78%	79%	79%	79%	
Q3f. I have received appropriate training and development to do my job well					67%	65%	66%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do					78%	78%	78%	75%	
Q5f. I have confidence in the decisions my manager makes					70%	69%	70%	69%	
Q6d. Senior managers encourage innovation by employees					62%	60%	62%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with					61%	60%	61%	53%	
Q7a. My organisation focuses on improving the work we do					77%	78%	78%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges					64%	64%	65%	57%	

KEY



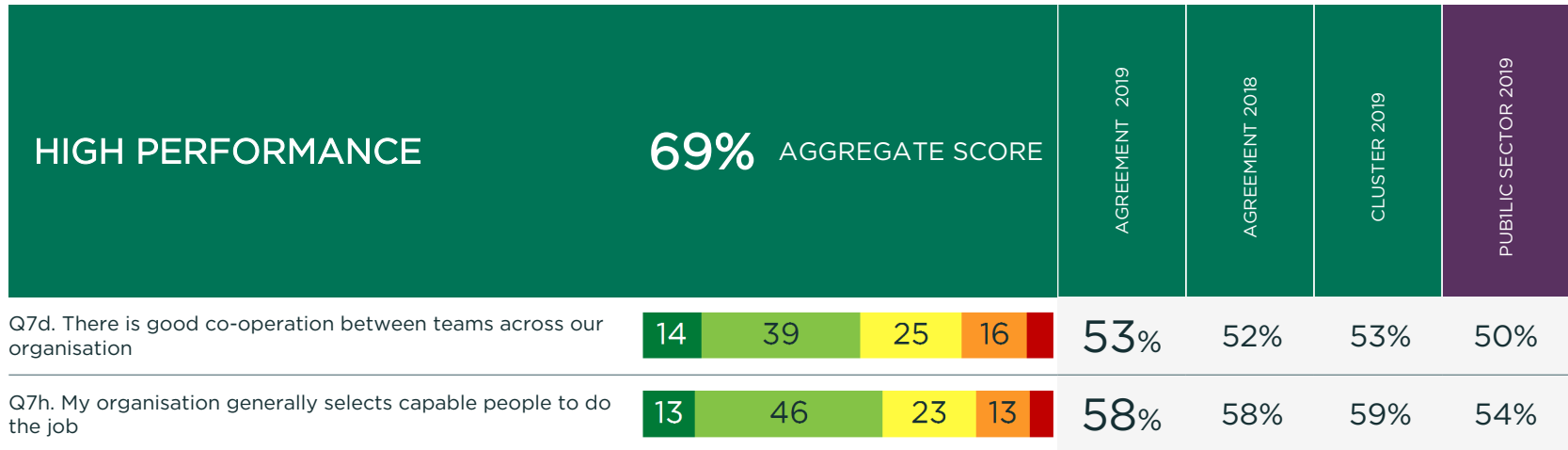


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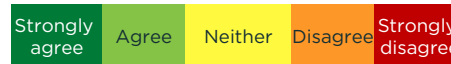
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KEY







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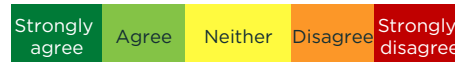
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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	68% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
	Q2a. My workgroup strives to achieve customer/client satisfaction	39	48	8		87%	87%	88%	86%
Q2e. People in my workgroup treat each other with respect	34	41	13	8	75%	75%	76%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	46	13		78%	78%	78%	75%	
Q5b. My manager listens to what I have to say	37	41	11		78%	77%	78%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	19	42	22	12	61%	59%	61%	51%	
Q6c. I feel that senior managers model the values of my organisation	21	40	22	10	60%	58%	61%	52%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	45	23		67%	66%	68%	61%	
Q6g. I feel that senior managers keep employees informed about what's going on	16	37	23	15	8	53%	53%	54%	48%
Q6h. I feel that senior managers listen to employees	17	35	24	15	10	52%	51%	52%	44%

KEY





## EXPLORE THE FULL RESULTS

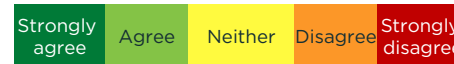
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PUBLIC SECTOR VALUES	68% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
	Q7a. My organisation focuses on improving the work we do	26	51	14	77%	78%	78%	69%
Q7e. People in my organisation take responsibility for their own actions	12	41	27	14	53%	53%	53%	48%

### KEY





## EXPLORE THE FULL RESULTS

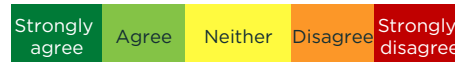
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DIVERSITY & INCLUSION	67% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	22	44	15	14		66%	63%	67%	67%
Q5b. My manager listens to what I have to say	37	41	11			78%	77%	78%	76%
Q5d. My manager encourages and values employee input	35	39	14	8		74%	73%	74%	73%
Q6i. Senior managers in my organisation support the career advancement of women	29	39	24			68%	67%	68%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	32	47	13			79%	77%	79%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	34	45	13			79%	78%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23	42	17	11	7	65%	63%	66%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	15	29	34	13	9	44%	44%	48%	59%
Q8e. My manager supports flexible working in my team	17	31	34	10	8	49%	48%	53%	63%

