



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

NSW Education Standards Authority



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RESPONSE RATE

73%

319 OF 435 RESPONDENTS

RESPONSE RATE 2018: 72%

EMPLOYEE ENGAGEMENT

58%

DIFFERENCE FROM 2018 -4 (62%)

DIFFERENCE FROM PUBLIC SECTOR -8 (66%)

ENGAGEMENT WITH WORK

69%

DIFFERENCE FROM 2018 -2 (70%)

DIFFERENCE FROM PUBLIC SECTOR -4 (73%)

SENIOR MANAGERS

44%

DIFFERENCE FROM 2018 -5 (49%)

DIFFERENCE FROM PUBLIC SECTOR -6 (50%)

COMMUNICATION

66%

DIFFERENCE FROM 2018 -3 (69%)

DIFFERENCE FROM PUBLIC SECTOR +4 (62%)

HIGH PERFORMANCE

58%

DIFFERENCE FROM 2018 -5 (63%)

DIFFERENCE FROM PUBLIC SECTOR -7 (65%)

PUBLIC SECTOR VALUES

62%

DIFFERENCE FROM 2018 -3 (65%)

DIFFERENCE FROM PUBLIC SECTOR -1 (62%)

DIVERSITY & INCLUSION

72%

DIFFERENCE FROM 2018 -1 (73%)

DIFFERENCE FROM PUBLIC SECTOR +3 (69%)

FLEXIBLE WORKING SATISFACTION

72%

DIFFERENCE FROM 2018 0 (72%)

DIFFERENCE FROM PUBLIC SECTOR +13 (59%)

ACTION ON RESULTS

36%

DIFFERENCE FROM 2018 -10 (46%)

DIFFERENCE FROM PUBLIC SECTOR -3 (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
1h. I am comfortable notifying my manager if I become aware of any risks at work	90%	-
2a. My workgroup strives to achieve customer/client satisfaction	90%	92%
1a. I understand what is expected of me to do well in my role	87%	90%
2c. I receive help and support from other members of my workgroup	85%	86%
2b. My workgroup works collaboratively to achieve its objectives	83%	83%
5b. My manager listens to what I have to say	81%	81%
2e. People in my workgroup treat each other with respect	80%	80%
1g. I know how to address a health and safety issue I have identified	79%	75%
2d. There is good team spirit in my workgroup	78%	74%
5a. My manager encourages people in my workgroup to keep improving the work they do	77%	76%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	20%	25%
7f. My organisation is committed to developing its employees	27%	37%
11a. I have confidence in the ways my organisation resolves grievances	28%	26%
7g. I have confidence in the way recruitment decisions are made	33%	39%
6d. Senior managers encourage innovation by employees	34%	43%
3g. I am satisfied with the opportunities available for career development in my organisation	34%	40%
7d. There is good co-operation between teams across our organisation	35%	38%
7e. People in my organisation take responsibility for their own actions	35%	43%
6b. I feel that senior managers effectively lead and manage change	36%	39%
10a. I believe action will be taken on the results from this survey by my organisation	36%	46%



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
3e. My performance is assessed against clear criteria	59%	50%
5h. My manager deals appropriately with employees who perform poorly	47%	42%
2d. There is good team spirit in my workgroup	78%	74%
1g. I know how to address a health and safety issue I have identified	79%	75%
11a. I have confidence in the ways my organisation resolves grievances	28%	26%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	76%	74%
6c. I feel that senior managers model the values of my organisation	48%	46%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	65%	64%
5a. My manager encourages people in my workgroup to keep improving the work they do	77%	76%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7b. My organisation is making the necessary improvements to meet our future challenges	38%	50%
6a. I believe senior managers provide clear direction for the future of the organisation	43%	53%
7f. My organisation is committed to developing its employees	27%	37%
10a. I believe action will be taken on the results from this survey by my organisation	36%	46%
6d. Senior managers encourage innovation by employees	34%	43%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	45%	54%
3f. I have received appropriate training and development to do my job well	50%	58%
7a. My organisation focuses on improving the work we do	58%	66%
7e. People in my organisation take responsibility for their own actions	35%	43%
6g. I feel that senior managers keep employees informed about what's going on	61%	68%



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

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



Q7c. I feel that change is managed well in my organisation



Q7f. My organisation is committed to developing its employees



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



Q5h. My manager deals appropriately with employees who perform poorly



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q7c. I feel that change is managed well in my organisation



Q7f. My organisation is committed to developing its employees



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



Q5h. My manager deals appropriately with employees who perform poorly



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q7c. I feel that change is managed well in my organisation



Q7f. My organisation is committed to developing its employees



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



Q5h. My manager deals appropriately with employees who perform poorly



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

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

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

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

RESPONDENT PROFILE

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

Survey responses: 319

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	32	Senior Executive (ongoing/permanent or term)	7	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	17
Female	65	Ongoing/Permanent (other than senior executive)	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)	12
Other	3	Temporary (including temporary teachers and graduates)	9	Administrative support (e.g. executive/personal assistant, receptionist)	12
		Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	16
		Contract – Non Executive	9	Policy	14
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	1	Research	2
		Other	1	Program and project management support	15
		Don't know	0	Legal (including developing and/or reviewing legislation)	1
				Other	12
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	17	Yes	11	Less than 1 year	15
35 - 54 years	58	No	89	1 - 2 years	20
55+ years	25			2 - 5 years	26
		Supervisors	Survey %	5 - 10 years	19
		Yes	40	10 - 20 years	14
		No	60	More than 20 years	5
		Working arrangement	Survey %		
		Full-time	93	Salary	Survey %
		Part-time	7	\$83,402 and below	16
				\$83,403 - \$108,043	21
				\$108,044 - \$144,520	32
				\$144,521 and above	22
				Prefer not to say	10
LOTE spoken at home	Survey %				
Yes	23				
No	70				
Prefer not to say	7				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	2				
No	93				
Prefer not to say	5				
Disability	Survey %				
Yes	3				
No	92				
Prefer not to say	5				
LGBTI	Survey %				
Yes	6				
No	88				
Prefer not to say	6				

