



2019 | NSW Public Sector
Employee Survey

LARGE BUSINESS UNIT

Education

Public Schools - Secondary schools



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RESPONSE RATE

12,533 RESPONDENTS

EMPLOYEE ENGAGEMENT

64% —

DIFFERENCE FROM 2018 **0** (64%)
 DIFFERENCE FROM CLUSTER **-4** (68%)
 DIFFERENCE FROM PUBLIC SECTOR **-1** (66%)

ENGAGEMENT WITH WORK

70% —

DIFFERENCE FROM 2018 **0** (70%)
 DIFFERENCE FROM CLUSTER **-4** (74%)
 DIFFERENCE FROM PUBLIC SECTOR **-3** (73%)

SENIOR MANAGERS

54% ↑

DIFFERENCE FROM 2018 **+1** (52%)
 DIFFERENCE FROM CLUSTER **-4** (58%)
 DIFFERENCE FROM PUBLIC SECTOR **+4** (50%)

COMMUNICATION

61% ↑

DIFFERENCE FROM 2018 **+1** (61%)
 DIFFERENCE FROM CLUSTER **-4** (65%)
 DIFFERENCE FROM PUBLIC SECTOR **-1** (62%)

HIGH PERFORMANCE

65% ↑

DIFFERENCE FROM 2018 **+1** (64%)
 DIFFERENCE FROM CLUSTER **-4** (69%)
 DIFFERENCE FROM PUBLIC SECTOR **0** (65%)

PUBLIC SECTOR VALUES

64% ↑

DIFFERENCE FROM 2018 **+1** (63%)
 DIFFERENCE FROM CLUSTER **-4** (68%)
 DIFFERENCE FROM PUBLIC SECTOR **+1** (62%)

DIVERSITY & INCLUSION

64% ↑

DIFFERENCE FROM 2018 **+1** (63%)
 DIFFERENCE FROM CLUSTER **-5** (68%)
 DIFFERENCE FROM PUBLIC SECTOR **-5** (69%)

FLEXIBLE WORKING SATISFACTION

41% —

DIFFERENCE FROM 2018 **0** (40%)
 DIFFERENCE FROM CLUSTER **-7** (48%)
 DIFFERENCE FROM PUBLIC SECTOR **-18** (59%)

ACTION ON RESULTS

25% ↑

DIFFERENCE FROM 2018 **+2** (23%)
 DIFFERENCE FROM CLUSTER **-8** (32%)
 DIFFERENCE FROM PUBLIC SECTOR **-15** (39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

This page compares the aggregate or individual scores for key topics. The individual questions in each group are listed in the All Questions section.

The Employee Engagement index is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

Response Rate: some entities exceed 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1a. I understand what is expected of me to do well in my role	91%	91%
2a. My workgroup strives to achieve customer/client satisfaction	84%	84%
1h. I am comfortable notifying my manager if I become aware of any risks at work	84%	-
2c. I receive help and support from other members of my workgroup	79%	78%
1g. I know how to address a health and safety issue I have identified	78%	76%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	76%	75%
1c. My job gives me a feeling of personal accomplishment	76%	76%
5b. My manager listens to what I have to say	76%	75%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	75%	74%
2b. My workgroup works collaboratively to achieve its objectives	75%	75%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
10a. I believe action will be taken on the results from this survey by my organisation	25%	23%
7g. I have confidence in the way recruitment decisions are made	36%	34%
11a. I have confidence in the ways my organisation resolves grievances	37%	36%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	41%	40%
4a. I am paid fairly for the work I do	42%	42%
7c. I feel that change is managed well in my organisation	43%	41%
1f. I am able to keep my work stress at an acceptable level	44%	42%
8e. My manager supports flexible working in my team	45%	45%
7e. People in my organisation take responsibility for their own actions	46%	46%
5h. My manager deals appropriately with employees who perform poorly	46%	43%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
5h. My manager deals appropriately with employees who perform poorly	46%	43%
1b. I am provided with the support I need to do my best at work	60%	57%
6c. I feel that senior managers model the values of my organisation	57%	54%
7g. I have confidence in the way recruitment decisions are made	36%	34%
1f. I am able to keep my work stress at an acceptable level	44%	42%
7c. I feel that change is managed well in my organisation	43%	41%
8c. I am able to speak up and share a different view to my colleagues and manager	62%	60%
6b. I feel that senior managers effectively lead and manage change	51%	49%
1g. I know how to address a health and safety issue I have identified	78%	76%
3e. My performance is assessed against clear criteria	54%	52%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1d. I feel motivated to contribute more than what is normally required at work	70%	71%



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



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



Q8d. How satisfied are you with your ability to access and use flexible working arrangements?



Q8e. My manager supports flexible working in my team



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



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



Q8d. How satisfied are you with your ability to access and use flexible working arrangements?



Q8e. My manager supports flexible working in my team



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



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



Q8d. How satisfied are you with your ability to access and use flexible working arrangements?



Q8e. My manager supports flexible working in my team



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



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

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

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

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

RESPONDENT PROFILE

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

Survey responses: 12533

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	29	Senior Executive (ongoing/permanent or term)	7	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	81
Female	70	Ongoing/Permanent (other than senior executive)	66	Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	2
Other	1	Temporary (including temporary teachers and graduates)	16	Administrative support (e.g. executive/personal assistant, receptionist)	9
		Casual	6	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	0
		Contract – Non Executive	4	Policy	0
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	0
		Other	0	Program and project management support	0
		Don't know	1	Legal (including developing and/or reviewing legislation)	0
				Other	7
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	20	Yes	9	Less than 1 year	6
35 - 54 years	53	No	91	1 - 2 years	6
55+ years	28			2 - 5 years	16
		Supervisors	Survey %	5 - 10 years	21
		Yes	30	10 - 20 years	28
		No	70	More than 20 years	22
		Working arrangement	Survey %		
		Full-time	81	Salary	Survey %
		Part-time	19	\$83,402 and below	38
				\$83,403 - \$108,043	38
				\$108,044 - \$144,520	16
				\$144,521 and above	3
				Prefer not to say	5
LOTE spoken at home	Survey %				
Yes	13				
No	84				
Prefer not to say	4				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	3				
No	93				
Prefer not to say	4				
Disability	Survey %				
Yes	4				
No	92				
Prefer not to say	4				
LGBTI	Survey %				
Yes	4				
No	92				
Prefer not to say	4				

Results are rounded and may not add up to 100%



WHAT'S NEXT?