### KEY



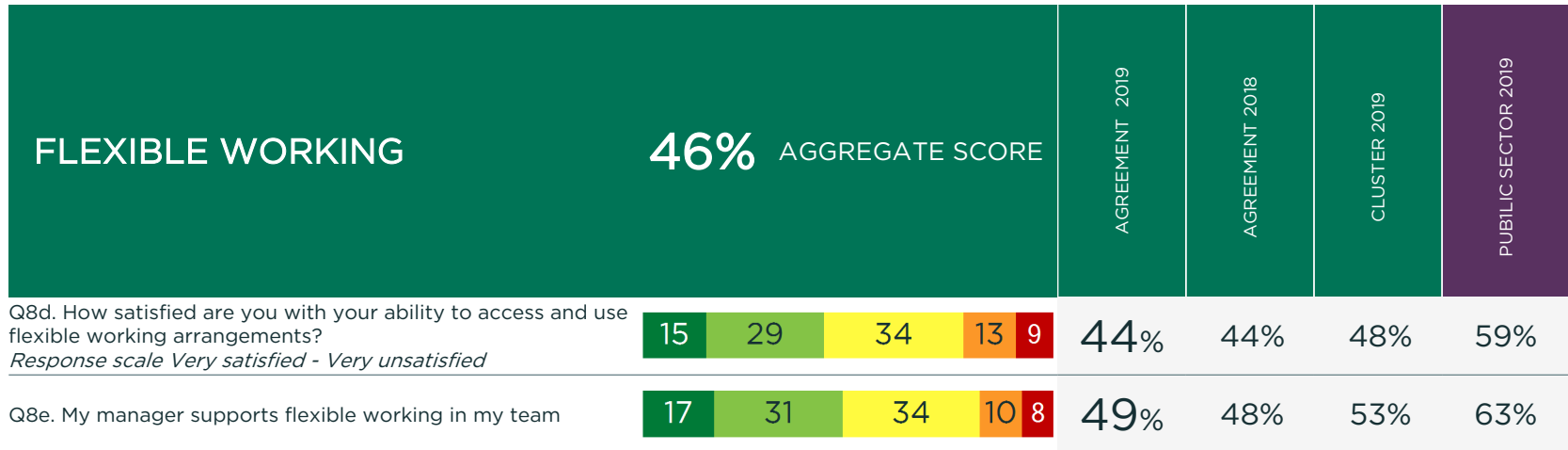


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KEY



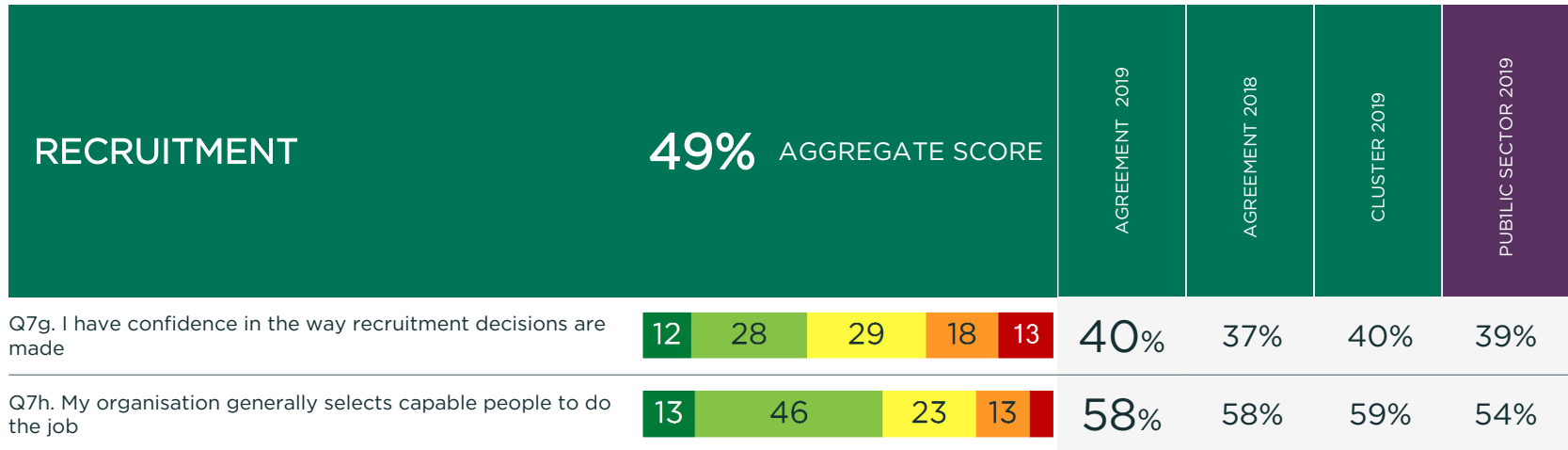


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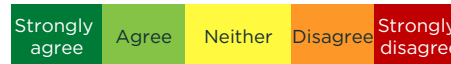
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



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.

