



2019 | NSW Public Sector  
Employee Survey

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LARGE BUSINESS UNIT

Education

Public schools - teachers



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## RESPONSE RATE

16,969 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**64%** —

DIFFERENCE FROM 2018 0 (64%)  
 DIFFERENCE FROM PARENT\* -3 (68%)  
 DIFFERENCE FROM PUBLIC SECTOR -2 (66%)

## ENGAGEMENT WITH WORK

**70%** ↓

DIFFERENCE FROM 2018 -1 (70%)  
 DIFFERENCE FROM PARENT\* -4 (74%)  
 DIFFERENCE FROM PUBLIC SECTOR -3 (73%)

## SENIOR MANAGERS

**55%** ↑

DIFFERENCE FROM 2018 +1 (55%)  
 DIFFERENCE FROM PARENT\* -3 (58%)  
 DIFFERENCE FROM PUBLIC SECTOR +5 (50%)

## COMMUNICATION

**61%** —

DIFFERENCE FROM 2018 0 (61%)  
 DIFFERENCE FROM PARENT\* -3 (65%)  
 DIFFERENCE FROM PUBLIC SECTOR -1 (62%)

## HIGH PERFORMANCE

**67%** —

DIFFERENCE FROM 2018 0 (67%)  
 DIFFERENCE FROM PARENT\* -2 (69%)  
 DIFFERENCE FROM PUBLIC SECTOR +3 (65%)

## PUBLIC SECTOR VALUES

**65%** —

DIFFERENCE FROM 2018 0 (65%)  
 DIFFERENCE FROM PARENT\* -2 (68%)  
 DIFFERENCE FROM PUBLIC SECTOR +3 (62%)

## DIVERSITY & INCLUSION

**63%** ↑

DIFFERENCE FROM 2018 +1 (63%)  
 DIFFERENCE FROM PARENT\* -4 (67%)  
 DIFFERENCE FROM PUBLIC SECTOR -6 (69%)

## FLEXIBLE WORKING SATISFACTION

**40%** ↑

DIFFERENCE FROM 2018 +1 (40%)  
 DIFFERENCE FROM PARENT\* -4 (44%)  
 DIFFERENCE FROM PUBLIC SECTOR -18 (59%)

## ACTION ON RESULTS

**26%** ↑

DIFFERENCE FROM 2018 +3 (23%)  
 DIFFERENCE FROM PARENT\* -3 (29%)  
 DIFFERENCE FROM PUBLIC SECTOR -13 (39%)



## QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

\*Parent refers to All Public Schools NSW

# 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	85%	86%
1h. I am comfortable notifying my manager if I become aware of any risks at work	83%	-
2c. I receive help and support from other members of my workgroup	79%	80%
5a. My manager encourages people in my workgroup to keep improving the work they do	78%	78%
7a. My organisation focuses on improving the work we do	77%	78%
1c. My job gives me a feeling of personal accomplishment	77%	77%
1g. I know how to address a health and safety issue I have identified	76%	75%
5b. My manager listens to what I have to say	76%	75%
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	75%	74%

## - 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	26%	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	39%	38%
1f. I am able to keep my work stress at an acceptable level	40%	38%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	40%	40%
4a. I am paid fairly for the work I do	43%	43%
8e. My manager supports flexible working in my team	46%	45%
5h. My manager deals appropriately with employees who perform poorly	46%	43%
7c. I feel that change is managed well in my organisation	46%	45%
6h. I feel that senior managers listen to employees	48%	47%



### 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
10a. I believe action will be taken on the results from this survey by my organisation	26%	23%
1b. I am provided with the support I need to do my best at work	61%	58%
5h. My manager deals appropriately with employees who perform poorly	46%	43%
1f. I am able to keep my work stress at an acceptable level	40%	38%
7g. I have confidence in the way recruitment decisions are made	36%	34%
7c. I feel that change is managed well in my organisation	46%	45%
3f. I have received appropriate training and development to do my job well	67%	65%
11a. I have confidence in the ways my organisation resolves grievances	39%	38%
6c. I feel that senior managers model the values of my organisation	56%	55%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	75%	74%

## - 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	68%	70%
2b. My workgroup works collaboratively to achieve its objectives	75%	76%
7k. I feel a strong personal attachment to my organisation	67%	67%
3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	67%	68%
2c. I receive help and support from other members of my workgroup	79%	80%
7a. My organisation focuses on improving the work we do	77%	78%
1c. My job gives me a feeling of personal accomplishment	77%	77%
7j. I am proud to tell others I work for my organisation	67%	67%
3g. I am satisfied with the opportunities available for career development in my organisation	50%	51%



### 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

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



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



**Q8e.** My manager supports flexible working in my team



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



**Q5h.** My manager deals appropriately with employees who perform poorly



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



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



**Q8e.** My manager supports flexible working in my team



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



**Q5h.** My manager deals appropriately with employees who perform poorly



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



**Q8e.** My manager supports flexible working in my team



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



**Q5h.** My manager deals appropriately with employees who perform poorly



## FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

## THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

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

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

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

# RESPONDENT PROFILE

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

## Survey responses: 16969

<b>Gender</b>	<b>Survey %</b>	<b>Employment Status</b>	<b>Survey %</b>	<b>Type of work</b>	<b>Survey %</b>
Male	20	Senior Executive (ongoing/permanent or term)	0	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	96
Female	78	Ongoing/Permanent (other than senior executive)	62	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)	0
Other	1	Temporary (including temporary teachers and graduates)	29	Administrative support (e.g. executive/personal assistant, receptionist)	0
<b>Age</b>	<b>Survey %</b>	Casual	6	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	0
15 - 34 years	29	Contract – Non Executive	2	Policy	0
35 - 54 years	51	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	0
55+ years	21	Other	0	Program and project management support	0
<b>LOTE spoken at home</b>	<b>Survey %</b>	Don't know	1	Legal (including developing and/or reviewing legislation)	0
Yes	13	<b>Manager of managers</b>	<b>Survey %</b>	Other	4
No	84	Yes	1	<b>Organisation Tenure</b>	<b>Survey %</b>
Prefer not to say	3	No	99	Less than 1 year	7
<b>Aboriginal and/or Torres Strait Islanders</b>	<b>Survey %</b>	<b>Supervisors</b>	<b>Survey %</b>	1 - 2 years	8
Yes	3	Yes	13	2 - 5 years	19
No	93	No	87	5 - 10 years	22
Prefer not to say	4	<b>Working arrangement</b>	<b>Survey %</b>	10 - 20 years	25
<b>Disability</b>	<b>Survey %</b>	Full-time	77	More than 20 years	19
Yes	3	Part-time	23	<b>Salary</b>	<b>Survey %</b>
No	94			\$83,402 and below	36
Prefer not to say	3			\$83,403 - \$108,043	54
<b>LGBTI</b>	<b>Survey %</b>			\$108,044 - \$144,520	4
Yes	3			\$144,521 and above	0
No	93			Prefer not to say	6
Prefer not to say	4				

