



2019 | NSW Public Sector
Employee Survey

DEPARTMENT REPORT

Education

Education Offices



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RESPONSE RATE

95%

4,904 OF 5,141 RESPONDENTS

RESPONSE RATE 2018: 93%

EMPLOYEE ENGAGEMENT

72%

DIFFERENCE FROM 2018 **+3**
(69%)

DIFFERENCE FROM CLUSTER **+4**
(68%)

DIFFERENCE FROM PUBLIC SECTOR **+6**
(66%)

ENGAGEMENT WITH WORK

78%

DIFFERENCE FROM 2018 **+3**
(75%)

DIFFERENCE FROM CLUSTER **+4**
(74%)

DIFFERENCE FROM PUBLIC SECTOR **+5**
(73%)

SENIOR MANAGERS

60%

DIFFERENCE FROM 2018 **+4**
(56%)

DIFFERENCE FROM CLUSTER **+2**
(58%)

DIFFERENCE FROM PUBLIC SECTOR **+10**
(50%)

COMMUNICATION

69%

DIFFERENCE FROM 2018 **+2**
(67%)

DIFFERENCE FROM CLUSTER **+4**
(65%)

DIFFERENCE FROM PUBLIC SECTOR **+7**
(62%)

HIGH PERFORMANCE

70%

DIFFERENCE FROM 2018 **+4**
(67%)

DIFFERENCE FROM CLUSTER **+1**
(69%)

DIFFERENCE FROM PUBLIC SECTOR **+5**
(65%)

PUBLIC SECTOR VALUES

71%

DIFFERENCE FROM 2018 **+3**
(68%)

DIFFERENCE FROM CLUSTER **+3**
(68%)

DIFFERENCE FROM PUBLIC SECTOR **+9**
(62%)

DIVERSITY & INCLUSION

77%

DIFFERENCE FROM 2018 **+4**
(73%)

DIFFERENCE FROM CLUSTER **+9**
(68%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(69%)

FLEXIBLE WORKING SATISFACTION

74%

DIFFERENCE FROM 2018 **+7**
(67%)

DIFFERENCE FROM CLUSTER **+26**
(48%)

DIFFERENCE FROM PUBLIC SECTOR **+15**
(59%)

ACTION ON RESULTS

52%

DIFFERENCE FROM 2018 **+6**
(46%)

DIFFERENCE FROM CLUSTER **+20**
(32%)

DIFFERENCE FROM PUBLIC SECTOR **+13**
(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
2a. My workgroup strives to achieve customer/client satisfaction	91%	89%
1h. I am comfortable notifying my manager if I become aware of any risks at work	90%	-
1a. I understand what is expected of me to do well in my role	88%	86%
2c. I receive help and support from other members of my workgroup	87%	85%
2b. My workgroup works collaboratively to achieve its objectives	85%	82%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84%	80%
2e. People in my workgroup treat each other with respect	83%	81%
5b. My manager listens to what I have to say	82%	80%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	82%	79%
1g. I know how to address a health and safety issue I have identified	81%	80%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7g. I have confidence in the way recruitment decisions are made	44%	41%
11a. I have confidence in the ways my organisation resolves grievances	46%	43%
7c. I feel that change is managed well in my organisation	48%	45%
5h. My manager deals appropriately with employees who perform poorly	50%	47%
3e. My performance is assessed against clear criteria	51%	50%
7d. There is good co-operation between teams across our organisation	52%	50%
10a. I believe action will be taken on the results from this survey by my organisation	52%	46%
3g. I am satisfied with the opportunities available for career development in my organisation	53%	49%
6h. I feel that senior managers listen to employees	54%	51%
7e. People in my organisation take responsibility for their own actions	56%	53%



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'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



Q7g. I have confidence in the way recruitment decisions are made



Q7g. I have confidence in the way recruitment decisions are made



Q7g. I have confidence in the way recruitment decisions are made



Q3e. My performance is assessed against clear criteria



Q3e. My performance is assessed against clear criteria



Q3e. My performance is assessed against clear criteria



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: 4904

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	38	Senior Executive (ongoing/permanent or term)	7	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	15
Female	61	Ongoing/Permanent (other than senior executive)	52	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)	7
Other	2	Temporary (including temporary teachers and graduates)	15	Administrative support (e.g. executive/personal assistant, receptionist)	9
Age	Survey %	Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	40
15 - 34 years	20	Contract – Non Executive	17	Policy	4
35 - 54 years	58	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	6	Research	2
55+ years	23	Other	0	Program and project management support	14
LOTE spoken at home	Survey %	Don't know	1	Legal (including developing and/or reviewing legislation)	1
Yes	24	Manager of managers	Survey %	Other	9
No	71	Yes	11	Organisation Tenure	Survey %
Prefer not to say	5	No	89	Less than 1 year	19
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	14
Yes	4	Yes	35	2 - 5 years	17
No	92	No	65	5 - 10 years	13
Prefer not to say	4	Working arrangement	Survey %	10 - 20 years	18
Disability	Survey %	Full-time	94	More than 20 years	18
Yes	3	Part-time	6	Salary	Survey %
No	94			\$83,402 and below	21
Prefer not to say	4			\$83,403 - \$108,043	26
LGBTI	Survey %			\$108,044 - \$144,520	28
Yes	5			\$144,521 and above	17
No	91			Prefer not to say	9
Prefer not to say	4				

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.

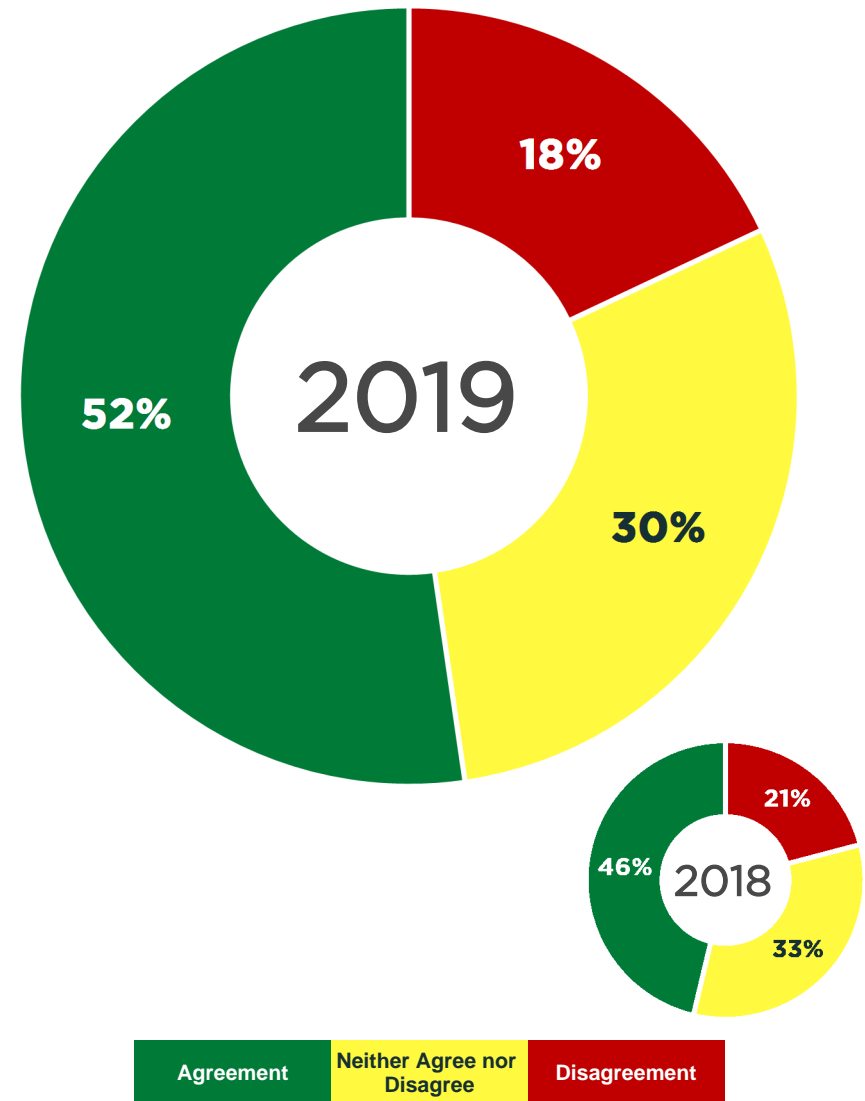
Results are rounded and may not add up to 100%

