2019 | **NSW Public Sector Employee Survey**

LARGE BUSINESS UNIT

Education

Public schools - All Non-Teaching Staff in Schools

Contents

HEADLINES

RESPONSE RATE

6,537 RESPONDENTS

EMPLOYEE ENGAGEMENT

73% −

DIFFERENCE FROM 2018	0 (73%)
DIFFERENCE FROM PARENT*	+5 (68%)
DIFFERENCE FROM PUBLIC SECTOR	+7 (66%)

ENGAGEMENT WITH WORK

80% ⬇

DIFFERENCE FROM 2018	-1 (81%)
DIFFERENCE FROM PARENT*	+6 (74%)
DIFFERENCE FROM PUBLIC SECTOR	+7 (73%)

SENIOR MANAGERS

59% ⬆

DIFFERENCE FROM 2018	+1 (58%)
DIFFERENCE FROM PARENT*	+1 (58%)
DIFFERENCE FROM PUBLIC SECTOR	+9 (50%)

COMMUNICATION

67% −

DIFFERENCE FROM 2018	0 (66%)
DIFFERENCE FROM PARENT*	+2 (65%)
DIFFERENCE FROM PUBLIC SECTOR	+4 (62%)

HIGH PERFORMANCE

69% ⬆

DIFFERENCE FROM 2018	+1 (68%)
DIFFERENCE FROM PARENT*	0 (69%)
DIFFERENCE FROM PUBLIC SECTOR	+4 (65%)

PUBLIC SECTOR VALUES

67% −

DIFFERENCE FROM 2018	0 (67%)
DIFFERENCE FROM PARENT*	0 (68%)
DIFFERENCE FROM PUBLIC SECTOR	+5 (62%)

DIVERSITY & INCLUSION

74% ⬆

DIFFERENCE FROM 2018	+1 (73%)
DIFFERENCE FROM PARENT*	+7 (67%)
DIFFERENCE FROM PUBLIC SECTOR	+5 (69%)

FLEXIBLE WORKING SATISFACTION

64% −

DIFFERENCE FROM 2018	0 (64%)
DIFFERENCE FROM PARENT*	+20 (44%)
DIFFERENCE FROM PUBLIC SECTOR	+5 (59%)

ACTION ON RESULTS

33% ⬆

DIFFERENCE FROM 2018	+2 (32%)
DIFFERENCE FROM PARENT*	+4 (29%)
DIFFERENCE FROM PUBLIC SECTOR	-6 (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

*Parent refers to All Public Schools NSW

HIGHEST AND LOWEST QUESTIONS

➕ HIGHEST SCORING AGREEMENT QUESTIONS

	Question	AGREEMENT 2019	AGREEMENT 2018
1a.	I understand what is expected of me to do well in my role	93%	93%
1h.	I am comfortable notifying my manager if I become aware of any risks at work	91%	-
2a.	My workgroup strives to achieve customer/client satisfaction	89%	89%
1g.	I know how to address a health and safety issue I have identified	87%	87%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	85%	84%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	85%	84%
2c.	I receive help and support from other members of my workgroup	83%	83%
1c.	My job gives me a feeling of personal accomplishment	82%	82%
1d.	I feel motivated to contribute more than what is normally required at work	81%	82%
5b.	My manager listens to what I have to say	81%	80%

➖ LOWEST SCORING AGREEMENT QUESTIONS

	Question	AGREEMENT 2019	AGREEMENT 2018
10a.	I believe action will be taken on the results from this survey by my organisation	33%	32%
4a.	I am paid fairly for the work I do	38%	40%
7g.	I have confidence in the way recruitment decisions are made	43%	41%
11a.	I have confidence in the ways my organisation resolves grievances	48%	49%
3e.	My performance is assessed against clear criteria	50%	47%
5h.	My manager deals appropriately with employees who perform poorly	50%	47%
3g.	I am satisfied with the opportunities available for career development in my organisation	51%	52%
7e.	People in my organisation take responsibility for their own actions	52%	53%
6g.	I feel that senior managers keep employees informed about what's going on	52%	53%
6h.	I feel that senior managers listen to employees	55%	55%

ℹ 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
5h.	My manager deals appropriately with employees who perform poorly	50%	47%
3e.	My performance is assessed against clear criteria	50%	47%
7g.	I have confidence in the way recruitment decisions are made	43%	41%
6c.	I feel that senior managers model the values of my organisation	63%	61%
7c.	I feel that change is managed well in my organisation	55%	53%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	65%	63%
6d.	Senior managers encourage innovation by employees	60%	58%
1b.	I am provided with the support I need to do my best at work	74%	72%
10a.	I believe action will be taken on the results from this survey by my organisation	33%	32%
6b.	I feel that senior managers effectively lead and manage change	60%	58%

	LEAST IMPROVED AGREEMENT QUESTIONS	AGREEMENT 2019	AGREEMENT 2018
4a.	I am paid fairly for the work I do	38%	40%
1d.	I feel motivated to contribute more than what is normally required at work	81%	82%
7e.	People in my organisation take responsibility for their own actions	52%	53%
3g.	I am satisfied with the opportunities available for career development in my organisation	51%	52%
7a.	My organisation focuses on improving the work we do	72%	73%
7j.	I am proud to tell others I work for my organisation	79%	80%
2d.	There is good team spirit in my workgroup	73%	73%
11a.	I have confidence in the ways my organisation resolves grievances	48%	49%
1f.	I am able to keep my work stress at an acceptable level	65%	66%
1e.	I am satisfied with my job	77%	78%

YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL	% POSITIVE
Q10a. I believe action will be taken on the results from this survey by my organisation	33%
Q7g. I have confidence in the way recruitment decisions are made	43%
Q11a. I have confidence in the ways my organisation resolves grievances	48%
Q3e. My performance is assessed against clear criteria	50%
Q5h. My manager deals appropriately with employees who perform poorly	50%

HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL
Q10a. I believe action will be taken on the results from this survey by my organisation	44%
Q7g. I have confidence in the way recruitment decisions are made	35%
Q11a. I have confidence in the ways my organisation resolves grievances	35%
Q3e. My performance is assessed against clear criteria	33%
Q5h. My manager deals appropriately with employees who perform poorly	32%

DISAGREEMENT SCORES FOR HIGHEST NEUTRAL	% NEGATIVE
Q10a. I believe action will be taken on the results from this survey by my organisation	22%
Q7g. I have confidence in the way recruitment decisions are made	22%
Q11a. I have confidence in the ways my organisation resolves grievances	17%
Q3e. My performance is assessed against clear criteria	17%
Q5h. My manager deals appropriately with employees who perform poorly	18%