Results are rounded and may not add up to 100%



## WHAT'S NEXT?

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

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

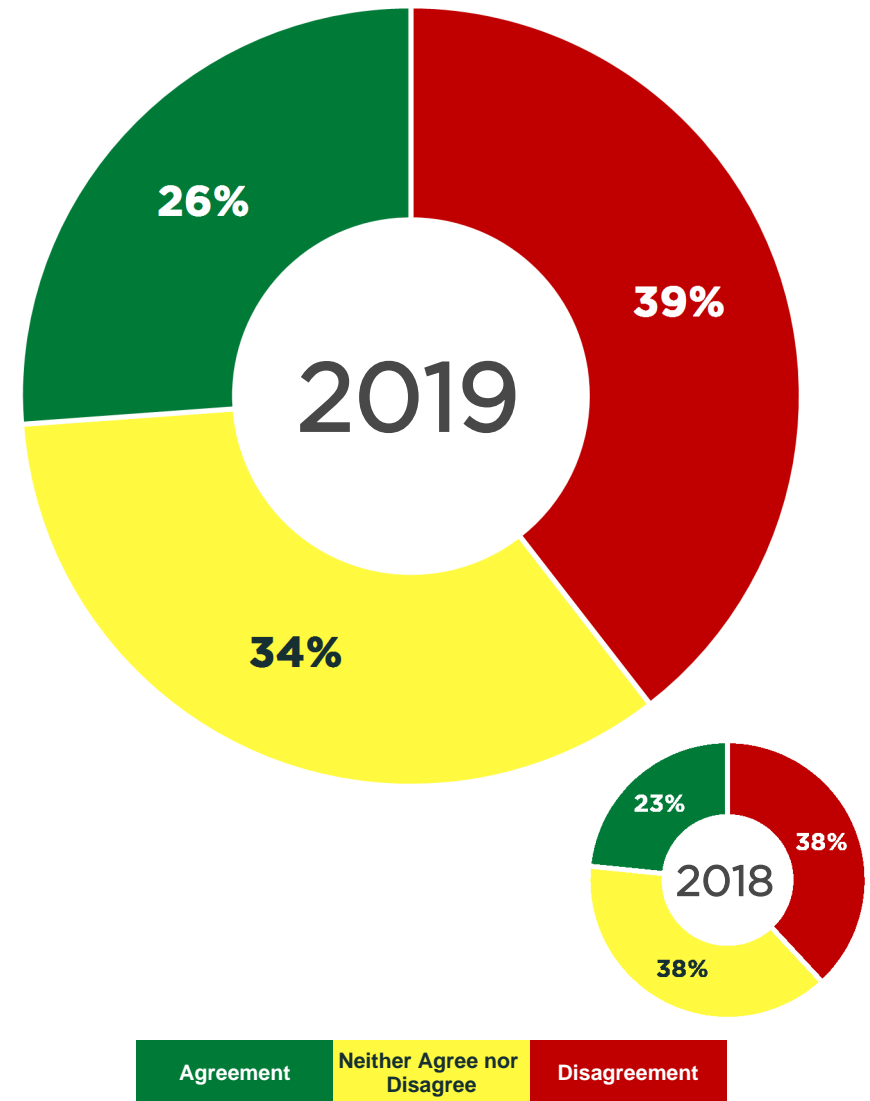
Results are rounded and may not add up to 100%

# 26%

of employees replied favourably to:

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

<b>39%</b>	<b>32%</b>	<b>23%</b>
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.

\*Parent refers to All Public Schools NSW

## RANK

		POSITIVE	% AGREEMENT 2018	% AGREEMENT PARENT*	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	60%	59%	63%	53%
2	Q7c. I feel that change is managed well in my organisation	46%	45%	49%	42%
3	Q6b. I feel that senior managers effectively lead and manage change	52%	51%	56%	47%
4	Q6h. I feel that senior managers listen to employees	48%	47%	52%	44%
5	Q7b. My organisation is making the necessary improvements to meet our future challenges	62%	62%	64%	57%
6	Q6c. I feel that senior managers model the values of my organisation	56%	55%	60%	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	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
	Strongly agree	Agree	Neither	Disagree	Strongly disagree					
Q7i. I would recommend my organisation as a great place to work	19	37	24	12	8	56%	56%	61%	63%	62%
Q7j. I am proud to tell others I work for my organisation	25	41	21	8		67%	67%	72%	73%	70%
Q7k. I feel a strong personal attachment to my organisation	26	40	20	9		67%	67%	71%	71%	64%
Q7l. My organisation motivates me to help it achieve its objectives	18	37	26	13		54%	54%	59%	60%	56%
Q7m. My organisation inspires me to do the best in my job	18	35	26	14	7	54%	54%	59%	60%	56%

### KEY





## EXPLORE THE FULL RESULTS

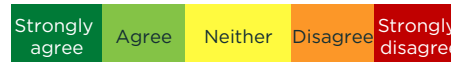
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ENGAGEMENT WITH WORK		70% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC LIC SECTOR 2019		
Q1c. My job gives me a feeling of personal accomplishment		30	46	11	9	77%	77%	79%	79%	76%
Q1d. I feel motivated to contribute more than what is normally required at work		29	39	14	12	68%	70%	74%	75%	72%
Q1e. I am satisfied with my job		20	43	17	14	64%	64%	69%	69%	69%

### KEY





## EXPLORE THE FULL RESULTS

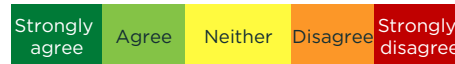
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SENIOR MANAGERS	55% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	41	21	14	7	58%	58%	61%	61%	51%
Q6b. I feel that senior managers effectively lead and manage change	16	36	23	16	9	52%	51%	56%	56%	47%
Q6c. I feel that senior managers model the values of my organisation	18	38	22	12	9	56%	55%	60%	61%	52%
Q6d. Senior managers encourage innovation by employees	18	42	22	11		60%	60%	62%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	42	25	10		59%	59%	61%	61%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	45	22	8		65%	66%	67%	68%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	22	17	10	51%	51%	53%	54%	48%
Q6h. I feel that senior managers listen to employees	14	34	23	16	12	48%	47%	52%	52%	44%
Q7c. I feel that change is managed well in my organisation	13	33	24	20	10	46%	45%	49%	49%	42%

KEY





## EXPLORE THE FULL RESULTS

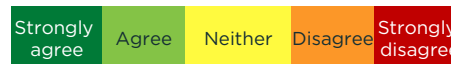
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COMMUNICATION	61% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q5c. My manager communicates effectively with me	31	40	14	10		71%	71%	73%	74%	72%
Q5d. My manager encourages and values employee input	33	39	14	9		72%	72%	74%	74%	73%
Q5e. My manager involves my workgroup in decisions about our work	29	39	16	10		68%	68%	69%	70%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	22	17	10	51%	51%	53%	54%	48%
Q6h. I feel that senior managers listen to employees	14	34	23	16	12	48%	47%	52%	52%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	40	19	13	9	59%	58%	65%	66%	69%