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

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

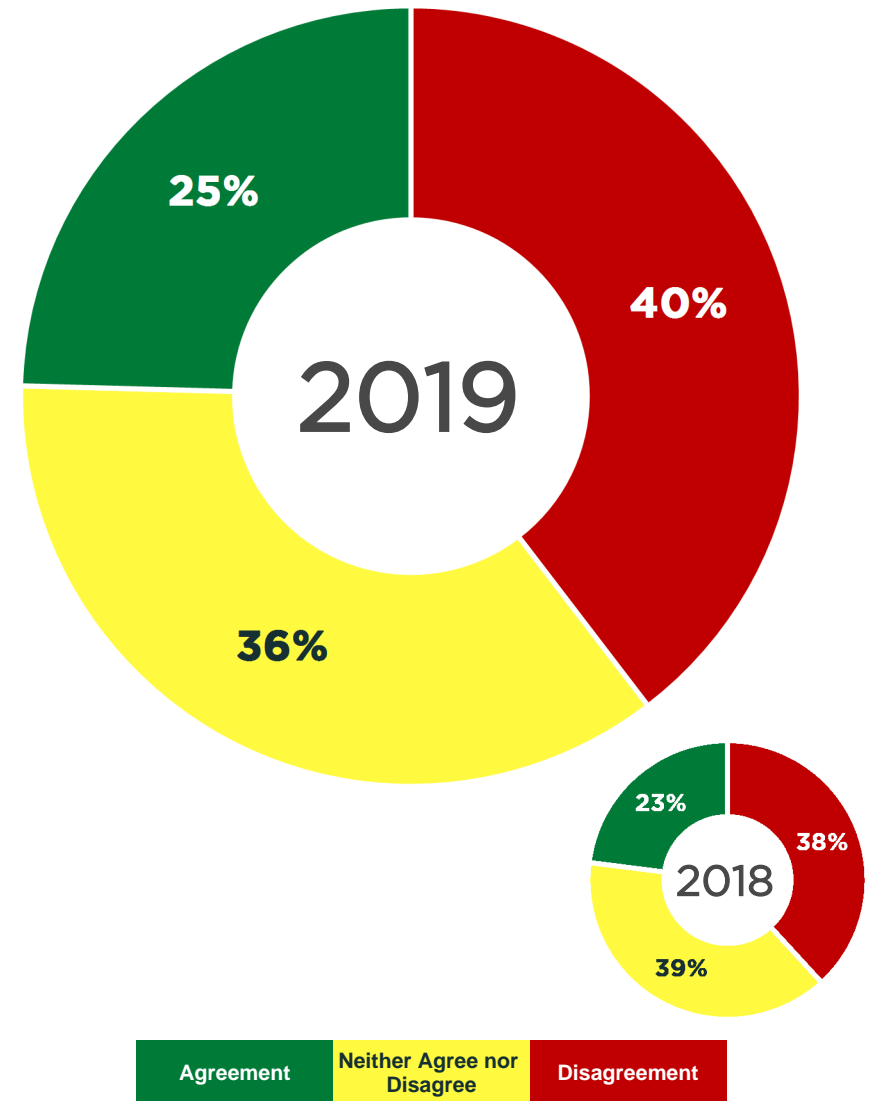
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25%

of employees replied favourably to:

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

39%	32%	23%
SECTOR	CLUSTER	2018



KEY DRIVERS OF ENGAGEMENT



Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

If Engagement scores are high, other scores are often high as well.

RANK

		% AGREEMENT 2019	% AGREEMENT 2018	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	57%	56%	63%	53%
2	Q7c. I feel that change is managed well in my organisation	43%	41%	49%	42%
3	Q6h. I feel that senior managers listen to employees	47%	46%	52%	44%
4	Q6b. I feel that senior managers effectively lead and manage change	51%	49%	56%	47%
5	Q7b. My organisation is making the necessary improvements to meet our future challenges	57%	57%	65%	57%
6	Q6c. I feel that senior managers model the values of my organisation	57%	54%	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	64% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	18	39	25	11	8	56%	56%	63%	62%
Q7j. I am proud to tell others I work for my organisation	25	42	20	7		68%	68%	73%	70%
Q7k. I feel a strong personal attachment to my organisation	27	41	19	8		68%	67%	71%	64%
Q7l. My organisation motivates me to help it achieve its objectives	17	36	27	13		53%	52%	60%	56%
Q7m. My organisation inspires me to do the best in my job	18	34	27	13	7	52%	52%	60%	56%

KEY





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	70% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	31	45	13	8	76%	76%	79%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	32	38	14	11	70%	71%	75%	72%
Q1e. I am satisfied with my job	22	43	17	13	64%	64%	69%	69%

KEY





EXPLORE THE FULL RESULTS

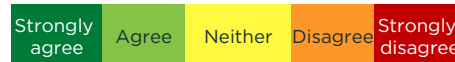
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SENIOR MANAGERS	54% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	39	23	14	8	56%	55%	61%	51%
Q6b. I feel that senior managers effectively lead and manage change	15	36	24	16	10	51%	49%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	18	38	22	12	9	57%	54%	61%	52%
Q6d. Senior managers encourage innovation by employees	18	41	24	11		58%	57%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	41	27	10		58%	57%	61%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	45	23	8		64%	63%	68%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	23	16	10	50%	49%	54%	48%
Q6h. I feel that senior managers listen to employees	14	33	24	16	12	47%	46%	52%	44%
Q7c. I feel that change is managed well in my organisation	11	32	27	21	10	43%	41%	49%	42%

KEY





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COMMUNICATION	61% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019			
Q5c. My manager communicates effectively with me	32	39	14	10	71%	70%	74%	72%	
Q5d. My manager encourages and values employee input	33	38	15	9	71%	71%	74%	73%	
Q5e. My manager involves my workgroup in decisions about our work	29	38	16	10	67%	66%	70%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	23	16	10	50%	49%	54%	48%
Q6h. I feel that senior managers listen to employees	14	33	24	16	12	47%	46%	52%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	41	18	12	8	62%	60%	66%	69%

KEY





EXPLORE THE FULL RESULTS

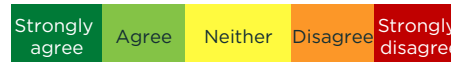
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	HIGH PERFORMANCE				65% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	44	47			91%	91%	92%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	30	44	13	9	75%	75%	79%	79%	
Q3f. I have received appropriate training and development to do my job well	19	44	21	12	63%	61%	66%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	29	45	15	7	74%	73%	78%	75%	
Q5f. I have confidence in the decisions my manager makes	30	36	18	9	66%	65%	70%	69%	
Q6d. Senior managers encourage innovation by employees	18	41	24	11	58%	57%	62%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	41	27	10	58%	57%	61%	53%	
Q7a. My organisation focuses on improving the work we do	21	51	17	7	72%	72%	78%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	16	42	24	13	57%	57%	65%	57%	