52%

of employees replied favourably to:

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

39%	32%	46%
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
1	Q7f. My organisation is committed to developing its employees	61%	54%	63%	53%
2	Q7a. My organisation focuses on improving the work we do	80%	74%	78%	69%
3	Q6h. I feel that senior managers listen to employees	54%	51%	52%	44%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	70%	66%	65%	57%
5	Q6c. I feel that senior managers model the values of my organisation	64%	59%	61%	52%
6	Q6b. I feel that senior managers effectively lead and manage change	59%	54%	56%	47%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Education Offices

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 Offices	Aboriginal Affairs	Corporate Services	Educational Services	External Affairs & Regulation	School Infrastructure NSW	School Operations & Performance	Secretary	Strategy & Delivery
NUMBER OF RESPONDENTS	4904	107	2009	1132	350	635	385	34	111
EMPLOYEE ENGAGEMENT	72%	72%	71%	74%	72%	71%	80%	61%	69%
ENGAGEMENT WITH WORK	78%	73%	76%	82%	76%	79%	88%	56%	71%
SENIOR MANAGERS	60%	59%	57%	63%	62%	57%	72%	47%	66%
COMMUNICATION	69%	67%	67%	72%	73%	67%	79%	55%	74%
HIGH PERFORMANCE	70%	68%	68%	73%	72%	68%	79%	55%	71%
PUBLIC SECTOR VALUES	71%	69%	68%	75%	73%	70%	82%	57%	77%
DIVERSITY & INCLUSION	77%	78%	76%	79%	82%	74%	83%	74%	81%

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	72% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q7i. I would recommend my organisation as a great place to work	26	46	19	72%	67%	63%	62%	
Q7j. I am proud to tell others I work for my organisation	35	46	14	80%	76%	73%	70%	
Q7k. I feel a strong personal attachment to my organisation	30	41	20	72%	69%	71%	64%	
Q7l. My organisation motivates me to help it achieve its objectives	24	43	22	8	67%	62%	60%	56%
Q7m. My organisation inspires me to do the best in my job	25	41	23	7	67%	61%	60%	56%

KEY





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ENGAGEMENT WITH WORK	78% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1c. My job gives me a feeling of personal accomplishment	34	45	12	79%	76%	79%	76%	
Q1d. I feel motivated to contribute more than what is normally required at work	40	41	11	80%	77%	75%	72%	
Q1e. I am satisfied with my job	29	46	14	7	75%	71%	69%	69%

KEY





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SENIOR MANAGERS	60% 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	20	43	21	11	63%	59%	61%	51%
Q6b. I feel that senior managers effectively lead and manage change	19	40	23	12	59%	54%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	22	42	23	8	64%	59%	61%	52%
Q6d. Senior managers encourage innovation by employees	19	41	26	10	60%	54%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	42	26	9	61%	56%	61%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	26	48	17		74%	71%	68%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	17	40	23	13	57%	55%	54%	48%
Q6h. I feel that senior managers listen to employees	17	38	27	12	54%	51%	52%	44%
Q7c. I feel that change is managed well in my organisation	14	34	28	18	48%	45%	49%	42%

KEY





EXPLORE THE FULL RESULTS

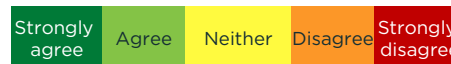
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COMMUNICATION	69% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q5c. My manager communicates effectively with me	37	39	13		76%	75%	74%	72%	
Q5d. My manager encourages and values employee input	41	38	12		79%	77%	74%	73%	
Q5e. My manager involves my workgroup in decisions about our work	35	38	16	7	73%	71%	70%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	17	40	23	13	7	57%	55%	54%	48%
Q6h. I feel that senior managers listen to employees	17	38	27	12		54%	51%	52%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	28	48	14		76%	73%	66%	69%	

KEY





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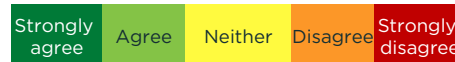
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	HIGH PERFORMANCE		70% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q1a. I understand what is expected of me to do well in my role	37	50		88%	86%	92%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	43	41	9	85%	82%	79%	79%	
Q3f. I have received appropriate training and development to do my job well	18	41	23	12	60%	55%	66%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	37	43	13		80%	76%	78%	75%
Q5f. I have confidence in the decisions my manager makes	38	37	15		76%	73%	70%	69%
Q6d. Senior managers encourage innovation by employees	19	41	26	10	60%	54%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19	42	26	9	61%	56%	61%	53%
Q7a. My organisation focuses on improving the work we do	28	52	13		80%	74%	78%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	22	48	20		70%	66%	65%	57%