KEY





## EXPLORE THE FULL RESULTS

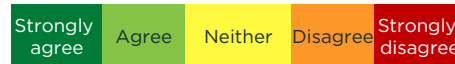
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HIGH PERFORMANCE	67% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	42	49	91%	91%	92%	92%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	30	45	75%	76%	78%	79%	79%
Q3f. I have received appropriate training and development to do my job well	20	47	67%	65%	67%	66%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	47	78%	78%	78%	78%	75%
Q5f. I have confidence in the decisions my manager makes	29	37	67%	66%	70%	70%	69%
Q6d. Senior managers encourage innovation by employees	18	42	60%	60%	62%	62%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	42	59%	59%	61%	61%	53%
Q7a. My organisation focuses on improving the work we do	25	52	77%	78%	77%	78%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	19	43	62%	62%	64%	65%	57%

KEY



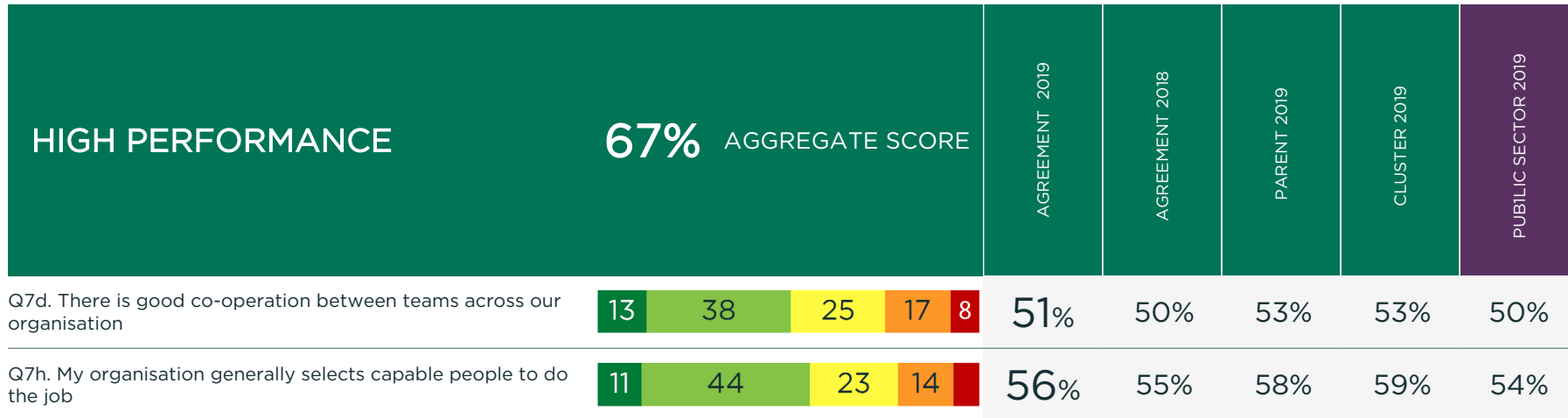


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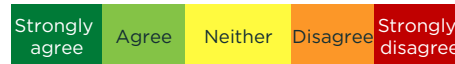
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Results are rounded and may not add up to 100%

PUBLIC SECTOR VALUES	65% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
	Strongly agree	Agree	Neither	Disagree	Strongly disagree					
Q2a. My workgroup strives to achieve customer/client satisfaction	36	50	9			85%	86%	87%	88%	86%
Q2e. People in my workgroup treat each other with respect	32	42	14	9		73%	73%	75%	76%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	47	13			78%	78%	78%	78%	75%
Q5b. My manager listens to what I have to say	34	42	12	8		76%	75%	78%	78%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	17	41	21	14	7	58%	58%	61%	61%	51%
Q6c. I feel that senior managers model the values of my organisation	18	38	22	12	9	56%	55%	60%	61%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	45	22	8		65%	66%	67%	68%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	14	36	22	17	10	51%	51%	53%	54%	48%
Q6h. I feel that senior managers listen to employees	14	34	23	16	12	48%	47%	52%	52%	44%

KEY





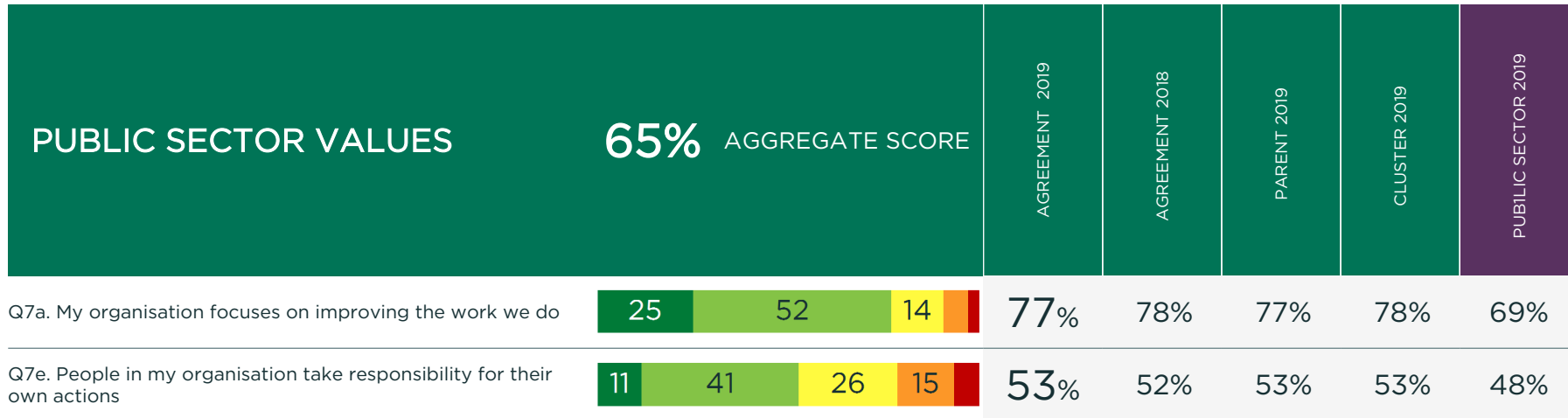


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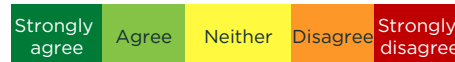
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DIVERSITY & INCLUSION	63% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	18	42	16	17		61%	58%	66%	67%	67%
Q5b. My manager listens to what I have to say	34	42	12	8		76%	75%	78%	78%	76%
Q5d. My manager encourages and values employee input	33	39	14	9		72%	72%	74%	74%	73%
Q6i. Senior managers in my organisation support the career advancement of women	27	39	24			67%	67%	68%	68%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	28	46	15			75%	74%	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.)	31	45	14			75%	74%	79%	79%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	40	19	13	9	59%	58%	65%	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>	12	28	35	14	11	40%	40%	44%	48%	59%
Q8e. My manager supports flexible working in my team	15	31	34	11	9	46%	45%	49%	53%	63%