KEY





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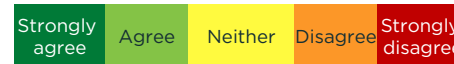
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	HIGH PERFORMANCE					65% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q7d. There is good co-operation between teams across our organisation	10	36	28	18	7	47%	46%	53%	50%	
Q7h. My organisation generally selects capable people to do the job	10	42	25	16	7	52%	51%	59%	54%	

KEY





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PUBLIC SECTOR VALUES	64% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019	
Q2a. My workgroup strives to achieve customer/client satisfaction	35	49	10		84%	84%	88%	86%	
Q2e. People in my workgroup treat each other with respect	32	41	14	9	73%	72%	76%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	29	45	15	7	74%	73%	78%	75%	
Q5b. My manager listens to what I have to say	35	41	12	7	76%	75%	78%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	39	23	14	8	56%	55%	61%	51%
Q6c. I feel that senior managers model the values of my organisation	18	38	22	12	9	57%	54%	61%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	45	23	8		64%	63%	68%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	23	16	10	50%	49%	54%	48%
Q6h. I feel that senior managers listen to employees	14	33	24	16	12	47%	46%	52%	44%

KEY



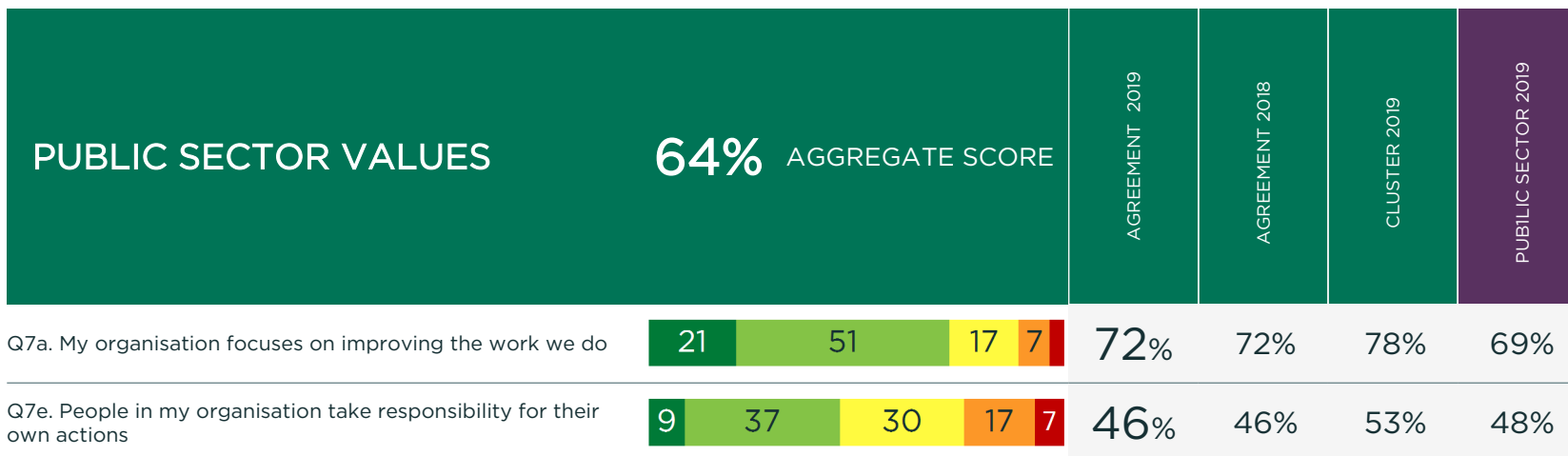


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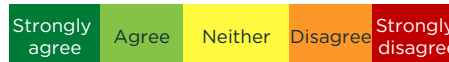
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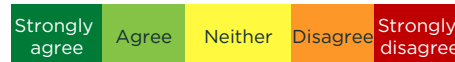
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DIVERSITY & INCLUSION	64% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	19	42	17	17		60%	57%	67%	67%
Q5b. My manager listens to what I have to say	35	41	12	7		76%	75%	78%	76%
Q5d. My manager encourages and values employee input	33	38	15	9		71%	71%	74%	73%
Q6i. Senior managers in my organisation support the career advancement of women	29	38	24			67%	65%	68%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	29	46	14			75%	74%	79%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	32	44	14			76%	75%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	41	18	12	8	62%	60%	66%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	13	27	33	15	11	41%	40%	48%	59%
Q8e. My manager supports flexible working in my team	15	30	33	12	10	45%	45%	53%	63%