KEY



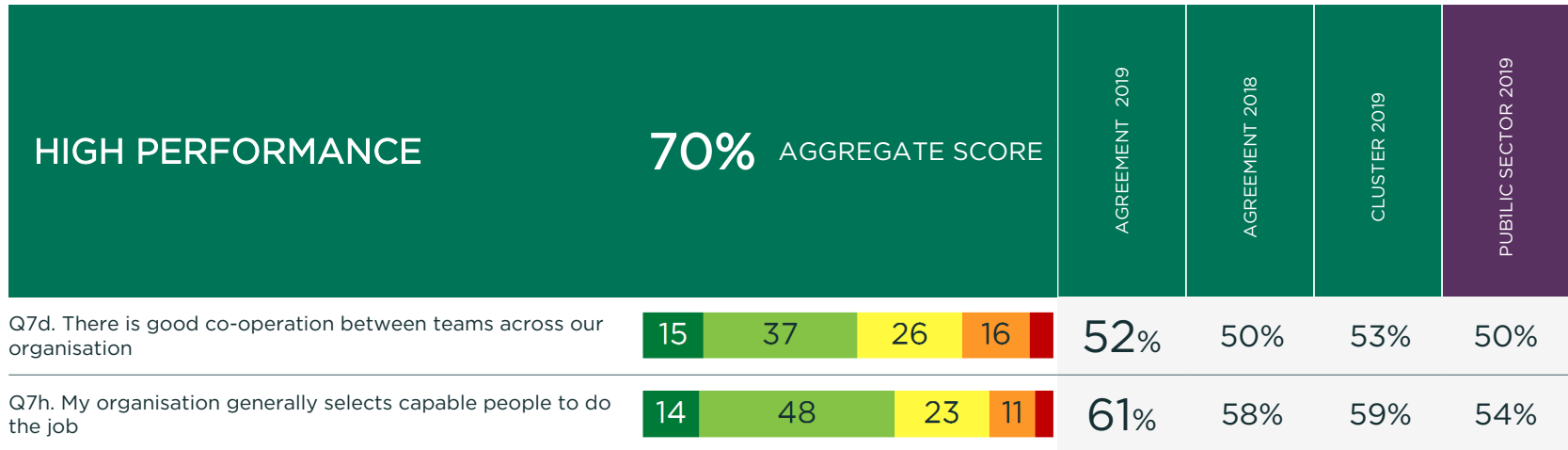


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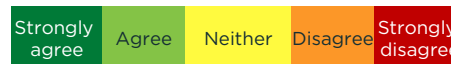
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PUBLIC SECTOR VALUES	71% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	51	41	91%	89%	88%	86%		
Q2e. People in my workgroup treat each other with respect	46	37	10	83%	81%	76%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	37	43	13	80%	76%	78%	75%		
Q5b. My manager listens to what I have to say	42	39	10	82%	80%	78%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	43	21	11	63%	59%	61%	51%	
Q6c. I feel that senior managers model the values of my organisation	22	42	23	8	64%	59%	61%	52%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	26	48	17		74%	71%	68%	61%	
Q6g. I feel that senior managers keep employees informed about what's going on	17	40	23	13	7	57%	55%	54%	48%
Q6h. I feel that senior managers listen to employees	17	38	27	12		54%	51%	52%	44%

KEY



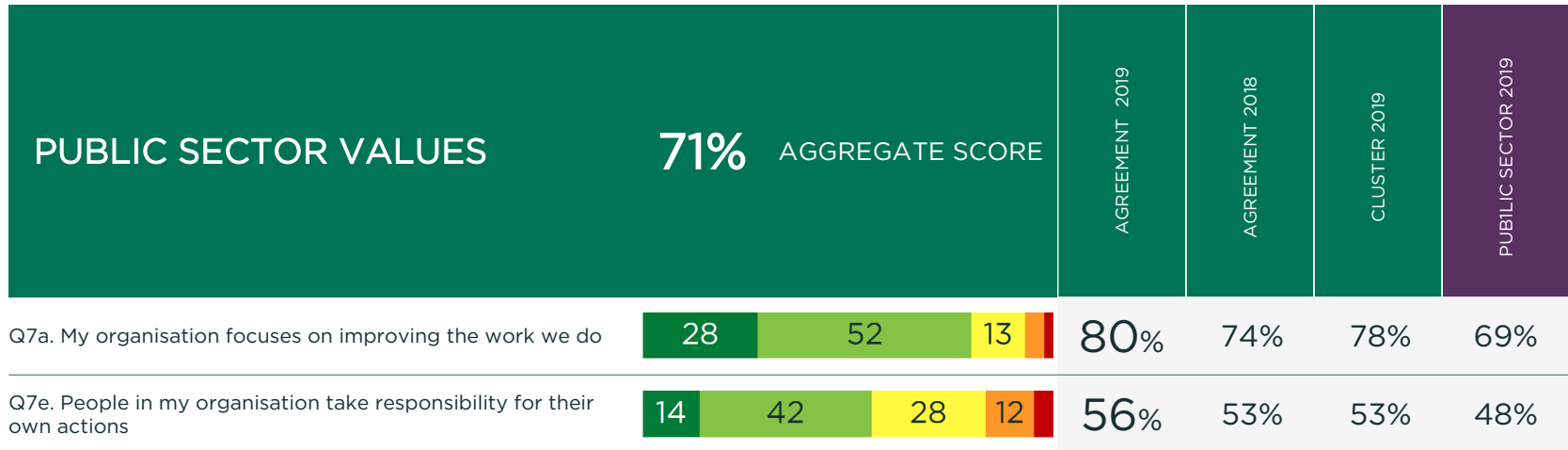


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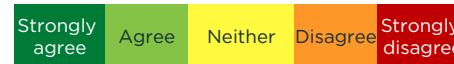
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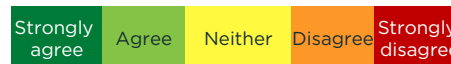
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DIVERSITY & INCLUSION	77% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	26	46	14	10	72%	68%	67%	67%
Q5b. My manager listens to what I have to say	42	39	10		82%	80%	78%	76%
Q5d. My manager encourages and values employee input	41	38	12		79%	77%	74%	73%
Q6i. Senior managers in my organisation support the career advancement of women	30	39	25		69%	64%	68%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	35	49	10		84%	80%	79%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	36	45	12		82%	79%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	28	48	14		76%	73%	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>	36	38	15	7	74%	67%	48%	59%
Q8e. My manager supports flexible working in my team	41	37	13		78%	73%	53%	63%