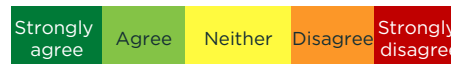
Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**60%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		68%	67%	68%	66%
Q3e. My performance is assessed against clear criteria		58%	58%	57%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		54%	53%	54%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		71%	70%	71%	69%
Q5h. My manager deals appropriately with employees who perform poorly		48%	46%	49%	48%
Q7f. My organisation is committed to developing its employees		63%	62%	63%	53%

KEY





## EXPLORE THE FULL RESULTS

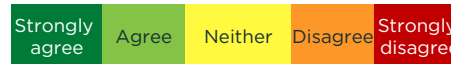
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Results are rounded and may not add up to 100%

WORKPLACE SUPPORT	66% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1b. I am provided with the support I need to do my best at work	22	44	15	14	66%	63%	67%	67%
Q1f. I am able to keep my work stress at an acceptable level	11	35	19	23	46%	44%	49%	61%
Q2c. I receive help and support from other members of my workgroup	35	46	11		81%	81%	82%	81%
Q2d. There is good team spirit in my workgroup	32	38	15	10	70%	70%	71%	70%

### KEY



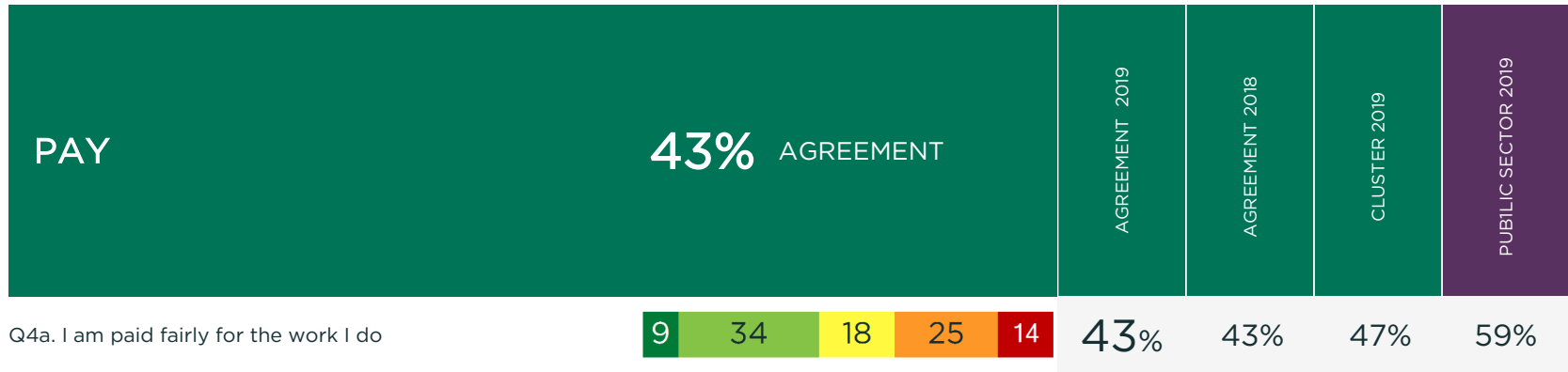


## EXPLORE THE FULL RESULTS

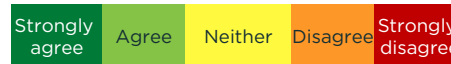
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Results are rounded and may not add up to 100%



### KEY





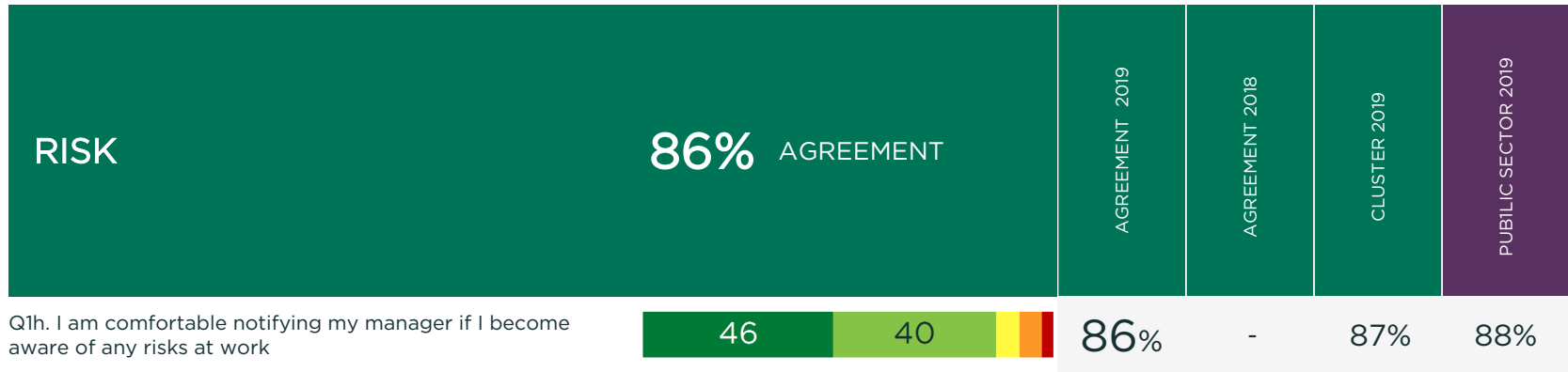


## EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



### 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.

Results are rounded and may not add up to 100%

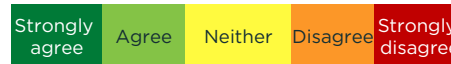
## HEALTH & SAFETY

80% AGREEMENT

Q1g. I know how to address a health and safety issue I have identified



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.