KEY



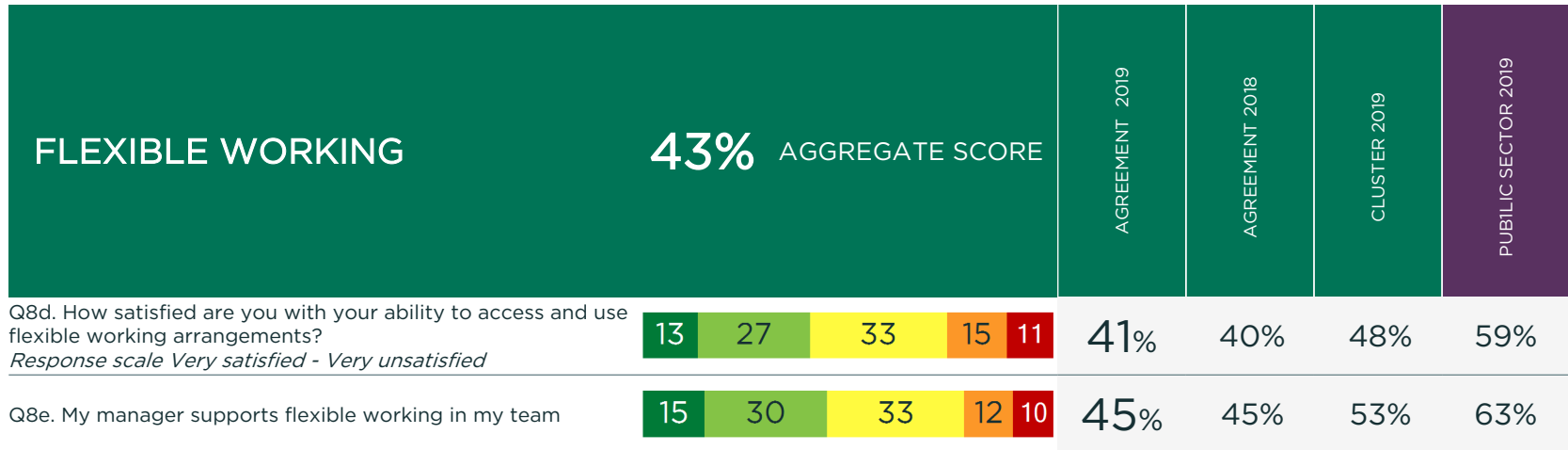


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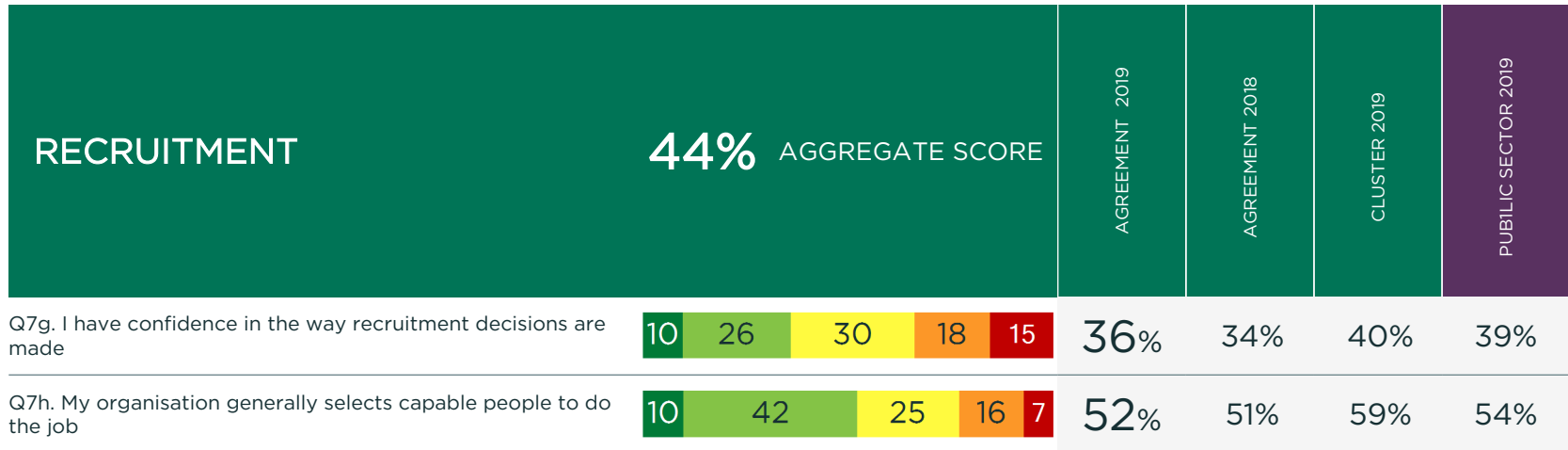


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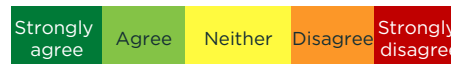
Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

56% 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		63%	63%	68%	66%
Q3e. My performance is assessed against clear criteria		54%	52%	57%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		50%	49%	54%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		68%	67%	71%	69%
Q5h. My manager deals appropriately with employees who perform poorly		46%	43%	49%	48%
Q7f. My organisation is committed to developing its employees		57%	56%	63%	53%

KEY





EXPLORE THE FULL RESULTS

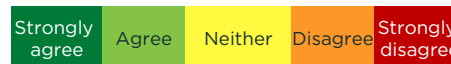
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WORKPLACE SUPPORT	63% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019	PUBLIC SECTOR 2019		
Q1b. I am provided with the support I need to do my best at work	19	42	17	17	60%	57%	67%	67%
Q1f. I am able to keep my work stress at an acceptable level	10	34	19	24	44%	42%	49%	61%
Q2c. I receive help and support from other members of my workgroup	33	46	12		79%	78%	82%	81%
Q2d. There is good team spirit in my workgroup	30	38	15	11	67%	67%	71%	70%

KEY



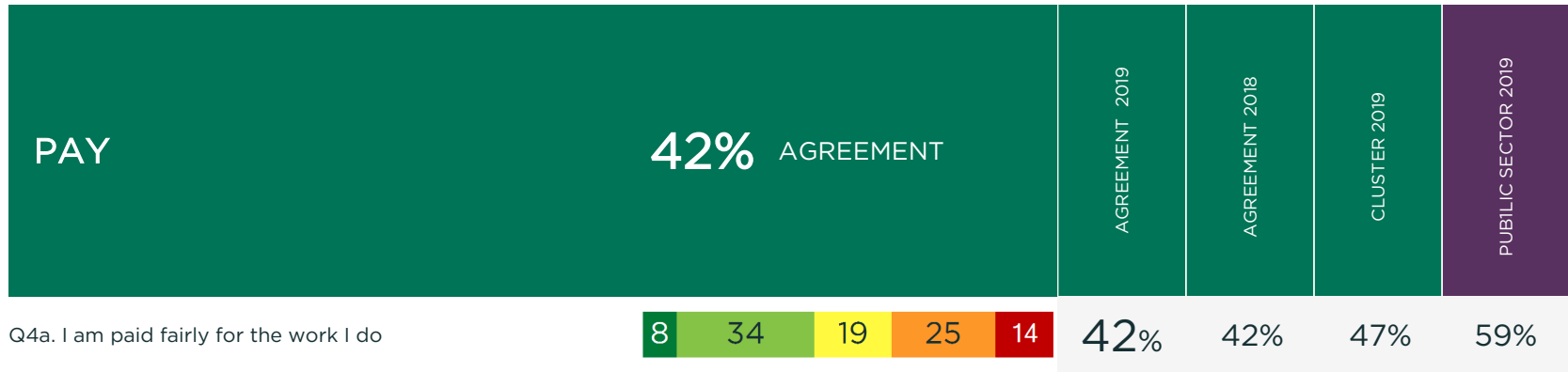


EXPLORE THE FULL RESULTS

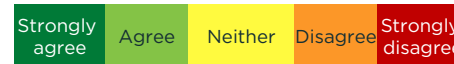
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY



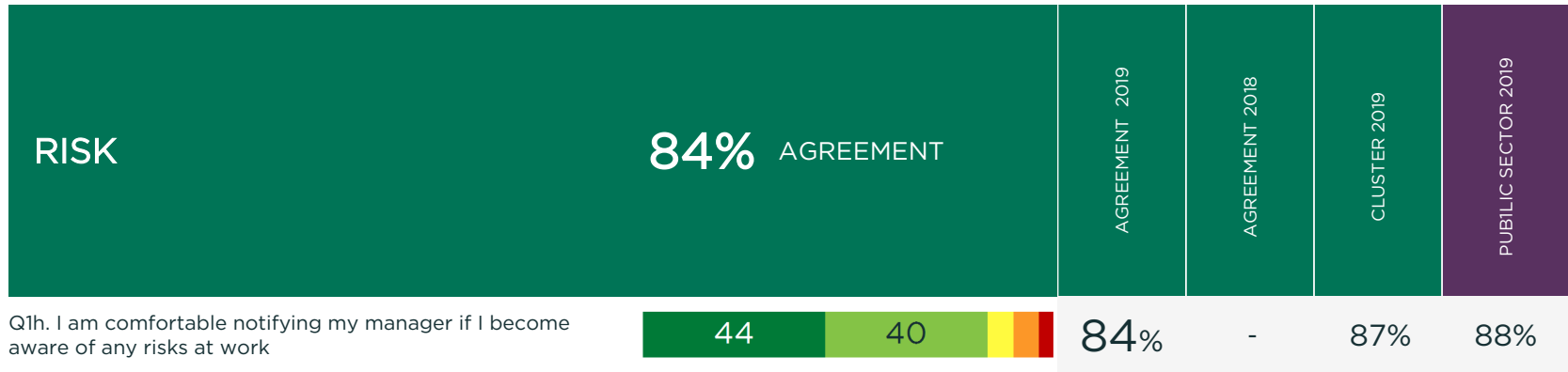


EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%

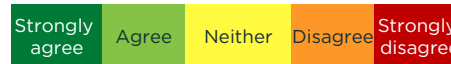
HEALTH & SAFETY

78% AGREEMENT

Q1g. I know how to address a health and safety issue I have identified



KEY





EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

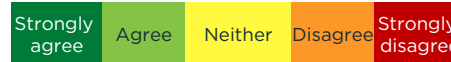
ACTION ON RESULTS

25% AGREEMENT

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



KEY



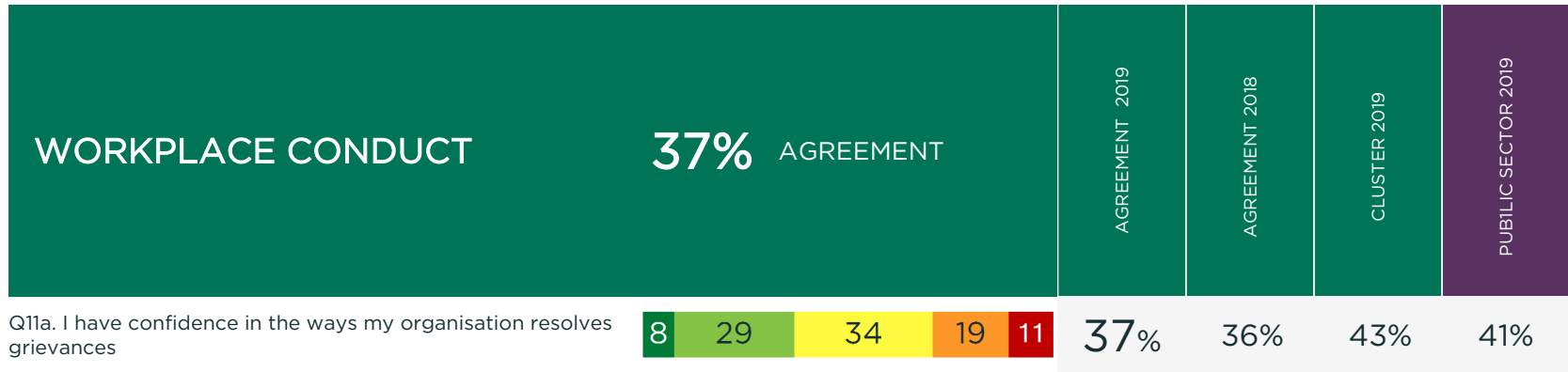


EXPLORE THE FULL RESULTS

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

Results are rounded and may not add up to 100%



KEY





WELLBEING AND ENGAGEMENT

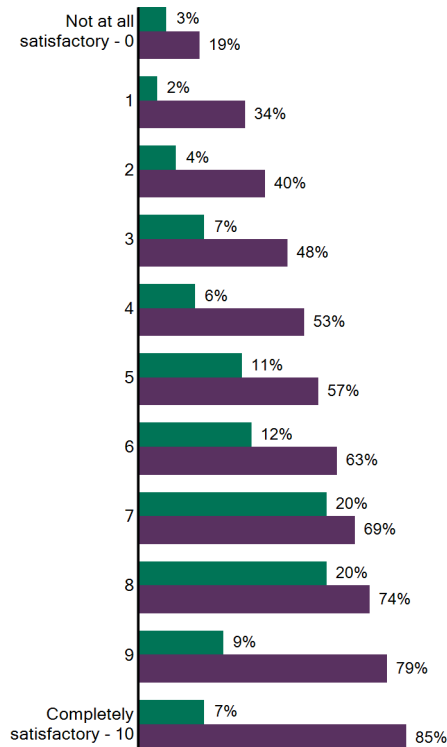
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

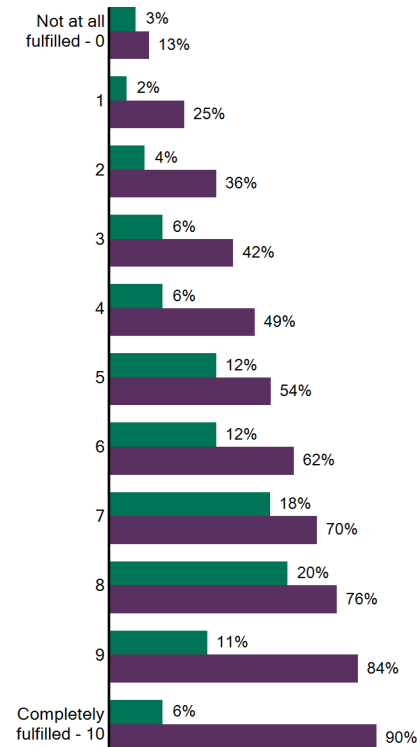
This compares Wellbeing to Engagement.