KEY



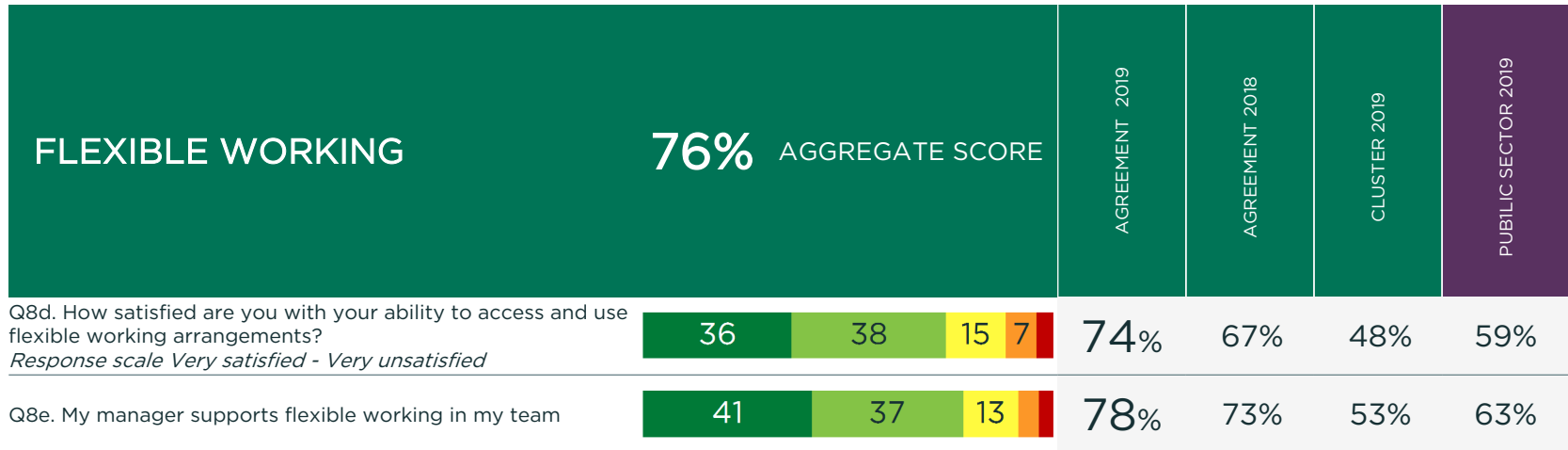


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KEY



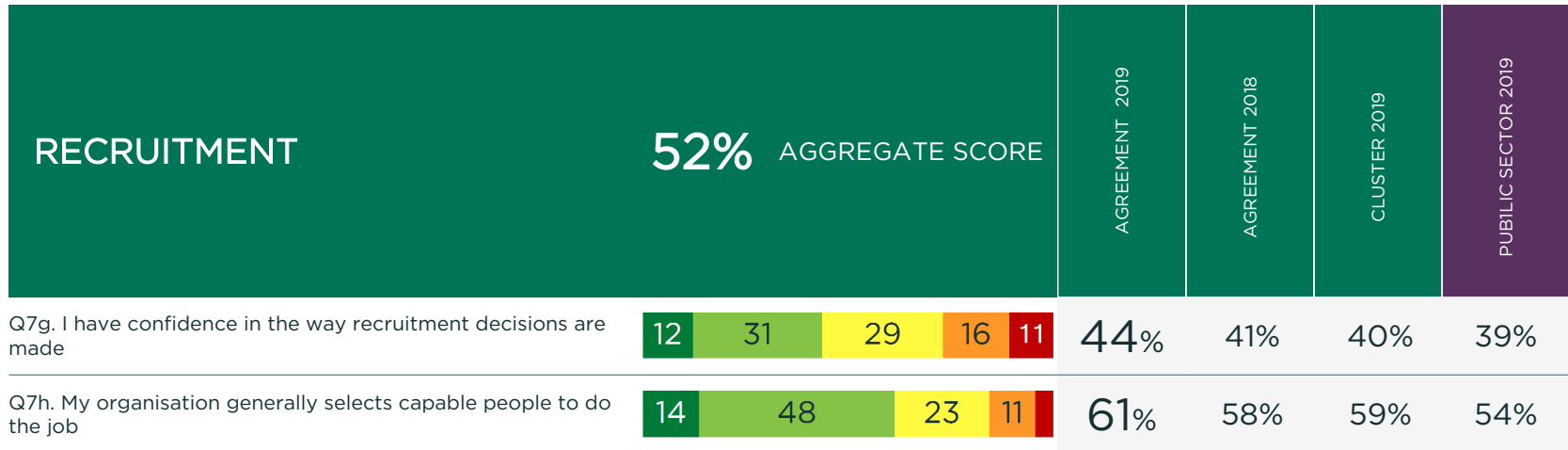


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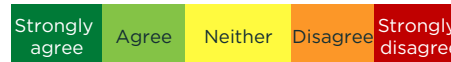
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

60% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	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%	64%	68%	66%
Q3e. My performance is assessed against clear criteria		51%	50%	57%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		53%	49%	54%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		75%	73%	71%	69%
Q5h. My manager deals appropriately with employees who perform poorly		50%	47%	49%	48%
Q7f. My organisation is committed to developing its employees		61%	54%	63%	53%

KEY





EXPLORE THE FULL RESULTS

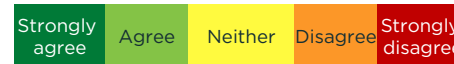
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WORKPLACE SUPPORT	77% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1b. I am provided with the support I need to do my best at work	26	46	14	10	72%	68%	67%	67%
Q1f. I am able to keep my work stress at an acceptable level	19	49	17	10	69%	67%	49%	61%
Q2c. I receive help and support from other members of my workgroup	46	42	8		87%	85%	82%	81%
Q2d. There is good team spirit in my workgroup	42	37	11		80%	77%	71%	70%

KEY



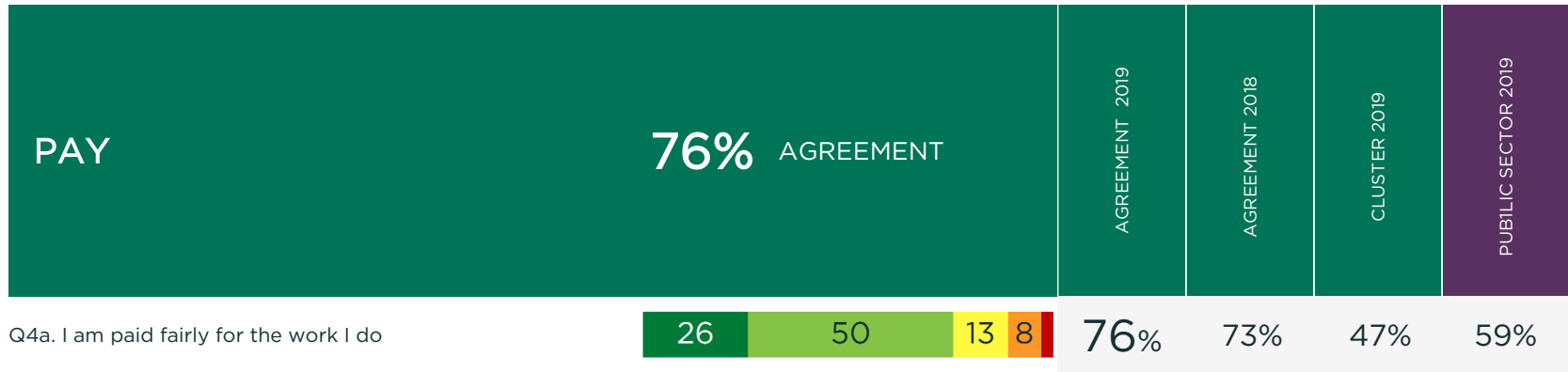


EXPLORE THE FULL RESULTS

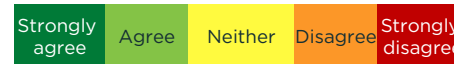
Questions are grouped by topics in this report.