KEY



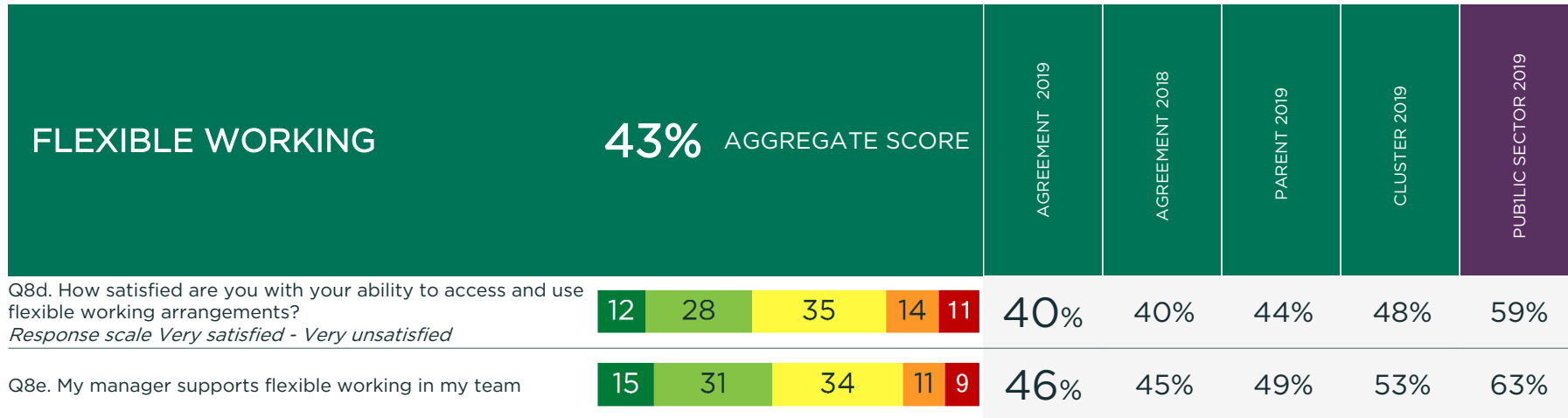


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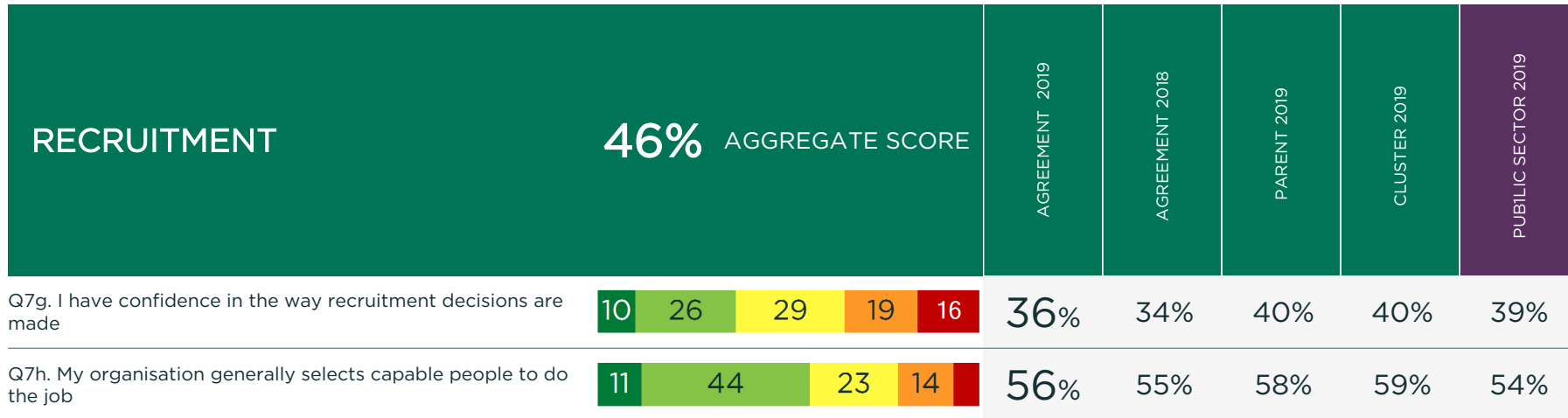


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## EXPLORE THE FULL RESULTS

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

**59%** AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC LIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		67%	68%	68%	68%	66%
Q3e. My performance is assessed against clear criteria		60%	60%	58%	57%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		50%	51%	54%	54%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		69%	68%	71%	71%	69%
Q5h. My manager deals appropriately with employees who perform poorly		46%	43%	48%	49%	48%
Q7f. My organisation is committed to developing its employees		60%	59%	63%	63%	53%

KEY





## EXPLORE THE FULL RESULTS

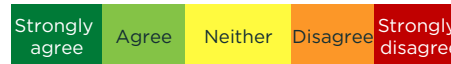
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WORKPLACE SUPPORT	62% AGGREGATE SCORE		AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019	PUBLIC SECTOR 2019			
Q1b. I am provided with the support I need to do my best at work	18	42	16	17	61%	58%	66%	67%	67%	
Q1f. I am able to keep my work stress at an acceptable level	8	32	20	26	15	40%	38%	46%	49%	61%
Q2c. I receive help and support from other members of my workgroup	31	47	12			79%	80%	81%	82%	81%
Q2d. There is good team spirit in my workgroup	29	38	15	11		67%	67%	70%	71%	70%