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



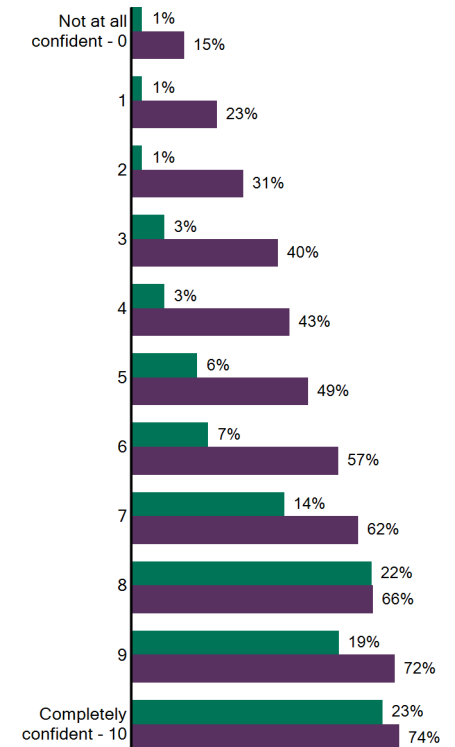
Proportion of respondents answering each response option

Q1j. I find my life at work fulfilling



Employee engagement score

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





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		86%	86%	84%	71%
No		14%	14%	16%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		80%	80%	81%	76%
No		20%	20%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		62%	62%	65%	60%
No		38%	38%	35%	40%



EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

MOBILITY

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes		37%	38%	36%	41%
No		63%	62%	64%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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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)

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Personal/family considerations		37%	39%	35%	29%
Lack of visible opportunities		30%	31%	27%	29%
Geographic location considerations		30%	32%	26%	25%
The application/recruitment process is too cumbersome or time consuming		30%	30%	29%	22%
There are no major barriers to my career progression		26%	30%	29%	29%
Lack of promotion opportunities		26%	26%	23%	28%
Insufficient training and development		15%	18%	14%	15%
Lack of support from my manager/supervisor		13%	15%	11%	13%
Lack of support for temporary assignments/secondments		13%	13%	11%	15%
Lack of required capabilities or experience		12%	12%	11%	11%
Other		10%	10%	9%	9%

% are calculated with the number of unique respondents (N = 12,057 to this question)



EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

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

Yes		32%	31%	28%	27%
No		47%	48%	54%	56%
Don't know		21%	21%	18%	17%

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

Yes		66%	67%	65%	65%
No		30%	30%	32%	32%
Don't know		3%	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	CLUSTER 2019	PUBLIC SECTOR 2019
Q13a. In the last 12 months I have witnessed bullying at work					
Yes		41%	41%	34%	33%
No		48%	48%	56%	57%
Don't know		11%	11%	11%	10%
Q13b. In the last 12 months I have been subjected to bullying at work					
Yes		23%	23%	18%	18%
No		70%	70%	75%	75%
Don't know		7%	7%	6%	7%



EXPLORE THE FULL RESULTS

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UNACCEPTABLE CONDUCT

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

		2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A senior manager		27%	26%	25%	21%
A fellow worker at your level		24%	24%	23%	27%
Your immediate manager/supervisor		19%	21%	20%	23%
Prefer not to say		13%	12%	14%	13%
A subordinate		9%	9%	9%	7%
A client or customer		6%	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

Response	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
Yes	7%	5%	5%	4%
No	91%	93%	93%	94%
Don't know	3%	2%	2%	2%

Q14b. If yes to 14a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

Role	2019	2018	CLUSTER 2019	PUBLIC SECTOR 2019
A person at work	49%	50%	40%	38%
A member of the public	12%	13%	14%	36%
Other	33%	30%	39%	19%
Prefer not to say	7%	6%	7%	7%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

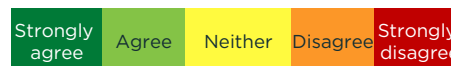
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EDUCATION CUSTOMISED QUESTIONS

						AGREEMENT 2019	AGREEMENT 2018	CLUSTER 2019
Q1. My workgroup is able to manage the changing demands of our work environment.	10	45	23	17		55%	56%	61%
Q2. The changes within my organisation will improve outcomes for the community.	13	42	29	11		56%	55%	61%
Q3. Our leaders frequently and effectively communicate organisational objectives.	13	45	22	14		58%	59%	64%
Q4. My workgroup acknowledges my contributions to the team.	17	49	20	10		66%	65%	70%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	12	45	27	11		58%	57%	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	17	47	20	10		65%	64%	69%
Q7. My workgroup is able to demonstrate outcomes of our work.	19	55	18			74%	74%	78%
Q8. My job offers the opportunity for me to work on innovative projects.	15	41	26	13		56%	55%	59%

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

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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)		19%	17%
Teaching Staff (eg: School Based, Non School Based)		59%	50%
School Administrative and Support Staff (SASS)		18%	16%
Other Non Teaching Staff in Schools		4%	3%
Corporate Staff (eg: Local and State Office Staff)		0%	12%



EXPLORE THE FULL SURVEY RESULTS

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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?

		2019	CLUSTER 2019
Secretary		1%	1%
Deputy Secretary		1%	1%
Executive Director		2%	6%
Director, Educational Leadership	█	6%	11%
Principal	█	56%	50%



EXPLORE THE FULL SURVEY RESULTS

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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?

		2019	CLUSTER 2019
Deputy Principal		23%	11%
Assistant Principal		1%	5%
Head Teacher		8%	3%
Director		1%	6%
Manager		3%	5%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		29%
Female		70%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		2%
25-29	■	8%
30-34	■	10%
35-39	■	10%
40-44	■	11%
45-49	■	16%
50-54	■	15%
55-59	■	14%
60-64	■	9%
65+		4%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