Results are rounded and may not add up to 100%



WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

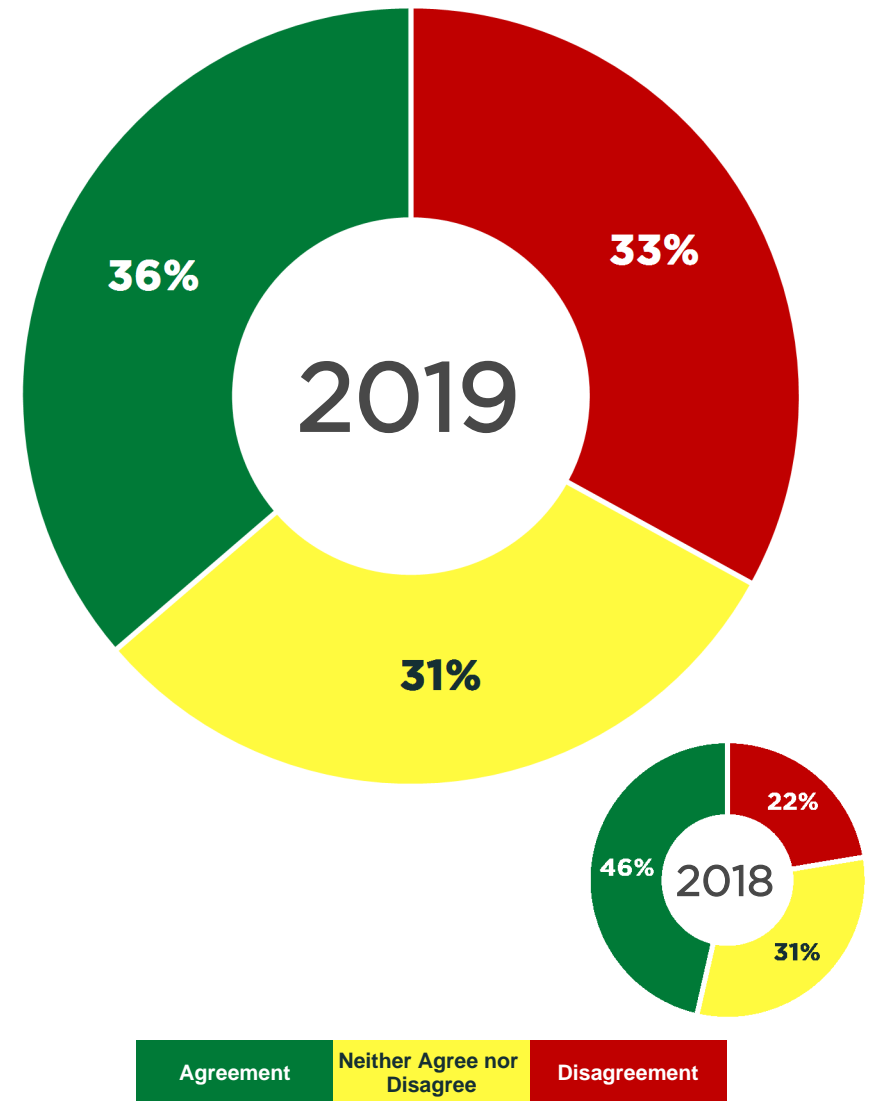
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36%

of employees replied favourably to:

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

39%	0%	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 PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	27%	37%	53%
2	Q7b. My organisation is making the necessary improvements to meet our future challenges	38%	50%	57%
3	Q6a. I believe senior managers provide clear direction for the future of the organisation	43%	53%	51%
4	Q6d. Senior managers encourage innovation by employees	34%	43%	51%
5	Q7c. I feel that change is managed well in my organisation	20%	25%	42%
6	Q7a. My organisation focuses on improving the work we do	58%	66%	69%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for NSW Education Standards Authority

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 Education Standards Authority	Assessment Standards	Corporate Governance & School Standards	Curriculum Standards	Office of the CEO + Strategy & Delivery	Quality Teaching
NUMBER OF RESPONDENTS	319	72	102	49	38	58
EMPLOYEE ENGAGEMENT	58%	58%	62%	60%	48%	57%
ENGAGEMENT WITH WORK	69%	72%	72%	72%	61%	61%
SENIOR MANAGERS	44%	40%	48%	47%	35%	44%
COMMUNICATION	66%	67%	66%	66%	66%	65%
HIGH PERFORMANCE	58%	56%	60%	61%	53%	58%
PUBLIC SECTOR VALUES	62%	61%	63%	65%	55%	62%
DIVERSITY & INCLUSION	72%	74%	71%	76%	70%	69%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 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	58% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	10	43	27	12	7	53%	55%	62%
Q7j. I am proud to tell others I work for my organisation	15	43	21	14		59%	64%	70%
Q7k. I feel a strong personal attachment to my organisation	13	36	30	14		49%	53%	64%
Q7l. My organisation motivates me to help it achieve its objectives	11	36	29	17	8	46%	52%	56%
Q7m. My organisation inspires me to do the best in my job	9	35	29	18	9	44%	51%	56%