Results are rounded and may not add up to 100%

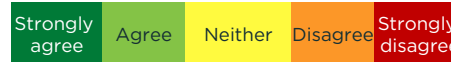
## ACTION ON RESULTS

29% AGREEMENT

Q10a. I believe action will be taken on the results from this survey by my organisation



KEY



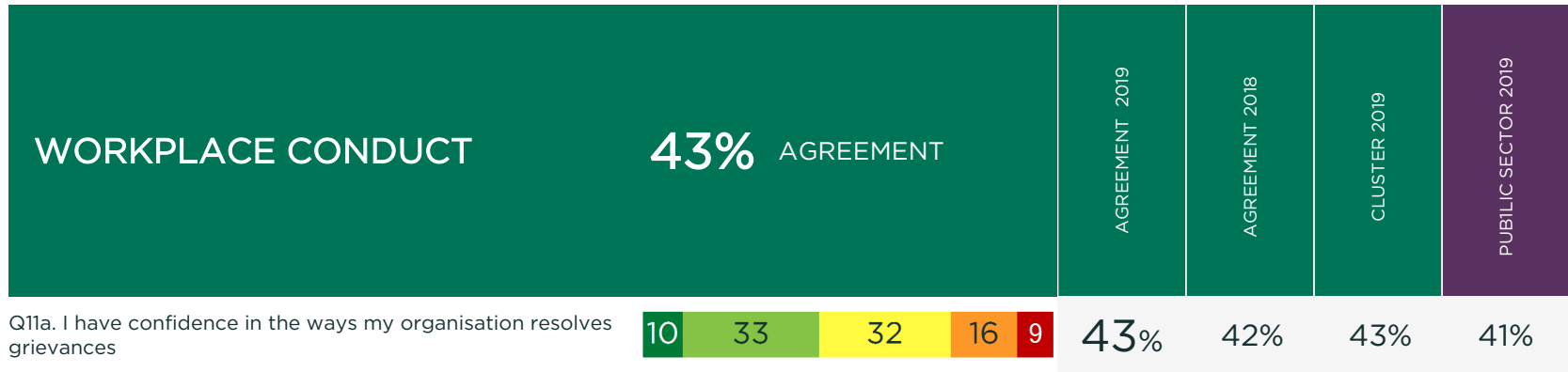


## EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY



## WELLBEING AND ENGAGEMENT



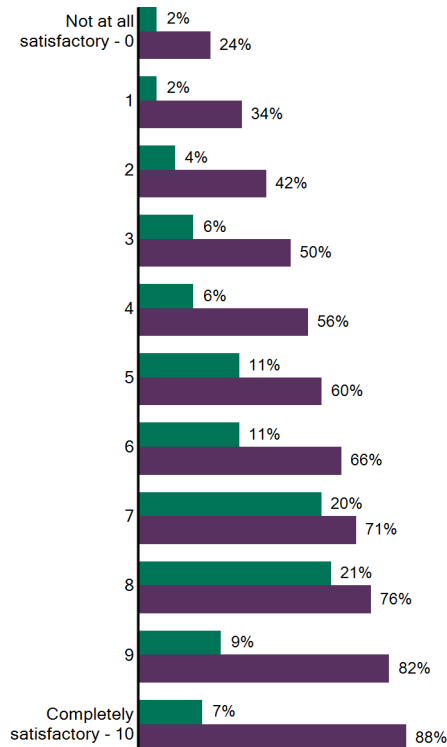
### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

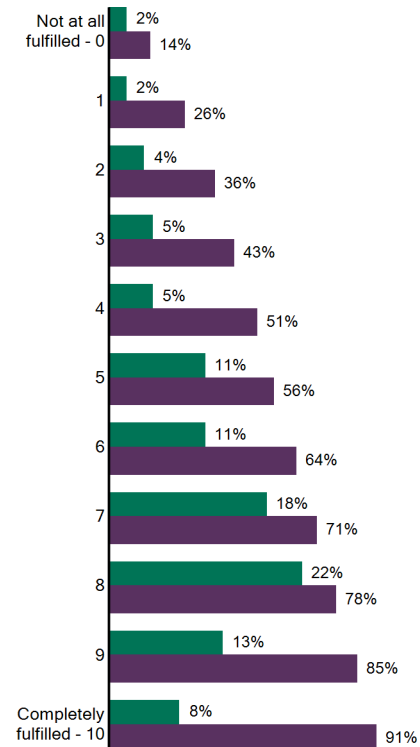
This compares Wellbeing to Engagement.

**Q1i.** In general, my sense of wellbeing is.....



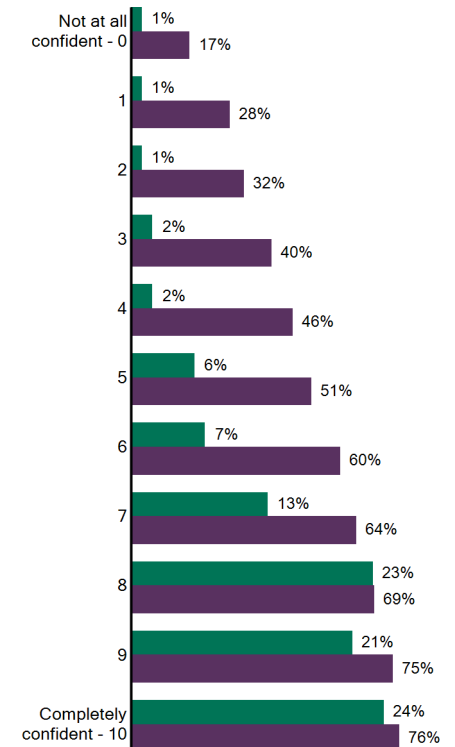
Proportion of respondents answering each response option

**Q1j.** I find my life at work fulfilling



Employee engagement score

**Q1k.** I am confident that I am contributing my best at work





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		87%	87%	84%	71%
No		13%	13%	16%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		82%	82%	81%	76%
No		18%	18%	19%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		66%	66%	65%	60%
No		34%	34%	35%	40%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## 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?