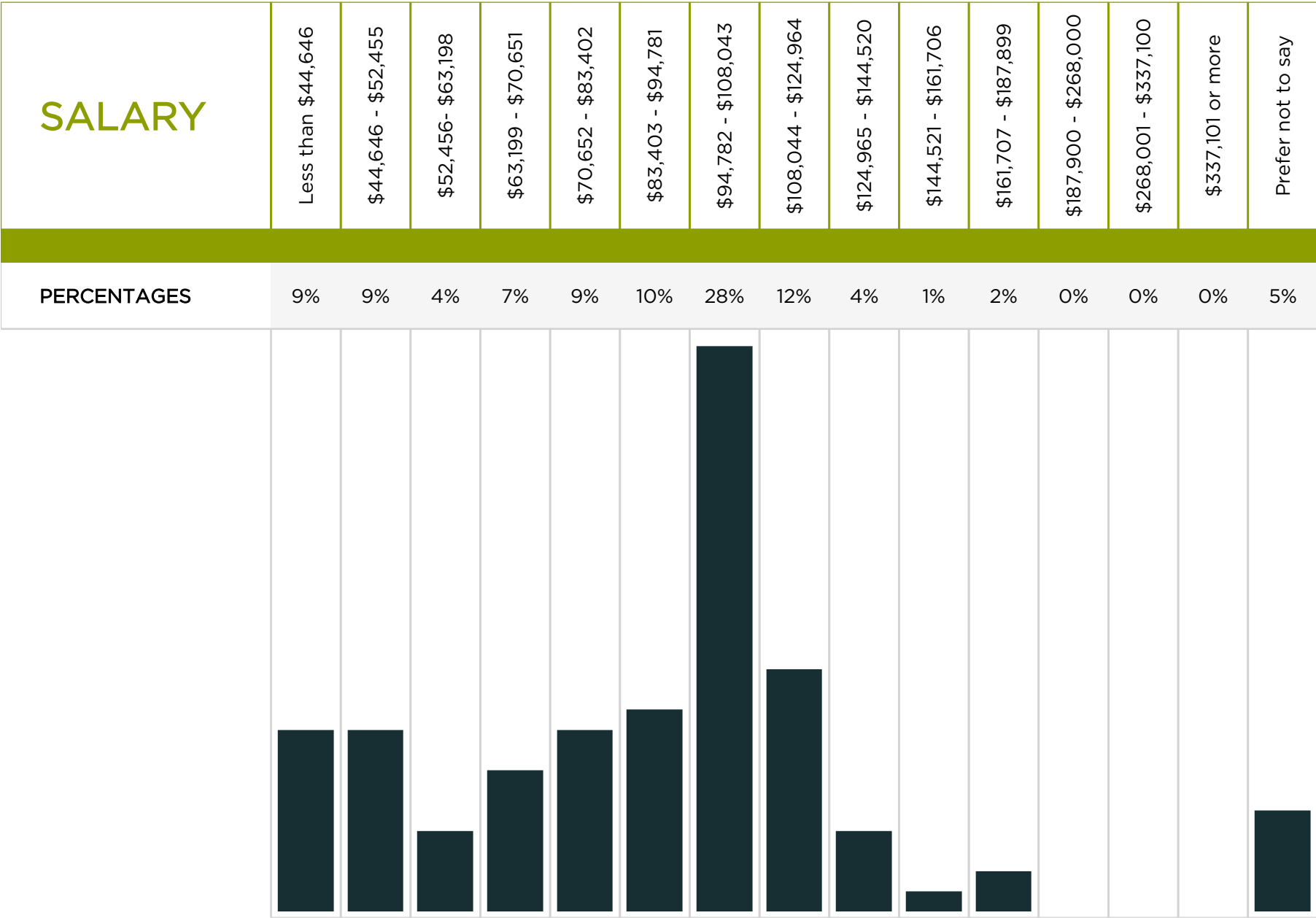
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	81%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	2%
Administrative support (e.g. executive/personal assistant, receptionist)	9%
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	7%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		6%
1 - 2 years		6%
2 - 5 years		16%
5 - 10 years		21%
10 - 20 years		28%
More than 20 years		22%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		64%
Leave without pay		13%
Part-time work		11%
Flexible start and finish times		9%
Working additional hours to make up for time off		5%
Job sharing		4%
Other		3%

% are calculated with the number of unique respondents (N = 10,797 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Working from home		3%
Working from different locations		2%
Working more hours over fewer days		2%
Study leave		1%
Purchasing annual leave		1%
Flexible scheduling for rostered workers		1%

% are calculated with the number of unique respondents (N = 10,797 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Public Schools - Secondary 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	12533	8957	232	1040	52	4	7	27	3	739
EMPLOYEE ENGAGEMENT	64%	63%	67%	71%	76%	(r)	(r)	(r)	(r)	66%
ENGAGEMENT WITH WORK	70%	69%	74%	77%	86%	(r)	(r)	(r)	(r)	75%
SENIOR MANAGERS	54%	53%	51%	59%	64%	(r)	(r)	(r)	(r)	54%
COMMUNICATION	61%	61%	63%	64%	75%	(r)	(r)	(r)	(r)	61%
HIGH PERFORMANCE	65%	65%	61%	67%	72%	(r)	(r)	(r)	(r)	64%
PUBLIC SECTOR VALUES	64%	64%	61%	66%	72%	(r)	(r)	(r)	(r)	61%
DIVERSITY & INCLUSION	64%	62%	70%	72%	85%	(r)	(r)	(r)	(r)	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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Public Schools - Secondary 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	12533	984	997	462	782	1021	1088	3118	1354	389	91	171	43	1
EMPLOYEE ENGAGEMENT	64%	71%	68%	70%	68%	62%	61%	59%	65%	73%	79%	80%	81%	(r)
ENGAGEMENT WITH WORK	70%	79%	76%	75%	73%	67%	67%	63%	71%	80%	88%	96%	95%	(r)
SENIOR MANAGERS	54%	59%	56%	59%	60%	51%	51%	48%	57%	68%	76%	70%	77%	(r)
COMMUNICATION	61%	65%	61%	67%	69%	60%	58%	56%	63%	74%	81%	83%	84%	(r)
HIGH PERFORMANCE	65%	67%	64%	68%	70%	64%	63%	61%	68%	76%	81%	80%	82%	(r)
PUBLIC SECTOR VALUES	64%	66%	62%	68%	69%	62%	61%	60%	66%	75%	83%	83%	85%	(r)
DIVERSITY & INCLUSION	64%	72%	68%	71%	71%	62%	61%	58%	64%	71%	76%	76%	72%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Public Schools - Secondary schools	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	12533	0	528
EMPLOYEE ENGAGEMENT	64%	(r)	62%
ENGAGEMENT WITH WORK	70%	(r)	65%
SENIOR MANAGERS	54%	(r)	48%
COMMUNICATION	61%	(r)	57%
HIGH PERFORMANCE	65%	(r)	61%
PUBLIC SECTOR VALUES	64%	(r)	58%
DIVERSITY & INCLUSION	64%	(r)	59%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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	Public Schools - Secondary schools	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	12533	673	693	1714	2324	3090	2456
EMPLOYEE ENGAGEMENT	64%	71%	70%	66%	62%	63%	64%
ENGAGEMENT WITH WORK	70%	79%	76%	72%	67%	67%	72%
SENIOR MANAGERS	54%	66%	61%	55%	51%	52%	54%
COMMUNICATION	61%	73%	70%	64%	58%	58%	61%
HIGH PERFORMANCE	65%	74%	71%	66%	63%	63%	65%
PUBLIC SECTOR VALUES	64%	74%	71%	65%	60%	61%	64%
DIVERSITY & INCLUSION	64%	75%	72%	67%	61%	61%	63%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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	Public Schools - Secondary 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	12533	933	195	576	69	1228	396	247	278	96	1413	114	298	6927
EMPLOYEE ENGAGEMENT	64%	70%	73%	70%	75%	65%	66%	70%	70%	61%	64%	63%	62%	64%
ENGAGEMENT WITH WORK	70%	79%	79%	77%	84%	71%	71%	77%	77%	64%	69%	71%	68%	69%
SENIOR MANAGERS	54%	60%	64%	57%	67%	54%	55%	59%	61%	55%	53%	55%	52%	53%
COMMUNICATION	61%	68%	72%	64%	73%	63%	64%	67%	68%	59%	62%	65%	57%	61%
HIGH PERFORMANCE	65%	69%	73%	66%	74%	66%	68%	68%	70%	61%	64%	66%	63%	64%
PUBLIC SECTOR VALUES	64%	68%	71%	65%	74%	65%	65%	68%	69%	61%	63%	66%	61%	63%
DIVERSITY & INCLUSION	64%	77%	75%	74%	83%	70%	71%	70%	73%	62%	66%	68%	62%	61%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Public Schools - Secondary schools	Sydney East	Sydney West	Sydney - Inner South West	Sydney - South West	Newcastle and Lake Macquarie	Central Coast	Sydney - Blacktown	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Richmond - Tweed	Sydney - Outer South West	Illawarra	Coffs Harbour - Grafton
NUMBER OF RESPONDENTS	12533	2334	2594	648	603	552	510	466	432	431	428	427	415	395
EMPLOYEE ENGAGEMENT	64%	65%	66%	65%	67%	65%	68%	70%	67%	63%	53%	62%	67%	65%
ENGAGEMENT WITH WORK	70%	72%	73%	72%	75%	68%	75%	77%	73%	69%	57%	64%	72%	71%
SENIOR MANAGERS	54%	54%	59%	56%	63%	53%	61%	66%	57%	51%	42%	52%	58%	57%
COMMUNICATION	61%	63%	65%	64%	68%	60%	67%	70%	65%	59%	50%	60%	64%	64%
HIGH PERFORMANCE	65%	66%	69%	68%	71%	65%	71%	75%	66%	64%	54%	65%	68%	65%
PUBLIC SECTOR VALUES	64%	65%	67%	66%	69%	63%	69%	73%	67%	63%	52%	61%	67%	66%
DIVERSITY & INCLUSION	64%	64%	66%	66%	70%	63%	70%	70%	65%	60%	52%	62%	66%	69%