KEY



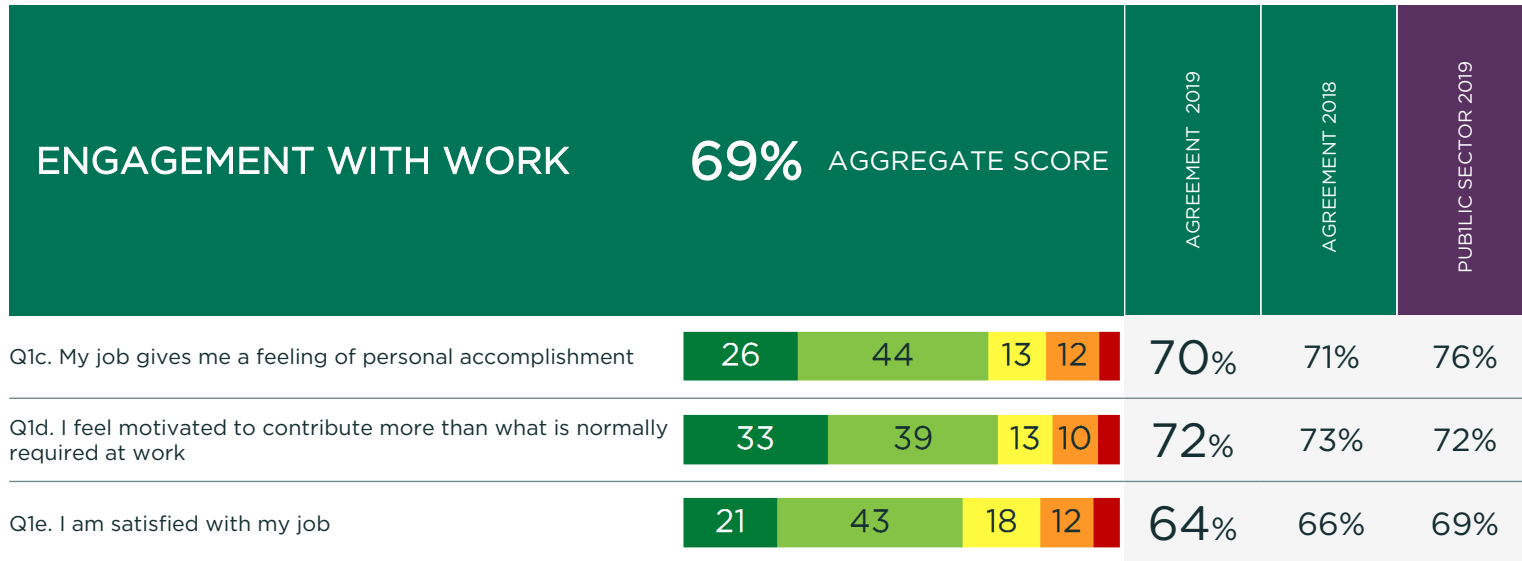


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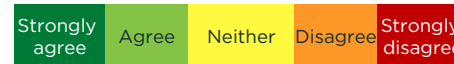
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KEY





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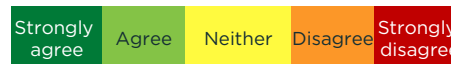
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SENIOR MANAGERS	44% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	34	31	16	11	43%	53%	51%
Q6b. I feel that senior managers effectively lead and manage change		30	31	20	13	36%	39%	47%
Q6c. I feel that senior managers model the values of my organisation	9	39	28	13	10	48%	46%	52%
Q6d. Senior managers encourage innovation by employees		29	34	18	14	34%	43%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9	37	34	12	8	45%	54%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16	49	19	8	8	65%	64%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	45	22	11		61%	68%	48%
Q6h. I feel that senior managers listen to employees		34	32	14	14	41%	46%	44%
Q7c. I feel that change is managed well in my organisation	19	38	26	16		20%	25%	42%

KEY





EXPLORE THE FULL RESULTS

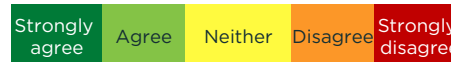
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COMMUNICATION	66% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019			
Q5c. My manager communicates effectively with me	38	38	12	9	76%	77%	72%	
Q5d. My manager encourages and values employee input	41	35	14		76%	79%	73%	
Q5e. My manager involves my workgroup in decisions about our work	35	36	16	9	71%	72%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	16	45	22	11	61%	68%	48%	
Q6h. I feel that senior managers listen to employees		34	32	14	14	41%	46%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23	50	14	8	73%	74%	69%	

KEY





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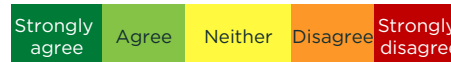
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	HIGH PERFORMANCE				58% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	37	50	8		87%	90%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	46	37	7	8	83%	83%	79%	
Q3f. I have received appropriate training and development to do my job well	14	36	25	17	8	50%	58%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	43	13	8	77%	76%	75%	
Q5f. I have confidence in the decisions my manager makes	32	40	18		73%	72%	69%	
Q6d. Senior managers encourage innovation by employees		29	34	18	14	34%	43%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9	37	34	12	8	45%	54%	53%
Q7a. My organisation focuses on improving the work we do	12	46	22	14		58%	66%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges		32	29	21	12	38%	50%	57%

KEY



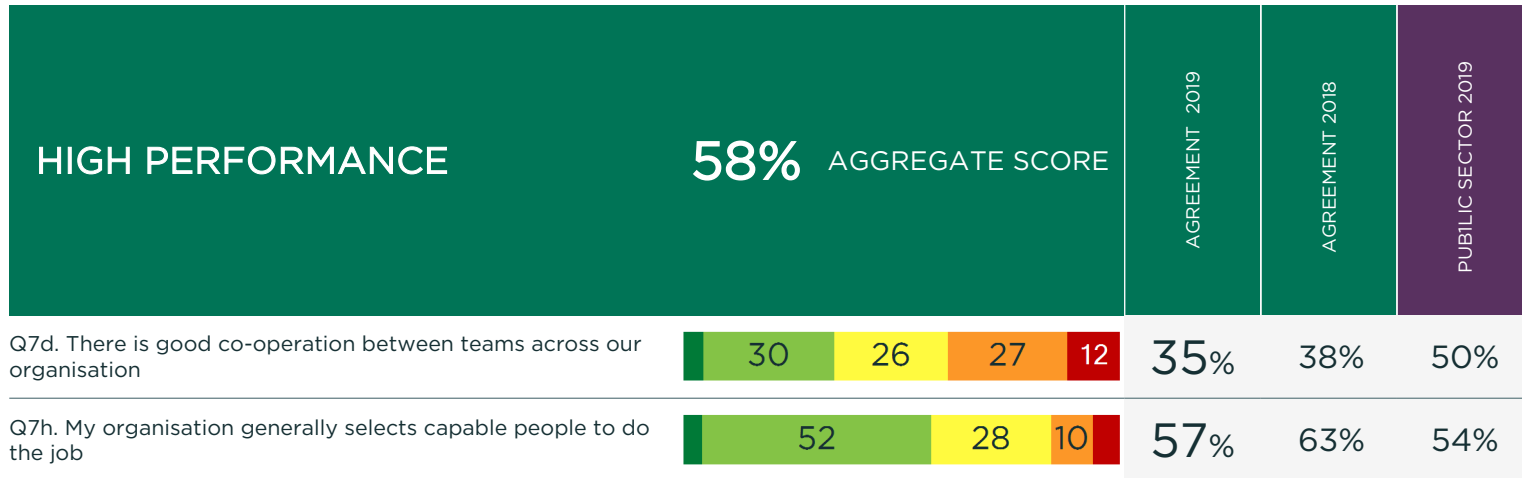


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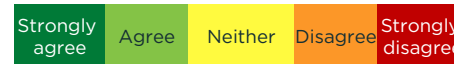
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KEY





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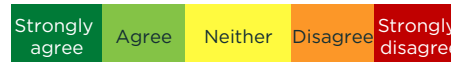
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PUBLIC SECTOR VALUES	62% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019			
	Q2a. My workgroup strives to achieve customer/client satisfaction	53	37	90%	92%	86%		
Q2e. People in my workgroup treat each other with respect	44	36	10	80%	80%	75%		
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	43	13	8	77%	76%	75%	
Q5b. My manager listens to what I have to say	40	41	11	81%	81%	76%		
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	34	31	16	11	43%	53%	51%
Q6c. I feel that senior managers model the values of my organisation	9	39	28	13	10	48%	46%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	16	49	19	8	8	65%	64%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16	45	22	11		61%	68%	48%
Q6h. I feel that senior managers listen to employees		34	32	14	14	41%	46%	44%

