people matter

2019 | NSW Public Sector Employee Survey

LARGE BUSINESS UNIT

Education

Public Schools - Primary schools

Contents

HEADLINES

RESPONSE RATE

18,014 RESPONDENTS

EMPLOYEE ENGAGEMENT

69% −

DIFFERENCE FROM 2018	0	(69%)
DIFFERENCE FROM CLUSTER	+1	(68%)
DIFFERENCE FROM PUBLIC SECTOR	+3	(66%)

ℹ 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

ENGAGEMENT WITH WORK

76% ⬇

DIFFERENCE FROM 2018	-1	(77%)
DIFFERENCE FROM CLUSTER	+1	(74%)
DIFFERENCE FROM PUBLIC SECTOR	+3	(73%)

SENIOR MANAGERS

60% ⬆

DIFFERENCE FROM 2018	+1	(59%)
DIFFERENCE FROM CLUSTER	+2	(58%)
DIFFERENCE FROM PUBLIC SECTOR	+10	(50%)

COMMUNICATION

66% −

DIFFERENCE FROM 2018	0	(66%)
DIFFERENCE FROM CLUSTER	+1	(65%)
DIFFERENCE FROM PUBLIC SECTOR	+4	(62%)

HIGH PERFORMANCE

72% −

DIFFERENCE FROM 2018	0	(72%)
DIFFERENCE FROM CLUSTER	+2	(69%)
DIFFERENCE FROM PUBLIC SECTOR	+7	(65%)

PUBLIC SECTOR VALUES

70% −

DIFFERENCE FROM 2018	0	(70%)
DIFFERENCE FROM CLUSTER	+2	(68%)
DIFFERENCE FROM PUBLIC SECTOR	+7	(62%)

DIVERSITY & INCLUSION

68% ⬆

DIFFERENCE FROM 2018	+1	(68%)
DIFFERENCE FROM CLUSTER	0	(68%)
DIFFERENCE FROM PUBLIC SECTOR	-1	(69%)

FLEXIBLE WORKING SATISFACTION

46% −

DIFFERENCE FROM 2018	0	(46%)
DIFFERENCE FROM CLUSTER	-2	(48%)
DIFFERENCE FROM PUBLIC SECTOR	-13	(59%)

ACTION ON RESULTS

32% ⬆

DIFFERENCE FROM 2018	+4	(29%)
DIFFERENCE FROM CLUSTER	0	(32%)
DIFFERENCE FROM PUBLIC SECTOR	-7	(39%)

HIGHEST AND LOWEST QUESTIONS

	HIGHEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2019	AGREEMENT 2018
1a.	I understand what is expected of me to do well in my role	93%	92%
2a.	My workgroup strives to achieve customer/client satisfaction	89%	89%
1h.	I am comfortable notifying my manager if I become aware of any risks at work	87%	-
2c.	I receive help and support from other members of my workgroup	82%	83%
1g.	I know how to address a health and safety issue I have identified	82%	81%
1c.	My job gives me a feeling of personal accomplishment	81%	82%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	81%	80%
7a.	My organisation focuses on improving the work we do	81%	81%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	80%	79%
5a.	My manager encourages people in my workgroup to keep improving the work they do	80%	81%

	LOWEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2019	AGREEMENT 2018
10a.	I believe action will be taken on the results from this survey by my organisation	32%	29%
7g.	I have confidence in the way recruitment decisions are made	42%	40%
4a.	I am paid fairly for the work I do	43%	43%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	46%	46%
1f.	I am able to keep my work stress at an acceptable level	46%	45%
11a.	I have confidence in the ways my organisation resolves grievances	46%	45%
5h.	My manager deals appropriately with employees who perform poorly	50%	47%
8e.	My manager supports flexible working in my team	50%	50%
7c.	I feel that change is managed well in my organisation	53%	51%
6h.	I feel that senior managers listen to employees	54%	54%

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
10a.	I believe action will be taken on the results from this survey by my organisation	32%	29%
1b.	I am provided with the support I need to do my best at work	69%	66%
5h.	My manager deals appropriately with employees who perform poorly	50%	47%
3f.	I have received appropriate training and development to do my job well	69%	67%
7g.	I have confidence in the way recruitment decisions are made	42%	40%
7c.	I feel that change is managed well in my organisation	53%	51%
6c.	I feel that senior managers model the values of my organisation	63%	61%
6b.	I feel that senior managers effectively lead and manage change	59%	57%
8c.	I am able to speak up and share a different view to my colleagues and manager	66%	64%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	80%	79%

	LEAST IMPROVED AGREEMENT QUESTIONS	AGREEMENT 2019	AGREEMENT 2018
1d.	I feel motivated to contribute more than what is normally required at work	75%	77%
2c.	I receive help and support from other members of my workgroup	82%	83%
2b.	My workgroup works collaboratively to achieve its objectives	80%	81%
7k.	I feel a strong personal attachment to my organisation	73%	74%
1c.	My job gives me a feeling of personal accomplishment	81%	82%
7a.	My organisation focuses on improving the work we do	81%	81%
7j.	I am proud to tell others I work for my organisation	73%	74%

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	32%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements?	46%
Q8e. My manager supports flexible working in my team	50%
Q5h. My manager deals appropriately with employees who perform poorly	50%
Q11a. I have confidence in the ways my organisation resolves grievances	46%

HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL
Q10a. I believe action will be taken on the results from this survey by my organisation	36%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements?	35%
Q8e. My manager supports flexible working in my team	34%
Q5h. My manager deals appropriately with employees who perform poorly	32%
Q11a. I have confidence in the ways my organisation resolves grievances	31%

DISAGREEMENT SCORES FOR HIGHEST NEUTRAL	% NEGATIVE
Q10a. I believe action will be taken on the results from this survey by my organisation	32%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements?	20%
Q8e. My manager supports flexible working in my team	16%
Q5h. My manager deals appropriately with employees who perform poorly	18%
Q11a. I have confidence in the ways my organisation resolves grievances	22%

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: 18014

Gender	Survey %
Male	13
Female	87
Other	1

Age	Survey %
15 - 34 years	21
35 - 54 years	55
55+ years	24

LOTE spoken at home	Survey %
Yes	9
No	89
Prefer not to say	2

Aboriginal and/or Torres Strait Islanders	Survey %
Yes	3
No	94
Prefer not to say	3

Disability	Survey %
Yes	2
No	96
Prefer not to say	2

LGBTI	Survey %
Yes	2
No	95
Prefer not to say	2

Employment Status	Survey %
Senior Executive (ongoing/permanent or term)	9
Ongoing/Permanent (other than senior executive)	57
Temporary (including temporary teachers and graduates)	24
Casual	5
Contract – Non Executive	5
Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0
Other	0
Don't know	1

Manager of managers	Survey %
Yes	8
No	92

Supervisors	Survey %
Yes	32
No	68

Working arrangement	Survey %
Full-time	74
Part-time	26

Type of work	Survey %
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	84
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	1
Administrative support (e.g. executive/personal assistant, receptionist)	10
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	0
Policy	0
Research	0
Program and project management support	0
Legal (including developing and/or reviewing legislation)	0
Other	5

Organisation Tenure	Survey %
Less than 1 year	6
1 - 2 years	8
2 - 5 years	16
5 - 10 years	19
10 - 20 years	27
More than 20 years	23