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



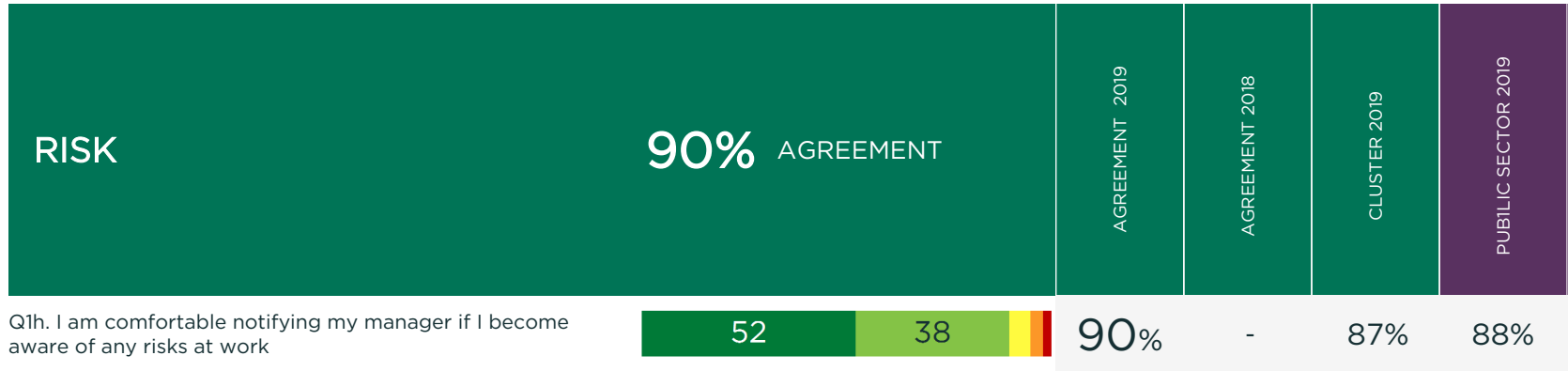


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY



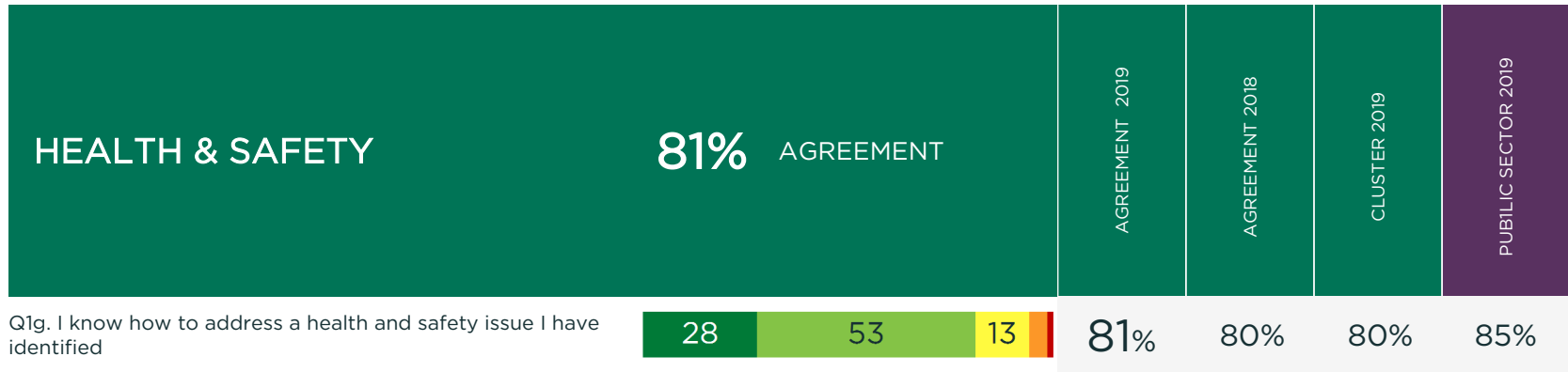


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY





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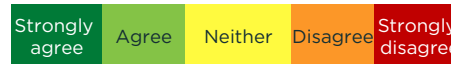
ACTION ON RESULTS

52% AGREEMENT

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



KEY



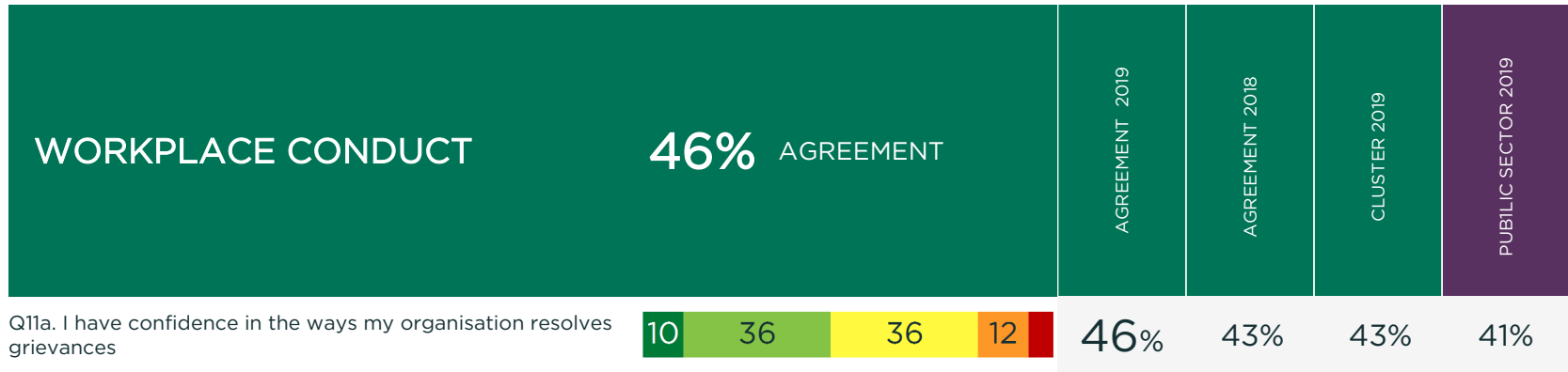


EXPLORE THE FULL RESULTS

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Results 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





WELLBEING AND ENGAGEMENT

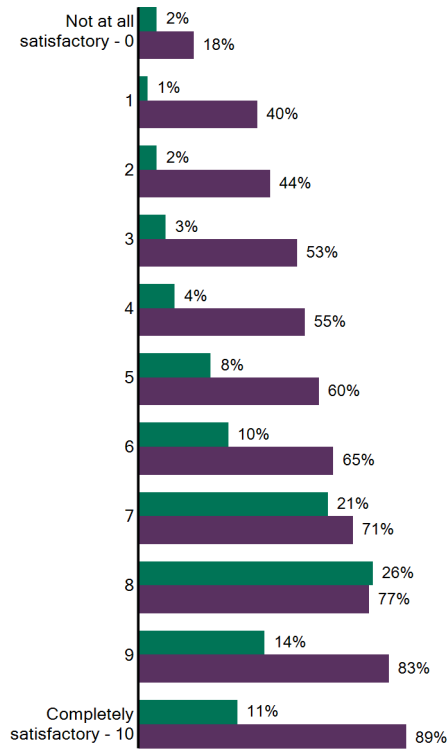
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