KEY



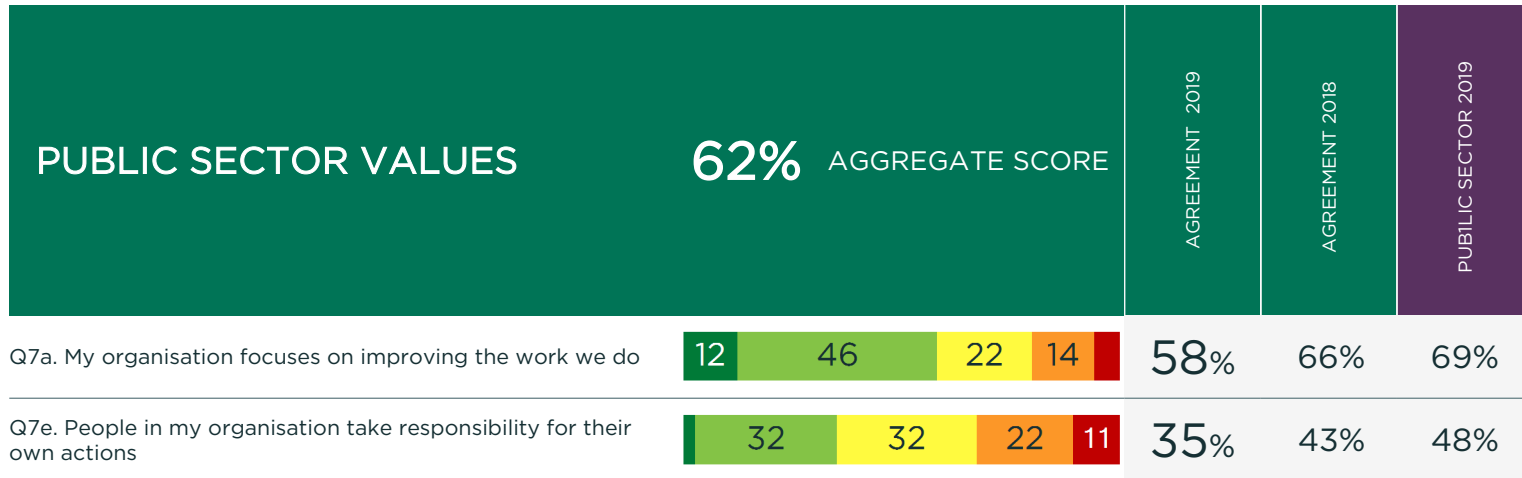


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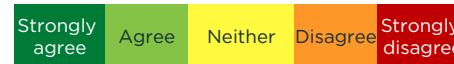
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DIVERSITY & INCLUSION	72% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	24	42	16	14	66%	68%	67%
Q5b. My manager listens to what I have to say	40	41	11		81%	81%	76%
Q5d. My manager encourages and values employee input	41	35	14		76%	79%	73%
Q6i. Senior managers in my organisation support the career advancement of women	18	35	33	7	53%	55%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	22	53	14		75%	75%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	25	51	13		76%	74%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	23	50	14	8	73%	74%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	32	40	16	8	72%	72%	59%
Q8e. My manager supports flexible working in my team	37	38	16		75%	79%	63%