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)**

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

Survey responses: 6537

Gender	Survey %
Male	10
Female	90
Other	1

Age	Survey %
15 - 34 years	7
35 - 54 years	53
55+ years	40

LOTE spoken at home	Survey %
Yes	9
No	90
Prefer not to say	1

Aboriginal and/or Torres Strait Islanders	Survey %
Yes	5
No	93
Prefer not to say	2

Disability	Survey %
Yes	3
No	95
Prefer not to say	2

LGBTI	Survey %
Yes	1
No	96
Prefer not to say	2

Employment Status	Survey %
Senior Executive (ongoing/permanent or term)	1
Ongoing/Permanent (other than senior executive)	59
Temporary (including temporary teachers and graduates)	15
Casual	7
Contract – Non Executive	15
Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0
Other	0
Don't know	2

Manager of managers	Survey %
Yes	2
No	98

Supervisors	Survey %
Yes	22
No	78

Working arrangement	Survey %
Full-time	60
Part-time	40

Type of work	Survey %
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	36
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)	6
Administrative support (e.g. executive/personal assistant, receptionist)	42
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	1
Policy	0
Research	0
Program and project management support	0
Legal (including developing and/or reviewing legislation)	0
Other	15

Organisation Tenure	Survey %
Less than 1 year	8
1 - 2 years	9
2 - 5 years	19
5 - 10 years	20
10 - 20 years	30
More than 20 years	15

Salary	Survey %
$83,402 and below	89
$83,403 - $108,043	4
$108,044 - $144,520	0
$144,521 and above	0
Prefer not to say	7

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.

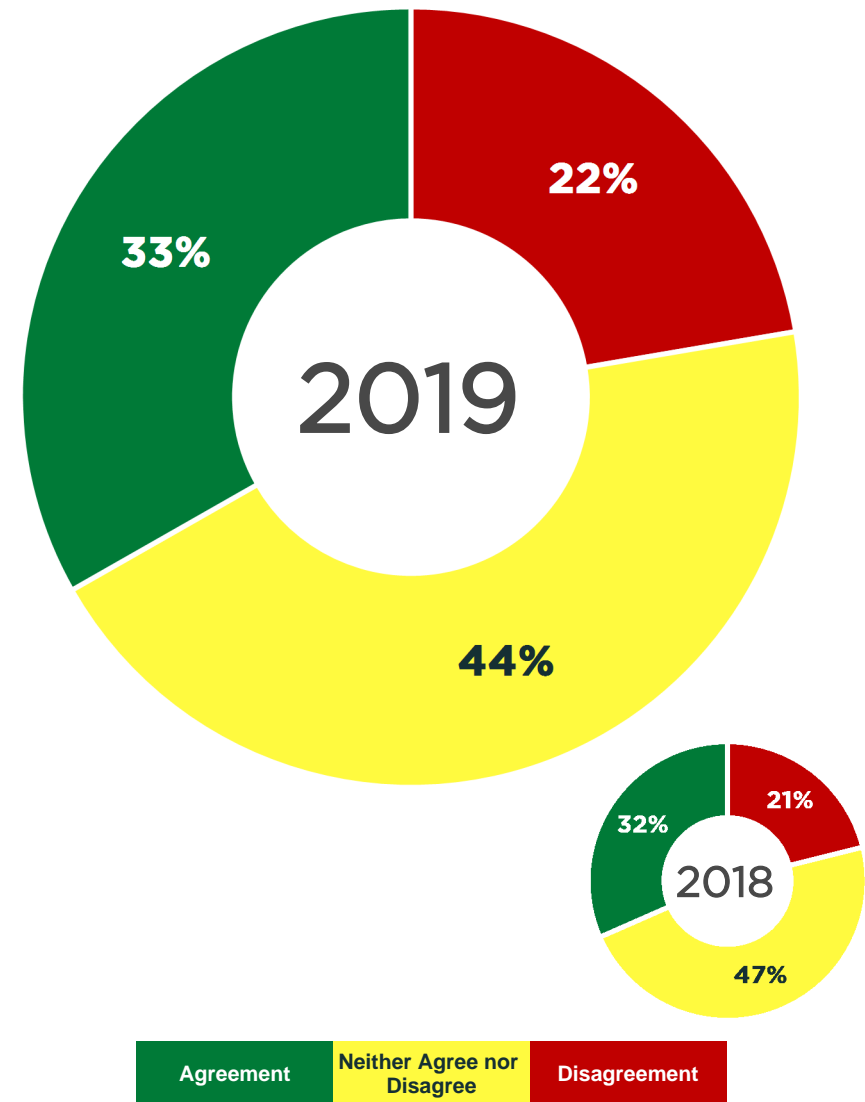Results are rounded and may not add up to 100%

33%

of employees replied favourably to:

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

39% SECTOR **32%** CLUSTER **32%** 2018

2019: 22% Disagreement, 44% Neither Agree nor Disagree, 33% Agreement

2018: 21% Disagreement, 47% Neither Agree nor Disagree, 32% Agreement

Agreement | Neither Agree nor Disagree | Disagreement

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.

*Parent refers to All Public Schools NSW

RANK

| Rank	Question	POSITIVE	% AGREEMENT 2018	% AGREEMENT PARENT*	% AGREEMENT PUBLIC SECTOR
1	**Q7f.** My organisation is committed to developing its employees	**64**%	63%	63%	53%
2	**Q7a.** My organisation focuses on improving the work we do	**72**%	73%	77%	69%
3	**Q7c.** I feel that change is managed well in my organisation	**55**%	53%	49%	42%
4	**Q7b.** My organisation is making the necessary improvements to meet our future challenges	**66**%	65%	64%	57%
5	**Q7d.** There is good co-operation between teams across our organisation	**56**%	56%	53%	50%
6	**Q6h.** I feel that senior managers listen to employees	**55**%	55%	52%	44%

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 — 73% AGGREGATE SCORE

	Distribution	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	26 / 45 / 20	72%	72%	61%	63%	62%
Q7j. I am proud to tell others I work for my organisation	34 / 46 / 16	79%	80%	72%	73%	70%
Q7k. I feel a strong personal attachment to my organisation	33 / 44 / 17	77%	77%	71%	71%	64%
Q7l. My organisation motivates me to help it achieve its objectives	25 / 40 / 25 / 7	65%	65%	59%	60%	56%
Q7m. My organisation inspires me to do the best in my job	27 / 39 / 23 / 7	67%	66%	59%	60%	56%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree
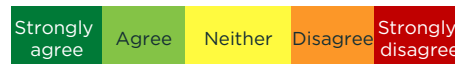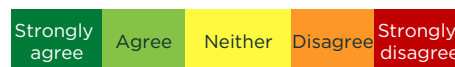
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ENGAGEMENT WITH WORK   **80%** AGGREGATE SCORE