### KEY



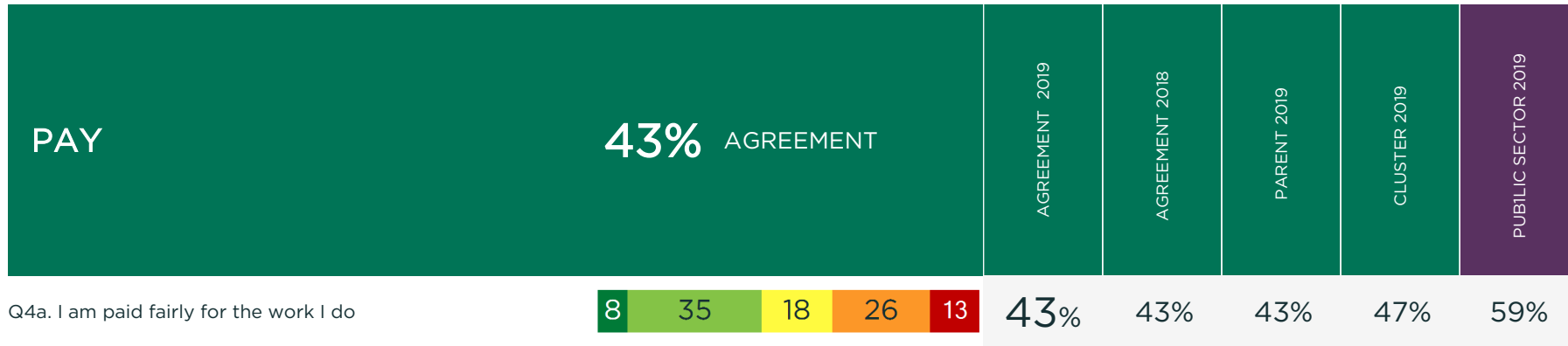


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%



KEY



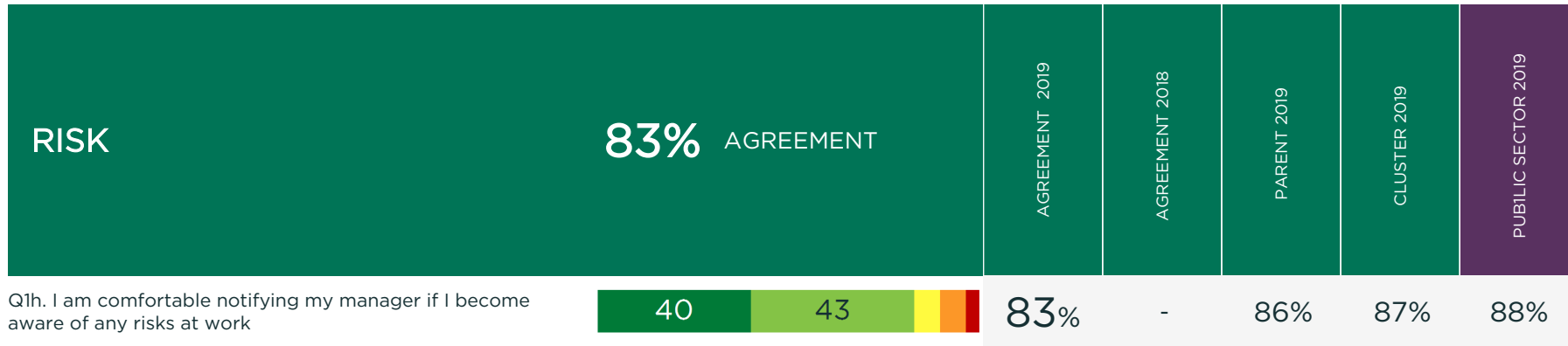


## EXPLORE THE FULL RESULTS

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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





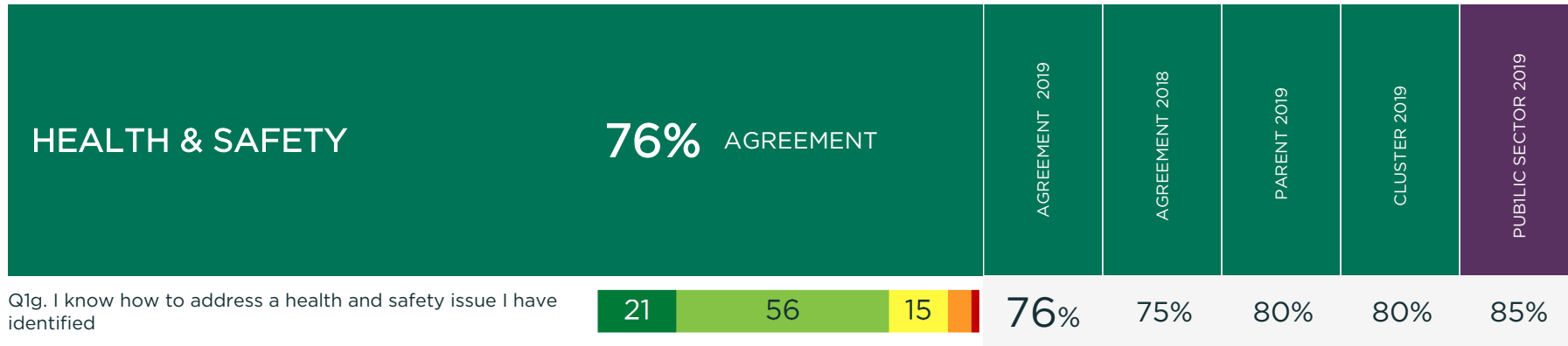


## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

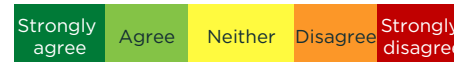
## ACTION ON RESULTS

**26%** AGREEMENT

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



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%

## WORKPLACE CONDUCT

**39%** AGREEMENT

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



**39%**

38%

43%

43%

41%

AGREEMENT 2019

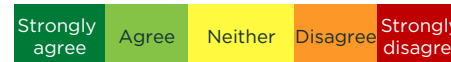
AGREEMENT 2018

PARENT 2019

CLUSTER 2019

PUBLIC LIC SECTOR 2019

KEY





## WELLBEING AND ENGAGEMENT

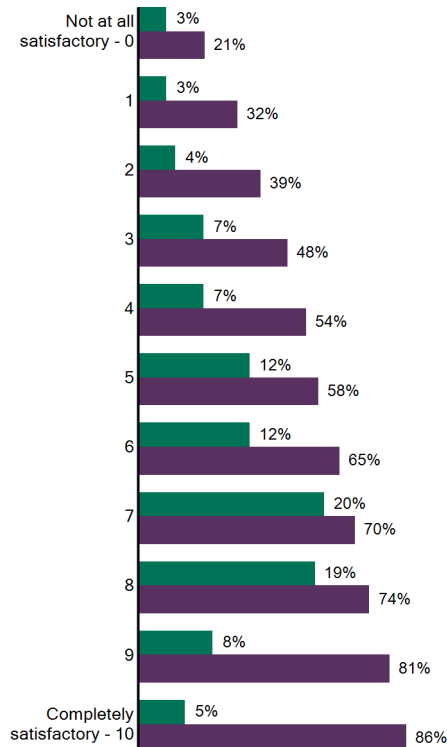
### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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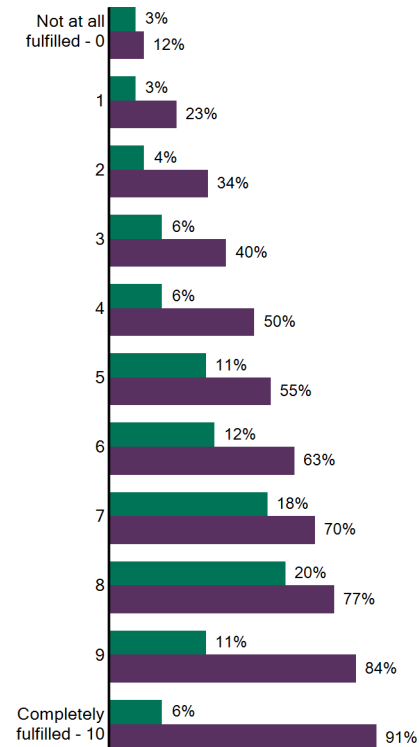
This compares Wellbeing to Engagement.