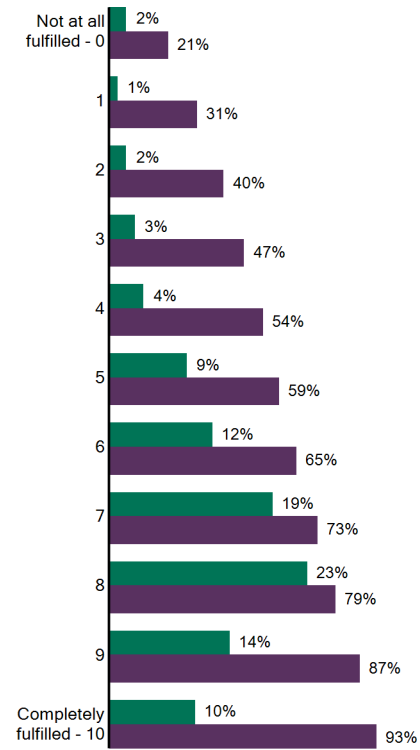
This compares Wellbeing to Engagement.

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



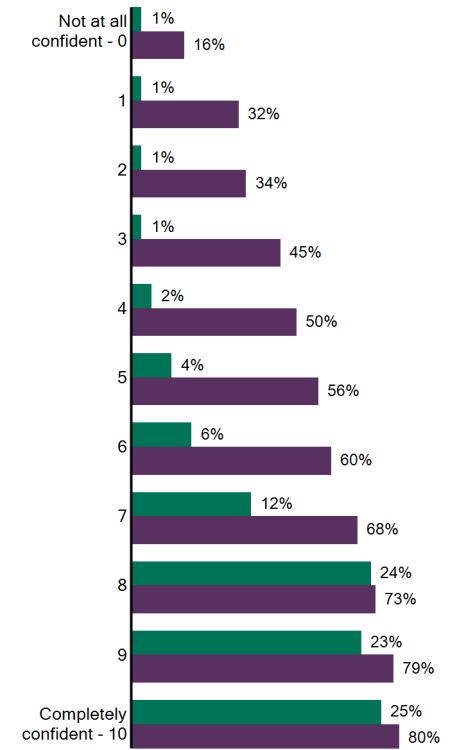
Proportion of respondents answering each response option

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
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		63%	63%	84%	71%
No		37%	37%	16%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		77%	75%	81%	76%
No		23%	25%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		58%	56%	65%	60%
No		42%	44%	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		44%	44%	36%	41%
No		56%	56%	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

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
There are no major barriers to my career progression		31%	35%	29%	29%
Lack of promotion opportunities		27%	27%	23%	28%
Geographic location considerations		27%	30%	26%	25%
Lack of visible opportunities		26%	29%	27%	29%
The application/recruitment process is too cumbersome or time consuming		25%	26%	29%	22%
Personal/family considerations		24%	25%	35%	29%
Insufficient training and development		14%	17%	14%	15%
Lack of support for temporary assignments/secondments		13%	14%	11%	15%
Lack of required capabilities or experience		11%	11%	11%	11%
Lack of support from my manager/supervisor		11%	12%	11%	13%
Other		9%	10%	9%	9%

% are calculated with the number of unique respondents (N = 4,738 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		23%	20%	28%	27%
No		59%	62%	54%	56%
Don't know		17%	17%	18%	17%

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

Yes		60%	62%	65%	65%
No		37%	36%	32%	32%
Don't know		3%	2%	3%	4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		26%	27%	34%	33%
No		64%	64%	56%	57%
Don't know		10%	10%	11%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		13%	14%	18%	18%
No		80%	79%	75%	75%
Don't know		7%	7%	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
Your immediate manager/supervisor		27%	20%	20%	23%
A senior manager		22%	22%	25%	21%
A fellow worker at your level		20%	24%	23%	27%
Prefer not to say		17%	17%	14%	13%
A subordinate		7%	9%	9%	7%
Other		4%	5%	2%	5%
A client or customer		3%	2%	6%	3%
A member of the public other than a client or customer		1%	0%	1%	1%



EXPLORE THE FULL RESULTS

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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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	2%	1%	5%	4%
No	97%	97%	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

	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	67%	72%	40%	38%
A member of the public	14%	12%	14%	36%
Other	9%	12%	39%	19%
Prefer not to say	10%	5%	7%	7%



EXPLORE THE FULL RESULTS

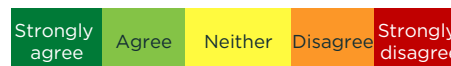
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EDUCATION CUSTOMISED QUESTIONS					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. My workgroup is able to manage the changing demands of our work environment.	18	56	15	8	74%	72%	61%
Q2. The changes within my organisation will improve outcomes for the community.	22	49	23		71%	68%	61%
Q3. Our leaders frequently and effectively communicate organisational objectives.	20	47	20	10	67%	64%	64%
Q4. My workgroup acknowledges my contributions to the team.	23	50	17		73%	72%	70%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	23	52	17		75%	70%	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	25	51	15		76%	71%	69%
Q7. My workgroup is able to demonstrate outcomes of our work.	27	56	12		83%	80%	78%
Q8. My job offers the opportunity for me to work on innovative projects.	24	40	21	11	64%	59%	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?

Public Service Senior Executive (PSSE) (eg: Executive Director, Director Educational Leadership, Director)		7%	1%
School Executive (eg: Principals, Deputy Principals, Assistant Principals, Head Teachers)		1%	17%
Teaching Staff (eg: School Based, Non School Based)		4%	50%
School Administrative and Support Staff (SASS)		1%	16%
Other Non Teaching Staff in Schools		2%	3%
Corporate Staff (eg: Local and State Office Staff)		85%	12%



EXPLORE THE FULL SURVEY RESULTS

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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		2%	1%
Deputy Secretary		6%	1%
Executive Director		26%	6%
Director, Educational Leadership		9%	11%
Principal		2%	50%



EXPLORE THE FULL SURVEY RESULTS

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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	0%	11%
Assistant Principal	0%	5%
Head Teacher	0%	3%
Director	34%	6%
Manager	21%	5%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		38%
Female		61%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		1%
20-24		2%
25-29	■	7%
30-34	■	10%
35-39	■	15%
40-44	■	14%
45-49	■	14%
50-54	■	14%
55-59	■	13%
60-64	■	7%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