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		35%	36%	36%	41%
No		65%	64%	64%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

**Q3i.** Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Personal/family considerations		36%	38%	35%	29%
The application/recruitment process is too cumbersome or time consuming		29%	31%	29%	22%
There are no major barriers to my career progression		28%	32%	29%	29%
Lack of visible opportunities		27%	28%	27%	29%
Geographic location considerations		26%	29%	26%	25%
Lack of promotion opportunities		23%	23%	23%	28%
Insufficient training and development		14%	16%	14%	15%
Lack of support from my manager/supervisor		11%	12%	11%	13%
Lack of required capabilities or experience		11%	12%	11%	11%
Lack of support for temporary assignments/secondments		11%	11%	11%	15%
Other		10%	9%	9%	9%

% are calculated with the number of unique respondents (N = 31,822 to this question)





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

**Q12a.** In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		28%	26%	28%	27%
No		54%	55%	54%	56%
Don't know		18%	19%	18%	17%

**Q12b.** If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		65%	66%	65%	65%
No		32%	32%	32%	32%
Don't know		3%	2%	3%	4%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
<b>Q13a.</b> In the last 12 months I have witnessed bullying at work					
Yes		35%	36%	34%	33%
No		55%	54%	56%	57%
Don't know		11%	10%	11%	10%
<b>Q13b.</b> In the last 12 months I have been subjected to bullying at work					
Yes		19%	19%	18%	18%
No		75%	75%	75%	75%
Don't know		6%	6%	6%	7%



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

**Q13c.** 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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A senior manager		26%	25%	25%	21%
A fellow worker at your level		23%	23%	23%	27%
Your immediate manager/supervisor		19%	19%	20%	23%
Prefer not to say		14%	14%	14%	13%
A subordinate		9%	10%	9%	7%
A client or customer		6%	5%	6%	3%
Other		2%	2%	2%	5%
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.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

**Q14a.** In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Yes		6%	4%	5%	4%
No		92%	94%	93%	94%
Don't know		2%	2%	2%	2%

**Q14b.** If yes to 14a, 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		39%	41%	40%	38%
A member of the public		14%	14%	14%	36%
Other		40%	39%	39%	19%
Prefer not to say		7%	6%	7%	7%



## EXPLORE THE FULL RESULTS

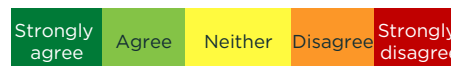
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Results are rounded and may not add up to 100%

EDUCATION CUSTOMISED QUESTIONS					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. My workgroup is able to manage the changing demands of our work environment.	11	47	22	15	59%	59%	61%
Q2. The changes within my organisation will improve outcomes for the community.	15	45	27	9	60%	59%	61%
Q3. Our leaders frequently and effectively communicate organisational objectives.	16	47	20	12	64%	64%	64%
Q4. My workgroup acknowledges my contributions to the team.	19	50	18	9	69%	69%	70%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	15	48	26	9	62%	62%	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	19	49	19	9	68%	68%	69%
Q7. My workgroup is able to demonstrate outcomes of our work.	20	57	17		77%	78%	78%
Q8. My job offers the opportunity for me to work on innovative projects.	16	42	25	12	58%	58%	59%

KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## EDUCATION CUSTOMISED QUESTIONS

2019

CLUSTER 2019

Q9. Which category of staff are you?

Category	2019	CLUSTER 2019
Public Service Senior Executive (PSSE) (eg: Executive Director, Director Educational Leadership, Director)	0%	1%
School Executive (eg: Principals, Deputy Principals, Assistant Principals, Head Teachers)	20%	17%
Teaching Staff (eg: School Based, Non School Based)	58%	50%
School Administrative and Support Staff (SASS)	19%	16%
Other Non Teaching Staff in Schools	4%	3%
Corporate Staff (eg: Local and State Office Staff)	0%	12%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## EDUCATION

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
Secretary		1%	1%
Deputy Secretary		1%	1%
Executive Director		3%	6%
Director, Educational Leadership		11%	11%
Principal		58%	50%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## EDUCATION

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

		2019	CLUSTER 2019
Deputy Principal		13%	11%
Assistant Principal		6%	5%
Head Teacher		4%	3%
Director		2%	6%
Manager		2%	5%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		19%
Female		80%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		0%
20-24		2%
25-29	■	8%
30-34	■	10%
35-39	■	11%
40-44	■	13%
45-49	■	16%
50-54	■	15%
55-59	■	13%
60-64	■	9%
65+		4%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