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



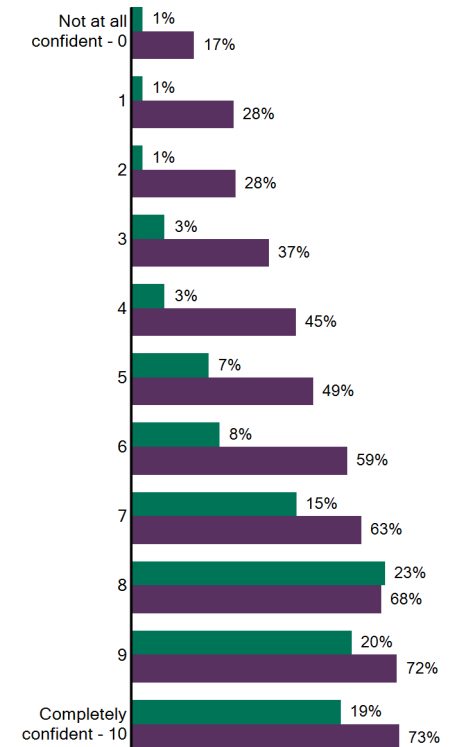
Proportion of respondents answering each response option

**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	PARENT 2019	PUBLIC SECTOR 2019
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		90%	91%	87%	71%
No		10%	9%	13%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		82%	83%	82%	76%
No		18%	17%	18%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		68%	69%	66%	60%
No		32%	31%	34%	40%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

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

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Yes		37%	38%	35%	41%
No		63%	62%	65%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## MOBILITY

**Q3i.** Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Personal/family considerations		40%	42%	36%	29%
The application/recruitment process is too cumbersome or time consuming		36%	37%	29%	22%
Lack of visible opportunities		30%	30%	27%	29%
Geographic location considerations		28%	31%	26%	25%
There are no major barriers to my career progression		24%	28%	28%	29%
Lack of promotion opportunities		23%	23%	23%	28%
Insufficient training and development		16%	17%	14%	15%
Lack of support from my manager/supervisor		14%	15%	11%	13%
Lack of required capabilities or experience		14%	14%	11%	11%
Lack of support for temporary assignments/secondments		13%	13%	11%	15%
Other		10%	10%	10%	9%

% are calculated with the number of unique respondents (N = 16,426 to this question)



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
<b>Q12a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work					
Yes		27%	26%	28%	27%
No		53%	54%	54%	56%
Don't know		20%	21%	18%	17%
<b>Q12b.</b> If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?					
Yes		57%	59%	65%	65%
No		39%	38%	32%	32%
Don't know		4%	3%	3%	4%





## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
<b>Q13a.</b> In the last 12 months I have witnessed bullying at work					
Yes		36%	38%	35%	33%
No		52%	51%	55%	57%
Don't know		12%	11%	11%	10%
<b>Q13b.</b> In the last 12 months I have been subjected to bullying at work					
Yes		19%	20%	19%	18%
No		74%	74%	75%	75%
Don't know		7%	7%	6%	7%



## EXPLORE THE FULL RESULTS

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Results are rounded and may not add up to 100%

## 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	PARENT 2019	PUBLIC SECTOR 2019
A senior manager		31%	31%	26%	21%
A fellow worker at your level		24%	25%	23%	27%
Your immediate manager/supervisor		21%	20%	19%	23%
Prefer not to say		14%	14%	14%	13%
A client or customer		5%	4%	6%	3%
A subordinate		3%	4%	9%	7%
Other		1%	2%	2%	5%
A member of the public other than a client or customer		1%	1%	1%	1%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

## UNACCEPTABLE CONDUCT

**Q14a.** In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
Yes		6%	4%	6%	4%
No		92%	94%	92%	94%
Don't know		2%	2%	2%	2%

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

		2019	2018	PARENT 2019	PUBLIC SECTOR 2019
A person at work		44%	48%	39%	38%
A member of the public		9%	9%	14%	36%
Other		39%	36%	40%	19%
Prefer not to say		8%	8%	7%	7%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

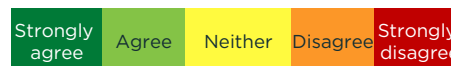
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## EDUCATION CUSTOMISED QUESTIONS

					AGREEMENT 2019	AGREEMENT 2018	PARENT 2019	CLUSTER 2019
Q1. My workgroup is able to manage the changing demands of our work environment.	10	45	23	18	54%	55%	59%	61%
Q2. The changes within my organisation will improve outcomes for the community.	13	44	27	11	57%	57%	60%	61%
Q3. Our leaders frequently and effectively communicate organisational objectives.	14	47	20	13	61%	63%	64%	64%
Q4. My workgroup acknowledges my contributions to the team.	16	49	19	10	66%	66%	69%	70%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	12	47	27	11	59%	59%	62%	64%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	16	48	20	11	64%	64%	68%	69%
Q7. My workgroup is able to demonstrate outcomes of our work.	19	57	17		76%	77%	77%	78%
Q8. My job offers the opportunity for me to work on innovative projects.	14	42	26	13	56%	57%	58%	59%

KEY





## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

EDUCATION CUSTOMISED QUESTIONS	2019	PARENT 2019	CLUSTER 2019
<b>Q9. Which category of staff are you?</b>			
Public Service Senior Executive (PSSE) (eg: Executive Director, Director Educational Leadership, Director)	0%	0%	1%
School Executive (eg: Principals, Deputy Principals, Assistant Principals, Head Teachers)	0%	20%	17%
Teaching Staff (eg: School Based, Non School Based)	100%	58%	50%
School Administrative and Support Staff (SASS)	0%	19%	16%
Other Non Teaching Staff in Schools	0%	4%	3%
Corporate Staff (eg: Local and State Office Staff)	0%	0%	12%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

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EDUCATION CUSTOMISED QUESTIONS		2019	PARENT 2019	CLUSTER 2019
<b>Q10.</b> This survey asks questions about Senior Managers. How do you define a Senior Manager?				
Secretary		0%	1%	1%
Deputy Secretary		0%	1%	1%
Executive Director		1%	3%	6%
Director, Educational Leadership		7%	11%	11%
Principal		62%	58%	50%



## EXPLORE THE FULL SURVEY RESULTS

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EDUCATION CUSTOMISED QUESTIONS	2019	PARENT 2019	CLUSTER 2019
-----------------------------------	------	-------------	--------------

**Q10.** This survey asks questions about Senior Managers. How do you define a Senior Manager?

Deputy Principal		16%	13%	11%
Assistant Principal		7%	6%	5%
Head Teacher		4%	4%	3%
Director		1%	2%	6%
Manager		1%	2%	5%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>GENDER</b>		
Male		20%
Female		78%
Other		1%



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>AGE</b>		
15-19		0%
20-24		3%
25-29		13%
30-34		13%
35-39		12%
40-44		13%
45-49		14%
50-54		12%
55-59		10%
60-64		7%
65+		3%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

