



**2019** | NSW Public Sector  
Employee Survey

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CLUSTER REPORT  
Education



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## RESPONSE RATE

# 46%

38,188 OF 83,319 RESPONDENTS

RESPONSE RATE 2018: 46%

## EMPLOYEE ENGAGEMENT

# 68%



DIFFERENCE FROM 2018 +1 (68%)

DIFFERENCE FROM PUBLIC SECTOR +2 (66%)

## ENGAGEMENT WITH WORK

# 74%



DIFFERENCE FROM 2018 0 (74%)

DIFFERENCE FROM PUBLIC SECTOR +2 (73%)

## SENIOR MANAGERS

# 58%



DIFFERENCE FROM 2018 +2 (56%)

DIFFERENCE FROM PUBLIC SECTOR +8 (50%)

## COMMUNICATION

# 65%



DIFFERENCE FROM 2018 +1 (64%)

DIFFERENCE FROM PUBLIC SECTOR +3 (62%)

## HIGH PERFORMANCE

# 69%



DIFFERENCE FROM 2018 +1 (68%)

DIFFERENCE FROM PUBLIC SECTOR +5 (65%)

## PUBLIC SECTOR VALUES

# 68%



DIFFERENCE FROM 2018 +1 (67%)

DIFFERENCE FROM PUBLIC SECTOR +6 (62%)

## DIVERSITY & INCLUSION

# 68%



DIFFERENCE FROM 2018 +1 (67%)

DIFFERENCE FROM PUBLIC SECTOR -1 (69%)

## FLEXIBLE WORKING SATISFACTION

# 48%



DIFFERENCE FROM 2018 +1 (47%)

DIFFERENCE FROM PUBLIC SECTOR -11 (59%)

## ACTION ON RESULTS

# 32%



DIFFERENCE FROM 2018 +4 (29%)

DIFFERENCE FROM PUBLIC SECTOR -7 (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%	91%
2a. My workgroup strives to achieve customer/client satisfaction	88%	87%
1h. I am comfortable notifying my manager if I become aware of any risks at work	87%	-
2c. I receive help and support from other members of my workgroup	82%	82%
1g. I know how to address a health and safety issue I have identified	80%	79%
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%	78%
1c. My job gives me a feeling of personal accomplishment	79%	79%
2b. My workgroup works collaboratively to achieve its objectives	79%	79%
5b. My manager listens to what I have to say	78%	78%

## - 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	32%	29%
7g. I have confidence in the way recruitment decisions are made	40%	38%
11a. I have confidence in the ways my organisation resolves grievances	43%	42%
4a. I am paid fairly for the work I do	47%	47%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	48%	47%
5h. My manager deals appropriately with employees who perform poorly	49%	46%
1f. I am able to keep my work stress at an acceptable level	49%	47%
7c. I feel that change is managed well in my organisation	49%	47%
6h. I feel that senior managers listen to employees	52%	51%
8e. My manager supports flexible working in my team	53%	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
10a. I believe action will be taken on the results from this survey by my organisation	32%	29%
1b. I am provided with the support I need to do my best at work	67%	63%
5h. My manager deals appropriately with employees who perform poorly	49%	46%
6c. I feel that senior managers model the values of my organisation	61%	58%
7g. I have confidence in the way recruitment decisions are made	40%	38%
7c. I feel that change is managed well in my organisation	49%	47%
3f. I have received appropriate training and development to do my job well	66%	64%
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	49%	47%
8c. I am able to speak up and share a different view to my colleagues and manager	66%	64%

## - 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	75%	75%



### 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

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



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



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



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



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



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



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



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



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



**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?



**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



## 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: 38188

<b>Gender</b>	<b>Survey %</b>	<b>Employment Status</b>	<b>Survey %</b>	<b>Type of work</b>	<b>Survey %</b>
Male	22	Senior Executive (ongoing/permanent or term)	8	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	73
Female	77	Ongoing/Permanent (other than senior executive)	59	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
Other	1	Temporary (including temporary teachers and graduates)	20	Administrative support (e.g. executive/personal assistant, receptionist)	10
<b>Age</b>	<b>Survey %</b>	Casual	5	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6
15 - 34 years	20	Contract – Non Executive	6	Policy	1
35 - 54 years	55	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	1	Research	0
55+ years	25	Other	0	Program and project management support	2
<b>LOTE spoken at home</b>	<b>Survey %</b>	Don't know	1	Legal (including developing and/or reviewing legislation)	0
Yes	13	<b>Manager of managers</b>	<b>Survey %</b>	Other	6
No	85	Yes	9	<b>Organisation Tenure</b>	<b>Survey %</b>
Prefer not to say	3	No	91	Less than 1 year	8
<b>Aboriginal and/or Torres Strait Islanders</b>	<b>Survey %</b>	<b>Supervisors</b>	<b>Survey %</b>	1 - 2 years	8
Yes	3	Yes	32	2 - 5 years	16
No	93	No	68	5 - 10 years	19
Prefer not to say	3	<b>Working arrangement</b>	<b>Survey %</b>	10 - 20 years	26
<b>Disability</b>	<b>Survey %</b>	Full-time	79	More than 20 years	22
Yes	3	Part-time	21	<b>Salary</b>	<b>Survey %</b>
No	94			\$83,402 and below	38
Prefer not to say	3			\$83,403 - \$108,043	33
<b>LGBTI</b>	<b>Survey %</b>			\$108,044 - \$144,520	17
Yes	3			\$144,521 and above	5
No	94			Prefer not to say	6
Prefer not to say	3				

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%

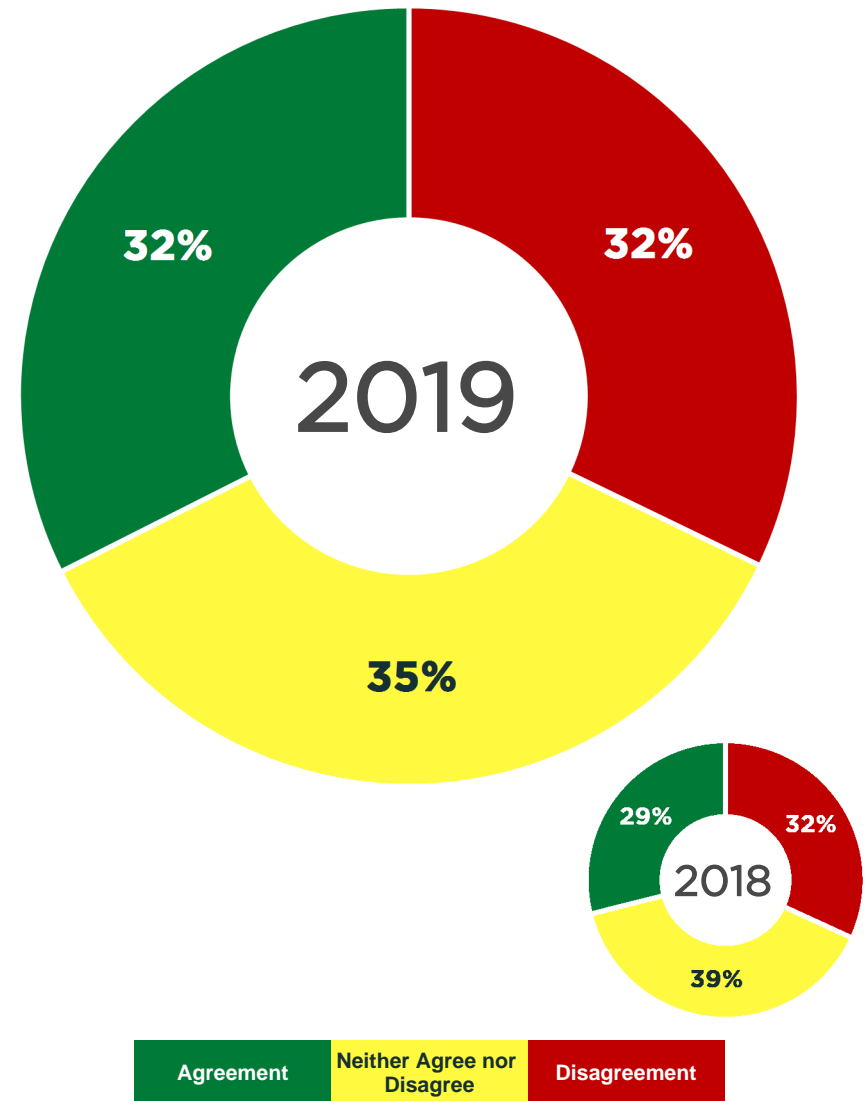
# 32%

of employees replied favourably to:

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

**39%**  
SECTOR

**29%**  
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 PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>63%</b>	61%	53%
<b>2</b>	<b>Q11a.</b> I have confidence in the ways my organisation resolves grievances	<b>43%</b>	42%	41%
<b>3</b>	<b>Q7h.</b> My organisation generally selects capable people to do the job	<b>59%</b>	58%	54%
<b>4</b>	<b>Q7d.</b> There is good co-operation between teams across our organisation	<b>53%</b>	52%	50%
<b>5</b>	<b>Q8c.</b> I am able to speak up and share a different view to my colleagues and manager	<b>66%</b>	64%	69%
<b>6</b>	<b>Q8a.</b> My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	<b>79%</b>	78%	77%

# CLUSTER COMPARISON



## COMPARISON OF CLUSTERS

This page compares key question group scores for Education

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.

	NSW Public Sector	Education	Family and Community Services	Finance and Services	Health	Industry	Justice	Planning and Environment	Premier and Cabinet	Transport	Treasury
NUMBER OF RESPONDENTS	185289	38188	7206	7984	72279	5563	18048	6778	953	21728	1847
EMPLOYEE ENGAGEMENT	66%	68%	66%	67%	65%	68%	62%	69%	69%	65%	70%
ENGAGEMENT WITH WORK	73%	74%	74%	71%	73%	75%	68%	74%	74%	71%	75%
SENIOR MANAGERS	50%	58%	53%	57%	46%	58%	41%	51%	61%	47%	58%
COMMUNICATION	62%	65%	67%	68%	60%	71%	55%	67%	71%	63%	72%
HIGH PERFORMANCE	65%	69%	67%	69%	64%	70%	56%	66%	73%	62%	70%
PUBLIC SECTOR VALUES	62%	68%	66%	69%	60%	70%	54%	66%	73%	61%	71%
DIVERSITY & INCLUSION	69%	68%	74%	75%	67%	79%	64%	76%	81%	70%	80%

**KEY**

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# AGENCY COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Education

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.

	Education	All Public Schools NSW	Education Offices
NUMBER OF RESPONDENTS	38188	33284	4904
EMPLOYEE ENGAGEMENT	68%	68%	72%
ENGAGEMENT WITH WORK	74%	74%	78%
SENIOR MANAGERS	58%	58%	60%
COMMUNICATION	65%	65%	69%
HIGH PERFORMANCE	69%	69%	70%
PUBLIC SECTOR VALUES	68%	68%	71%
DIVERSITY & INCLUSION	68%	67%	77%

### 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

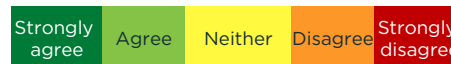
Questions are grouped by topics in this report.

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	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	22	40	22	9	63%	62%	62%
Q7j. I am proud to tell others I work for my organisation	30	43	18		73%	72%	70%
Q7k. I feel a strong personal attachment to my organisation	30	41	18		71%	71%	64%
Q7l. My organisation motivates me to help it achieve its objectives	21	39	24	10	60%	59%	56%
Q7m. My organisation inspires me to do the best in my job	22	37	24	11	60%	58%	56%

KEY



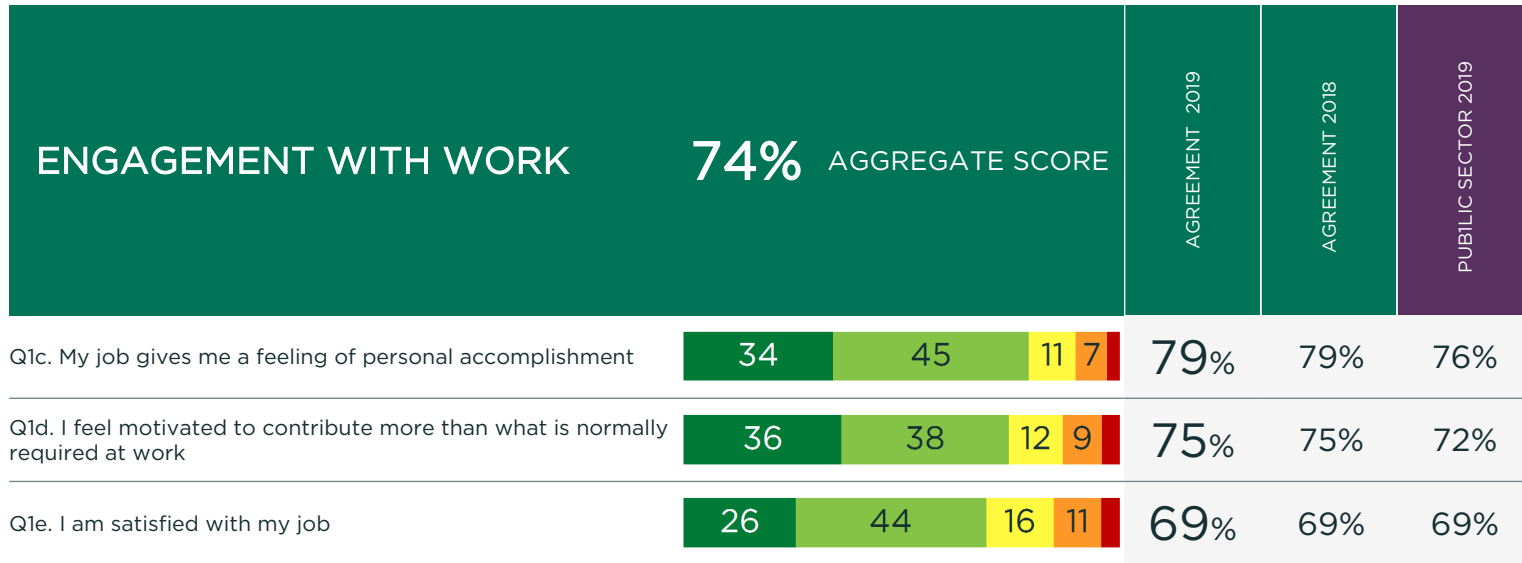


## EXPLORE THE FULL RESULTS

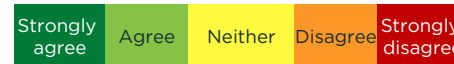
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KEY





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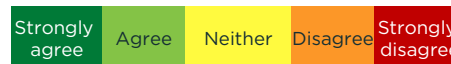
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SENIOR MANAGERS	58% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	19	42	22	12		61%	59%	51%
Q6b. I feel that senior managers effectively lead and manage change	18	38	23	13	7	56%	54%	47%
Q6c. I feel that senior managers model the values of my organisation	21	40	22	10		61%	58%	52%
Q6d. Senior managers encourage innovation by employees	20	42	24	10		62%	60%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	42	26	9		61%	59%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	46	22			68%	67%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	38	23	15	8	54%	53%	48%
Q6h. I feel that senior managers listen to employees	17	36	24	14	10	52%	51%	44%
Q7c. I feel that change is managed well in my organisation	14	35	25	18	8	49%	47%	42%

KEY





## EXPLORE THE FULL RESULTS

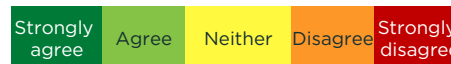
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COMMUNICATION	65% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019	
Q5c. My manager communicates effectively with me	34	40	13	8	74%	73%	72%	
Q5d. My manager encourages and values employee input	36	39	13	7	74%	74%	73%	
Q5e. My manager involves my workgroup in decisions about our work	31	39	16	9	70%	69%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	16	38	23	15	8	54%	53%	48%
Q6h. I feel that senior managers listen to employees	17	36	24	14	10	52%	51%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	42	17	11		66%	64%	69%