KEY



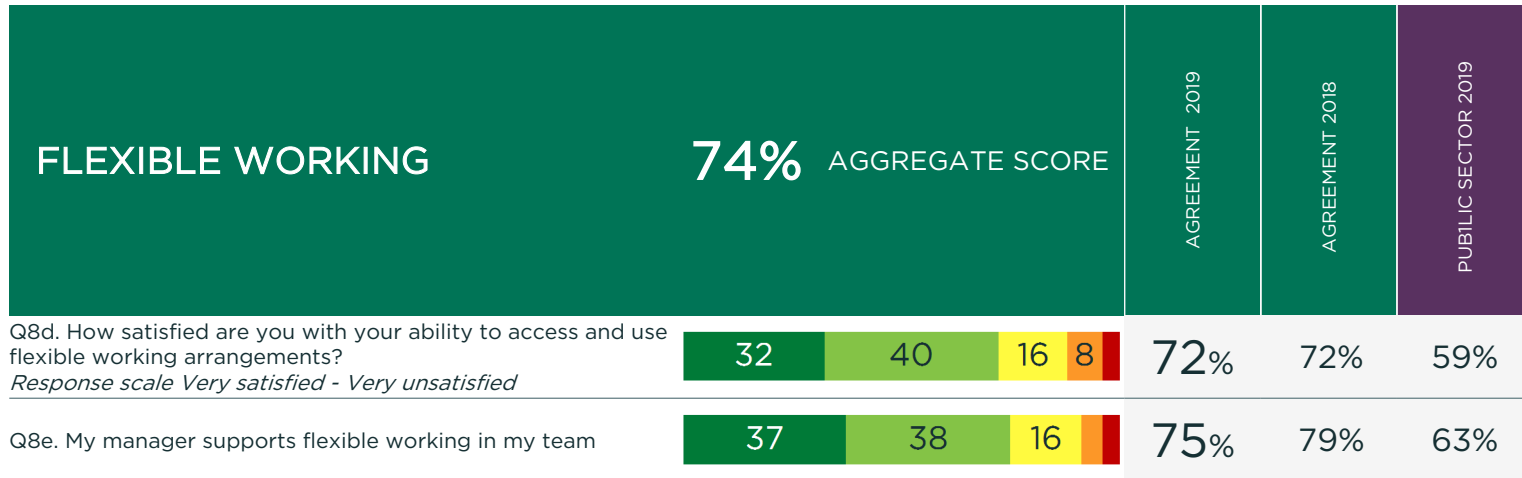


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KEY



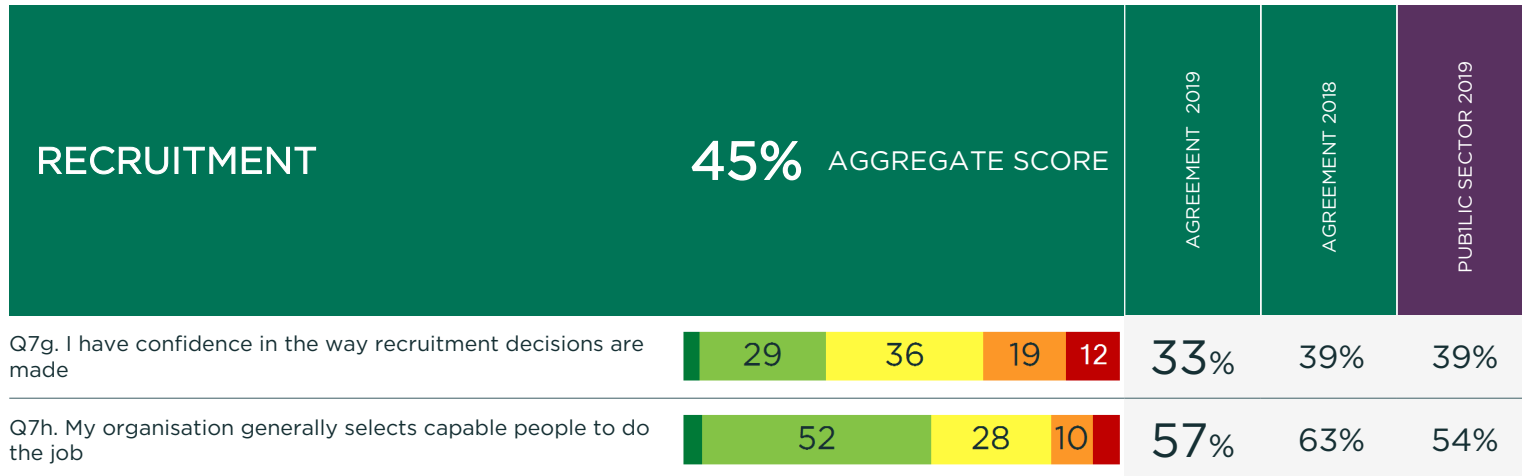


EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

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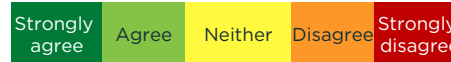
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PERFORMANCE FRAMEWORK & DEVELOPMENT

52% 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	25	43	18	11	67%	68%	66%
Q3e. My performance is assessed against clear criteria	19	39	25	13	59%	50%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	9	25	25	25	34%	40%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	37	39	14		76%	78%	69%
Q5h. My manager deals appropriately with employees who perform poorly	17	29	35	13	47%	42%	48%
Q7f. My organisation is committed to developing its employees	23		38	21	27%	37%	53%

KEY





EXPLORE THE FULL RESULTS

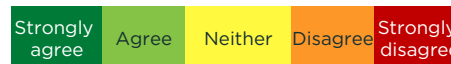
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Results are rounded and may not add up to 100%

	75% 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	24	42	16	14	66%	68%	67%
Q1f. I am able to keep my work stress at an acceptable level	19	51	16	10	70%	70%	61%
Q2c. I receive help and support from other members of my workgroup	45	39	8		85%	86%	81%
Q2d. There is good team spirit in my workgroup	42	36	10	8	78%	74%	70%

KEY



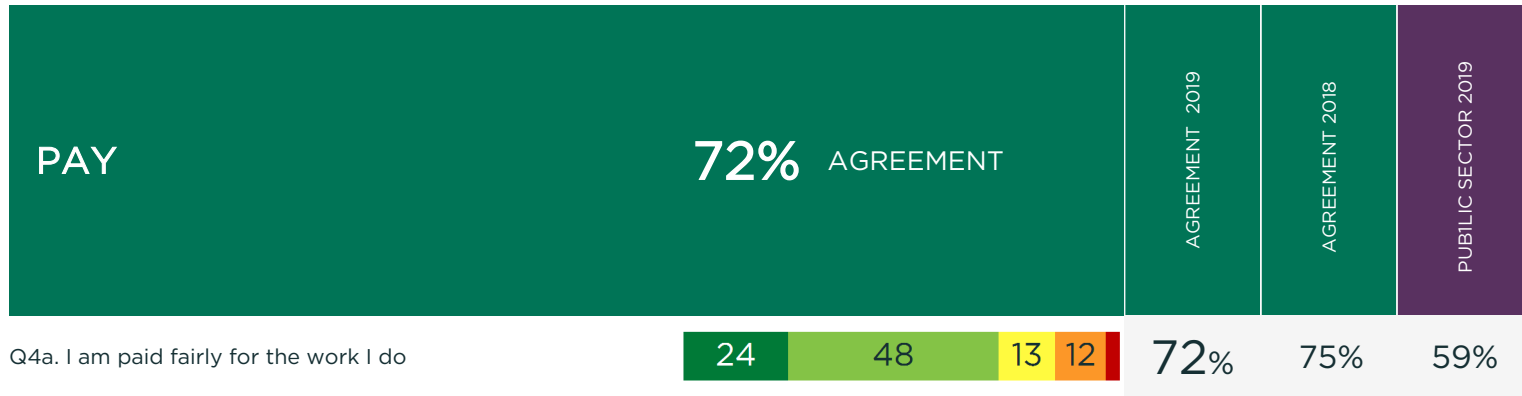


EXPLORE THE FULL RESULTS

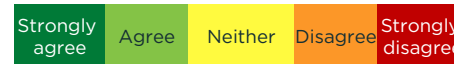
Questions are grouped by topics in this report.