Salary	Survey %
$83,402 and below	42
$83,403 - $108,043	33
$108,044 - $144,520	15
$144,521 and above	4
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.
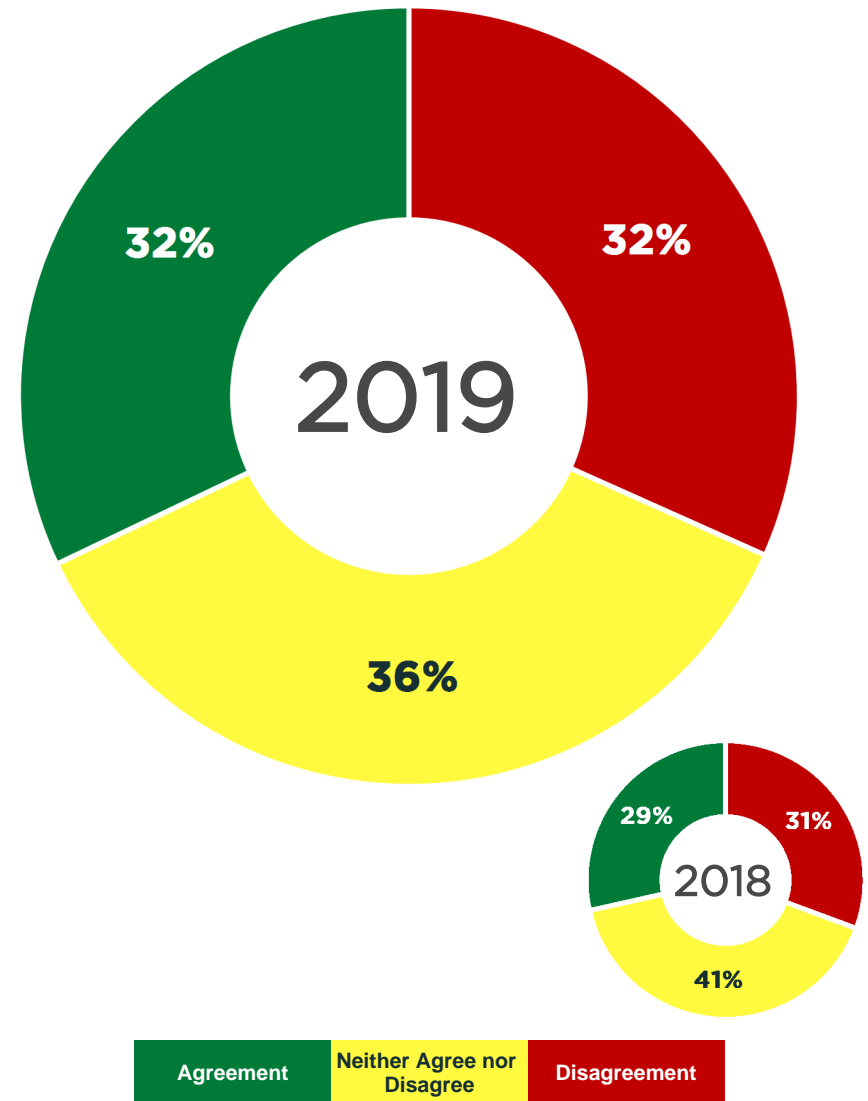
Results are rounded and may not add up to 100%

32%

of employees replied favourably to:

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

39%	32%	29%
SECTOR	CLUSTER	2018

2019: 32% / 32% / 36%
2018: 29% / 31% / 41%

Agreement | **Neither Agree nor Disagree** | **Disagreement**

ℹ

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

Rank	Question	% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	**Q7f.** My organisation is committed to developing its employees	67%	66%	63%	53%
2	**Q7c.** I feel that change is managed well in my organisation	53%	51%	49%	42%
3	**Q7b.** My organisation is making the necessary improvements to meet our future challenges	68%	68%	65%	57%
4	**Q6h.** I feel that senior managers listen to employees	54%	54%	52%	44%
5	**Q6b.** I feel that senior managers effectively lead and manage change	59%	57%	56%	47%
6	**Q6c.** I feel that senior managers model the values of my organisation	63%	61%	61%	52%

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 **69%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	24 / 40 / 21 / 10	64%	64%	63%	62%
Q7j. I am proud to tell others I work for my organisation	31 / 43 / 18	73%	74%	73%	70%
Q7k. I feel a strong personal attachment to my organisation	32 / 41 / 18	73%	74%	71%	64%
Q7l. My organisation motivates me to help it achieve its objectives	23 / 39 / 24 / 10	62%	62%	60%	56%
Q7m. My organisation inspires me to do the best in my job	24 / 38 / 23 / 10	62%	62%	60%	56%

KEY

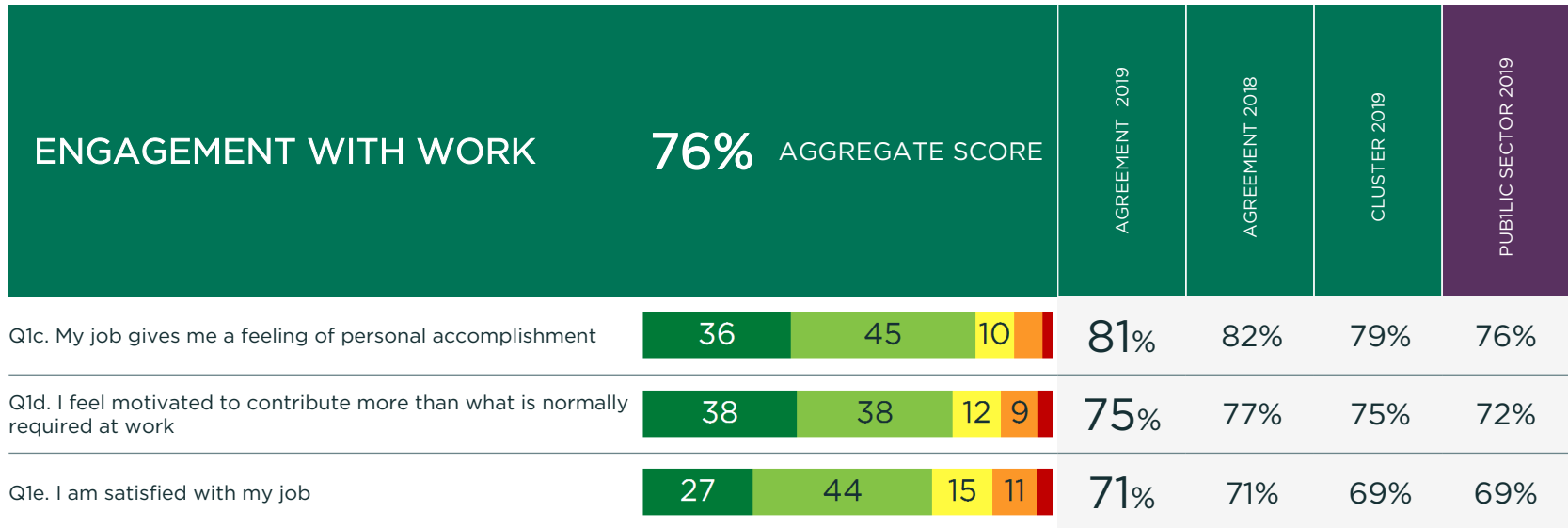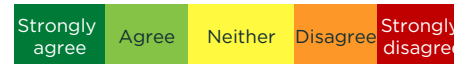| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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ENGAGEMENT WITH WORK — 76% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	36 / 45 / 10	81%	82%	79%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	38 / 38 / 12 / 9	75%	77%	75%	72%
Q1e. I am satisfied with my job	27 / 44 / 15 / 11	71%	71%	69%	69%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

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SENIOR MANAGERS — 60% AGGREGATE SCORE

Question	SA	A	N	D	SD	Agreement 2019	Agreement 2018	Cluster 2019	Public Sector 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	43	22	11		63%	62%	61%	51%
Q6b. I feel that senior managers effectively lead and manage change	20	39	23	13		59%	57%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	22	41	22	10		63%	61%	61%	52%
Q6d. Senior managers encourage innovation by employees	21	43	23	9		64%	63%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	20	43	25	8		63%	62%	61%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22	46	23			68%	68%	68%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	17	38	23	14	7	55%	55%	54%	48%
Q6h. I feel that senior managers listen to employees	18	36	23	14	9	54%	54%	52%	44%
Q7c. I feel that change is managed well in my organisation	16	36	23	17	7	53%	51%	49%	42%