KEY





## EXPLORE THE FULL RESULTS

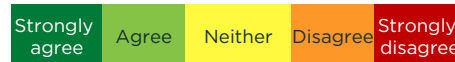
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				69% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	44	47			92%	91%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	34	45	11	7	79%	79%	79%	
Q3f. I have received appropriate training and development to do my job well	21	45	19	11	66%	64%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	45	13		78%	78%	75%	
Q5f. I have confidence in the decisions my manager makes	33	38	17	8	70%	69%	69%	
Q6d. Senior managers encourage innovation by employees	20	42	24	10	62%	60%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	42	26	9	61%	59%	53%	
Q7a. My organisation focuses on improving the work we do	27	51	14		78%	77%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	21	44	20	10	65%	64%	57%	

KEY





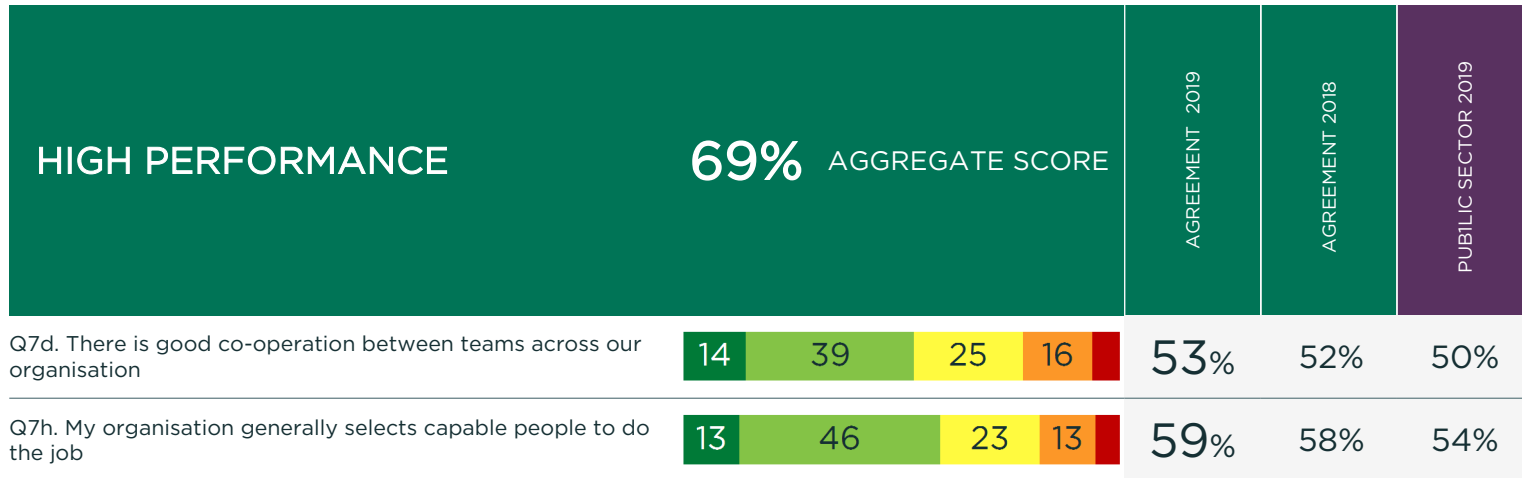


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KEY





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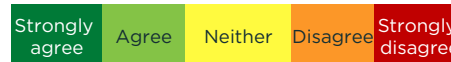
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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	68% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019	
	Q2a. My workgroup strives to achieve customer/client satisfaction	41	47	8		88%	87%	86%
Q2e. People in my workgroup treat each other with respect	35	41	13	8	76%	75%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	45	13		78%	78%	75%	
Q5b. My manager listens to what I have to say	38	41	11		78%	78%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	19	42	22	12	61%	59%	51%	
Q6c. I feel that senior managers model the values of my organisation	21	40	22	10	61%	58%	52%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	46	22		68%	67%	61%	
Q6g. I feel that senior managers keep employees informed about what's going on	16	38	23	15	8	54%	53%	48%
Q6h. I feel that senior managers listen to employees	17	36	24	14	10	52%	51%	44%

KEY



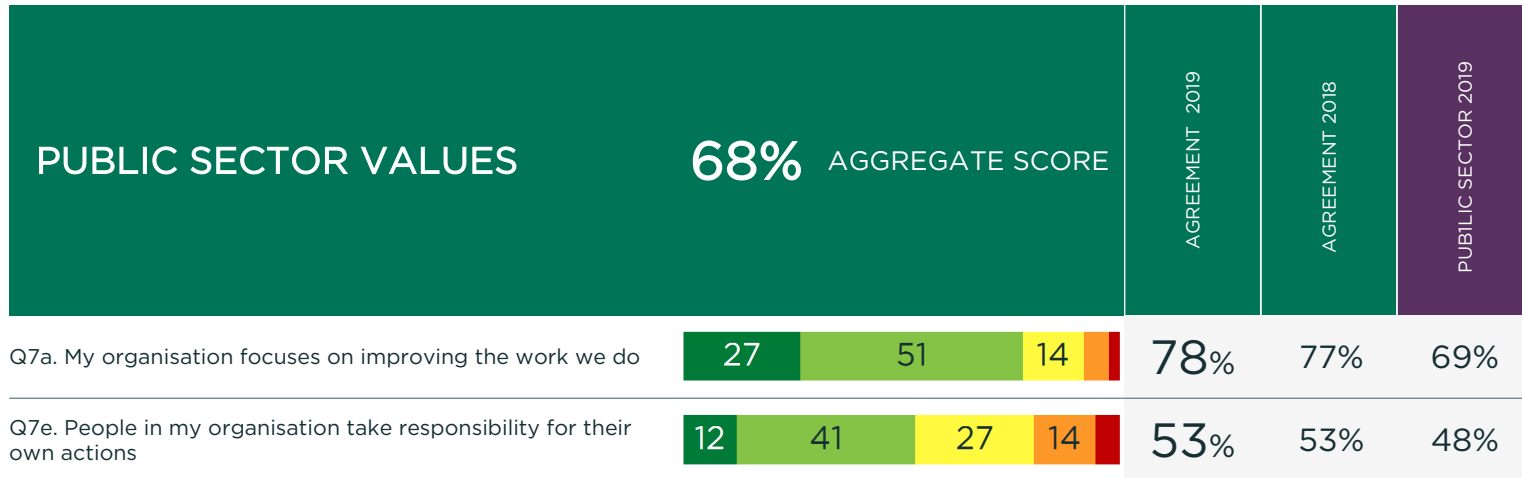


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KEY





## EXPLORE THE FULL RESULTS

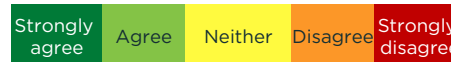
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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	68% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	23	44	15	14		67%	63%	67%
Q5b. My manager listens to what I have to say	38	41	11			78%	78%	76%
Q5d. My manager encourages and values employee input	36	39	13	7		74%	74%	73%
Q6i. Senior managers in my organisation support the career advancement of women	29	39	24			68%	67%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	32	47	13			79%	78%	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	12			79%	78%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24	42	17	11		66%	64%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	18	30	31	12	8	48%	47%	59%
Q8e. My manager supports flexible working in my team	21	32	31	10	7	53%	51%	63%