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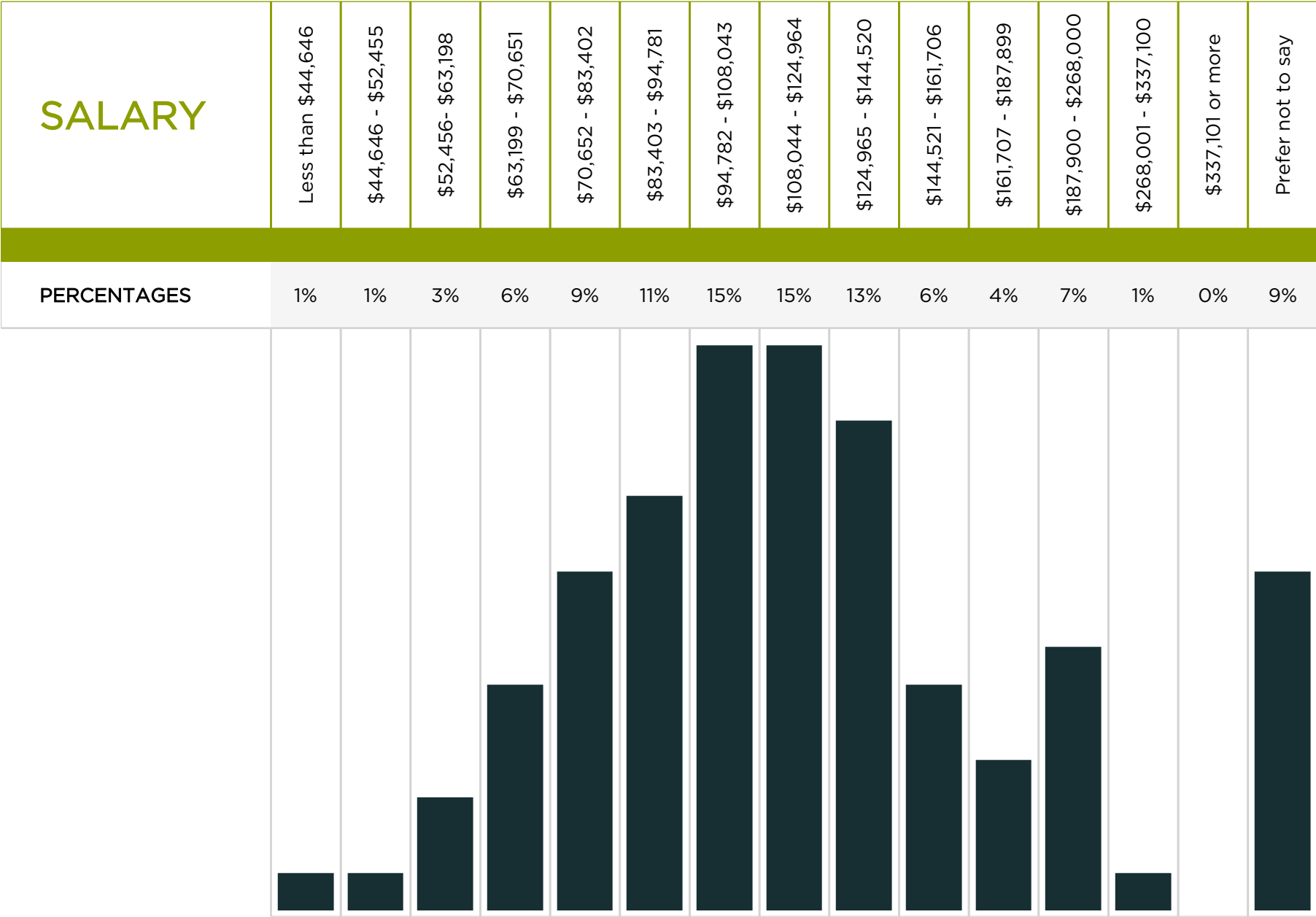
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	15%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	7%
Administrative support (e.g. executive/personal assistant, receptionist)	9%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	40%
Policy	4%
Research	2%
Program and project management support	14%
Legal (including developing and/or reviewing legislation)	1%
Other	9%

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
TENURE IN ORGANISATION		
Less than 1 year		19%
1 - 2 years		14%
2 - 5 years		17%
5 - 10 years		13%
10 - 20 years		18%
More than 20 years		18%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		69%
Working from home		45%
Working from different locations		31%
Working additional hours to make up for time off		19%
None of the above		14%
Working more hours over fewer days		9%
Leave without pay		9%

% are calculated with the number of unique respondents (N = 4,585 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Part-time work	5%
Flexible scheduling for rostered workers	3%
Other	2%
Study leave	1%
Job sharing	1%
Purchasing annual leave	1%

% are calculated with the number of unique respondents (N = 4,585 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%

	Education Offices	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	4904	695	336	392	1847	171	71	635	30	428
EMPLOYEE ENGAGEMENT	72%	73%	70%	75%	71%	75%	71%	73%	69%	70%
ENGAGEMENT WITH WORK	78%	83%	79%	80%	76%	80%	80%	81%	69%	77%
SENIOR MANAGERS	60%	62%	57%	69%	59%	67%	58%	59%	62%	57%
COMMUNICATION	69%	71%	68%	76%	68%	77%	71%	68%	73%	67%
HIGH PERFORMANCE	70%	72%	68%	76%	70%	76%	73%	70%	71%	66%
PUBLIC SECTOR VALUES	71%	74%	70%	77%	70%	77%	73%	72%	69%	69%
DIVERSITY & INCLUSION	77%	77%	76%	82%	77%	86%	82%	78%	80%	76%

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

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	Education Offices	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	4904	51	58	148	252	433	503	668	670	593	283	160	299	34
EMPLOYEE ENGAGEMENT	72%	75%	73%	75%	75%	70%	72%	70%	71%	72%	73%	80%	79%	84%
ENGAGEMENT WITH WORK	78%	82%	78%	78%	79%	75%	76%	77%	75%	81%	82%	92%	87%	91%
SENIOR MANAGERS	60%	63%	58%	64%	65%	56%	60%	58%	57%	60%	65%	72%	73%	76%
COMMUNICATION	69%	73%	67%	73%	68%	65%	69%	68%	68%	70%	74%	81%	79%	83%
HIGH PERFORMANCE	70%	72%	68%	74%	73%	67%	70%	69%	69%	71%	73%	80%	79%	86%
PUBLIC SECTOR VALUES	71%	74%	68%	74%	73%	67%	71%	70%	70%	73%	75%	84%	82%	86%
DIVERSITY & INCLUSION	77%	77%	75%	79%	76%	73%	78%	77%	78%	78%	82%	87%	85%	88%