	Chart	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	39 / 43 / 10	82%	82%	79%	79%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	43 / 38 / 11	81%	82%	74%	75%	72%
Q1e. I am satisfied with my job	34 / 43 / 13	77%	78%	69%	69%	69%

KEY

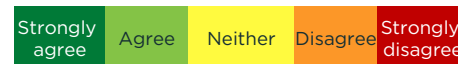| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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SENIOR MANAGERS — 59% AGGREGATE SCORE

Question	Responses	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	20 / 40 / 28 / 8	60%	59%	61%	61%	51%
Q6b. I feel that senior managers effectively lead and manage change	20 / 40 / 27 / 9	60%	58%	56%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	22 / 42 / 26 / 7	63%	61%	60%	61%	52%
Q6d. Senior managers encourage innovation by employees	20 / 40 / 29 / 7	60%	58%	62%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19 / 40 / 32	59%	58%	61%	61%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20 / 44 / 28	63%	62%	67%	68%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16 / 36 / 28 / 13	52%	53%	53%	54%	48%
Q6h. I feel that senior managers listen to employees	18 / 37 / 28 / 11	55%	55%	52%	52%	44%
Q7c. I feel that change is managed well in my organisation	17 / 38 / 25 / 14	55%	53%	49%	49%	42%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

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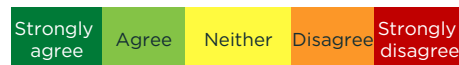
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COMMUNICATION	67% AGGREGATE SCORE			AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	36	40	13	76%	75%	73%	74%	72%
Q5d. My manager encourages and values employee input	37	38	14	76%	76%	74%	74%	73%
Q5e. My manager involves my workgroup in decisions about our work	32	37	18	9	69%	68%	69%	70%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	16	36	28	13	52%	53%	53%	54%	48%
Q6h. I feel that senior managers listen to employees	18	37	28	11	55%	55%	52%	52%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	27	44	17	7	71%	70%	65%	66%	69%

KEY

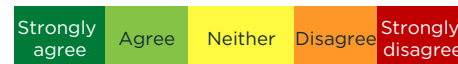| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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HIGH PERFORMANCE — **69%** AGGREGATE SCORE

Question	Distribution	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	48 / 45	93%	93%	92%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	37 / 43 / 11	80%	80%	78%	79%	79%
Q3f. I have received appropriate training and development to do my job well	21 / 44 / 21 / 11	65%	64%	67%	66%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31 / 43 / 17	75%	74%	78%	78%	75%
Q5f. I have confidence in the decisions my manager makes	35 / 38 / 16	73%	72%	70%	70%	69%
Q6d. Senior managers encourage innovation by employees	20 / 40 / 29 / 7	60%	58%	62%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	19 / 40 / 32	59%	58%	61%	61%	53%
Q7a. My organisation focuses on improving the work we do	23 / 49 / 20	72%	73%	77%	78%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	21 / 45 / 23 / 7	66%	65%	64%	65%	57%

KEY

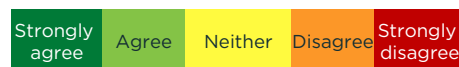| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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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%

HIGH PERFORMANCE	69% AGGREGATE SCORE						AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q7d. There is good co-operation between teams across our organisation	16	40	27	13			56%	56%	53%	53%	50%
Q7h. My organisation generally selects capable people to do the job	14	47	24	11			60%	59%	58%	59%	54%

KEY

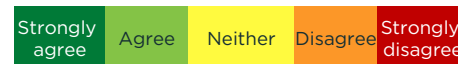| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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PUBLIC SECTOR VALUES — 67% AGGREGATE SCORE

	Distribution	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction	44 / 45 / 8	89%	89%	87%	88%	86%
Q2e. People in my workgroup treat each other with respect	38 / 38 / 13 / 7	76%	76%	75%	76%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31 / 43 / 17	75%	74%	78%	78%	75%
Q5b. My manager listens to what I have to say	39 / 41 / 11	81%	80%	78%	78%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	20 / 40 / 28 / 8	60%	59%	61%	61%	51%
Q6c. I feel that senior managers model the values of my organisation	22 / 42 / 26 / 7	63%	61%	60%	61%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20 / 44 / 28	63%	62%	67%	68%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	16 / 36 / 28 / 13	52%	53%	53%	54%	48%
Q6h. I feel that senior managers listen to employees	18 / 37 / 28 / 11	55%	55%	52%	52%	44%

KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

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PUBLIC SECTOR VALUES — 67% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q7a. My organisation focuses on improving the work we do — 23 / 49 / 20	72%	73%	77%	78%	69%
Q7e. People in my organisation take responsibility for their own actions — 14 / 39 / 30 / 13	52%	53%	53%	53%	48%

KEY

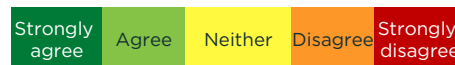| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION

74% AGGREGATE SCORE

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	30	43	14	9		74%	72%	66%	67%	67%
Q5b. My manager listens to what I have to say	39	41	11			81%	80%	78%	78%	76%
Q5d. My manager encourages and values employee input	37	38	14			76%	76%	74%	74%	73%
Q6i. Senior managers in my organisation support the career advancement of women	26	41	28			67%	66%	68%	68%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	35	50	11			85%	84%	79%	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	50	11			85%	84%	79%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	27	44	17	7		71%	70%	65%	66%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	27	37	26			64%	64%	44%	48%	59%
Q8e. My manager supports flexible working in my team	27	36	26			63%	63%	49%	53%	63%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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.
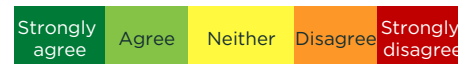
Results are rounded and may not add up to 100%

FLEXIBLE WORKING	64% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	27	37	26	64%	64%	44%	48%	59%
Q8e. My manager supports flexible working in my team	27	36	26	63%	63%	49%	53%	63%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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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%