KEY



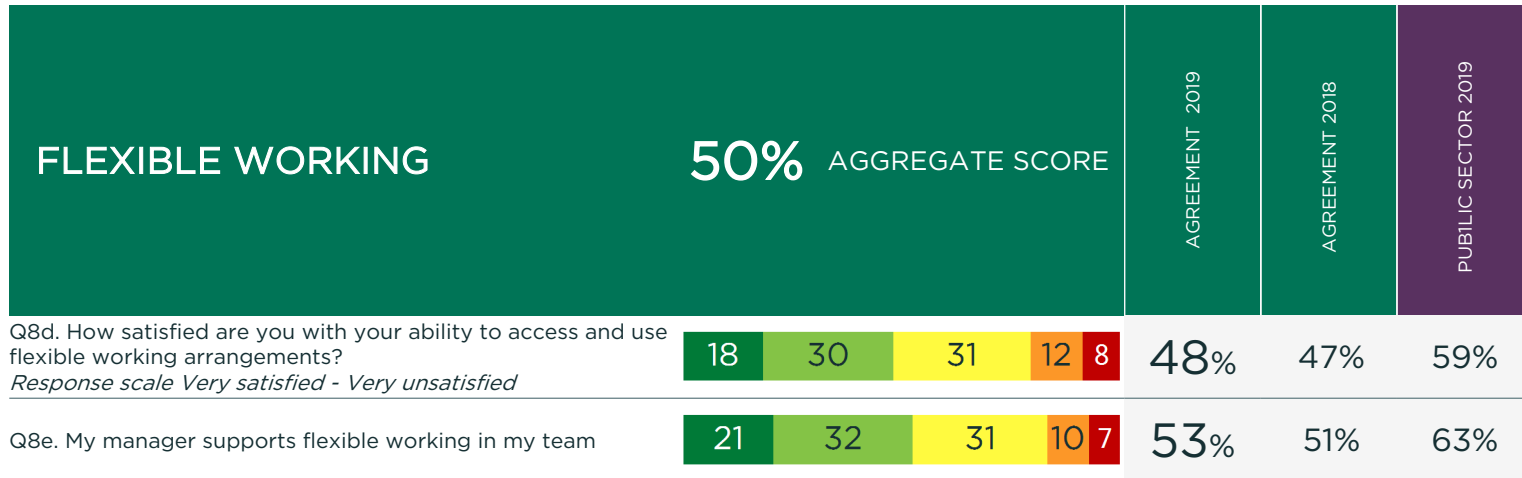


## EXPLORE THE FULL RESULTS

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



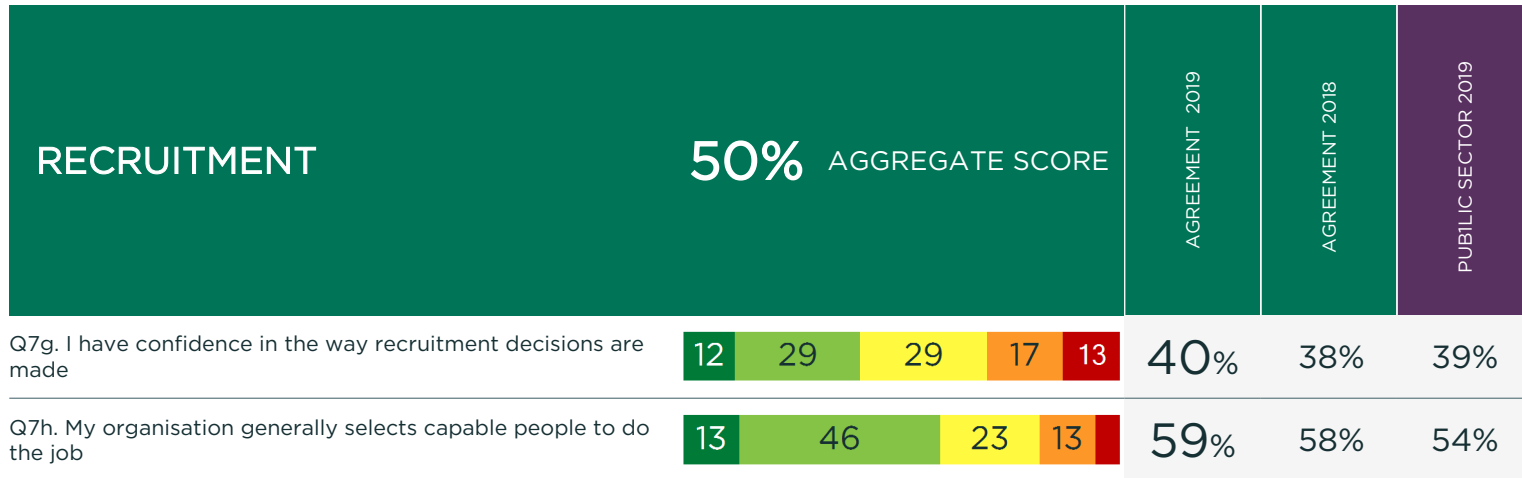


## EXPLORE THE FULL RESULTS

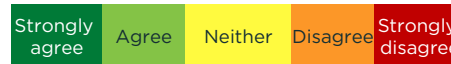
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KEY





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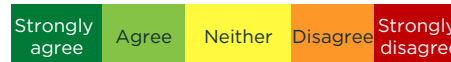
Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**60%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		68%	67%	66%
Q3e. My performance is assessed against clear criteria		57%	57%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		54%	53%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		71%	70%	69%
Q5h. My manager deals appropriately with employees who perform poorly		49%	46%	48%
Q7f. My organisation is committed to developing its employees		63%	61%	53%

KEY





## EXPLORE THE FULL RESULTS

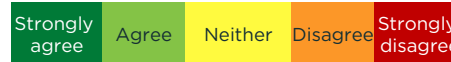
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Results are rounded and may not add up to 100%

	67% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	23	44	15	14	67%	63%	67%
Q1f. I am able to keep my work stress at an acceptable level	12	37	19	21	49%	47%	61%
Q2c. I receive help and support from other members of my workgroup	36	46	11		82%	82%	81%
Q2d. There is good team spirit in my workgroup	33	38	14	10	71%	70%	70%