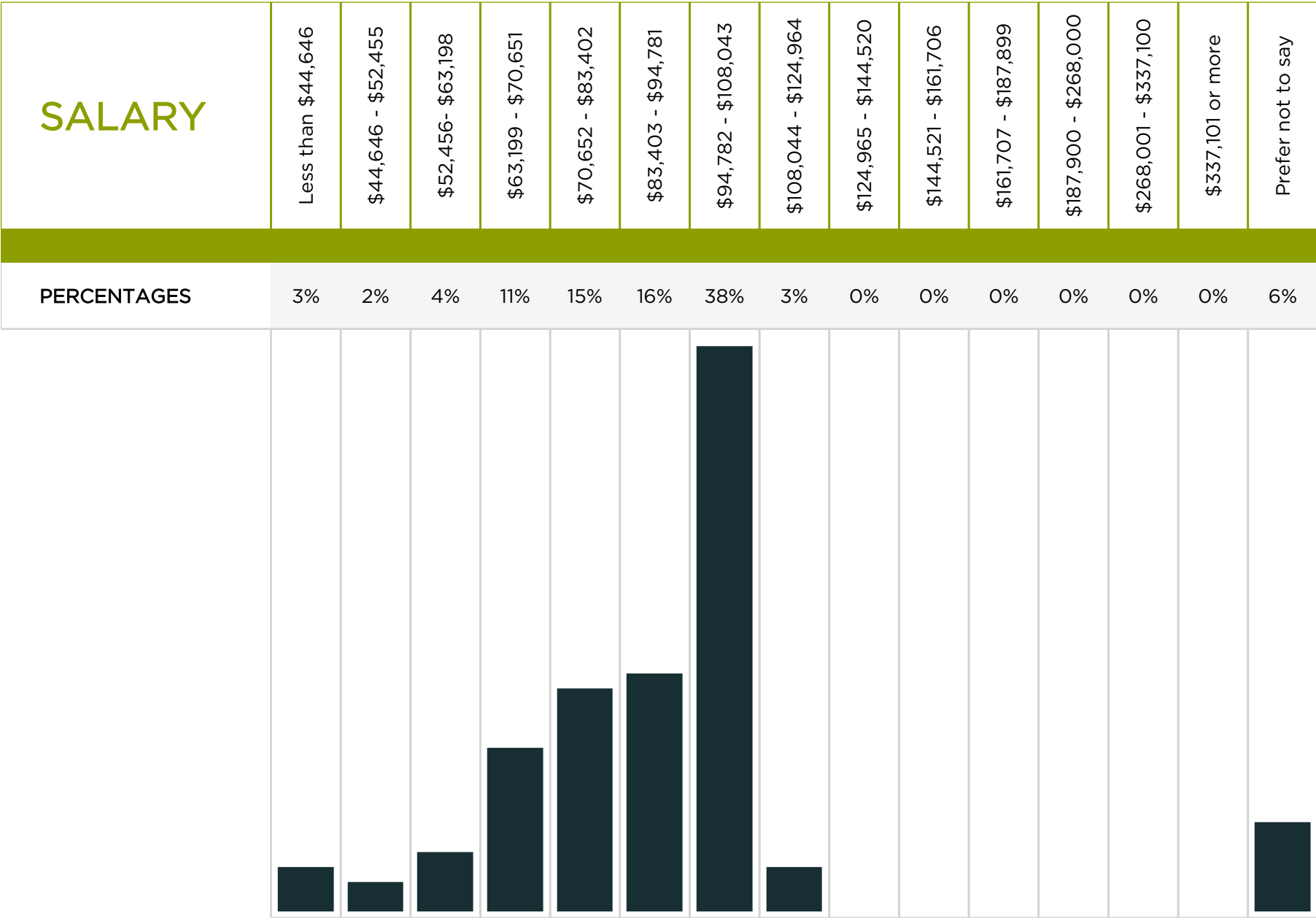
	PERCENTAGE
<b>TYPE OF WORK</b>	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	96%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	0%
Administrative support (e.g. executive/personal assistant, receptionist)	0%
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	4%

# 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
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		7%
1 - 2 years		8%
2 - 5 years		19%
5 - 10 years		22%
10 - 20 years		25%
More than 20 years		19%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		63%
Part-time work		16%
Leave without pay		15%
Job sharing		7%
Flexible start and finish times		3%
Other		3%
Working from different locations		2%

% are calculated with the number of unique respondents (N = 16,329 to this question)

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Working additional hours to make up for time off		2%
Working from home		2%
Study leave		1%
Working more hours over fewer days		1%
Purchasing annual leave		1%
Flexible scheduling for rostered workers		0%

% are calculated with the number of unique respondents (N = 16,329 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 - teachers	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
<b>NUMBER OF RESPONDENTS</b>	16969	16090	25	15	6	4	10	17	4	620
<b>EMPLOYEE ENGAGEMENT</b>	64%	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%
<b>ENGAGEMENT WITH WORK</b>	70%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%
<b>SENIOR MANAGERS</b>	55%	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	55%
<b>COMMUNICATION</b>	61%	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%
<b>HIGH PERFORMANCE</b>	67%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	66%
<b>PUBLIC SECTOR VALUES</b>	65%	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%
<b>DIVERSITY &amp; INCLUSION</b>	63%	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	63%

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 - teachers	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	16969	568	361	716	1875	2548	2601	6410	555	44	10	13	10	1
EMPLOYEE ENGAGEMENT	64%	72%	69%	72%	71%	65%	64%	61%	62%	59%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	78%	76%	77%	77%	70%	69%	67%	68%	61%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	55%	63%	63%	65%	65%	58%	55%	50%	52%	56%	(r)	(r)	(r)	(r)
COMMUNICATION	61%	70%	68%	70%	71%	64%	61%	57%	56%	56%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	67%	72%	72%	75%	75%	70%	67%	64%	64%	66%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	72%	72%	73%	74%	68%	65%	62%	61%	64%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	72%	70%	72%	71%	65%	63%	60%	60%	61%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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



# 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 - teachers	\$337,101 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>16969</b>	<b>1</b>	<b>997</b>
<b>EMPLOYEE ENGAGEMENT</b>	64%	(r)	60%
ENGAGEMENT WITH WORK	70%	(r)	63%
SENIOR MANAGERS	55%	(r)	49%
COMMUNICATION	61%	(r)	55%
HIGH PERFORMANCE	67%	(r)	62%
PUBLIC SECTOR VALUES	65%	(r)	60%
DIVERSITY & INCLUSION	63%	(r)	57%

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

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 - teachers	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
<b>NUMBER OF RESPONDENTS</b>	16969	1229	1370	3090	3612	4118	3151
<b>EMPLOYEE ENGAGEMENT</b>	64%	73%	72%	67%	62%	61%	62%
ENGAGEMENT WITH WORK	70%	79%	76%	72%	66%	66%	70%
SENIOR MANAGERS	55%	70%	66%	59%	52%	50%	51%
COMMUNICATION	61%	75%	72%	66%	58%	57%	58%
HIGH PERFORMANCE	67%	77%	75%	71%	65%	64%	65%
PUBLIC SECTOR VALUES	65%	78%	74%	69%	62%	62%	63%
DIVERSITY & INCLUSION	63%	74%	72%	67%	61%	59%	61%