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

EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%

COMMUNICATION — 66% AGGREGATE SCORE

Question	Distribution	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	35 / 40 / 13 / 8	75%	75%	74%	72%
Q5d. My manager encourages and values employee input	36 / 39 / 13 / 7	75%	75%	74%	73%
Q5e. My manager involves my workgroup in decisions about our work	31 / 39 / 16 / 9	70%	71%	70%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	17 / 38 / 23 / 14 / 7	55%	55%	54%	48%
Q6h. I feel that senior managers listen to employees	18 / 36 / 23 / 14 / 9	54%	54%	52%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24 / 42 / 17 / 11	66%	64%	66%	69%

KEY

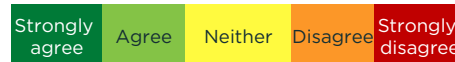| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

HIGH PERFORMANCE — 72% AGGREGATE SCORE

Question	Breakdown	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	46 / 47	93%	92%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	34 / 46 / 11	80%	81%	79%	79%
Q3f. I have received appropriate training and development to do my job well	22 / 47 / 17 / 10	69%	67%	66%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35 / 46 / 12	80%	81%	78%	75%
Q5f. I have confidence in the decisions my manager makes	33 / 38 / 16 / 8	71%	71%	70%	69%
Q6d. Senior managers encourage innovation by employees	21 / 43 / 23 / 9	64%	63%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	20 / 43 / 25 / 8	63%	62%	61%	53%
Q7a. My organisation focuses on improving the work we do	30 / 51 / 12	81%	81%	78%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	23 / 45 / 19 / 10	68%	68%	65%	57%

KEY

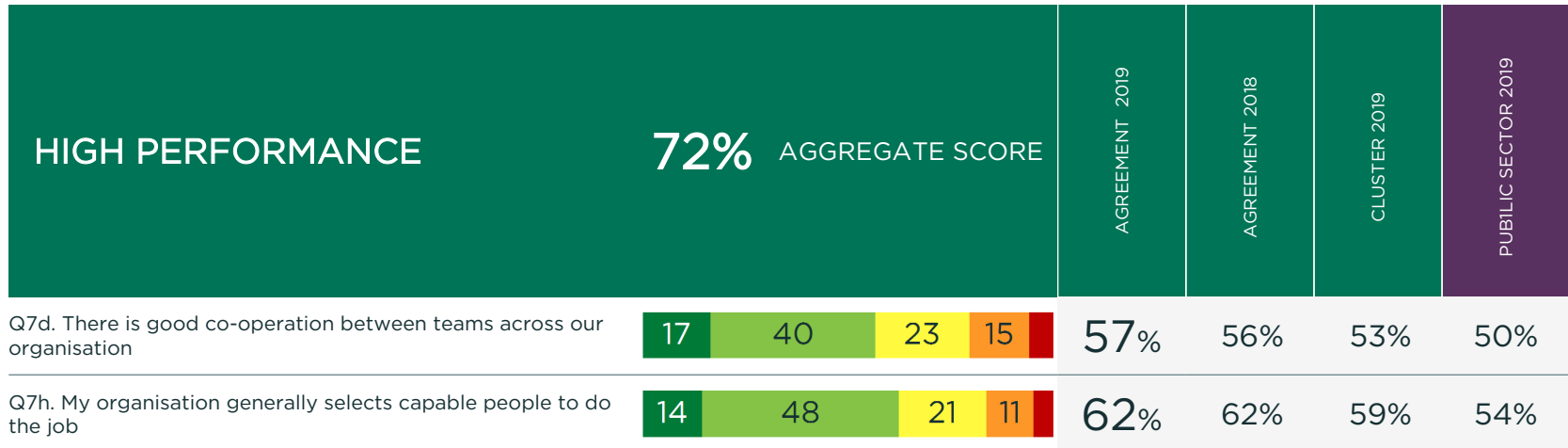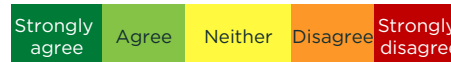| Strongly agree	Agree	Neither	Disagree	Strongly disagree

ℹ️

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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%

HIGH PERFORMANCE		72% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7d. There is good co-operation between teams across our organisation		17 / 40 / 23 / 15		57%	56%	53%	50%
Q7h. My organisation generally selects capable people to do the job		14 / 48 / 21 / 11		62%	62%	59%	54%

KEY

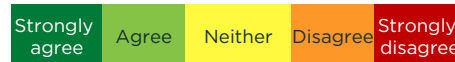| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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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%

PUBLIC SECTOR VALUES — 70% AGGREGATE SCORE

Question	Bar	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction	42 / 47	89%	89%	88%	86%
Q2e. People in my workgroup treat each other with respect	35 / 42 / 13 / 8	76%	76%	76%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	35 / 46 / 12	80%	81%	78%	75%
Q5b. My manager listens to what I have to say	38 / 41 / 11	79%	79%	78%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	20 / 43 / 22 / 11	63%	62%	61%	51%
Q6c. I feel that senior managers model the values of my organisation	22 / 41 / 22 / 10	63%	61%	61%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	22 / 46 / 23	68%	68%	68%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	17 / 38 / 23 / 14 / 7	55%	55%	54%	48%
Q6h. I feel that senior managers listen to employees	18 / 36 / 23 / 14 / 9	54%	54%	52%	44%

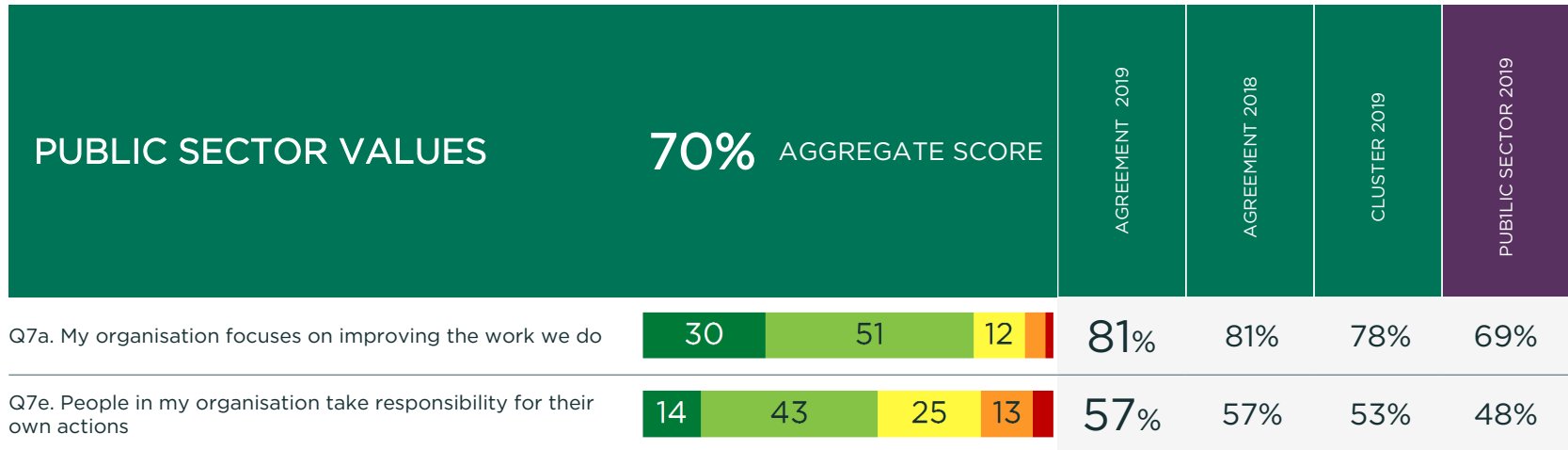KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