KEY





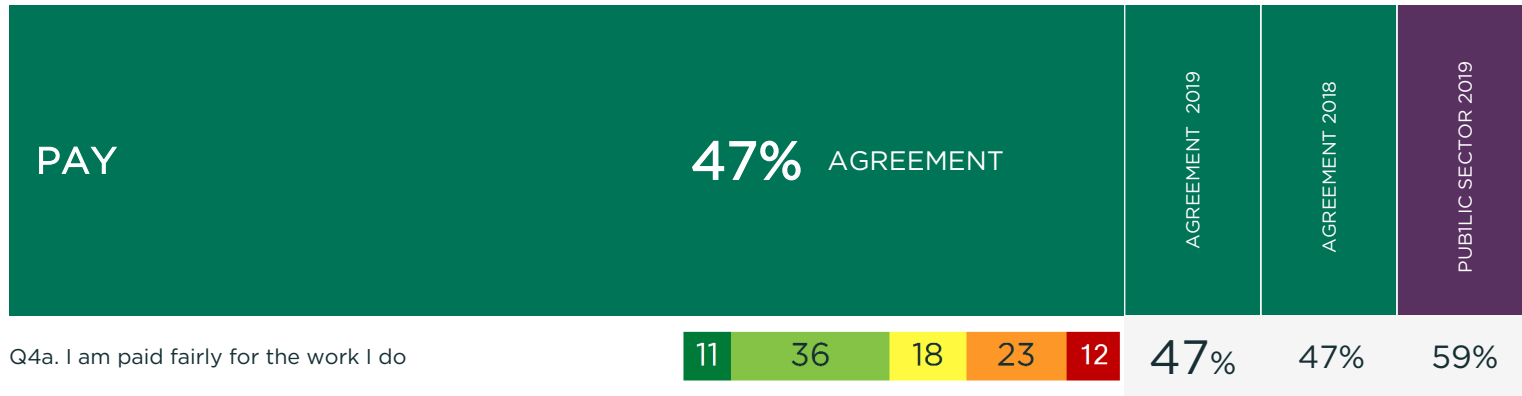


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY



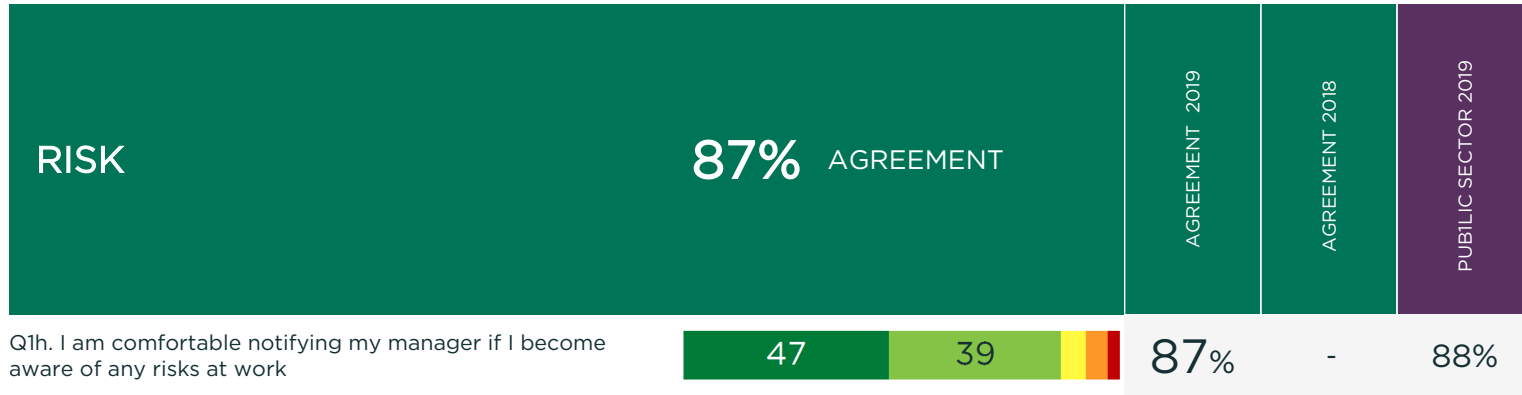


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Results are rounded and may not add up to 100%



### KEY



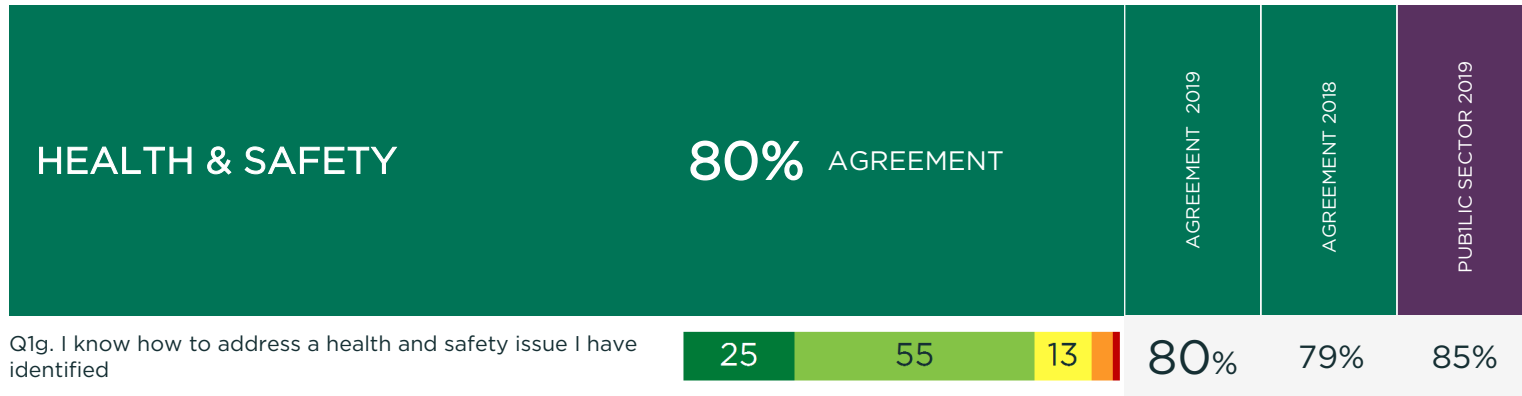


## EXPLORE THE FULL RESULTS

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

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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%

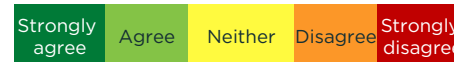
## ACTION ON RESULTS

**32%** AGREEMENT

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



KEY



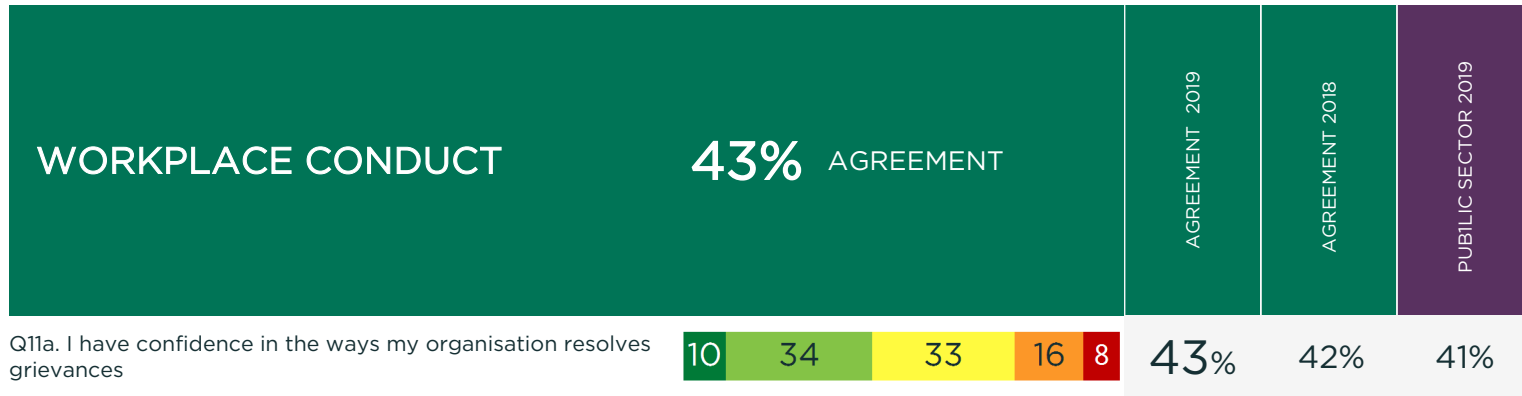


## EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY



## WELLBEING AND ENGAGEMENT



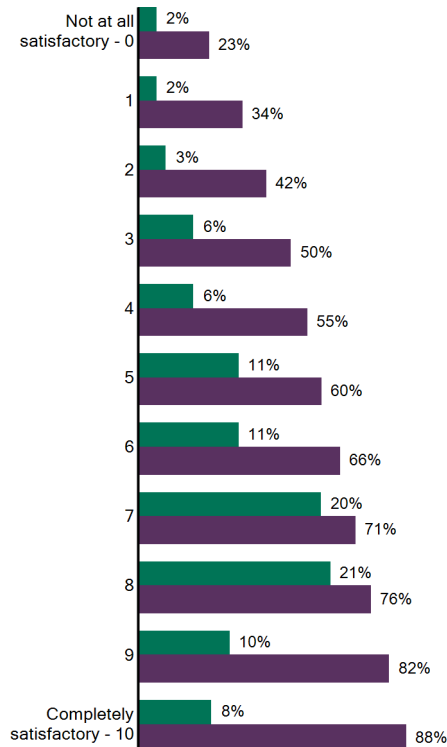
### EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

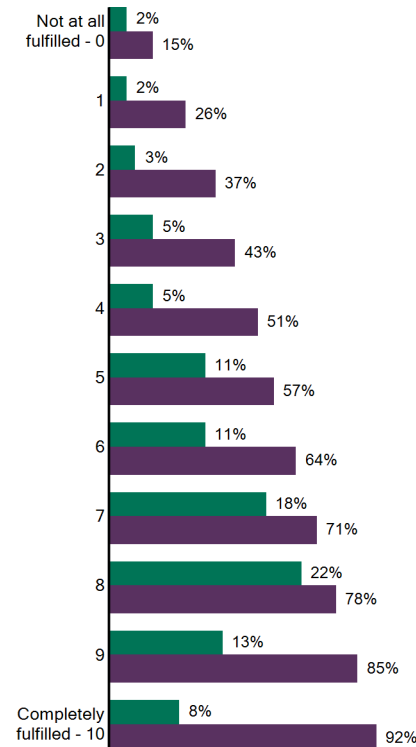
This compares Wellbeing to Engagement.