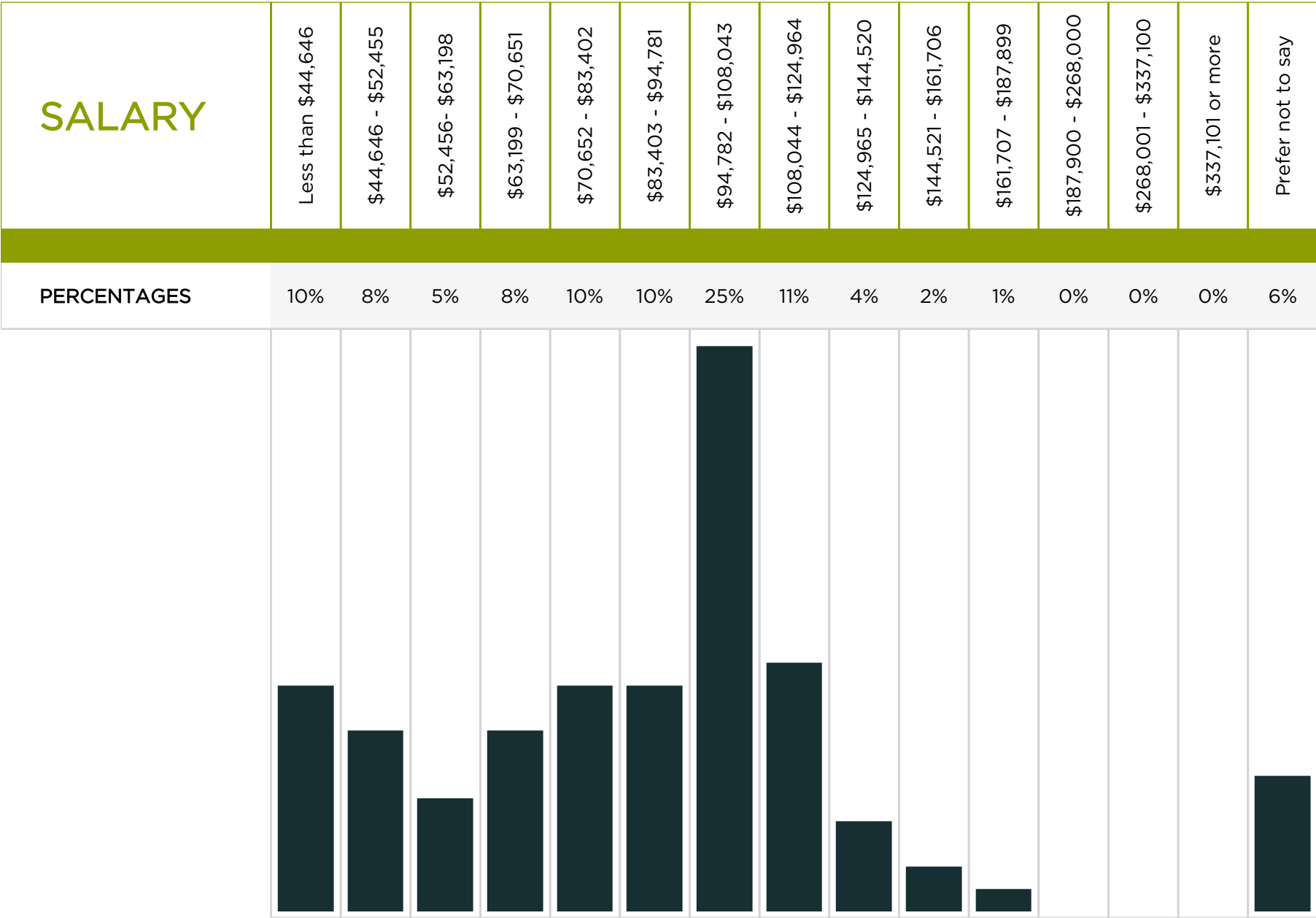
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	82%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	1%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
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	6%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%








		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		6%
1 - 2 years		7%
2 - 5 years		16%
5 - 10 years		20%
10 - 20 years		28%
More than 20 years		23%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		62%
Leave without pay		14%
Part-time work		13%
Flexible start and finish times		7%
Job sharing		6%
Working additional hours to make up for time off		5%
Other		3%

% are calculated with the number of unique respondents (N = 28,445 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

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

% are calculated with the number of unique respondents (N = 28,445 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.

Results are rounded and may not add up to 100%

	All Public Schools NSW	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	33284	24050	400	2822	81	6	13	62	5	1760
EMPLOYEE ENGAGEMENT	68%	67%	70%	73%	74%	(r)	(r)	70%	(r)	69%
ENGAGEMENT WITH WORK	74%	73%	78%	78%	82%	(r)	(r)	75%	(r)	77%
SENIOR MANAGERS	58%	58%	54%	60%	63%	(r)	(r)	55%	(r)	58%
COMMUNICATION	65%	64%	65%	68%	73%	(r)	(r)	65%	(r)	64%
HIGH PERFORMANCE	69%	70%	65%	70%	70%	(r)	(r)	70%	(r)	68%
PUBLIC SECTOR VALUES	68%	68%	64%	68%	71%	(r)	(r)	67%	(r)	65%
DIVERSITY & INCLUSION	67%	66%	73%	75%	82%	(r)	(r)	75%	(r)	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 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.