RECRUITMENT	51% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q7g. I have confidence in the way recruitment decisions are made	13 | 30 | 35 | 13 | 9		43%	41%	40%	40%	39%
Q7h. My organisation generally selects capable people to do the job	14 | 47 | 24 | 11		60%	59%	58%	59%	54%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

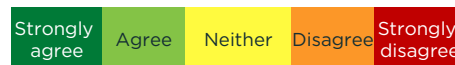**EXPLORE THE FULL RESULTS**

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Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

59% AGGREGATE SCORE

	Responses	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	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	22 / 43 / 21 / 10	65%	63%	68%	68%	66%
Q3e. My performance is assessed against clear criteria	15 / 35 / 33 / 12	50%	47%	58%	57%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	16 / 35 / 27 / 14 / 8	51%	52%	54%	54%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	36 / 37 / 16 / 7	73%	72%	71%	71%	69%
Q5h. My manager deals appropriately with employees who perform poorly	22 / 28 / 32 / 11	50%	47%	48%	49%	48%
Q7f. My organisation is committed to developing its employees	18 / 45 / 25 / 8	64%	63%	63%	63%	53%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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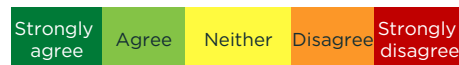
Results are rounded and may not add up to 100%

WORKPLACE SUPPORT — 74% AGGREGATE SCORE

Question	Distribution	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBILIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	30 / 43 / 14 / 9	74%	72%	66%	67%	67%
Q1f. I am able to keep my work stress at an acceptable level	20 / 45 / 18 / 12	65%	66%	46%	49%	61%
Q2c. I receive help and support from other members of my workgroup	40 / 42 / 11	83%	83%	81%	82%	81%
Q2d. There is good team spirit in my workgroup	37 / 36 / 14 / 8	73%	73%	70%	71%	70%

KEY

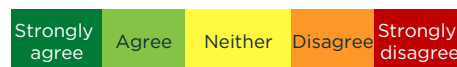| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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PAY	38% AGREEMENT		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBILIC SECTOR 2019
Q4a. I am paid fairly for the work I do	8 30 20 24 17		38%	40%	43%	47%	59%

KEY

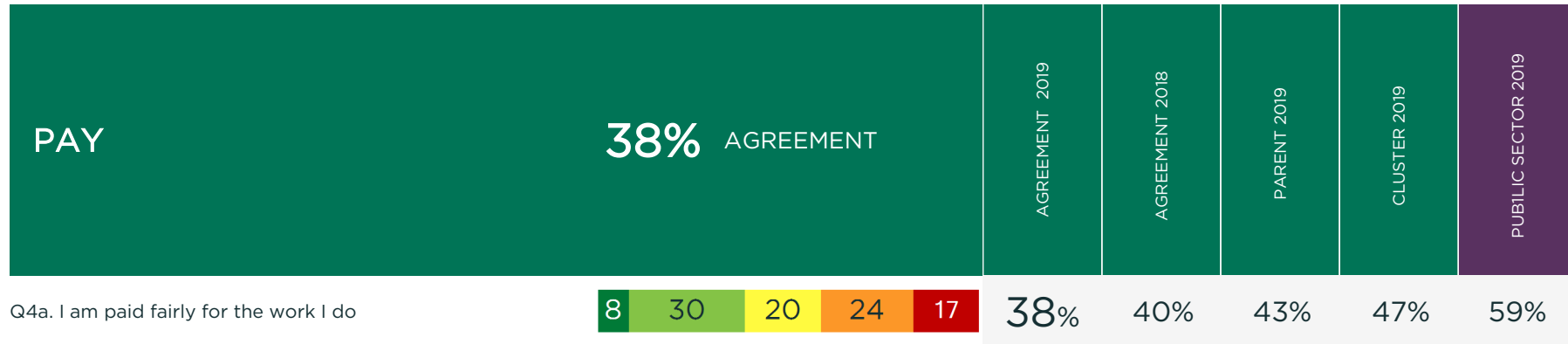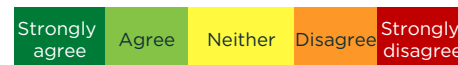| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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RISK	91% AGREEMENT			AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1h. I am comfortable notifying my manager if I become aware of any risks at work	54	37		91%	-	86%	87%	88%

KEY

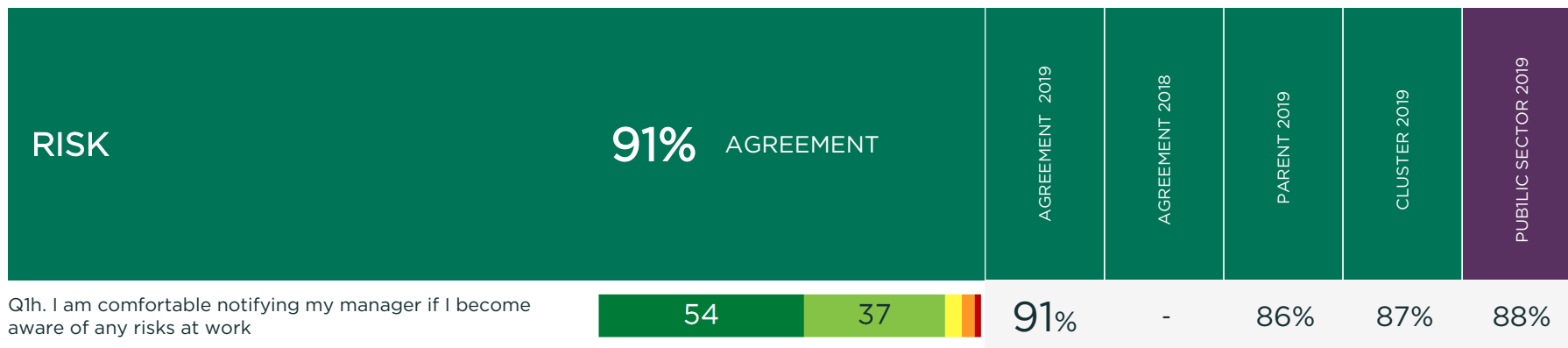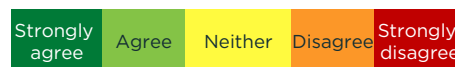| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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HEALTH & SAFETY	87% AGREEMENT	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1g. I know how to address a health and safety issue I have identified	33 / 54 / 9	87%	87%	80%	80%	85%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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ACTION ON RESULTS	33% AGREEMENT		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q10a. I believe action will be taken on the results from this survey by my organisation		8 / 26 / 44 / 15 / 7	33%	32%	29%	32%	39%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree
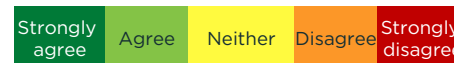
EXPLORE THE FULL RESULTS