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Public Schools - Secondary schools	Capital Region	Hunter Valley exc Newcastle	Central West	Mid North Coast	Riverina	Sydney - North Sydney and Hornsby	New England and North West	Far West and Orana	Sydney - City and Inner South	Sydney - Sutherland	Murray	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury
NUMBER OF RESPONDENTS	12533	394	388	376	364	363	362	335	297	278	271	266	247	235
EMPLOYEE ENGAGEMENT	64%	62%	61%	64%	63%	63%	62%	60%	61%	66%	65%	62%	67%	69%
ENGAGEMENT WITH WORK	70%	68%	67%	68%	69%	68%	71%	64%	66%	73%	70%	69%	71%	79%
SENIOR MANAGERS	54%	47%	47%	53%	51%	49%	48%	48%	48%	51%	53%	48%	58%	63%
COMMUNICATION	61%	58%	55%	61%	60%	61%	58%	57%	56%	62%	62%	60%	65%	67%
HIGH PERFORMANCE	65%	60%	61%	65%	61%	63%	63%	60%	60%	66%	65%	64%	65%	70%
PUBLIC SECTOR VALUES	64%	59%	59%	64%	62%	60%	62%	57%	58%	63%	65%	61%	65%	70%
DIVERSITY & INCLUSION	64%	60%	60%	64%	64%	63%	59%	60%	60%	66%	61%	63%	66%	69%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Public Schools - Secondary schools	Sydney - Inner West	Sydney - Northern Beaches	Sydney - Ryde	Sydney - Eastern Suburbs	Outside NSW
NUMBER OF RESPONDENTS	12533	233	224	201	117	1
EMPLOYEE ENGAGEMENT	64%	66%	69%	63%	69%	(r)
ENGAGEMENT WITH WORK	70%	74%	76%	70%	76%	(r)
SENIOR MANAGERS	54%	55%	56%	55%	58%	(r)
COMMUNICATION	61%	66%	65%	60%	63%	(r)
HIGH PERFORMANCE	65%	69%	69%	65%	67%	(r)
PUBLIC SECTOR VALUES	64%	67%	69%	64%	68%	(r)
DIVERSITY & INCLUSION	64%	67%	65%	65%	65%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Public Schools - Secondary 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	12533	22	213	848	1085	1079	1250	1778	1696	1584	999	446
EMPLOYEE ENGAGEMENT	64%	(r)	75%	66%	62%	62%	63%	64%	64%	64%	66%	70%
ENGAGEMENT WITH WORK	70%	(r)	81%	69%	67%	65%	69%	69%	70%	72%	74%	81%
SENIOR MANAGERS	54%	(r)	68%	55%	53%	53%	54%	55%	54%	53%	54%	56%
COMMUNICATION	61%	(r)	73%	66%	61%	60%	62%	61%	61%	60%	62%	65%
HIGH PERFORMANCE	65%	(r)	76%	69%	65%	64%	65%	65%	65%	64%	65%	68%
PUBLIC SECTOR VALUES	64%	(r)	74%	66%	62%	62%	63%	64%	63%	63%	64%	67%
DIVERSITY & INCLUSION	64%	(r)	77%	68%	64%	63%	63%	63%	63%	62%	65%	69%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Public Schools - Secondary schools	Male	Female	Other
NUMBER OF RESPONDENTS	12533	3202	7744	137
EMPLOYEE ENGAGEMENT	64%	62%	66%	49%
ENGAGEMENT WITH WORK	70%	66%	72%	52%
SENIOR MANAGERS	54%	53%	55%	33%
COMMUNICATION	61%	63%	62%	41%
HIGH PERFORMANCE	65%	64%	66%	46%
PUBLIC SECTOR VALUES	64%	64%	64%	45%
DIVERSITY & INCLUSION	64%	64%	64%	45%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

STAFF CATEGORY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Public Schools - Secondary 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	12533	7	2108	6590	2002	422	28
EMPLOYEE ENGAGEMENT	64%	(r)	70%	61%	70%	70%	(r)
ENGAGEMENT WITH WORK	70%	(r)	77%	65%	77%	81%	(r)
SENIOR MANAGERS	54%	(r)	64%	50%	58%	57%	(r)
COMMUNICATION	61%	(r)	70%	58%	63%	66%	(r)
HIGH PERFORMANCE	65%	(r)	72%	62%	65%	67%	(r)
PUBLIC SECTOR VALUES	64%	(r)	72%	61%	64%	66%	(r)
DIVERSITY & INCLUSION	64%	(r)	68%	60%	71%	73%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

i SURVEY TIME FRAME

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

i PRIVACY

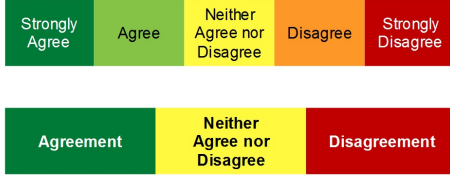
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of work teams that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

i HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.



i ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

i MORE DETAILS ABOUT METHODOLOGY

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