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



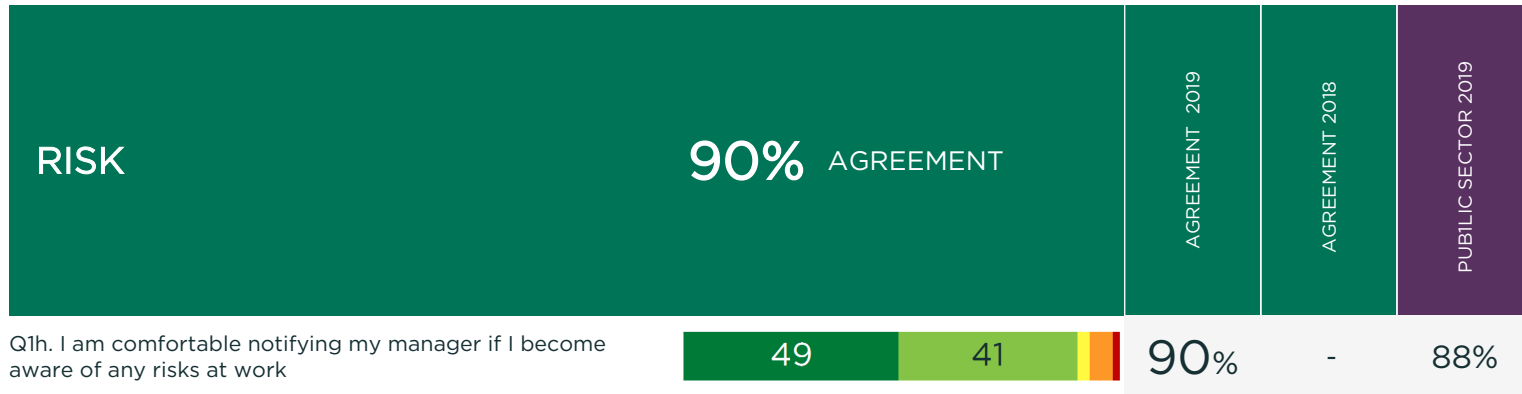


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



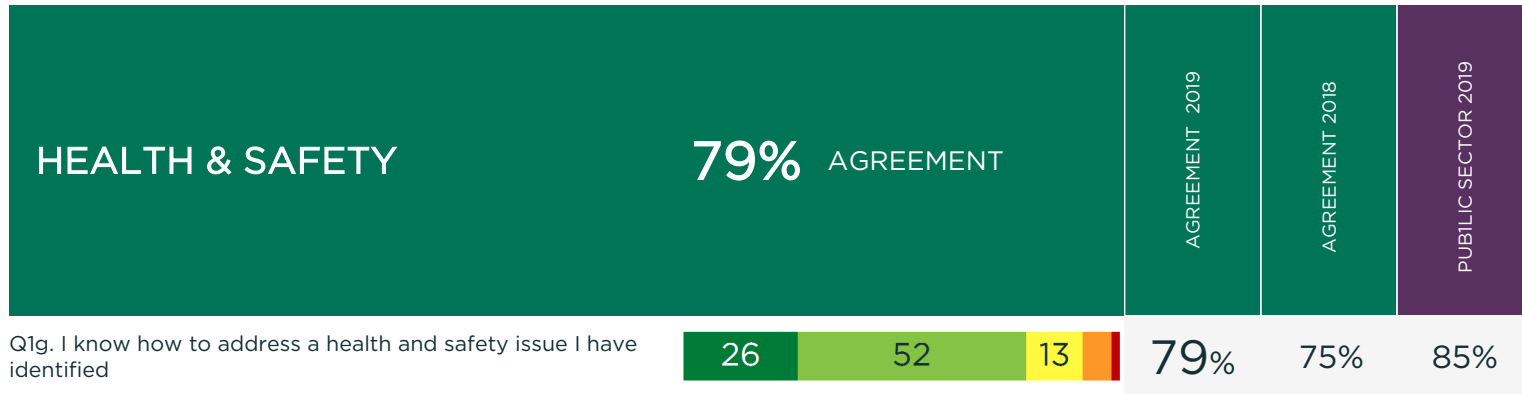


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



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%

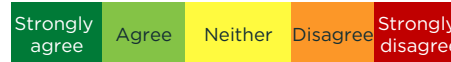
ACTION ON RESULTS

36% 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%

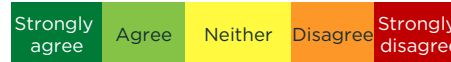
WORKPLACE CONDUCT

28% AGREEMENT

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



KEY

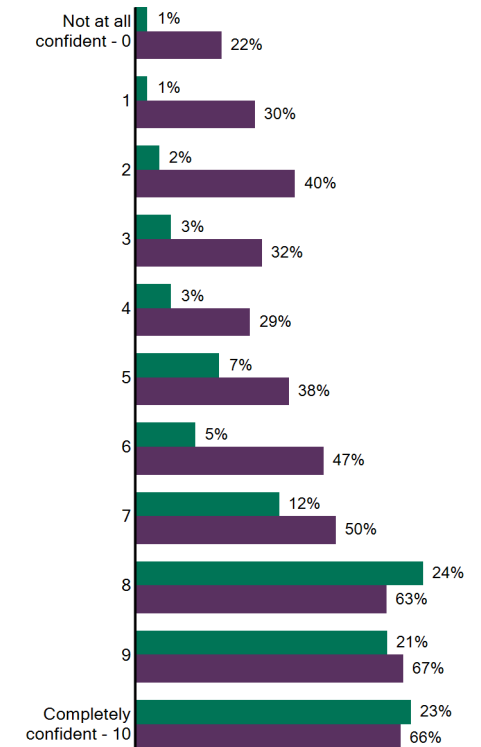
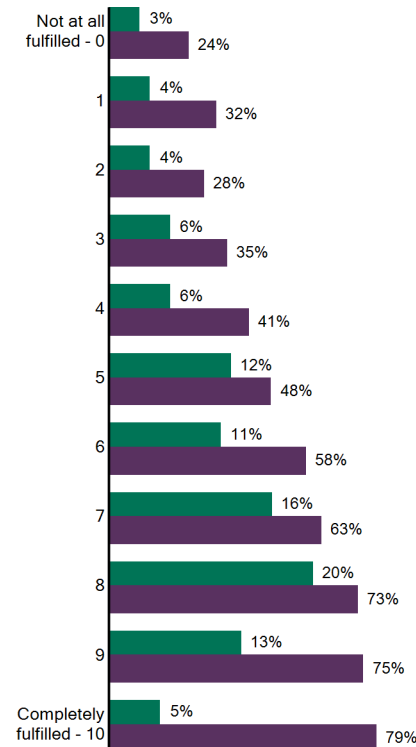
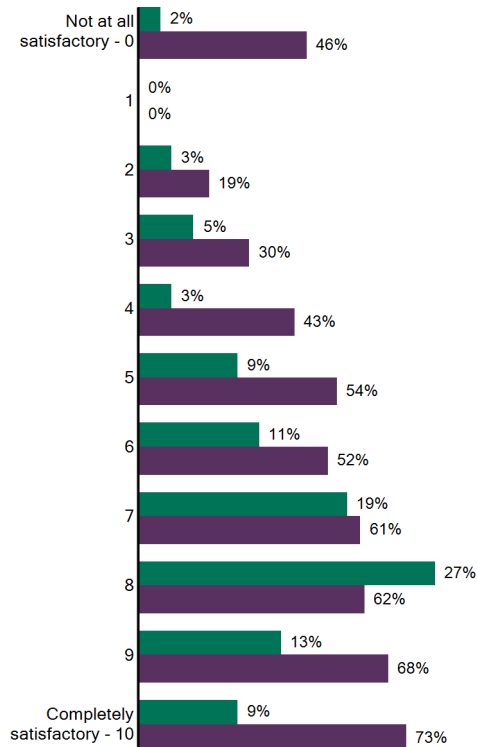


WELLBEING AND ENGAGEMENT

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

Q1j. I find my life at work fulfilling

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



Proportion of respondents answering each response option

Employee engagement score

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.