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PUBLIC SECTOR VALUES — 70% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7a. My organisation focuses on improving the work we do	81%	81%	78%	69%
Q7e. People in my organisation take responsibility for their own actions	57%	57%	53%	48%

Q7a. bar: 30 | 51 | 12

Q7e. bar: 14 | 43 | 25 | 13

KEY

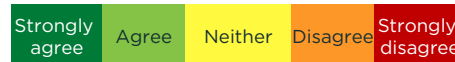| Strongly agree | Agree | Neither | Disagree | Strongly disagree |

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%

DIVERSITY & INCLUSION — 68% AGGREGATE SCORE

Question	Distribution	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	24 / 45 / 14 / 13	69%	66%	67%	67%
Q5b. My manager listens to what I have to say	38 / 41 / 11	79%	79%	78%	76%
Q5d. My manager encourages and values employee input	36 / 39 / 13 / 7	75%	75%	74%	73%
Q6i. Senior managers in my organisation support the career advancement of women	29 / 40 / 23	69%	69%	68%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	33 / 48 / 12	80%	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.)	35 / 46 / 12	81%	80%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	24 / 42 / 17 / 11	66%	64%	66%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? *Response scale Very satisfied - Very unsatisfied*	16 / 29 / 35 / 12 / 8	46%	46%	48%	59%
Q8e. My manager supports flexible working in my team	19 / 32 / 34 / 9	50%	50%	53%	63%

KEY

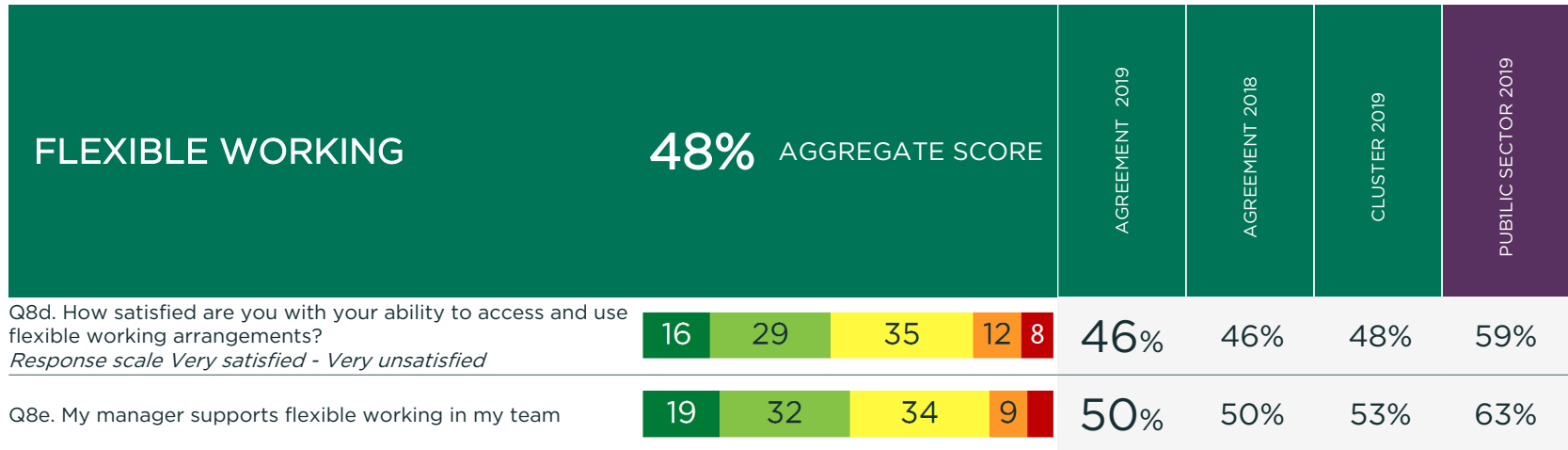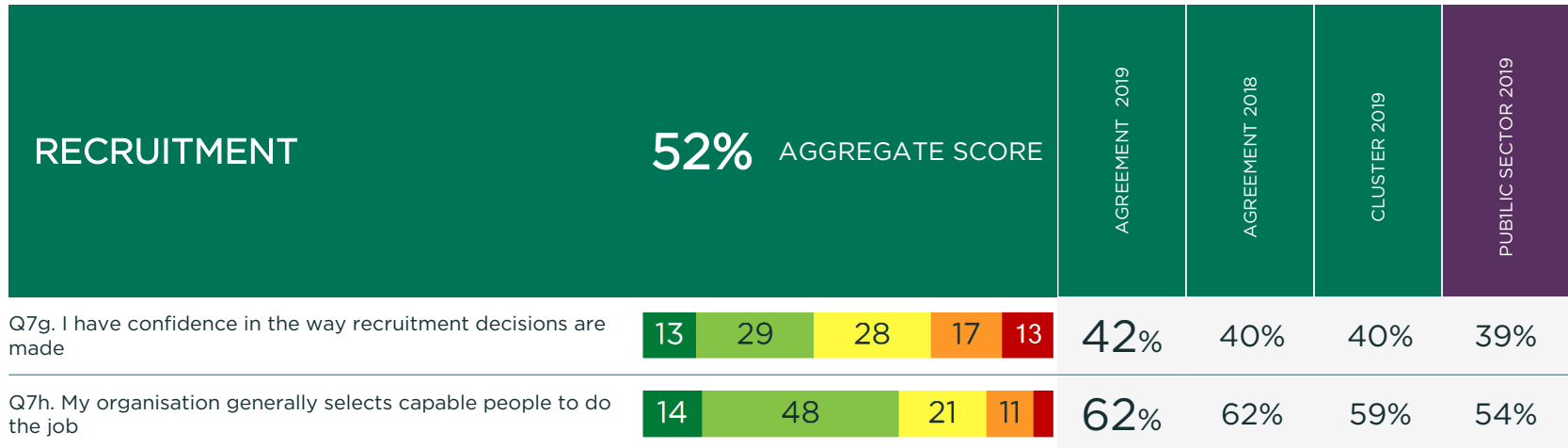| Strongly agree	Agree	Neither	Disagree	Strongly disagree

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

48% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	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*	16 / 29 / 35 / 12 / 8	46%	46%	48%	59%
Q8e. My manager supports flexible working in my team	19 / 32 / 34 / 9	50%	50%	53%	63%

KEY

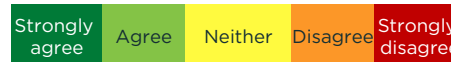| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%

RECRUITMENT

52% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7g. I have confidence in the way recruitment decisions are made	13 / 29 / 28 / 17 / 13	42%	40%	40%	39%
Q7h. My organisation generally selects capable people to do the job	14 / 48 / 21 / 11	62%	62%	59%	54%

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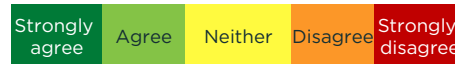
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

63% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	24 / 46 / 16 / 10	70%	70%	68%	66%
Q3e. My performance is assessed against clear criteria	19 / 42 / 24 / 12	61%	61%	57%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	18 / 38 / 22 / 15 / 8	56%	56%	54%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	34 / 39 / 15 / 8	72%	71%	71%	69%
Q5h. My manager deals appropriately with employees who perform poorly	20 / 29 / 32 / 11	50%	47%	49%	48%
Q7f. My organisation is committed to developing its employees	20 / 47 / 20 / 9	67%	66%	63%	53%

KEY

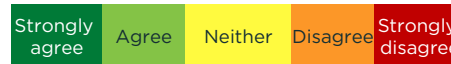| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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WORKPLACE SUPPORT — 67% AGGREGATE SCORE