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WORKPLACE CONDUCT					AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
48% AGREEMENT									
Q11a. I have confidence in the ways my organisation resolves grievances	13	35	35	12	48%	49%	43%	43%	41%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree
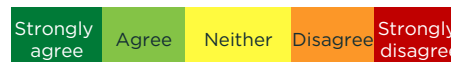
WELLBEING AND ENGAGEMENT

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

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

Response	Proportion	Engagement score
Not at all satisfactory - 0	1%	30%
1	1%	38%
2	2%	42%
3	3%	51%
4	3%	55%
5	10%	62%
6	9%	65%
7	19%	72%
8	25%	76%
9	13%	81%
Completely satisfactory - 10	14%	89%

Q1j. I find my life at work fulfilling

Response	Proportion	Engagement score
Not at all fulfilled - 0	2%	22%
1	2%	31%
2	2%	43%
3	3%	48%
4	3%	52%
5	10%	58%
6	8%	66%
7	17%	72%
8	24%	78%
9	16%	85%
Completely fulfilled - 10	13%	92%

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

Response	Proportion	Engagement score
Not at all confident - 0	1%	17%
1	0%	27%
2	1%	40%
3	1%	44%
4	1%	50%
5	4%	54%
6	3%	61%
7	9%	67%
8	21%	70%
9	24%	75%
Completely confident - 10	36%	80%

Proportion of respondents answering each response option ▮ (green)

Employee engagement score ▮ (purple)
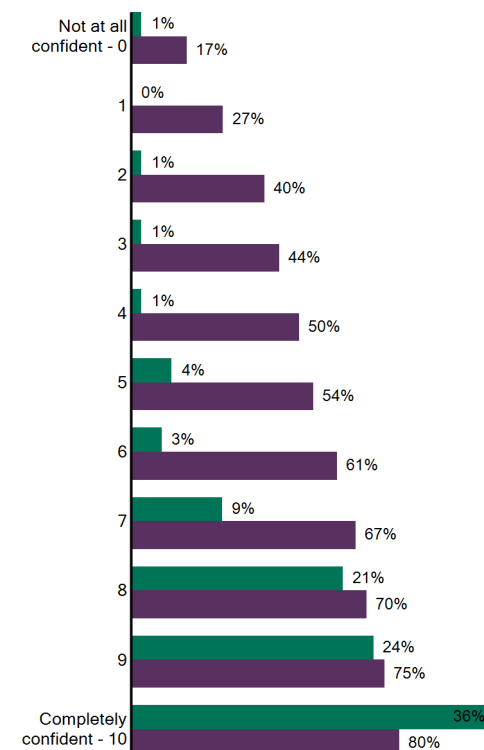
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

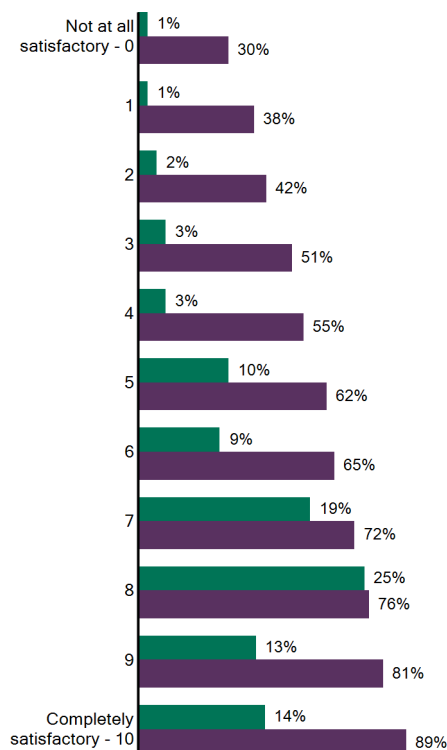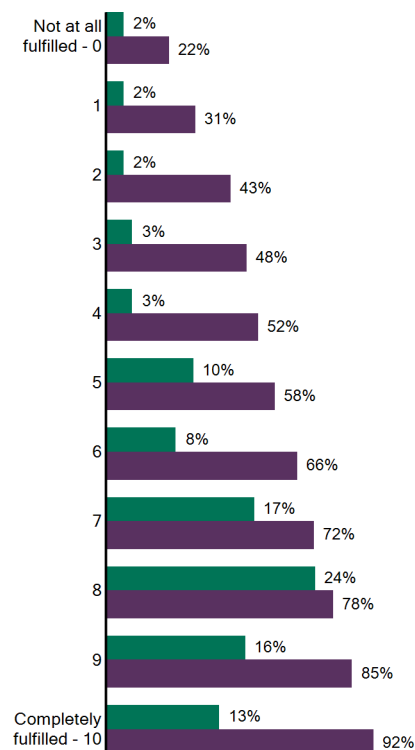| PERFORMANCE FRAMEWORK & DEVELOPMENT	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes	72%	70%	87%	71%
No	28%	30%	13%	29%
Q3b. I have informal feedback conversations with my manager				
Yes	78%	77%	82%	76%
No	22%	23%	18%	24%
Q3c. I have scheduled feedback conversations with my manager				
Yes	52%	49%	66%	60%
No	48%	51%	34%	40%
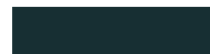
EXPLORE THE FULL RESULTS

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MOBILITY

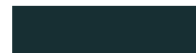|		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?					
Yes		24%	26%	35%	41%
No		76%	74%	65%	59%

EXPLORE THE FULL RESULTS

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MOBILITY	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)				
There are no major barriers to my career progression	36%	40%	28%	29%
Personal/family considerations	26%	28%	36%	29%
Lack of promotion opportunities	25%	27%	23%	28%
Lack of visible opportunities	25%	27%	27%	29%
Geographic location considerations	19%	22%	26%	25%
Insufficient training and development	14%	15%	14%	15%
The application/recruitment process is too cumbersome or time consuming	12%	13%	29%	22%
Other	10%	9%	10%	9%
Lack of support from my manager/supervisor	8%	9%	11%	13%
Lack of support for temporary assignments/secondments	8%	8%	11%	15%
Lack of required capabilities or experience	7%	8%	11%	11%

% are calculated with the number of unique respondents (N = 6,188 to this question)