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

		2019	2018	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		85%	70%	71%
No		15%	30%	29%
Q3b. I have informal feedback conversations with my manager				
Yes		79%	80%	76%
No		21%	20%	24%
Q3c. I have scheduled feedback conversations with my manager				
Yes		69%	65%	60%
No		31%	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	PUBLIC SECTOR 2019
Yes		49%	48%	41%
No		51%	52%	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
Lack of visible opportunities		43%	35%	29%
Lack of promotion opportunities		38%	33%	28%
The application/recruitment process is too cumbersome or time consuming		26%	25%	22%
Lack of support for temporary assignments/secondments		25%	18%	15%
There are no major barriers to my career progression		24%	32%	29%
Insufficient training and development		22%	25%	15%
Personal/family considerations		19%	21%	29%
Geographic location considerations		15%	21%	25%
Lack of required capabilities or experience		13%	14%	11%
Other		12%	9%	9%
Lack of support from my manager/supervisor		10%	11%	13%

% are calculated with the number of unique respondents (N = 306 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		25%	27%	27%
No		57%	52%	56%
Don't know		18%	21%	17%

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

Yes		60%	60%	65%
No		40%	36%	32%
Don't know		0%	4%	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		37%	41%	33%
No		53%	51%	57%
Don't know		10%	8%	10%

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

Yes		19%	18%	18%
No		73%	77%	75%
Don't know		8%	5%	7%



EXPLORE THE FULL RESULTS

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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		26%	25%	21%
A fellow worker at your level		22%	13%	27%
Prefer not to say		22%	12%	13%
A subordinate		12%	6%	7%
Your immediate manager/supervisor		10%	33%	23%
Other		7%	10%	5%
A client or customer		0%	2%	3%
A member of the public other than a client or customer		0%	-	1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		32%
Female		65%
Other		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		2%
25-29		6%
30-34		9%
35-39		17%
40-44		14%
45-49		13%
50-54		14%
55-59		13%
60-64		9%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

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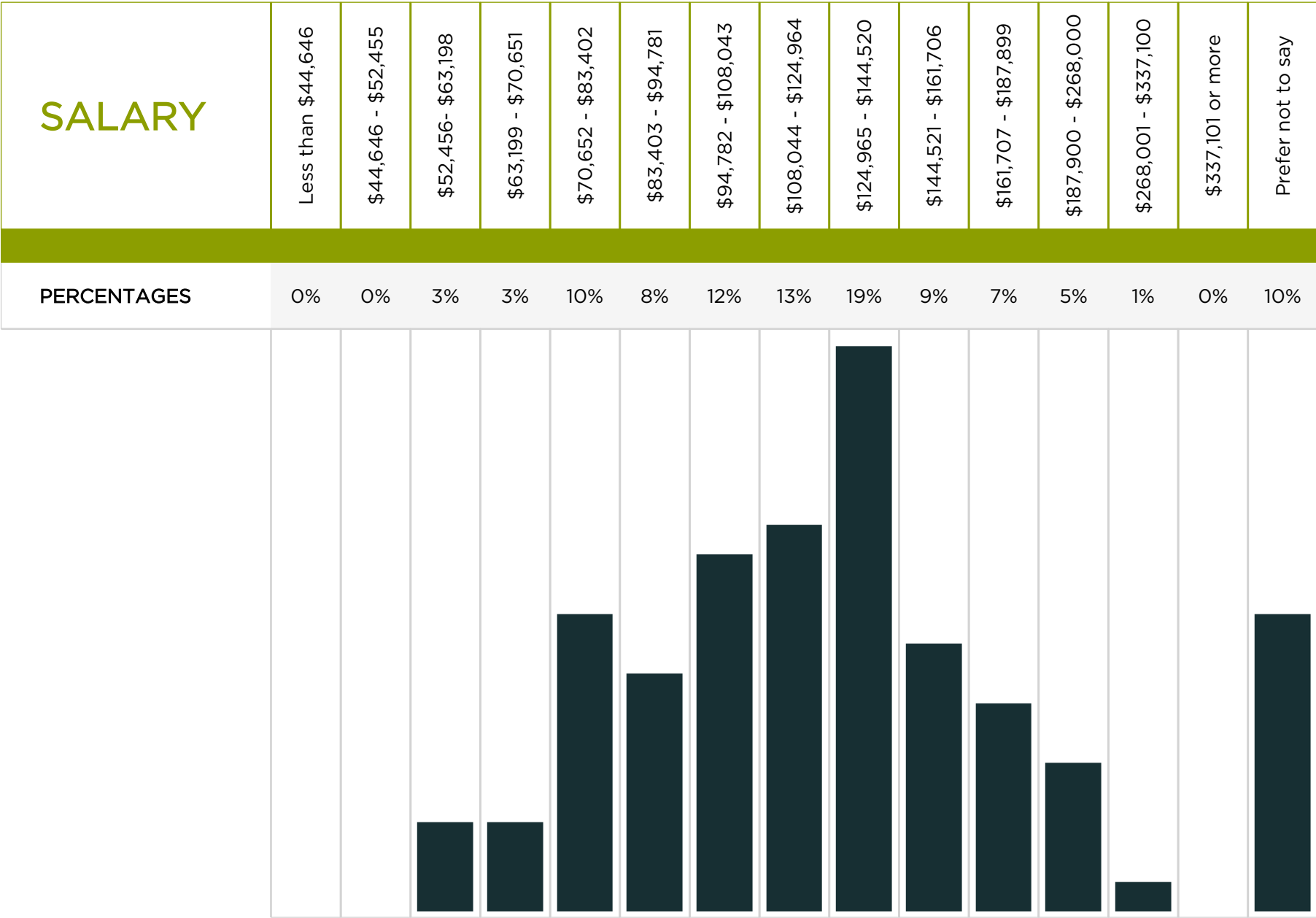
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	17%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	12%
Administrative support (e.g. executive/personal assistant, receptionist)	12%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	16%
Policy	14%
Research	2%
Program and project management support	15%
Legal (including developing and/or reviewing legislation)	1%
Other	12%

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		15%
1 - 2 years		20%
2 - 5 years		26%
5 - 10 years		19%
10 - 20 years		14%
More than 20 years		5%