Question	Responses	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	24 / 45 / 14 / 13	69%	66%	67%	67%
Q1f. I am able to keep my work stress at an acceptable level	11 / 35 / 19 / 23 / 12	46%	45%	49%	61%
Q2c. I receive help and support from other members of my workgroup	35 / 47 / 11	82%	83%	82%	81%
Q2d. There is good team spirit in my workgroup	33 / 38 / 14 / 10	71%	72%	71%	70%

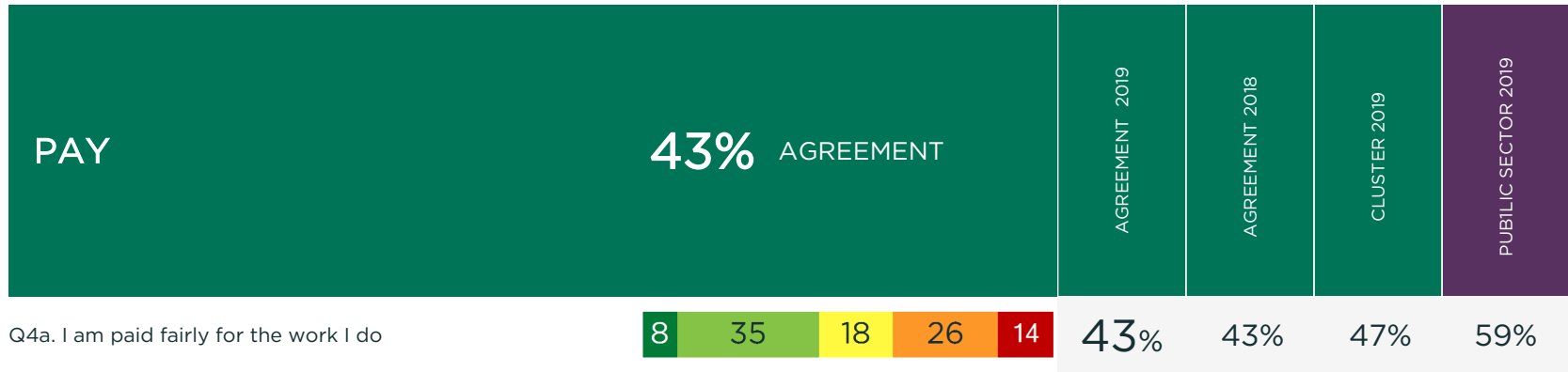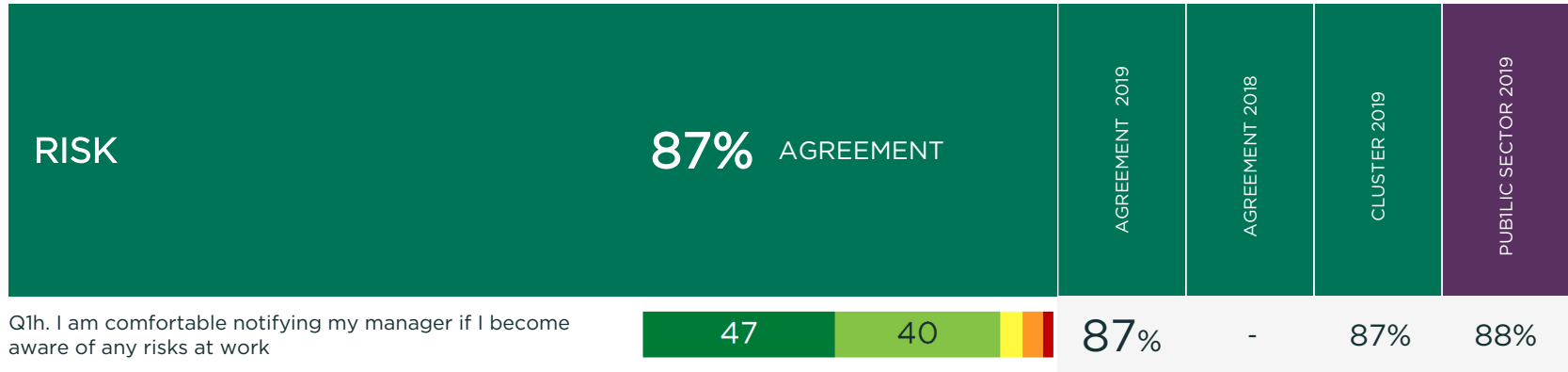KEY: Strongly agree | Agree | Neither | Disagree | Strongly disagree

EXPLORE THE FULL RESULTS

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PAY	43% AGREEMENT	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q4a. I am paid fairly for the work I do	8 / 35 / 18 / 26 / 14	43%	43%	47%	59%

KEY

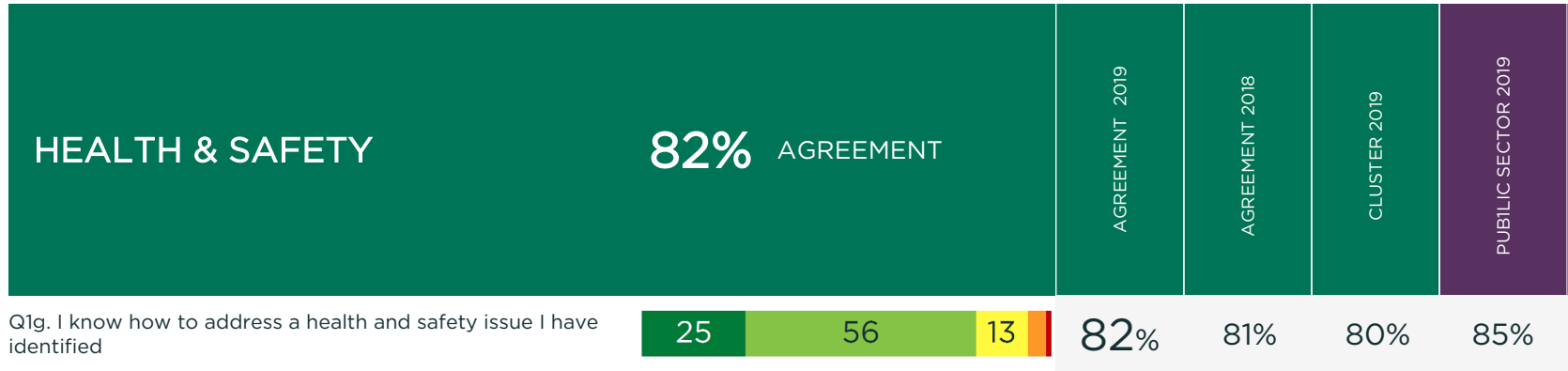| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

RISK	87% AGREEMENT	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1h. I am comfortable notifying my manager if I become aware of any risks at work	47 40	87%	-	87%	88%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS
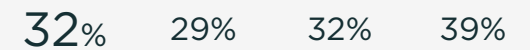
Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%