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

# RESULTS BY TYPES OF FLEXIBLE WORKING



## 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 - teachers	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	16969	560	141	270	65	2666	1193	316	245	126	2497	147	415	10347
EMPLOYEE ENGAGEMENT	64%	69%	69%	69%	78%	66%	67%	69%	69%	62%	65%	65%	63%	63%
ENGAGEMENT WITH WORK	70%	77%	78%	76%	88%	73%	71%	77%	74%	66%	69%	75%	68%	69%
SENIOR MANAGERS	55%	64%	61%	56%	73%	58%	59%	61%	60%	52%	56%	58%	55%	54%
COMMUNICATION	61%	70%	66%	64%	75%	65%	64%	65%	67%	58%	63%	67%	59%	60%
HIGH PERFORMANCE	67%	73%	71%	69%	81%	71%	72%	70%	70%	63%	68%	69%	65%	66%
PUBLIC SECTOR VALUES	65%	72%	70%	67%	78%	69%	69%	69%	69%	61%	67%	68%	63%	64%
DIVERSITY & INCLUSION	63%	76%	70%	70%	84%	71%	72%	69%	70%	64%	66%	69%	63%	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

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 - teachers	Sydney East	Sydney West	Sydney - Inner South West	Sydney - South West	Sydney - Parramatta	Newcastle and Lake Macquarie	Central Coast	Sydney - Blacktown	Hunter Valley exc Newcastle	Sydney - Outer West and Blue Mountains	Capital Region	Richmond - Tweed	Sydney - Outer South West
NUMBER OF RESPONDENTS	16969	3789	4057	1110	866	788	728	720	709	666	657	647	642	633
EMPLOYEE ENGAGEMENT	64%	65%	66%	65%	67%	64%	63%	65%	66%	61%	64%	62%	58%	66%
ENGAGEMENT WITH WORK	70%	72%	70%	72%	74%	69%	68%	70%	70%	67%	69%	68%	64%	68%
SENIOR MANAGERS	55%	56%	60%	58%	62%	57%	54%	58%	62%	50%	56%	49%	46%	58%
COMMUNICATION	61%	63%	64%	65%	67%	63%	60%	63%	65%	57%	62%	57%	55%	63%
HIGH PERFORMANCE	67%	69%	70%	70%	73%	70%	66%	69%	72%	64%	68%	61%	60%	70%
PUBLIC SECTOR VALUES	65%	67%	68%	68%	70%	67%	65%	67%	70%	62%	66%	61%	59%	67%
DIVERSITY & INCLUSION	63%	65%	65%	66%	68%	63%	63%	65%	65%	60%	63%	59%	57%	65%

\*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.

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	Public schools - teachers	Illawarra	Central West	Sydney - North Sydney and Hornsby	New England and North West	Riverina	Coffs Harbour - Grafton	Mid North Coast	Far West and Orana	Sydney - Sutherland	Sydney - Baukham Hills and Hawkesbury	Sydney - Inner West	Sydney - Northern Beaches	Sydney - City and Inner South
NUMBER OF RESPONDENTS	16969	628	580	572	548	491	472	447	434	428	404	399	363	355
EMPLOYEE ENGAGEMENT	64%	65%	63%	63%	61%	66%	67%	65%	64%	67%	66%	65%	68%	66%
ENGAGEMENT WITH WORK	70%	70%	68%	72%	64%	69%	71%	71%	68%	73%	73%	71%	75%	72%
SENIOR MANAGERS	55%	56%	52%	52%	50%	55%	59%	55%	51%	61%	61%	53%	56%	52%
COMMUNICATION	61%	61%	59%	58%	57%	64%	64%	63%	59%	67%	66%	64%	63%	61%
HIGH PERFORMANCE	67%	69%	66%	67%	63%	68%	69%	67%	63%	73%	71%	68%	71%	67%
PUBLIC SECTOR VALUES	65%	67%	63%	64%	61%	66%	68%	67%	61%	71%	70%	66%	68%	65%
DIVERSITY & INCLUSION	63%	64%	62%	60%	60%	67%	67%	65%	62%	66%	66%	65%	64%	63%

### 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 - teachers	Southern Highlands and Shoalhaven	Sydney - Ryde	Murray	Sydney - Eastern Suburbs	Outside NSW
<b>NUMBER OF RESPONDENTS</b>	<b>16969</b>	<b>350</b>	<b>332</b>	<b>328</b>	<b>230</b>	<b>3</b>
<b>EMPLOYEE ENGAGEMENT</b>	64%	64%	62%	60%	67%	(r)
ENGAGEMENT WITH WORK	70%	70%	70%	64%	75%	(r)
SENIOR MANAGERS	55%	52%	53%	44%	62%	(r)
COMMUNICATION	61%	61%	59%	55%	66%	(r)
HIGH PERFORMANCE	67%	63%	66%	62%	72%	(r)
PUBLIC SECTOR VALUES	65%	63%	64%	59%	71%	(r)
DIVERSITY & INCLUSION	63%	63%	62%	60%	67%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS  
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AT LEAST 5 PERCENTAGE POINTS  
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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 - teachers	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	16969	11	481	2164	2091	1959	2120	2387	1969	1720	1177	547
EMPLOYEE ENGAGEMENT	64%	(r)	78%	68%	64%	63%	63%	62%	62%	62%	67%	69%
ENGAGEMENT WITH WORK	70%	(r)	84%	71%	68%	66%	68%	67%	68%	70%	77%	83%
SENIOR MANAGERS	55%	(r)	75%	61%	57%	54%	54%	53%	52%	51%	56%	56%
COMMUNICATION	61%	(r)	77%	67%	62%	60%	61%	58%	59%	57%	65%	65%
HIGH PERFORMANCE	67%	(r)	82%	72%	68%	66%	66%	65%	65%	64%	69%	70%
PUBLIC SECTOR VALUES	65%	(r)	80%	70%	66%	64%	65%	63%	63%	63%	68%	68%
DIVERSITY & INCLUSION	63%	(r)	78%	69%	65%	63%	62%	60%	60%	59%	66%	68%

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

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LESS THAN REPORT SCORE

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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 - teachers	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	16969	3407	13162	221
<b>EMPLOYEE ENGAGEMENT</b>	64%	61%	65%	47%
ENGAGEMENT WITH WORK	70%	65%	71%	48%
SENIOR MANAGERS	55%	53%	56%	30%
COMMUNICATION	61%	62%	62%	37%
HIGH PERFORMANCE	67%	65%	69%	44%
PUBLIC SECTOR VALUES	65%	64%	66%	42%
DIVERSITY & INCLUSION	63%	63%	64%	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



# 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 - teachers	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	16969	0	0	16969	0	0	0
EMPLOYEE ENGAGEMENT	64%	(r)	(r)	64%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	70%	(r)	(r)	70%	(r)	(r)	(r)
SENIOR MANAGERS	55%	(r)	(r)	55%	(r)	(r)	(r)
COMMUNICATION	61%	(r)	(r)	61%	(r)	(r)	(r)
HIGH PERFORMANCE	67%	(r)	(r)	67%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	65%	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(r)	(r)	63%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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

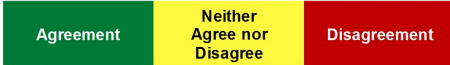
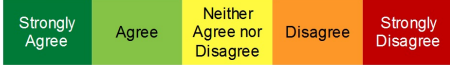
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.