UNACCEPTABLE CONDUCT

	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes	20%	18%	28%	27%
No	60%	61%	54%	56%
Don't know	20%	21%	18%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	60%	64%	65%	65%
No	36%	34%	32%	32%
Don't know	4%	2%	3%	4%
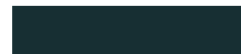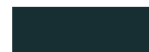
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work				
Yes	27%	27%	35%	33%
No	61%	61%	55%	57%
Don't know	12%	12%	11%	10%
Q13b. In the last 12 months I have been subjected to bullying at work				
Yes	14%	13%	19%	18%
No	80%	80%	75%	75%
Don't know	6%	6%	6%	7%

EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

	2019	2018	PARENT 2019	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				
A fellow worker at your level	30%	28%	23%	27%
Your immediate manager/supervisor	21%	26%	19%	23%
Prefer not to say	19%	18%	14%	13%
A senior manager	16%	16%	26%	21%
Other	6%	6%	2%	5%
A subordinate	5%	5%	9%	7%
A client or customer	2%	2%	6%	3%
A member of the public other than a client or customer	0%	0%	1%	1%

EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

	2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work				
Yes	3%	2%	6%	4%
No	95%	96%	92%	94%
Don't know	2%	1%	2%	2%
Q14b. If yes to 14a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months				
A person at work	34%	44%	39%	38%
A member of the public	7%	13%	14%	36%
Other	49%	37%	40%	19%
Prefer not to say	11%	6%	7%	7%

EXPLORE THE FULL RESULTS

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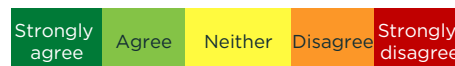
Results are rounded and may not add up to 100%

EDUCATION

CUSTOMISED QUESTIONS

	Distribution	AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019
Q1. My workgroup is able to manage the changing demands of our work environment.	16 / 52 / 21 / 9	68%	69%	59%	61%
Q2. The changes within my organisation will improve outcomes for the community.	16 / 46 / 30	63%	64%	60%	61%
Q3. Our leaders frequently and effectively communicate organisational objectives.	17 / 44 / 26 / 10	61%	61%	64%	64%
Q4. My workgroup acknowledges my contributions to the team.	22 / 49 / 19	71%	71%	69%	70%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	16 / 46 / 30	62%	62%	62%	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	21 / 50 / 20	72%	71%	68%	69%
Q7. My workgroup is able to demonstrate outcomes of our work.	21 / 52 / 22	73%	73%	77%	78%
Q8. My job offers the opportunity for me to work on innovative projects.	14 / 34 / 35 / 13	48%	47%	58%	59%

KEY

Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

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EDUCATION

CUSTOMISED QUESTIONS

	2019	PARENT 2019	CLUSTER 2019
Q9. Which category of staff are you?			
Public Service Senior Executive (PSSE) (eg: Executive Director, Director Educational Leadership, Director)	0%	0%	1%
School Executive (eg: Principals, Deputy Principals, Assistant Principals, Head Teachers)	0%	20%	17%
Teaching Staff (eg: School Based, Non School Based)	0%	58%	50%
School Administrative and Support Staff (SASS)	84%	19%	16%
Other Non Teaching Staff in Schools	16%	4%	3%
Corporate Staff (eg: Local and State Office Staff)	0%	0%	12%

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EXPLORE THE FULL SURVEY RESULTS

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Results are rounded and may not add up to 100%

EDUCATION

CUSTOMISED QUESTIONS

		2019	PARENT 2019	CLUSTER 2019
Q10. This survey asks questions about Senior Managers. How do you define a Senior Manager?				
Secretary		1%	1%	1%
Deputy Secretary		0%	1%	1%
Executive Director		4%	3%	6%
Director, Educational Leadership		9%	11%	11%
Principal		61%	58%	50%

EXPLORE THE FULL SURVEY RESULTS

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EDUCATION

CUSTOMISED QUESTIONS

		2019	PARENT 2019	CLUSTER 2019
Q10. This survey asks questions about Senior Managers. How do you define a Senior Manager?				
Deputy Principal		8%	13%	11%
Assistant Principal		4%	6%	5%
Head Teacher		4%	4%	3%
Director		2%	2%	6%
Manager		7%	2%	5%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

PERCENTAGE

GENDER
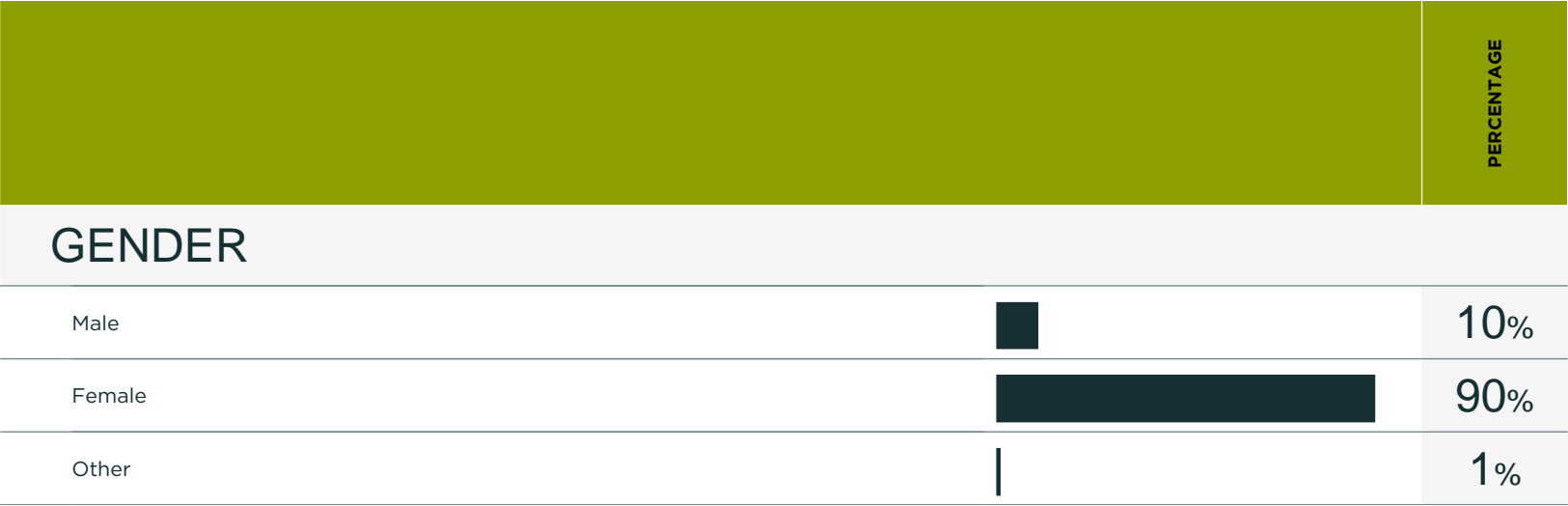
		PERCENTAGE
Male		10%
Female		90%
Other		1%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