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



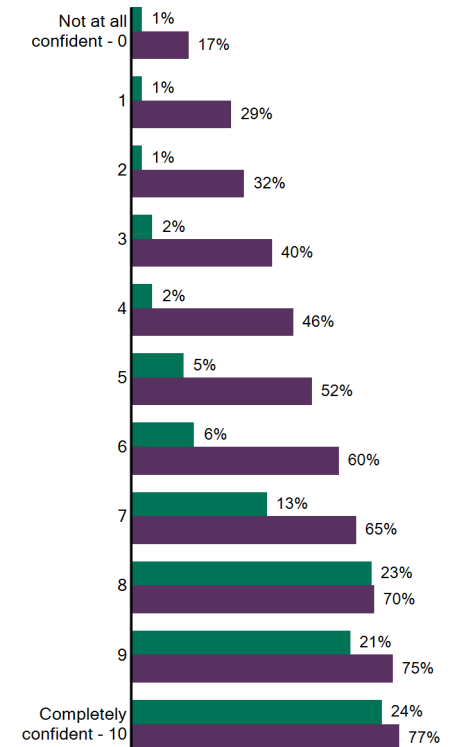
Proportion of respondents answering each response option

**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

PUBLIC SECTOR 2019

**Q3a.** I have a current performance and development plan that sets out my individual objectives

Yes



84%

84%

71%

No



16%

16%

29%

**Q3b.** I have informal feedback conversations with my manager

Yes



81%

81%

76%

No



19%

19%

24%

**Q3c.** I have scheduled feedback conversations with my manager

Yes



65%

65%

60%

No



35%

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

2019

2018

PUBLIC SECTOR 2019

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

Yes		36%	37%	41%
No		64%	63%	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

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	PUBLIC SECTOR 2019
Personal/family considerations		35%	37%	29%
The application/recruitment process is too cumbersome or time consuming		29%	30%	22%
There are no major barriers to my career progression		29%	32%	29%
Lack of visible opportunities		27%	28%	29%
Geographic location considerations		26%	29%	25%
Lack of promotion opportunities		23%	24%	28%
Insufficient training and development		14%	16%	15%
Lack of support from my manager/supervisor		11%	12%	13%
Lack of support for temporary assignments/secondments		11%	11%	15%
Lack of required capabilities or experience		11%	12%	11%
Other		9%	9%	9%

% are calculated with the number of unique respondents (N = 36,560 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

PUBLIC SECTOR 2019

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

Yes		28%	25%	27%
No		54%	56%	56%
Don't know		18%	19%	17%

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

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

PUBLIC SECTOR 2019

### Q13a. In the last 12 months I have witnessed bullying at work

Yes		34%	34%	33%
No		56%	55%	57%
Don't know		11%	10%	10%

### Q13b. In the last 12 months I have been subjected to bullying at work

Yes		18%	19%	18%
No		75%	75%	75%
Don't know		6%	6%	7%



## 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

PUBLIC SECTOR 2019

**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	PUBLIC SECTOR 2019
A senior manager		25%	25%	21%
A fellow worker at your level		23%	23%	27%
Your immediate manager/supervisor		20%	19%	23%
Prefer not to say		14%	14%	13%
A subordinate		9%	10%	7%
A client or customer		6%	5%	3%
Other		2%	3%	5%
A member of the public other than a client or customer		1%	1%	1%



## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

2019

2018

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		5%	4%	4%
No		93%	95%	94%
Don't know		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		40%	42%	38%
A member of the public		14%	14%	36%
Other		39%	38%	19%
Prefer not to say		7%	6%	7%



## EXPLORE THE FULL RESULTS

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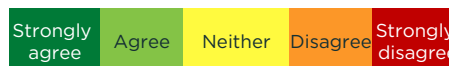
Results are rounded and may not add up to 100%

## EDUCATION

### CUSTOMISED QUESTIONS

					AGREEMENT 2019	AGREEMENT 2018
Q1. My workgroup is able to manage the changing demands of our work environment.	12	48	21	14	61%	60%
Q2. The changes within my organisation will improve outcomes for the community.	16	45	26	9	61%	60%
Q3. Our leaders frequently and effectively communicate organisational objectives.	17	47	20	11	64%	64%
Q4. My workgroup acknowledges my contributions to the team.	20	50	18	9	70%	69%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	16	48	24	9	64%	63%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	20	49	18	9	69%	68%
Q7. My workgroup is able to demonstrate outcomes of our work.	21	57	16		78%	78%
Q8. My job offers the opportunity for me to work on innovative projects.	17	42	25	11	59%	58%

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

Q9. Which category of staff are you?

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

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

Secretary		1%
Deputy Secretary		1%
Executive Director	█	6%
Director, Educational Leadership	█	11%
Principal	█	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

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

Deputy Principal		11%
Assistant Principal		5%
Head Teacher		3%
Director		6%
Manager		5%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		22%
Female		77%
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	■	8%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

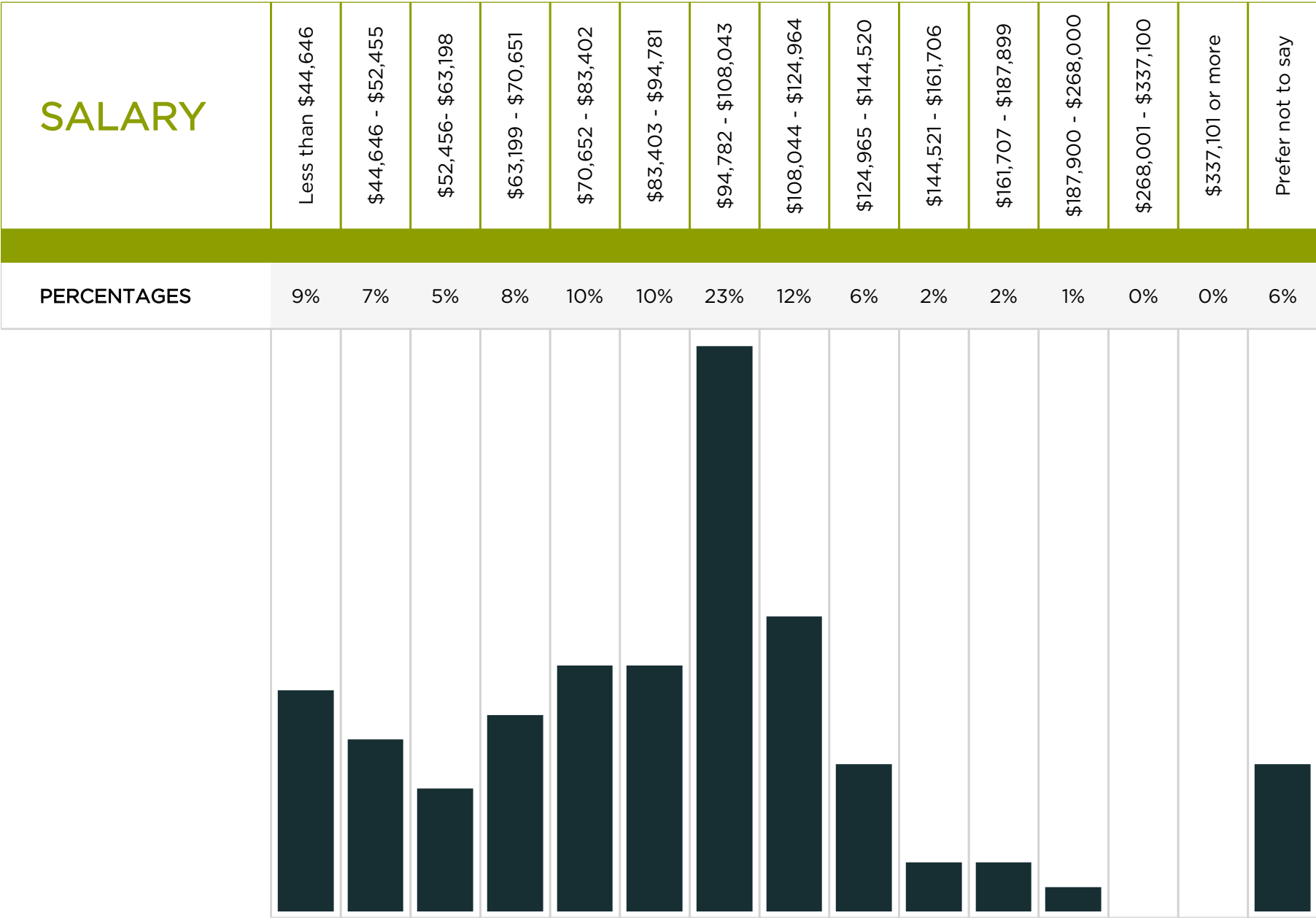
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	73%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	2%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	6%
Policy	1%
Research	0%
Program and project management support	2%
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		8%
1 - 2 years		8%
2 - 5 years		16%
5 - 10 years		19%
10 - 20 years		26%
More than 20 years		22%

