



2019 | NSW Public Sector  
Employee Survey

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LARGE BUSINESS UNIT

Education

Public Schools - all other schools



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## RESPONSE RATE

2,732 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**72%** —

DIFFERENCE FROM 2018 **0** (72%)  
 DIFFERENCE FROM CLUSTER **+4** (68%)  
 DIFFERENCE FROM PUBLIC SECTOR **+6** (66%)

## ENGAGEMENT WITH WORK

**79%** —

DIFFERENCE FROM 2018 **0** (79%)  
 DIFFERENCE FROM CLUSTER **+5** (74%)  
 DIFFERENCE FROM PUBLIC SECTOR **+6** (73%)

## SENIOR MANAGERS

**62%** ↑

DIFFERENCE FROM 2018 **+2** (60%)  
 DIFFERENCE FROM CLUSTER **+4** (58%)  
 DIFFERENCE FROM PUBLIC SECTOR **+12** (50%)

## COMMUNICATION

**69%** ↑

DIFFERENCE FROM 2018 **+2** (67%)  
 DIFFERENCE FROM CLUSTER **+4** (65%)  
 DIFFERENCE FROM PUBLIC SECTOR **+7** (62%)

## HIGH PERFORMANCE

**73%** ↑

DIFFERENCE FROM 2018 **+1** (72%)  
 DIFFERENCE FROM CLUSTER **+3** (69%)  
 DIFFERENCE FROM PUBLIC SECTOR **+8** (65%)

## PUBLIC SECTOR VALUES

**71%** ↑

DIFFERENCE FROM 2018 **+1** (69%)  
 DIFFERENCE FROM CLUSTER **+2** (68%)  
 DIFFERENCE FROM PUBLIC SECTOR **+8** (62%)

## DIVERSITY & INCLUSION

**71%** —

DIFFERENCE FROM 2018 **0** (71%)  
 DIFFERENCE FROM CLUSTER **+3** (68%)  
 DIFFERENCE FROM PUBLIC SECTOR **+2** (69%)

## FLEXIBLE WORKING SATISFACTION

**49%** ↓

DIFFERENCE FROM 2018 **-3** (52%)  
 DIFFERENCE FROM CLUSTER **+1** (48%)  
 DIFFERENCE FROM PUBLIC SECTOR **-10** (59%)

## ACTION ON RESULTS

**34%** ↑

DIFFERENCE FROM 2018 **+2** (32%)  
 DIFFERENCE FROM CLUSTER **+1** (32%)  
 DIFFERENCE FROM PUBLIC SECTOR **-6** (39%)



## QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019  
AGREEMENT  
2018

|   | AGREEMENT<br>2019 | AGREEMENT<br>2018 |
|---|-------------------|-------------------|
| 1a. I understand what is expected of me to do well in my role   | 92%               | 92%               |
| 1h. I am comfortable notifying my manager if I become aware of any risks at work  | 89%               | -                 |
| 2a. My workgroup strives to achieve customer/client satisfaction  | 88%               | 88%               |
| 1g. I know how to address a health and safety issue I have identified   | 84%               | 85%               |
| 1c. My job gives me a feeling of personal accomplishment  | 83%               | 83%               |
| 2c. I receive help and support from other members of my workgroup   | 83%               | 83%               |
| 5a. My manager encourages people in my workgroup to keep improving the work they do   | 82%               | 80%               |
| 8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.) | 82%               | 83%               |
| 5b. My manager listens to what I have to say  | 81%               | 78%               |
| 8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)   | 81%               | 81%               |

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2019  
AGREEMENT  
2018

|  | AGREEMENT<br>2019 | AGREEMENT<br>2018 |
|--|-------------------|-------------------|
| 10a. I believe action will be taken on the results from this survey by my organisation       | 34%               | 32%               |
| 7g. I have confidence in the way recruitment decisions are made                              | 46%               | 45%               |
| 11a. I have confidence in the ways my organisation resolves grievances                       | 48%               | 47%               |
| 8d. How satisfied are you with your ability to access and use flexible working arrangements? | 49%               | 52%               |
| 4a. I am paid fairly for the work I do   | 49%               | 49%               |
| 5h. My manager deals appropriately with employees who perform poorly                         | 50%               | 48%               |
| 7e. People in my organisation take responsibility for their own actions                      | 53%               | 55%               |
| 8e. My manager supports flexible working in my team  | 54%               | 55%               |
| 7c. I feel that change is managed well in my organisation                                    | 56%               | 53%               |
| 1f. I am able to keep my work stress at an acceptable level                                  | 57%               | 54%               |