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		78%
Working from home		45%
Working additional hours to make up for time off		22%
Working more hours over fewer days		12%
Working from different locations		9%
Leave without pay		9%
None of the above		8%

% are calculated with the number of unique respondents (N = 301 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	7%
Study leave	5%
Flexible scheduling for rostered workers	4%
Job sharing	2%
Other	2%
Purchasing annual leave	1%

% are calculated with the number of unique respondents (N = 301 to this question)

RESULT BY TYPE OF WORK



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%

	NSW Education Standards Authority	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	319	51	36	35	47	41	5	46	3	36
EMPLOYEE ENGAGEMENT	58%	59%	56%	57%	64%	51%	(r)	59%	(r)	59%
ENGAGEMENT WITH WORK	69%	76%	62%	67%	72%	54%	(r)	74%	(r)	75%
SENIOR MANAGERS	44%	43%	47%	43%	51%	38%	(r)	47%	(r)	40%
COMMUNICATION	66%	66%	62%	55%	74%	63%	(r)	73%	(r)	70%
HIGH PERFORMANCE	58%	59%	54%	58%	61%	55%	(r)	59%	(r)	59%
PUBLIC SECTOR VALUES	62%	64%	61%	56%	66%	56%	(r)	67%	(r)	61%
DIVERSITY & INCLUSION	72%	72%	68%	66%	78%	68%	(r)	77%	(r)	74%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	NSW Education Standards Authority	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	319	1	1	8	8	31	25	37	38	57	28	20	14	3
EMPLOYEE ENGAGEMENT	58%	(r)	(r)	(r)	(r)	61%	(r)	56%	58%	61%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	72%	(r)	69%	70%	71%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	41%	(r)	46%	36%	52%	(r)	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	63%	(r)	63%	65%	73%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	(r)	(r)	(r)	(r)	59%	(r)	57%	52%	61%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	(r)	58%	(r)	60%	59%	69%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	72%	(r)	(r)	(r)	(r)	72%	(r)	68%	76%	75%	(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 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.

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	NSW Education Standards Authority	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	319	0	29
EMPLOYEE ENGAGEMENT	58%	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)
COMMUNICATION	66%	(r)	(r)
HIGH PERFORMANCE	58%	(r)	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)
DIVERSITY & INCLUSION	72%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	NSW Education Standards Authority	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	319	46	61	79	57	41	16
EMPLOYEE ENGAGEMENT	58%	65%	58%	57%	50%	64%	(r)
ENGAGEMENT WITH WORK	69%	78%	66%	68%	59%	77%	(r)
SENIOR MANAGERS	44%	51%	49%	40%	36%	48%	(r)
COMMUNICATION	66%	74%	71%	67%	59%	66%	(r)
HIGH PERFORMANCE	58%	66%	58%	57%	50%	61%	(r)
PUBLIC SECTOR VALUES	62%	70%	66%	60%	56%	64%	(r)
DIVERSITY & INCLUSION	72%	80%	75%	72%	65%	71%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
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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%

	NSW Education Standards Authority	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	319	236	35	65	13	21	7	28	135	3	26	16	7	24
EMPLOYEE ENGAGEMENT	58%	57%	54%	60%	(r)	(r)	(r)	(r)	58%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	69%	64%	73%	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	43%	41%	43%	(r)	(r)	(r)	(r)	43%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	65%	67%	67%	(r)	(r)	(r)	(r)	69%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	57%	58%	56%	(r)	(r)	(r)	(r)	58%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	61%	60%	61%	(r)	(r)	(r)	(r)	62%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	72%	72%	77%	73%	(r)	(r)	(r)	(r)	77%	(r)	(r)	(r)	(r)	(r)

*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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	NSW Education Standards Authority	Sydney East	Sydney West	Sydney - City and Inner South	Central West	Illawarra	Newcastle and Lake Macquarie	Sydney - Blacktown	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Outer South West	Sydney - Ryde	Sydney - Sutherland	Capital Region
NUMBER OF RESPONDENTS	319	270	2	266	1	1	1	1	1	1	1	1	1	0
EMPLOYEE ENGAGEMENT	58%	58%	(r)	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	69%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	43%	(r)	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	66%	(r)	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	58%	(r)	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	62%	(r)	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	72%	73%	(r)	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	NSW Education Standards Authority	Central Coast	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Mid North Coast	Murray	New England and North West	Outside NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Sydney - Eastern Suburbs
NUMBER OF RESPONDENTS	319	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

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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Results are rounded and may not add up to 100%

	NSW Education Standards Authority	Sydney - Inner South West	Sydney - Northern Beaches	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - South West
NUMBER OF RESPONDENTS	319	0	0	0	0	0
EMPLOYEE ENGAGEMENT	58%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	58%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	72%	(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%

	NSW Education Standards Authority	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	319	0	5	17	28	51	43	39	42	39	28	8
EMPLOYEE ENGAGEMENT	58%	(r)	(r)	(r)	(r)	62%	50%	54%	61%	57%	(r)	(r)
ENGAGEMENT WITH WORK	69%	(r)	(r)	(r)	(r)	75%	68%	61%	67%	71%	(r)	(r)
SENIOR MANAGERS	44%	(r)	(r)	(r)	(r)	47%	39%	44%	47%	40%	(r)	(r)
COMMUNICATION	66%	(r)	(r)	(r)	(r)	72%	69%	67%	61%	60%	(r)	(r)
HIGH PERFORMANCE	58%	(r)	(r)	(r)	(r)	61%	50%	57%	62%	54%	(r)	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	(r)	68%	58%	61%	63%	57%	(r)	(r)
DIVERSITY & INCLUSION	72%	(r)	(r)	(r)	(r)	77%	73%	71%	72%	68%	(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 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%

	NSW Education Standards Authority	Male	Female	Other
NUMBER OF RESPONDENTS	319	96	197	8
EMPLOYEE ENGAGEMENT	58%	61%	57%	(r)
ENGAGEMENT WITH WORK	69%	70%	70%	(r)
SENIOR MANAGERS	44%	49%	42%	(r)
COMMUNICATION	66%	74%	64%	(r)
HIGH PERFORMANCE	58%	61%	58%	(r)
PUBLIC SECTOR VALUES	62%	67%	61%	(r)
DIVERSITY & INCLUSION	72%	77%	71%	(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

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

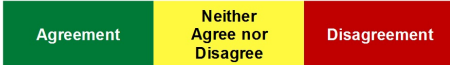
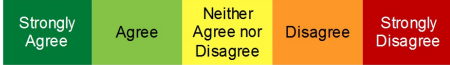
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.