Results are rounded and may not add up to 100%

	All Public Schools NSW	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	33284	2944	2272	1561	2311	2793	2781	7195	3258	1281	450	419	75	1
EMPLOYEE ENGAGEMENT	68%	75%	71%	71%	71%	66%	65%	62%	68%	75%	78%	82%	80%	(r)
ENGAGEMENT WITH WORK	74%	83%	78%	76%	76%	71%	70%	68%	76%	85%	88%	94%	95%	(r)
SENIOR MANAGERS	58%	63%	58%	60%	63%	58%	55%	51%	61%	70%	73%	73%	73%	(r)
COMMUNICATION	65%	69%	64%	69%	71%	65%	62%	59%	67%	77%	82%	84%	79%	(r)
HIGH PERFORMANCE	69%	72%	68%	71%	74%	70%	68%	65%	72%	78%	81%	82%	79%	(r)
PUBLIC SECTOR VALUES	68%	70%	65%	70%	72%	68%	65%	63%	70%	78%	83%	84%	82%	(r)
DIVERSITY & INCLUSION	67%	75%	71%	73%	72%	66%	64%	61%	67%	73%	75%	76%	70%	(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.

Results are rounded and may not add up to 100%

	All Public Schools NSW	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>33284</b>	<b>3</b>	<b>1737</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	64%
ENGAGEMENT WITH WORK	74%	(r)	69%
SENIOR MANAGERS	58%	(r)	52%
COMMUNICATION	65%	(r)	59%
HIGH PERFORMANCE	69%	(r)	65%
PUBLIC SECTOR VALUES	68%	(r)	63%
DIVERSITY & INCLUSION	67%	(r)	62%

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.

Results are rounded and may not add up to 100%

	All Public Schools NSW	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>	<b>33284</b>	<b>1835</b>	<b>2040</b>	<b>4661</b>	<b>5772</b>	<b>7961</b>	<b>6594</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	76%	74%	70%	66%	66%	66%
ENGAGEMENT WITH WORK	74%	83%	80%	76%	71%	72%	75%
SENIOR MANAGERS	58%	71%	67%	62%	55%	55%	56%
COMMUNICATION	65%	77%	73%	68%	62%	62%	64%
HIGH PERFORMANCE	69%	78%	75%	72%	67%	67%	69%
PUBLIC SECTOR VALUES	68%	78%	75%	70%	65%	65%	67%
DIVERSITY & INCLUSION	67%	78%	74%	70%	65%	64%	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

# 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.

Results are rounded and may not add up to 100%

	All Public Schools NSW	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	33284	2098	433	1440	172	3812	1616	700	594	255	4081	226	740	17758
EMPLOYEE ENGAGEMENT	68%	74%	74%	73%	79%	68%	69%	73%	73%	66%	68%	68%	66%	67%
ENGAGEMENT WITH WORK	74%	82%	81%	81%	87%	76%	74%	81%	79%	73%	73%	76%	71%	73%
SENIOR MANAGERS	58%	63%	64%	60%	71%	60%	60%	63%	63%	57%	58%	60%	56%	58%
COMMUNICATION	65%	72%	72%	69%	75%	67%	66%	70%	70%	63%	65%	68%	62%	64%
HIGH PERFORMANCE	69%	73%	73%	71%	79%	72%	72%	73%	73%	67%	69%	71%	67%	69%
PUBLIC SECTOR VALUES	68%	71%	72%	69%	77%	70%	70%	72%	71%	65%	68%	69%	65%	67%
DIVERSITY & INCLUSION	67%	81%	78%	77%	85%	73%	73%	74%	76%	68%	69%	72%	66%	64%

\*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



## 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.

Results are rounded and may not add up to 100%

	All Public Schools NSW	Sydney East	Sydney West	Sydney - Inner South West	Sydney - South West	Newcastle and Lake Macquarie	Sydney - Parramatta	Sydney - Blacktown	Central Coast	Hunter Valley exc Newcastle	Sydney - Outer West and Blue Mountains	Capital Region	Sydney - Outer South West	Richmond - Tweed
NUMBER OF RESPONDENTS	33284	6106	6986	1817	1508	1345	1277	1230	1201	1180	1159	1151	1125	1110
EMPLOYEE ENGAGEMENT	68%	68%	69%	69%	69%	68%	67%	70%	68%	66%	68%	66%	69%	63%
ENGAGEMENT WITH WORK	74%	76%	75%	77%	76%	74%	74%	75%	74%	74%	74%	73%	74%	69%
SENIOR MANAGERS	58%	58%	62%	61%	65%	58%	58%	64%	60%	56%	59%	54%	61%	52%
COMMUNICATION	65%	66%	67%	68%	68%	64%	64%	68%	65%	63%	66%	62%	67%	60%
HIGH PERFORMANCE	69%	70%	72%	72%	74%	69%	70%	73%	70%	69%	69%	65%	72%	65%
PUBLIC SECTOR VALUES	68%	69%	70%	70%	71%	68%	68%	71%	69%	67%	68%	65%	70%	63%
DIVERSITY & INCLUSION	67%	67%	69%	70%	71%	67%	66%	69%	68%	66%	67%	64%	69%	62%