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

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	Education Offices	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	4904	9	403
EMPLOYEE ENGAGEMENT	72%	(r)	67%
ENGAGEMENT WITH WORK	78%	(r)	73%
SENIOR MANAGERS	60%	(r)	52%
COMMUNICATION	69%	(r)	64%
HIGH PERFORMANCE	70%	(r)	63%
PUBLIC SECTOR VALUES	71%	(r)	65%
DIVERSITY & INCLUSION	77%	(r)	71%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Education Offices	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	4904	885	627	780	615	829	825
EMPLOYEE ENGAGEMENT	72%	76%	73%	70%	69%	69%	75%
ENGAGEMENT WITH WORK	78%	83%	80%	75%	74%	75%	84%
SENIOR MANAGERS	60%	68%	64%	56%	53%	55%	63%
COMMUNICATION	69%	76%	73%	67%	64%	64%	72%
HIGH PERFORMANCE	70%	75%	74%	68%	65%	66%	73%
PUBLIC SECTOR VALUES	71%	78%	75%	69%	65%	67%	75%
DIVERSITY & INCLUSION	77%	82%	79%	77%	73%	73%	80%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Education Offices	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	4904	3152	401	873	128	250	44	1408	2079	34	401	58	92	664
EMPLOYEE ENGAGEMENT	72%	73%	71%	73%	74%	72%	75%	75%	73%	75%	71%	65%	69%	70%
ENGAGEMENT WITH WORK	78%	79%	78%	79%	83%	77%	80%	83%	80%	86%	75%	64%	70%	75%
SENIOR MANAGERS	60%	61%	60%	60%	65%	58%	64%	64%	61%	59%	58%	49%	52%	57%
COMMUNICATION	69%	70%	70%	70%	71%	70%	75%	74%	71%	75%	70%	62%	61%	65%
HIGH PERFORMANCE	70%	71%	70%	71%	73%	71%	76%	74%	72%	76%	70%	63%	63%	67%
PUBLIC SECTOR VALUES	71%	72%	71%	72%	74%	72%	75%	76%	73%	72%	71%	64%	63%	68%
DIVERSITY & INCLUSION	77%	80%	80%	80%	80%	80%	82%	84%	82%	82%	79%	74%	70%	67%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Education Offices	Sydney East	Sydney West	Sydney - Parramatta	Sydney - City and Inner South	Newcastle and Lake Macquarie	Central West	Illawarra	Sydney - Blacktown	Sydney - Inner South West	New England and North West	Riverina	Richmond - Tweed	Sydney - Outer South West
NUMBER OF RESPONDENTS	4904	1291	1784	1546	1071	187	182	157	138	79	67	64	60	56
EMPLOYEE ENGAGEMENT	72%	71%	73%	73%	70%	71%	78%	70%	75%	73%	79%	77%	76%	81%
ENGAGEMENT WITH WORK	78%	78%	79%	78%	77%	75%	84%	81%	83%	78%	89%	80%	82%	88%
SENIOR MANAGERS	60%	58%	63%	63%	57%	57%	73%	57%	62%	59%	62%	60%	61%	68%
COMMUNICATION	69%	69%	72%	72%	68%	68%	73%	67%	72%	73%	70%	73%	68%	77%
HIGH PERFORMANCE	70%	69%	73%	73%	68%	69%	78%	68%	73%	72%	72%	71%	71%	76%
PUBLIC SECTOR VALUES	71%	71%	74%	74%	70%	69%	78%	69%	74%	75%	75%	70%	75%	78%
DIVERSITY & INCLUSION	77%	77%	80%	80%	76%	78%	81%	73%	78%	81%	82%	81%	76%	83%

*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

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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 Offices	Capital Region	Far West and Orana	Coffs Harbour - Grafton	Mid North Coast	Sydney - Ryde	Sydney - Inner West	Sydney - North Sydney and Hornsby	Murray	Sydney - South West	Central Coast	Hunter Valley exc Newcastle	Sydney - Sutherland	Sydney - Outer West and Blue Mountains
NUMBER OF RESPONDENTS	4904	51	49	45	45	41	34	34	30	30	24	23	17	11
EMPLOYEE ENGAGEMENT	72%	78%	72%	79%	80%	76%	82%	78%	62%	65%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	78%	93%	84%	79%	90%	87%	86%	90%	70%	73%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	60%	70%	62%	75%	69%	65%	63%	77%	46%	47%	(r)	(r)	(r)	(r)
COMMUNICATION	69%	80%	74%	81%	80%	73%	80%	82%	48%	51%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	70%	79%	73%	80%	79%	73%	75%	77%	50%	56%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	81%	74%	84%	79%	78%	80%	83%	55%	57%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	85%	80%	83%	81%	77%	86%	83%	63%	61%	(r)	(r)	(r)	(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



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 Offices	Sydney - Northern Beaches	Sydney - Eastern Suburbs	Sydney - Baulkham Hills and Hawkesbury	Outside NSW	Southern Highlands and Shoalhaven
NUMBER OF RESPONDENTS	4904	10	5	3	1	0
EMPLOYEE ENGAGEMENT	72%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	78%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	60%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	69%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	70%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	(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 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 Offices	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	4904	27	104	314	454	664	643	655	656	602	316	118
EMPLOYEE ENGAGEMENT	72%	(r)	79%	74%	73%	70%	71%	74%	72%	72%	74%	67%
ENGAGEMENT WITH WORK	78%	(r)	80%	76%	78%	75%	76%	81%	82%	79%	81%	79%
SENIOR MANAGERS	60%	(r)	67%	61%	61%	59%	60%	63%	59%	61%	60%	51%
COMMUNICATION	69%	(r)	77%	73%	71%	68%	69%	73%	69%	69%	69%	62%
HIGH PERFORMANCE	70%	(r)	79%	72%	72%	68%	69%	72%	69%	72%	72%	64%
PUBLIC SECTOR VALUES	71%	(r)	77%	72%	72%	70%	71%	73%	71%	74%	73%	64%
DIVERSITY & INCLUSION	77%	(r)	83%	80%	79%	75%	76%	80%	78%	78%	78%	71%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY 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 Offices	Male	Female	Other
NUMBER OF RESPONDENTS	4904	1729	2781	81
EMPLOYEE ENGAGEMENT	72%	72%	73%	52%
ENGAGEMENT WITH WORK	78%	79%	79%	48%
SENIOR MANAGERS	60%	61%	61%	27%
COMMUNICATION	69%	72%	69%	40%
HIGH PERFORMANCE	70%	71%	71%	42%
PUBLIC SECTOR VALUES	71%	72%	72%	40%
DIVERSITY & INCLUSION	77%	79%	77%	48%

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 Offices	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	4904	300	66	180	60	100	3907
EMPLOYEE ENGAGEMENT	72%	82%	75%	71%	75%	71%	71%
ENGAGEMENT WITH WORK	78%	89%	91%	81%	82%	78%	77%
SENIOR MANAGERS	60%	78%	60%	59%	65%	60%	59%
COMMUNICATION	69%	84%	73%	65%	67%	68%	68%
HIGH PERFORMANCE	70%	84%	74%	68%	71%	68%	69%
PUBLIC SECTOR VALUES	71%	86%	76%	72%	72%	70%	70%
DIVERSITY & INCLUSION	77%	87%	73%	73%	75%	76%	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

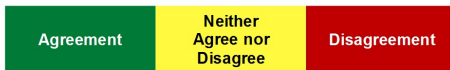
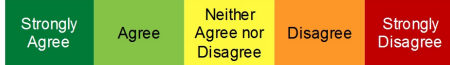
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.