HEALTH & SAFETY — 82% AGREEMENT

		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1g. I know how to address a health and safety issue I have identified	25 | 56 | 13	82%	81%	80%	85%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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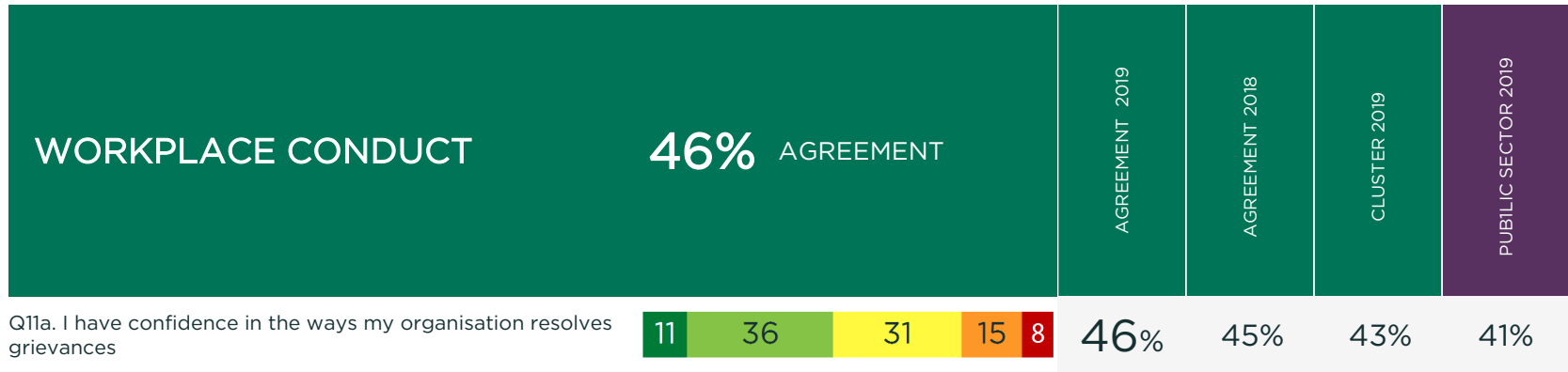Results are rounded and may not add up to 100%

ACTION ON RESULTS	32% AGREEMENT	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q10a. I believe action will be taken on the results from this survey by my organisation	7 / 25 / 36 / 19 / 12	32%	29%	32%	39%

KEY

Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

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WORKPLACE CONDUCT	46% AGREEMENT	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q11a. I have confidence in the ways my organisation resolves grievances	11 / 36 / 31 / 15 / 8	46%	45%	43%	41%

KEY

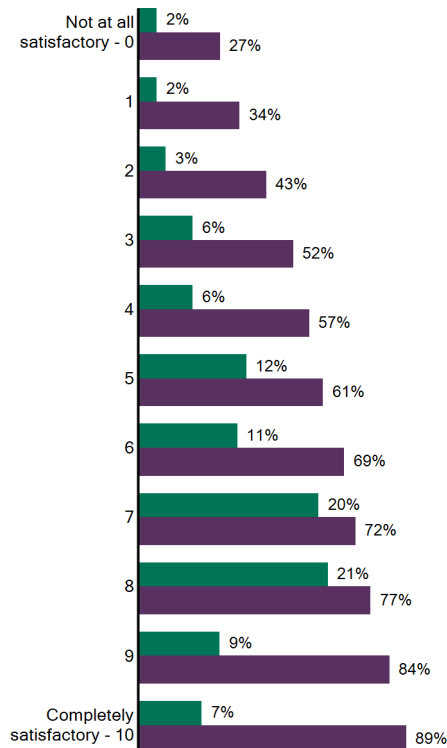| Strongly agree	Agree	Neither	Disagree	Strongly disagree

EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.
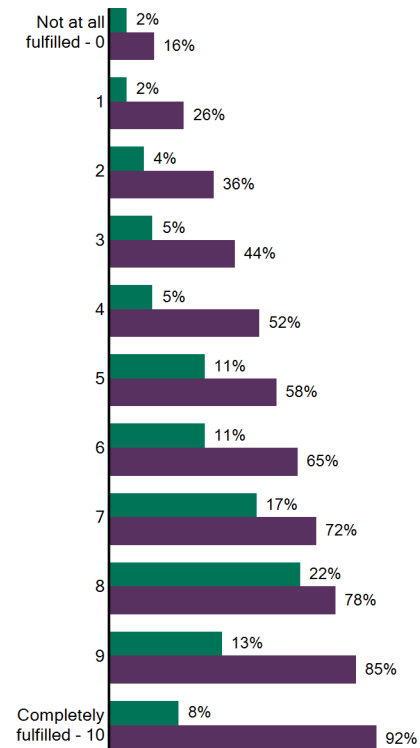
Results are rounded and may not add up to 100%

This compares Wellbeing to Engagement.
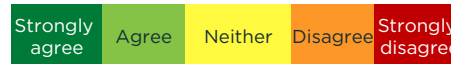
WELLBEING AND ENGAGEMENT

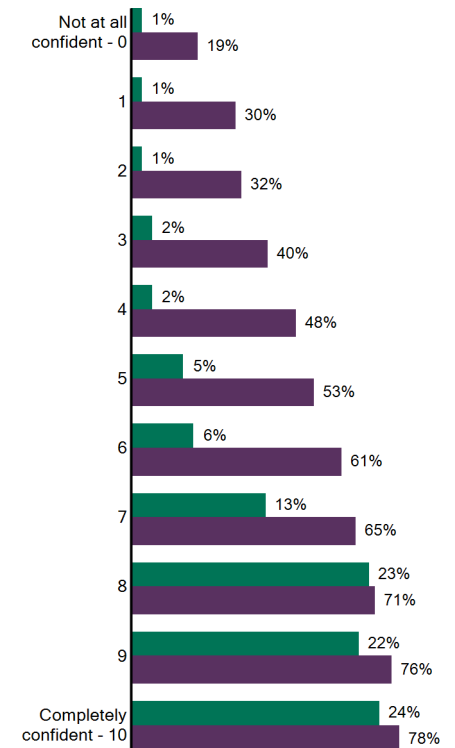**Q1i.** In general, my sense of wellbeing is.....

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	2%	27%
1	2%	34%
2	3%	43%
3	6%	52%
4	6%	57%
5	12%	61%
6	11%	69%
7	20%	72%
8	21%	77%
9	9%	84%
Completely satisfactory - 10	7%	89%

Q1j. I find my life at work fulfilling

Response	Proportion	Engagement score
Not at all fulfilled - 0	2%	16%
1	2%	26%
2	4%	36%
3	5%	44%
4	5%	52%
5	11%	58%
6	11%	65%
7	17%	72%
8	22%	78%
9	13%	85%
Completely fulfilled - 10	8%	92%

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

Response	Proportion	Engagement score
Not at all confident - 0	1%	19%
1	1%	30%
2	1%	32%
3	2%	40%
4	2%	48%
5	5%	53%
6	6%	61%
7	13%	65%
8	23%	71%
9	22%	76%
Completely confident - 10	24%	78%

Proportion of respondents answering each response option ■ (green)

Employee engagement score ■ (purple)

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		88%	87%	84%	71%
No		12%	13%	16%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		83%	83%	81%	76%
No		17%	17%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		69%	69%	65%	60%
No		31%	31%	35%	40%

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EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

MOBILITY

			2019	2018	CLUSTER 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			35%	35%	36%	41%
No			65%	65%	64%	59%

EXPLORE THE FULL RESULTS

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MOBILITY		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)					
Personal/family considerations		35%	38%	35%	29%
The application/recruitment process is too cumbersome or time consuming		31%	32%	29%	22%
There are no major barriers to my career progression		30%	33%	29%	29%
Lack of visible opportunities		25%	25%	27%	29%
Geographic location considerations		23%	26%	26%	25%
Lack of promotion opportunities		21%	21%	23%	28%
Insufficient training and development		14%	15%	14%	15%
Lack of required capabilities or experience		11%	12%	11%	11%
Lack of support from my manager/supervisor		10%	10%	11%	13%
Lack of support for temporary assignments/secondments		10%	9%	11%	15%
Other		9%	9%	9%	9%

% are calculated with the number of unique respondents (N = 17,161 to this question)

EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		25%	22%	28%	27%
No		58%	61%	54%	56%
Don't know		16%	17%	18%	17%
Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		63%	65%	65%	65%
No		34%	33%	32%	32%
Don't know		3%	2%	3%	4%