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

|  | AGREEMENT<br>2019 | AGREEMENT<br>2018 |
|--|-------------------|-------------------|
| 5d. My manager encourages and values employee input                  | 78%               | 74%               |
| 7c. I feel that change is managed well in my organisation            | 56%               | 53%               |
| 5f. I have confidence in the decisions my manager makes              | 74%               | 71%               |
| 5b. My manager listens to what I have to say                         | 81%               | 78%               |
| 5e. My manager involves my workgroup in decisions about our work     | 73%               | 70%               |
| 6h. I feel that senior managers listen to employees                  | 58%               | 56%               |
| 1b. I am provided with the support I need to do my best at work      | 72%               | 70%               |
| 5c. My manager communicates effectively with me                      | 78%               | 75%               |
| 5h. My manager deals appropriately with employees who perform poorly | 50%               | 48%               |
| 1f. I am able to keep my work stress at an acceptable level          | 57%               | 54%               |

## - LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2019

AGREEMENT  
2018

|   | AGREEMENT<br>2019 | AGREEMENT<br>2018 |
|---|-------------------|-------------------|
| 8d. How satisfied are you with your ability to access and use flexible working arrangements?  | 49%               | 52%               |
| 3e. My performance is assessed against clear criteria   | 60%               | 63%               |
| 8e. My manager supports flexible working in my team   | 54%               | 55%               |
| 8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.) | 82%               | 83%               |
| 7e. People in my organisation take responsibility for their own actions   | 53%               | 55%               |
| 2b. My workgroup works collaboratively to achieve its objectives  | 78%               | 79%               |
| 7k. I feel a strong personal attachment to my organisation  | 76%               | 77%               |
| 1d. I feel motivated to contribute more than what is normally required at work  | 79%               | 80%               |



### 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

## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



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



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



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



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



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



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



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



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



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



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



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



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



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



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



## 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: 2732

| Gender                                    | Survey % | Employment Status   | Survey % | Type of work   | Survey % |
|---|----------|---|----------|--|----------|
| Male                                      | 20       | Senior Executive (ongoing/permanent or term)  | 8        | Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)  | 79       |
| Female                                    | 79       | Ongoing/Permanent (other than senior executive)   | 59       | Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry) | 1        |
| Other                                     | 1        | Temporary (including temporary teachers and graduates)  | 21       | Administrative support (e.g. executive/personal assistant, receptionist)   | 12       |
|   |          | Casual  | 6        | Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)  | 0        |
|   |          | Contract – Non Executive  | 5        | 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                             | 16       | Yes   | 9        | Less than 1 year   | 6        |
| 35 - 54 years                             | 55       | No  | 91       | 1 - 2 years  | 8        |
| 55+ years                                 | 29       |   |          | 2 - 5 years  | 16       |
|   |          | Supervisors   | Survey % | 5 - 10 years   | 20       |
|   |          | Yes   | 34       | 10 - 20 years  | 28       |
|   |          | No  | 66       | More than 20 years   | 21       |
| LOTE spoken at home                       | Survey % | Working arrangement   | Survey % | Salary   | Survey % |
| Yes                                       | 9        | Full-time   | 74       | \$83,402 and below   | 47       |
| No  | 89       | Part-time   | 26       | \$83,403 - \$108,043   | 26       |
| Prefer not to say                         | 2        |   |          | \$108,044 - \$144,520  | 17       |
|   |          |   |          | \$144,521 and above  | 3        |
|   |          |   |          | Prefer not to say  | 6        |
| Aboriginal and/or Torres Strait Islanders | Survey % |   |          |  |          |
| Yes                                       | 4        |   |          |  |          |
| No  | 93       |   |          |  |          |
| Prefer not to say                         | 3        |   |          |  |          |
| Disability                                | Survey % |   |          |  |          |
| Yes                                       | 3        |   |          |  |          |
| No  | 95       |   |          |  |          |
| Prefer not to say                         | 2        |   |          |  |          |
| LGBTI                                     | Survey % |   |          |  |          |
| Yes                                       | 2        |   |          |  |          |
| No  | 95       |   |          |  |          |
| Prefer not to say                         | 3        |   |          |  |          |

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.