AGE		PERCENTAGE
15-19		0%
20-24		2%
25-29		2%
30-34		3%
35-39		6%
40-44		11%
45-49		17%
50-54		20%
55-59		20%
60-64		14%
65+		5%

PERSONAL AND WORK PROFILES

36%

6%

1%

Results are rounded and may not add up to 100%

0%

15%

PERCENTAGE

TYPE OF WORK

	PERCENTAGE
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	36%
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)	6%
Administrative support (e.g. executive/personal assistant, receptionist)	42%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	1%
Policy	0%
Research	0%
Program and project management support	0%
Legal (including developing and/or reviewing legislation)	0%
Other	15%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

SALARY

	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	$337,101 or more	Prefer not to say
PERCENTAGES	37%	30%	13%	7%	3%	1%	2%	0%	0%	0%	0%	0%	0%	0%	7%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE

TENURE IN ORGANISATION

Less than 1 year		8%
1 - 2 years		9%
2 - 5 years		19%
5 - 10 years		20%
10 - 20 years		30%
More than 20 years		15%

PERSONAL AND WORK PROFILES

45%

21%

18%

17%

Results are rounded and may not add up to 100%

4%

	PERCENTAGE
FLEXIBLE WORKING	
None of the above	45%
Flexible start and finish times	21%
Leave without pay	18%
Working additional hours to make up for time off	17%
Part-time work	13%
Job sharing	4%
Working more hours over fewer days	4%

% are calculated with the number of unique respondents (N = 6,292 to this question)

PERSONAL AND WORK PROFILES

3%

3%

3%

1%

Results are rounded and may not add up to 100%

FLEXIBLE WORKING		PERCENTAGE
Working from different locations		3%
Other		3%
Working from home		3%
Flexible scheduling for rostered workers		1%
Purchasing annual leave		1%
Study leave		1%

% are calculated with the number of unique respondents (N = 6,292 to this question)

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%

	Public schools – All Non-Teaching Staff in Schools	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	6537	2333	362	2718	61	1	0	15	0	949
EMPLOYEE ENGAGEMENT	73%	72%	70%	73%	77%	(r)	(r)	(r)	(r)	73%
ENGAGEMENT WITH WORK	80%	81%	78%	78%	85%	(r)	(r)	(r)	(r)	82%
SENIOR MANAGERS	59%	58%	53%	60%	66%	(r)	(r)	(r)	(r)	58%
COMMUNICATION	67%	66%	65%	68%	77%	(r)	(r)	(r)	(r)	65%
HIGH PERFORMANCE	69%	69%	65%	70%	73%	(r)	(r)	(r)	(r)	68%
PUBLIC SECTOR VALUES	67%	67%	63%	68%	74%	(r)	(r)	(r)	(r)	65%
DIVERSITY & INCLUSION	74%	72%	73%	75%	85%	(r)	(r)	(r)	(r)	73%

KEY   AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE   AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE   r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

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%

	Public schools - All Non-Teaching Staff in Schools	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	6537	2355	1893	834	417	189	83	147	20	4	2	0	0	0
EMPLOYEE ENGAGEMENT	73%	75%	71%	71%	71%	72%	72%	70%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	80%	84%	78%	75%	74%	79%	88%	84%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	59%	63%	57%	55%	54%	58%	58%	50%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	68%	63%	68%	68%	71%	74%	67%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	69%	71%	67%	68%	68%	70%	74%	69%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	70%	64%	66%	66%	69%	71%	66%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	74%	76%	71%	74%	75%	78%	81%	72%	(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

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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	Public schools - All Non-Teaching Staff in Schools	$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	6537	1	462
EMPLOYEE ENGAGEMENT	73%	(r)	72%
ENGAGEMENT WITH WORK	80%	(r)	79%
SENIOR MANAGERS	59%	(r)	57%
COMMUNICATION	67%	(r)	66%
HIGH PERFORMANCE	69%	(r)	69%
PUBLIC SECTOR VALUES	67%	(r)	66%
DIVERSITY & INCLUSION	74%	(r)	73%

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	Public schools - All Non-Teaching Staff in Schools	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	6537	478	543	1180	1264	1924	975
EMPLOYEE ENGAGEMENT	73%	81%	79%	76%	71%	70%	69%
ENGAGEMENT WITH WORK	80%	91%	88%	85%	79%	75%	75%
SENIOR MANAGERS	59%	74%	69%	65%	56%	53%	52%
COMMUNICATION	67%	81%	76%	71%	65%	62%	61%
HIGH PERFORMANCE	69%	81%	77%	74%	67%	65%	64%
PUBLIC SECTOR VALUES	67%	80%	76%	72%	65%	62%	62%
DIVERSITY & INCLUSION	74%	86%	81%	79%	72%	69%	69%

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	Public schools – All Non-Teaching Staff in Schools	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	6537	1290	236	1044	90	835	266	217	195	68	1153	66	212	2840
EMPLOYEE ENGAGEMENT	73%	75%	75%	74%	80%	75%	75%	74%	71%	71%	73%	76%	71%	72%
ENGAGEMENT WITH WORK	80%	83%	83%	81%	88%	83%	83%	83%	79%	81%	81%	77%	78%	78%
SENIOR MANAGERS	59%	61%	64%	60%	70%	63%	62%	62%	55%	62%	60%	63%	60%	57%
COMMUNICATION	67%	72%	74%	69%	75%	70%	67%	72%	67%	64%	66%	71%	67%	64%
HIGH PERFORMANCE	69%	72%	73%	71%	78%	72%	71%	72%	68%	69%	70%	73%	69%	67%
PUBLIC SECTOR VALUES	67%	70%	72%	69%	77%	71%	69%	70%	66%	66%	68%	71%	68%	65%
DIVERSITY & INCLUSION	74%	83%	83%	79%	86%	79%	79%	78%	78%	74%	75%	78%	75%	70%

*multiple types may be chosen.