\*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



## 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.

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	All Public Schools NSW	Central West	Illawarra	New England and North West	Riverina	Sydney - North Sydney and Hornsby	Far West and Orana	Mid North Coast	Coffs Harbour - Grafton	Sydney - Sutherland	Sydney - Baukham Hills and Hawkesbury	Sydney - Inner West	Southern Highlands and Shoalhaven	Murray
NUMBER OF RESPONDENTS	33284	1092	1054	1034	940	913	888	862	860	703	687	630	615	590
EMPLOYEE ENGAGEMENT	68%	68%	69%	66%	69%	65%	69%	69%	70%	69%	69%	68%	67%	65%
ENGAGEMENT WITH WORK	74%	73%	76%	72%	74%	74%	74%	76%	77%	77%	78%	75%	73%	71%
SENIOR MANAGERS	58%	57%	60%	55%	58%	53%	57%	58%	62%	61%	63%	58%	56%	50%
COMMUNICATION	65%	64%	66%	62%	66%	61%	65%	66%	68%	69%	71%	67%	63%	60%
HIGH PERFORMANCE	69%	69%	71%	67%	69%	67%	68%	69%	72%	72%	73%	70%	66%	66%
PUBLIC SECTOR VALUES	68%	67%	70%	65%	67%	65%	66%	68%	71%	72%	73%	69%	65%	63%
DIVERSITY & INCLUSION	67%	66%	68%	65%	69%	63%	68%	68%	71%	69%	70%	68%	66%	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



## 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.

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	All Public Schools NSW	Sydney - City and Inner South	Sydney - Northern Beaches	Sydney - Ryde	Sydney - Eastern Suburbs	Outside NSW
<b>NUMBER OF RESPONDENTS</b>	<b>33284</b>	<b>573</b>	<b>565</b>	<b>522</b>	<b>383</b>	<b>3</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	68%	70%	64%	71%	(r)
ENGAGEMENT WITH WORK	74%	75%	77%	71%	80%	(r)
SENIOR MANAGERS	58%	52%	59%	55%	63%	(r)
COMMUNICATION	65%	62%	67%	62%	68%	(r)
HIGH PERFORMANCE	69%	67%	72%	67%	73%	(r)
PUBLIC SECTOR VALUES	68%	65%	71%	66%	72%	(r)
DIVERSITY & INCLUSION	67%	65%	68%	65%	70%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
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r = DATA RESTRICTED AS BELOW  
CUT OFF LIMIT OF 30 RESPONDENTS

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

Results are rounded and may not add up to 100%

	All Public Schools NSW	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	33284	35	584	2434	2777	3083	3658	4678	4302	3880	2512	1017
EMPLOYEE ENGAGEMENT	68%	70%	78%	69%	67%	67%	67%	67%	67%	67%	68%	72%
ENGAGEMENT WITH WORK	74%	76%	83%	72%	71%	72%	74%	73%	75%	75%	78%	84%
SENIOR MANAGERS	58%	59%	74%	62%	59%	60%	60%	59%	56%	55%	56%	57%
COMMUNICATION	65%	63%	76%	68%	66%	65%	66%	65%	64%	62%	65%	67%
HIGH PERFORMANCE	69%	67%	81%	73%	70%	70%	70%	69%	68%	67%	68%	70%
PUBLIC SECTOR VALUES	68%	66%	79%	70%	68%	68%	68%	68%	67%	66%	67%	69%
DIVERSITY & INCLUSION	67%	66%	78%	70%	68%	68%	67%	66%	66%	65%	68%	71%

KEY

AT LEAST 5 PERCENTAGE POINTS  
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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.

Results are rounded and may not add up to 100%

	All Public Schools NSW	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>33284</b>	<b>5652</b>	<b>23284</b>	<b>302</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	65%	69%	49%
ENGAGEMENT WITH WORK	74%	70%	76%	49%
SENIOR MANAGERS	58%	57%	59%	31%
COMMUNICATION	65%	66%	65%	37%
HIGH PERFORMANCE	69%	68%	70%	45%
PUBLIC SECTOR VALUES	68%	67%	68%	43%
DIVERSITY & INCLUSION	67%	67%	68%	41%

KEY

AT LEAST 5 PERCENTAGE POINTS  
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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.

Results are rounded and may not add up to 100%

	All Public Schools NSW	Public Service Senior Executive (PSSE) (eg: Executive Director, Director Educational Leadership,	School Executive (eg: Principals, Deputy Principals, Assistant Principals, Head Teachers)	Teaching Staff (eg: School Based, Non School Based)	School Administrative and Support Staff (SASS)	Other Non Teaching Staff in Schools	Corporate Staff (eg: Local and State Office Staff)
NUMBER OF RESPONDENTS	33284	13	5799	16969	5493	1044	61
EMPLOYEE ENGAGEMENT	68%	(r)	73%	64%	73%	73%	74%
ENGAGEMENT WITH WORK	74%	(r)	82%	70%	79%	84%	83%
SENIOR MANAGERS	58%	(r)	67%	55%	59%	59%	59%
COMMUNICATION	65%	(r)	73%	61%	66%	68%	69%
HIGH PERFORMANCE	69%	(r)	76%	67%	69%	71%	69%
PUBLIC SECTOR VALUES	68%	(r)	75%	65%	67%	69%	67%
DIVERSITY & INCLUSION	67%	(r)	71%	63%	74%	75%	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 30 RESPONDENTS

# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

## **i** PRIVACY

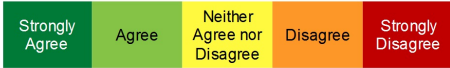
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.