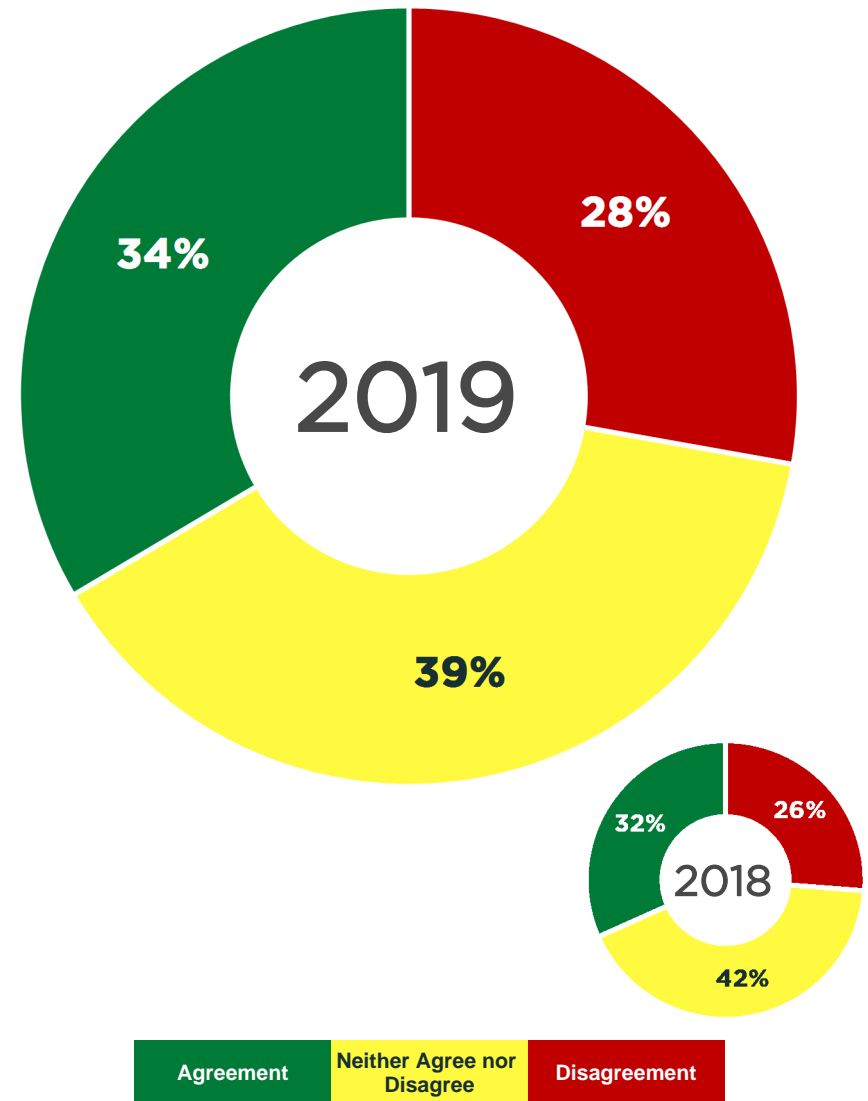
Results are rounded and may not add up to 100%

# 34%

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>32%</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.

## RANK

|          |   | % AGREEMENT<br>2019 | % AGREEMENT<br>2018 | AGREEMENT<br>CLUSTER | % AGREEMENT<br>PUBLIC<br>SECTOR |
|----------|---|---------------------|---------------------|----------------------|---------------------------------|
| <b>1</b> | <b>Q7f.</b> My organisation is committed to developing its employees  | <b>69%</b>          | 68%                 | 63%                  | 53%                             |
| <b>2</b> | <b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges                  | <b>70%</b>          | 69%                 | 65%                  | 57%                             |
| <b>3</b> | <b>Q7c.</b> I feel that change is managed well in my organisation   | <b>56%</b>          | 53%                 | 49%                  | 42%                             |
| <b>4</b> | <b>Q7a.</b> My organisation focuses on improving the work we do   | <b>80%</b>          | 80%                 | 78%                  | 69%                             |
| <b>5</b> | <b>Q8a.</b> My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas) | <b>81%</b>          | 81%                 | 79%                  | 77%                             |
| <b>6</b> | <b>Q6h.</b> I feel that senior managers listen to employees   | <b>58%</b>          | 56%                 | 52%                  | 44%                             |



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

| EMPLOYEE ENGAGEMENT   | 72% AGGREGATE SCORE |    |    |   | AGREEMENT 2019 | AGREEMENT 2018 | CLUSTER 2019 | PUBLIC SECTOR 2019 |
|---|---------------------|----|----|---|----------------|----------------|--------------|--------------------|
| Q7i. I would recommend my organisation as a great place to work     | 27                  | 42 | 19 | 8 | 69%            | 69%            | 63%          | 62%                |
| Q7j. I am proud to tell others I work for my organisation           | 36                  | 42 | 15 |   | 78%            | 78%            | 73%          | 70%                |
| Q7k. I feel a strong personal attachment to my organisation         | 36                  | 40 | 15 |   | 76%            | 77%            | 71%          | 64%                |
| Q7l. My organisation motivates me to help it achieve its objectives | 27                  | 39 | 22 | 8 | 66%            | 66%            | 60%          | 56%                |
| Q7m. My organisation inspires me to do the best in my job           | 27                  | 39 | 21 | 9 | 67%            | 66%            | 60%          | 56%                |