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	Public schools - All Non-Teaching Staff in Schools	Sydney East	Sydney West	Sydney - Inner South West	Newcastle and Lake Macquarie	Sydney - South West	Hunter Valley exc Newcastle	Central West	Sydney - Blacktown	Riverina	Capital Region	Mid North Coast	Central Coast	Far West and Orana
NUMBER OF RESPONDENTS	6537	1062	1389	352	344	297	295	272	266	264	258	243	241	240
EMPLOYEE ENGAGEMENT	73%	71%	73%	73%	72%	71%	73%	75%	76%	74%	72%	74%	71%	76%
ENGAGEMENT WITH WORK	80%	78%	81%	81%	78%	79%	82%	80%	84%	81%	80%	81%	75%	82%
SENIOR MANAGERS	59%	56%	62%	62%	60%	62%	58%	60%	66%	60%	57%	57%	56%	66%
COMMUNICATION	67%	66%	69%	72%	66%	65%	66%	67%	73%	68%	65%	67%	63%	71%
HIGH PERFORMANCE	69%	67%	70%	71%	70%	69%	71%	70%	74%	70%	68%	69%	67%	75%
PUBLIC SECTOR VALUES	67%	66%	69%	71%	67%	67%	67%	68%	73%	68%	67%	67%	65%	72%
DIVERSITY & INCLUSION	74%	74%	75%	76%	74%	73%	75%	76%	78%	74%	74%	74%	71%	77%

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

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	Public schools – All Non-Teaching Staff in Schools	New England and North West	Sydney – Outer West and Blue Mountains	Sydney – Outer South West	Richmond – Tweed	Sydney – Parramatta	Coffs Harbour – Grafton	Illawarra	Sydney – North Sydney and Hornsby	Southern Highlands and Shoalhaven	Murray	Sydney – Sutherland	Sydney – Baulkham Hills and Hawkesbury	Sydney – City and Inner South
NUMBER OF RESPONDENTS	6537	240	239	233	231	231	224	207	161	152	146	126	123	93
EMPLOYEE ENGAGEMENT	73%	74%	72%	73%	73%	74%	74%	75%	63%	70%	73%	71%	73%	69%
ENGAGEMENT WITH WORK	80%	79%	78%	80%	77%	83%	84%	82%	72%	77%	81%	79%	81%	78%
SENIOR MANAGERS	59%	60%	58%	62%	55%	61%	61%	62%	46%	55%	60%	51%	60%	50%
COMMUNICATION	67%	66%	65%	69%	64%	69%	68%	68%	59%	62%	69%	66%	72%	63%
HIGH PERFORMANCE	69%	70%	67%	71%	68%	70%	73%	72%	60%	65%	73%	66%	70%	62%
PUBLIC SECTOR VALUES	67%	68%	66%	69%	65%	69%	70%	70%	59%	63%	70%	64%	69%	60%
DIVERSITY & INCLUSION	74%	73%	73%	75%	73%	75%	76%	76%	69%	72%	77%	73%	76%	70%

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	Public schools - All Non-Teaching Staff in Schools	Sydney - Inner West	Sydney - Northern Beaches	Sydney - Ryde	Sydney - Eastern Suburbs	Outside NSW
NUMBER OF RESPONDENTS	6537	92	84	84	70	0
EMPLOYEE ENGAGEMENT	73%	71%	74%	66%	78%	(r)
ENGAGEMENT WITH WORK	80%	78%	80%	72%	89%	(r)
SENIOR MANAGERS	59%	59%	58%	48%	67%	(r)
COMMUNICATION	67%	64%	69%	58%	70%	(r)
HIGH PERFORMANCE	69%	68%	68%	60%	72%	(r)
PUBLIC SECTOR VALUES	67%	67%	68%	58%	73%	(r)
DIVERSITY & INCLUSION	74%	73%	76%	69%	78%	(r)

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	Public schools - All Non-Teaching Staff in Schools	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	6537	17	99	133	219	386	678	1066	1273	1303	895	346
EMPLOYEE ENGAGEMENT	73%	(r)	81%	76%	79%	77%	75%	74%	71%	70%	69%	75%
ENGAGEMENT WITH WORK	80%	(r)	80%	84%	84%	84%	84%	81%	79%	77%	76%	84%
SENIOR MANAGERS	59%	(r)	71%	67%	65%	68%	65%	61%	56%	54%	54%	60%
COMMUNICATION	67%	(r)	74%	76%	72%	74%	70%	69%	65%	63%	62%	70%
HIGH PERFORMANCE	69%	(r)	76%	77%	75%	77%	73%	70%	68%	66%	65%	71%
PUBLIC SECTOR VALUES	67%	(r)	75%	76%	72%	75%	71%	68%	65%	64%	64%	70%
DIVERSITY & INCLUSION	74%	(r)	82%	81%	79%	81%	78%	75%	72%	71%	70%	77%

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	Public schools - All Non-Teaching Staff in Schools	Male	Female	Other
NUMBER OF RESPONDENTS	6537	617	5816	45
EMPLOYEE ENGAGEMENT	73%	71%	73%	53%
ENGAGEMENT WITH WORK	80%	80%	80%	51%
SENIOR MANAGERS	59%	56%	59%	31%
COMMUNICATION	67%	67%	67%	41%
HIGH PERFORMANCE	69%	68%	69%	45%
PUBLIC SECTOR VALUES	67%	66%	68%	43%
DIVERSITY & INCLUSION	74%	74%	74%	49%

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	Public schools - All Non-Teaching Staff in Schools	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	6537	0	0	0	5493	1044	0
EMPLOYEE ENGAGEMENT	73%	(r)	(r)	(r)	73%	73%	(r)
ENGAGEMENT WITH WORK	80%	(r)	(r)	(r)	79%	84%	(r)
SENIOR MANAGERS	59%	(r)	(r)	(r)	59%	59%	(r)
COMMUNICATION	67%	(r)	(r)	(r)	66%	68%	(r)
HIGH PERFORMANCE	69%	(r)	(r)	(r)	69%	71%	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	(r)	67%	69%	(r)
DIVERSITY & INCLUSION	74%	(r)	(r)	(r)	74%	75%	(r)

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GUIDE TO THIS REPORT

SURVEY TIME FRAME

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

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.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree

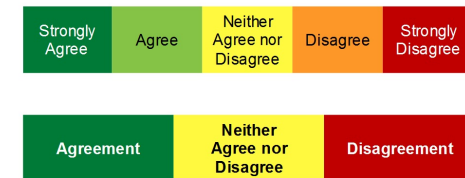| Agreement	Neither Agree nor Disagree	Disagreement

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.

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%.

MORE DETAILS ABOUT METHODOLOGY

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