# 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		56%
Flexible start and finish times		16%
Leave without pay		14%
Part-time work		12%
Working from home		8%
Working additional hours to make up for time off		7%
Working from different locations		6%

% are calculated with the number of unique respondents (N = 33,030 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>		
Job sharing		5%
Working more hours over fewer days		3%
Other		3%
Flexible scheduling for rostered workers		1%
Purchasing annual leave		1%
Study leave		1%

% are calculated with the number of unique respondents (N = 33,030 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%

	38188	24745	736	3214	1928	177	84	697	35	2188
	Education	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	38188	24745	736	3214	1928	177	84	697	35	2188
EMPLOYEE ENGAGEMENT	68%	67%	70%	73%	71%	75%	71%	72%	65%	70%
ENGAGEMENT WITH WORK	74%	74%	78%	78%	76%	80%	78%	80%	67%	77%
SENIOR MANAGERS	58%	58%	55%	61%	59%	66%	59%	59%	56%	58%
COMMUNICATION	65%	65%	66%	69%	68%	77%	71%	68%	68%	65%
HIGH PERFORMANCE	69%	70%	66%	71%	70%	76%	73%	70%	66%	67%
PUBLIC SECTOR VALUES	68%	68%	66%	69%	70%	77%	72%	72%	64%	66%
DIVERSITY & INCLUSION	68%	66%	74%	76%	77%	85%	81%	77%	73%	70%

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%

	Education	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	38188	2995	2330	1709	2563	3226	3284	7863	3928	1874	733	579	374	35
EMPLOYEE ENGAGEMENT	68%	75%	71%	72%	72%	66%	66%	63%	69%	74%	76%	81%	80%	82%
ENGAGEMENT WITH WORK	74%	83%	78%	76%	76%	72%	71%	69%	76%	83%	86%	94%	89%	91%
SENIOR MANAGERS	58%	63%	58%	61%	63%	58%	56%	52%	61%	67%	70%	73%	73%	74%
COMMUNICATION	65%	69%	64%	69%	70%	65%	63%	59%	67%	74%	79%	83%	79%	81%
HIGH PERFORMANCE	69%	72%	68%	72%	73%	69%	68%	65%	71%	76%	78%	81%	79%	84%
PUBLIC SECTOR VALUES	68%	70%	65%	70%	72%	68%	66%	64%	70%	76%	80%	84%	82%	83%
DIVERSITY & INCLUSION	68%	75%	71%	74%	72%	67%	66%	62%	69%	74%	77%	79%	82%	86%

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%

	Education	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>38188</b>	<b>12</b>	<b>2140</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	(r)	65%
ENGAGEMENT WITH WORK	74%	(r)	70%
SENIOR MANAGERS	58%	(r)	52%
COMMUNICATION	65%	(r)	60%
HIGH PERFORMANCE	69%	(r)	65%
PUBLIC SECTOR VALUES	68%	(r)	63%
DIVERSITY & INCLUSION	68%	(r)	64%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY 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%

	Education	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	<b>38188</b>	<b>2720</b>	<b>2667</b>	<b>5441</b>	<b>6387</b>	<b>8790</b>	<b>7419</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	76%	73%	70%	66%	66%	67%
ENGAGEMENT WITH WORK	74%	83%	80%	76%	71%	72%	76%
SENIOR MANAGERS	58%	70%	66%	61%	55%	55%	57%
COMMUNICATION	65%	77%	73%	68%	62%	62%	65%
HIGH PERFORMANCE	69%	77%	75%	72%	67%	67%	69%
PUBLIC SECTOR VALUES	68%	78%	75%	70%	65%	65%	68%
DIVERSITY & INCLUSION	68%	79%	75%	71%	66%	65%	67%

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%

	Education	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	38188	5250	834	2313	300	4062	1660	2108	2673	289	4482	284	832	18422
EMPLOYEE ENGAGEMENT	68%	73%	72%	73%	77%	69%	69%	75%	73%	67%	68%	68%	66%	67%
ENGAGEMENT WITH WORK	74%	80%	80%	80%	85%	76%	74%	82%	80%	75%	73%	73%	71%	73%
SENIOR MANAGERS	58%	61%	62%	60%	68%	60%	61%	64%	61%	57%	58%	57%	56%	58%
COMMUNICATION	65%	71%	71%	69%	73%	67%	66%	73%	71%	65%	65%	67%	62%	64%
HIGH PERFORMANCE	69%	72%	72%	71%	76%	72%	72%	74%	72%	68%	69%	69%	66%	69%
PUBLIC SECTOR VALUES	68%	72%	71%	70%	76%	70%	70%	74%	72%	66%	68%	68%	64%	67%
DIVERSITY & INCLUSION	68%	80%	79%	78%	83%	74%	74%	81%	81%	70%	70%	72%	67%	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%

	Education	Sydney East	Sydney West	Sydney - Parramatta	Sydney - Inner South West	Sydney - City and Inner South	Sydney - South West	Newcastle and Lake Macquarie	Sydney - Blacktown	Central West	Central Coast	Illawarra	Hunter Valley exc Newcastle	Capital Region
NUMBER OF RESPONDENTS	38188	7397	8770	2823	1896	1644	1538	1532	1368	1274	1225	1211	1203	1202
EMPLOYEE ENGAGEMENT	68%	68%	70%	70%	69%	69%	69%	68%	70%	70%	68%	69%	67%	67%
ENGAGEMENT WITH WORK	74%	76%	76%	76%	77%	76%	76%	74%	76%	75%	74%	76%	74%	74%
SENIOR MANAGERS	58%	58%	62%	61%	61%	55%	64%	58%	64%	59%	60%	60%	56%	55%
COMMUNICATION	65%	66%	68%	69%	69%	66%	68%	65%	68%	65%	66%	66%	63%	63%
HIGH PERFORMANCE	69%	70%	72%	72%	72%	68%	73%	69%	73%	70%	71%	71%	69%	66%
PUBLIC SECTOR VALUES	68%	69%	71%	71%	70%	68%	71%	68%	72%	68%	69%	70%	67%	65%
DIVERSITY & INCLUSION	68%	69%	71%	74%	70%	73%	71%	69%	70%	69%	68%	69%	66%	65%

\*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.