UNACCEPTABLE CONDUCT		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		31%	31%	34%	33%
No		59%	59%	56%	57%
Don't know		10%	10%	11%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		16%	16%	18%	18%
No		78%	78%	75%	75%
Don't know		6%	5%	6%	7%

UNACCEPTABLE CONDUCT

Q13c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A senior manager		25%	25%	25%	21%
A fellow worker at your level		22%	22%	23%	27%
Your immediate manager/supervisor		19%	18%	20%	23%
Prefer not to say		15%	16%	14%	13%
A subordinate		9%	11%	9%	7%
A client or customer		7%	5%	6%	3%
Other		2%	2%	2%	5%
A member of the public other than a client or customer		1%	1%	1%	1%

EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work					
Yes		4%	3%	5%	4%
No		94%	96%	93%	94%
Don't know		1%	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		30%	33%	40%	38%
A member of the public		21%	18%	14%	36%
Other		43%	42%	39%	19%
Prefer not to say		7%	7%	7%	7%

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EDUCATION

CUSTOMISED QUESTIONS

Question	Responses	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. My workgroup is able to manage the changing demands of our work environment.	12 / 48 / 21 / 15	60%	60%	61%
Q2. The changes within my organisation will improve outcomes for the community.	16 / 46 / 26 / 9	62%	61%	61%
Q3. Our leaders frequently and effectively communicate organisational objectives.	18 / 49 / 19 / 10	66%	68%	64%
Q4. My workgroup acknowledges my contributions to the team.	20 / 51 / 17 / 9	71%	71%	70%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	16 / 49 / 25 / 9	65%	65%	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	20 / 50 / 18 / 9	70%	70%	69%
Q7. My workgroup is able to demonstrate outcomes of our work.	21 / 58 / 16	79%	80%	78%
Q8. My job offers the opportunity for me to work on innovative projects.	17 / 43 / 25 / 11	59%	59%	59%

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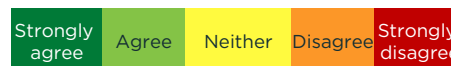
Strongly agree | Agree | Neither | Disagree | Strongly disagree

EDUCATION

CUSTOMISED QUESTIONS

		2019	CLUSTER 2019
Q9. Which category of staff are you?			
Public Service Senior Executive (PSSE) (eg: Executive Director, Director Educational Leadership, Director)		0%	1%
School Executive (eg: Principals, Deputy Principals, Assistant Principals, Head Teachers)		20%	17%
Teaching Staff (eg: School Based, Non School Based)		58%	50%
School Administrative and Support Staff (SASS)		18%	16%
Other Non Teaching Staff in Schools		3%	3%
Corporate Staff (eg: Local and State Office Staff)		0%	12%

EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

EDUCATION

CUSTOMISED QUESTIONS

		2019	CLUSTER 2019
Q10. This survey asks questions about Senior Managers. How do you define a Senior Manager?			
Secretary		1%	1%
Deputy Secretary		1%	1%
Executive Director		4%	6%
Director, Educational Leadership		15%	11%
Principal		59%	50%

EXPLORE THE FULL SURVEY RESULTS

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EDUCATION

CUSTOMISED QUESTIONS

			2019	CLUSTER 2019
Q10. This survey asks questions about Senior Managers. How do you define a Senior Manager?				
Deputy Principal			7%	11%
Assistant Principal			9%	5%
Head Teacher			1%	3%
Director			2%	6%
Manager			1%	5%

PERSONAL AND WORK PROFILES

13%

87%

1%

Results are rounded and may not add up to 100%

	PERCENTAGE
GENDER	
Male	13%
Female	87%
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	9%
30-34	10%
35-39	11%
40-44	14%
45-49	16%
50-54	14%
55-59	13%
60-64	8%
65+	3%

PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

TYPE OF WORK	PERCENTAGE
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	84%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	1%
Administrative support (e.g. executive/personal assistant, receptionist)	10%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	0%
Policy	0%
Research	0%
Program and project management support	0%
Legal (including developing and/or reviewing legislation)	0%
Other	5%

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	10%	6%	6%	9%	10%	9%	23%	10%	5%	2%	1%	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	6%
1 - 2 years	8%
2 - 5 years	16%
5 - 10 years	19%
10 - 20 years	27%
More than 20 years	23%

PERSONAL AND WORK PROFILES

62%

15%

15%

7%

Results are rounded and may not add up to 100%

2%

PERCENTAGE

FLEXIBLE WORKING

	PERCENTAGE
None of the above	62%
Leave without pay	15%
Part-time work	15%
Job sharing	7%
Flexible start and finish times	6%
Working additional hours to make up for time off	5%
Other	2%

% are calculated with the number of unique respondents (N = 15,304 to this question)

PERSONAL AND WORK PROFILES

2%

1%

Results are rounded and may not add up to 100%

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

% are calculated with the number of unique respondents (N = 15,304 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 - Primary 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	18014	13193	135	1500	22	2	5	32	2	845
EMPLOYEE ENGAGEMENT	69%	69%	74%	74%	(r)	(r)	(r)	70%	(r)	72%
ENGAGEMENT WITH WORK	76%	76%	80%	78%	(r)	(r)	(r)	82%	(r)	79%
SENIOR MANAGERS	60%	61%	55%	60%	(r)	(r)	(r)	58%	(r)	61%
COMMUNICATION	66%	66%	68%	70%	(r)	(r)	(r)	69%	(r)	66%
HIGH PERFORMANCE	72%	72%	70%	71%	(r)	(r)	(r)	74%	(r)	71%
PUBLIC SECTOR VALUES	70%	70%	67%	70%	(r)	(r)	(r)	70%	(r)	68%
DIVERSITY & INCLUSION	68%	68%	76%	77%	(r)	(r)	(r)	79%	(r)	72%

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 - Primary 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	18014	1630	998	940	1367	1573	1488	3653	1618	779	317	214	24	0
EMPLOYEE ENGAGEMENT	69%	76%	72%	72%	72%	68%	67%	64%	69%	76%	78%	83%	(r)	(r)
ENGAGEMENT WITH WORK	76%	85%	80%	75%	77%	73%	72%	71%	79%	86%	88%	93%	(r)	(r)
SENIOR MANAGERS	60%	65%	59%	60%	65%	63%	58%	54%	64%	71%	73%	75%	(r)	(r)
COMMUNICATION	66%	70%	66%	69%	71%	67%	63%	60%	69%	77%	83%	84%	(r)	(r)
HIGH PERFORMANCE	72%	74%	70%	73%	75%	73%	70%	68%	75%	79%	82%	84%	(r)	(r)
PUBLIC SECTOR VALUES	70%	72%	68%	70%	74%	71%	68%	65%	72%	79%	84%	84%	(r)	(r)
DIVERSITY & INCLUSION	68%	77%	73%	74%	73%	68%	66%	63%	69%	73%	75%	76%	(r)	(r)

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Public Schools - Primary schools	$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	18014	3	1060
EMPLOYEE ENGAGEMENT	69%	(r)	65%
ENGAGEMENT WITH WORK	76%	(r)	71%
SENIOR MANAGERS	60%	(r)	55%
COMMUNICATION	66%	(r)	61%
HIGH PERFORMANCE	72%	(r)	67%
PUBLIC SECTOR VALUES	70%	(r)	65%
DIVERSITY & INCLUSION	68%	(r)	64%

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

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 - Primary schools	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	18014	1009	1167	2559	2964	4203	3649
EMPLOYEE ENGAGEMENT	69%	78%	75%	72%	67%	67%	68%
ENGAGEMENT WITH WORK	76%	86%	81%	78%	73%	74%	77%
SENIOR MANAGERS	60%	75%	69%	66%	58%	57%	57%
COMMUNICATION	66%	79%	74%	70%	64%	63%	65%
HIGH PERFORMANCE	72%	81%	77%	75%	70%	69%	70%
PUBLIC SECTOR VALUES	70%	81%	77%	73%	67%	67%	69%
DIVERSITY & INCLUSION	68%	79%	75%	72%	67%	66%	66%