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

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	Education	Sydney - Outer South West	Richmond - Tweed	Sydney - Outer West and Blue Mountains	New England and North West	Riverina	Sydney - North Sydney and Hornsby	Far West and Orana	Mid North Coast	Coffs Harbour - Grafton	Sydney - Sutherland	Sydney - Baulkham Hills and Hawkesbury	Sydney - Inner West	Murray
NUMBER OF RESPONDENTS	38188	1181	1170	1170	1101	1004	947	937	907	905	720	690	664	620
EMPLOYEE ENGAGEMENT	68%	70%	64%	68%	67%	70%	65%	69%	70%	70%	69%	69%	68%	65%
ENGAGEMENT WITH WORK	74%	74%	70%	74%	73%	75%	75%	75%	77%	77%	77%	78%	76%	71%
SENIOR MANAGERS	58%	62%	53%	59%	56%	58%	54%	58%	59%	63%	60%	63%	58%	50%
COMMUNICATION	65%	67%	61%	66%	62%	67%	62%	65%	67%	68%	69%	71%	67%	60%
HIGH PERFORMANCE	69%	72%	65%	69%	67%	70%	67%	69%	70%	72%	72%	73%	70%	65%
PUBLIC SECTOR VALUES	68%	70%	64%	68%	66%	68%	66%	67%	69%	72%	72%	73%	69%	62%
DIVERSITY & INCLUSION	68%	69%	63%	67%	66%	70%	64%	68%	69%	71%	69%	70%	69%	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.

Results are rounded and may not add up to 100%

	Education	Southern Highlands and Shoalhaven	Sydney - Northern Beaches	Sydney - Ryde	Sydney - Eastern Suburbs	Outside NSW
<b>NUMBER OF RESPONDENTS</b>	<b>38188</b>	<b>615</b>	<b>575</b>	<b>563</b>	<b>388</b>	<b>4</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	67%	70%	65%	71%	(r)
ENGAGEMENT WITH WORK	74%	73%	78%	73%	80%	(r)
SENIOR MANAGERS	58%	56%	60%	56%	63%	(r)
COMMUNICATION	65%	63%	67%	63%	68%	(r)
HIGH PERFORMANCE	69%	66%	72%	68%	73%	(r)
PUBLIC SECTOR VALUES	68%	65%	71%	67%	72%	(r)
DIVERSITY & INCLUSION	68%	66%	68%	66%	70%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
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# 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.

Results are rounded and may not add up to 100%

	Education	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
<b>NUMBER OF RESPONDENTS</b>	<b>38188</b>	<b>62</b>	<b>688</b>	<b>2748</b>	<b>3231</b>	<b>3747</b>	<b>4301</b>	<b>5333</b>	<b>4958</b>	<b>4482</b>	<b>2828</b>	<b>1135</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	74%	78%	69%	68%	68%	68%	68%	68%	68%	69%	71%
ENGAGEMENT WITH WORK	74%	80%	83%	73%	72%	72%	74%	74%	76%	76%	78%	83%
SENIOR MANAGERS	58%	68%	73%	62%	60%	60%	60%	59%	57%	55%	57%	57%
COMMUNICATION	65%	67%	76%	68%	66%	66%	66%	66%	64%	63%	65%	66%
HIGH PERFORMANCE	69%	74%	80%	73%	71%	70%	70%	70%	68%	68%	69%	70%
PUBLIC SECTOR VALUES	68%	73%	78%	71%	69%	69%	69%	68%	67%	67%	68%	68%
DIVERSITY & INCLUSION	68%	72%	79%	71%	69%	69%	68%	68%	67%	67%	69%	71%

KEY

AT LEAST 5 PERCENTAGE POINTS  
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# 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%

	Education	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>38188</b>	<b>7381</b>	<b>26065</b>	<b>383</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	67%	69%	49%
ENGAGEMENT WITH WORK	74%	72%	76%	49%
SENIOR MANAGERS	58%	58%	59%	30%
COMMUNICATION	65%	67%	65%	38%
HIGH PERFORMANCE	69%	68%	70%	44%
PUBLIC SECTOR VALUES	68%	68%	69%	42%
DIVERSITY & INCLUSION	68%	70%	69%	43%

KEY

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# ABORIGINAL AND/OR TORRES STRAIT ISLANDER



## 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%

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>38188</b>	<b>1076</b>	<b>31676</b>	<b>1147</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	69%	69%	50%
ENGAGEMENT WITH WORK	74%	73%	76%	51%
SENIOR MANAGERS	58%	56%	59%	33%
COMMUNICATION	65%	63%	66%	40%
HIGH PERFORMANCE	69%	67%	70%	46%
PUBLIC SECTOR VALUES	68%	65%	69%	45%
DIVERSITY & INCLUSION	68%	65%	69%	43%

3% of respondents identified as Aboriginal and/or Torres Strait Islander.

KEY

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LESS THAN REPORT SCORE

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# LANGUAGE OTHER THAN ENGLISH



## 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%

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>38188</b>	<b>4263</b>	<b>28759</b>	<b>992</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	71%	69%	49%
ENGAGEMENT WITH WORK	74%	78%	75%	51%
SENIOR MANAGERS	58%	64%	58%	34%
COMMUNICATION	65%	70%	66%	41%
HIGH PERFORMANCE	69%	73%	70%	47%
PUBLIC SECTOR VALUES	68%	72%	69%	45%
DIVERSITY & INCLUSION	68%	72%	69%	43%

13% of respondents speak a language other than English at home.

KEY

AT LEAST 5 PERCENTAGE POINTS  
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## 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%

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>38188</b>	<b>953</b>	<b>32029</b>	<b>977</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	61%	69%	50%
ENGAGEMENT WITH WORK	74%	65%	76%	52%
SENIOR MANAGERS	58%	48%	59%	35%
COMMUNICATION	65%	56%	66%	43%
HIGH PERFORMANCE	69%	61%	70%	48%
PUBLIC SECTOR VALUES	68%	60%	69%	47%
DIVERSITY & INCLUSION	68%	58%	69%	45%

3% of respondents identified as having a disability.

KEY

AT LEAST 5 PERCENTAGE POINTS  
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## 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%

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>38188</b>	<b>3481</b>	<b>28787</b>	<b>1569</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	59%	70%	56%
ENGAGEMENT WITH WORK	74%	60%	78%	56%
SENIOR MANAGERS	58%	47%	61%	42%
COMMUNICATION	65%	54%	68%	48%
HIGH PERFORMANCE	69%	60%	72%	54%
PUBLIC SECTOR VALUES	68%	59%	70%	53%
DIVERSITY & INCLUSION	68%	57%	71%	51%

10% of respondents identified as having a mental health condition.

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
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**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%

	Education	Yes	No	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>38188</b>	<b>1018</b>	<b>31739</b>	<b>1075</b>
<b>EMPLOYEE ENGAGEMENT</b>	68%	67%	69%	52%
ENGAGEMENT WITH WORK	74%	73%	76%	52%
SENIOR MANAGERS	58%	57%	59%	35%
COMMUNICATION	65%	65%	66%	43%
HIGH PERFORMANCE	69%	69%	70%	48%
PUBLIC SECTOR VALUES	68%	68%	69%	47%
DIVERSITY & INCLUSION	68%	67%	69%	47%

3% of respondents identified as lesbian, gay, bisexual, transgender, intersex or gender diverse.

**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.

Results are rounded and may not add up to 100%

	Education	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	38188	313	5865	17149	5553	1144	3968
EMPLOYEE ENGAGEMENT	68%	81%	73%	64%	73%	73%	71%
ENGAGEMENT WITH WORK	74%	88%	82%	70%	79%	83%	77%
SENIOR MANAGERS	58%	77%	67%	55%	59%	59%	59%
COMMUNICATION	65%	83%	73%	61%	66%	68%	68%
HIGH PERFORMANCE	69%	83%	76%	67%	69%	70%	69%
PUBLIC SECTOR VALUES	68%	84%	75%	66%	67%	69%	70%
DIVERSITY & INCLUSION	68%	85%	71%	63%	74%	75%	77%

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

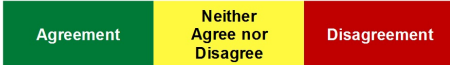
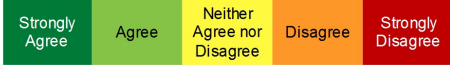
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.