KEY — AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE — AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE — **r = DATA RESTRICTED AS BELOW** CUT OFF LIMIT OF 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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Results are rounded and may not add up to 100%

	Public Schools - Primary 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	18014	917	202	699	88	2261	1113	362	265	135	2283	97	372	9474
EMPLOYEE ENGAGEMENT	69%	76%	75%	75%	81%	70%	69%	74%	75%	69%	69%	74%	68%	69%
ENGAGEMENT WITH WORK	76%	83%	83%	82%	89%	78%	75%	84%	82%	78%	75%	80%	73%	76%
SENIOR MANAGERS	60%	64%	63%	61%	72%	62%	62%	65%	63%	60%	61%	65%	57%	60%
COMMUNICATION	66%	75%	71%	72%	75%	68%	66%	71%	72%	67%	66%	73%	63%	66%
HIGH PERFORMANCE	72%	76%	74%	74%	81%	74%	74%	75%	74%	72%	72%	76%	68%	72%
PUBLIC SECTOR VALUES	70%	74%	72%	72%	78%	72%	72%	73%	72%	68%	70%	73%	66%	70%
DIVERSITY & INCLUSION	68%	85%	81%	80%	85%	75%	74%	77%	79%	73%	71%	76%	68%	66%

*multiple types may be chosen.

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Public Schools - Primary schools	Sydney East	Sydney West	Sydney - Inner South West	Sydney - South West	Hunter Valley exc Newcastle	Sydney - Parramatta	Sydney - Blacktown	Sydney - Outer West and Blue Mountains	Newcastle and Lake Macquarie	Sydney - Outer South West	Illawarra	Central Coast	Capital Region
NUMBER OF RESPONDENTS	18014	3402	4054	1023	863	763	756	698	695	688	620	605	591	567
EMPLOYEE ENGAGEMENT	69%	69%	70%	70%	71%	69%	69%	69%	68%	68%	73%	70%	69%	68%
ENGAGEMENT WITH WORK	76%	77%	76%	79%	76%	77%	76%	73%	74%	77%	78%	78%	74%	76%
SENIOR MANAGERS	60%	60%	63%	63%	65%	61%	63%	62%	60%	60%	67%	62%	59%	57%
COMMUNICATION	66%	67%	68%	70%	68%	66%	67%	66%	66%	66%	71%	68%	64%	63%
HIGH PERFORMANCE	72%	72%	74%	74%	75%	72%	74%	72%	70%	71%	75%	74%	71%	68%
PUBLIC SECTOR VALUES	70%	70%	72%	72%	72%	71%	72%	70%	69%	70%	74%	72%	69%	67%
DIVERSITY & INCLUSION	68%	69%	70%	71%	71%	69%	69%	68%	68%	70%	72%	69%	66%	66%

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

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Public Schools - Primary schools	Richmond - Tweed	New England and North West	Central West	Sydney - North Sydney and Hornsby	Mid North Coast	Coffs Harbour - Grafton	Sydney - Baulkham Hills and Hawkesbury	Riverina	Sydney - Sutherland	Sydney - Inner West	Southern Highlands and Shoalhaven	Far West and Orana	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	18014	563	540	532	511	472	442	422	391	370	367	339	322	321
EMPLOYEE ENGAGEMENT	69%	70%	70%	70%	66%	74%	74%	69%	74%	71%	68%	67%	72%	70%
ENGAGEMENT WITH WORK	76%	76%	76%	76%	75%	82%	82%	78%	79%	80%	75%	73%	78%	78%
SENIOR MANAGERS	60%	58%	60%	58%	55%	64%	66%	64%	65%	64%	59%	54%	59%	61%
COMMUNICATION	66%	67%	66%	64%	62%	71%	71%	72%	73%	72%	67%	62%	66%	67%
HIGH PERFORMANCE	72%	72%	72%	71%	69%	75%	78%	75%	75%	77%	71%	66%	71%	74%
PUBLIC SECTOR VALUES	70%	70%	70%	68%	67%	74%	75%	74%	74%	75%	70%	64%	68%	71%
DIVERSITY & INCLUSION	68%	69%	68%	67%	65%	72%	72%	71%	74%	73%	68%	65%	71%	68%

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Public Schools - Primary schools	Sydney - Ryde	Murray	Sydney - City and Inner South	Sydney - Eastern Suburbs	Outside NSW
NUMBER OF RESPONDENTS	18014	300	283	264	246	0
EMPLOYEE ENGAGEMENT	69%	65%	67%	68%	71%	(r)
ENGAGEMENT WITH WORK	76%	73%	72%	77%	80%	(r)
SENIOR MANAGERS	60%	56%	53%	54%	64%	(r)
COMMUNICATION	66%	63%	61%	61%	69%	(r)
HIGH PERFORMANCE	72%	69%	67%	69%	75%	(r)
PUBLIC SECTOR VALUES	70%	68%	64%	66%	73%	(r)
DIVERSITY & INCLUSION	68%	65%	67%	64%	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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Public Schools - Primary 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	18014	8	335	1440	1487	1756	2104	2499	2254	1953	1272	469
EMPLOYEE ENGAGEMENT	69%	(r)	80%	70%	70%	70%	69%	69%	69%	68%	70%	73%
ENGAGEMENT WITH WORK	76%	(r)	85%	74%	74%	75%	76%	76%	77%	77%	80%	85%
SENIOR MANAGERS	60%	(r)	77%	66%	64%	63%	63%	61%	58%	55%	57%	58%
COMMUNICATION	66%	(r)	78%	69%	69%	67%	67%	66%	65%	63%	66%	68%
HIGH PERFORMANCE	72%	(r)	84%	75%	74%	73%	72%	72%	71%	69%	71%	71%
PUBLIC SECTOR VALUES	70%	(r)	82%	73%	72%	71%	71%	70%	69%	67%	69%	70%
DIVERSITY & INCLUSION	68%	(r)	80%	71%	71%	70%	69%	68%	67%	66%	70%	72%

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Public Schools - Primary schools	Male	Female	Other
NUMBER OF RESPONDENTS	18014	1977	13628	141
EMPLOYEE ENGAGEMENT	69%	69%	70%	49%
ENGAGEMENT WITH WORK	76%	75%	77%	48%
SENIOR MANAGERS	60%	61%	61%	32%
COMMUNICATION	66%	70%	66%	38%
HIGH PERFORMANCE	72%	72%	72%	46%
PUBLIC SECTOR VALUES	70%	72%	70%	44%
DIVERSITY & INCLUSION	68%	71%	69%	40%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Public Schools - Primary 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	18014	5	3187	9233	2878	481	30
EMPLOYEE ENGAGEMENT	69%	(r)	74%	66%	74%	76%	80%
ENGAGEMENT WITH WORK	76%	(r)	84%	72%	80%	86%	86%
SENIOR MANAGERS	60%	(r)	69%	58%	59%	59%	62%
COMMUNICATION	66%	(r)	75%	63%	68%	70%	77%
HIGH PERFORMANCE	72%	(r)	78%	70%	70%	73%	78%
PUBLIC SECTOR VALUES	70%	(r)	78%	68%	68%	70%	71%
DIVERSITY & INCLUSION	68%	(r)	72%	65%	75%	78%	85%

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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.
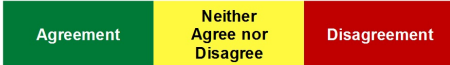
ℹ HOW TO READ THIS REPORT

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

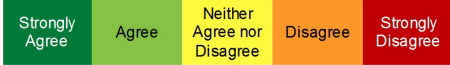| Agreement	Neither Agree nor Disagree	Disagreement

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 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.