KEY



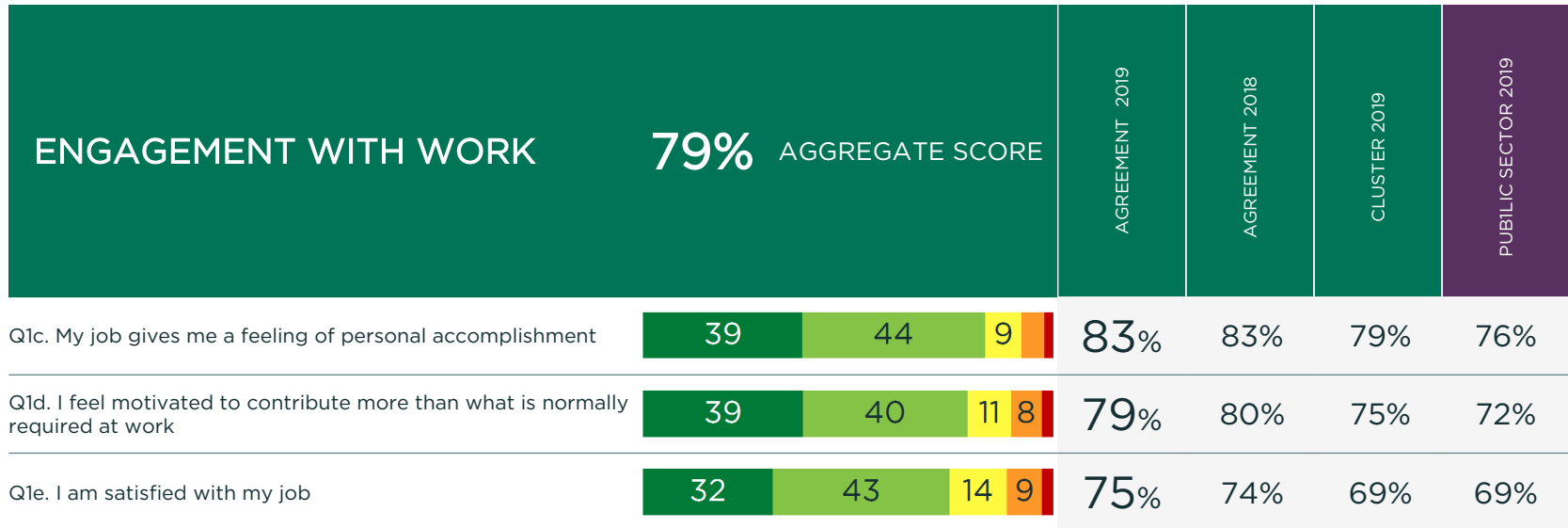


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KEY





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Results are rounded and may not add up to 100%

| SENIOR MANAGERS   | 62% 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                 | 22                  | 43 | 21 | 10 | 65%            | 63%            | 61%          | 51%                |
| Q6b. I feel that senior managers effectively lead and manage change                                       | 20                  | 40 | 23 | 11 | 60%            | 59%            | 56%          | 47%                |
| Q6c. I feel that senior managers model the values of my organisation                                      | 24                  | 40 | 23 | 9  | 64%            | 62%            | 61%          | 52%                |
| Q6d. Senior managers encourage innovation by employees  | 24                  | 41 | 22 | 9  | 65%            | 64%            | 62%          | 51%                |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with   | 22                  | 43 | 23 | 8  | 65%            | 64%            | 61%          | 53%                |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 25                  | 45 | 21 |    | 70%            | 68%            | 68%          | 61%                |
| Q6g. I feel that senior managers keep employees informed about what's going on                            | 19                  | 39 | 22 | 13 | 58%            | 56%            | 54%          | 48%                |
| Q6h. I feel that senior managers listen to employees  | 20                  | 38 | 21 | 12 | 58%            | 56%            | 52%          | 44%                |
| Q7c. I feel that change is managed well in my organisation  | 17                  | 39 | 23 | 15 | 56%            | 53%            | 49%          | 42%                |

KEY





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Results are rounded and may not add up to 100%

| COMMUNICATION  | 69% AGGREGATE SCORE |    |    |    | AGREEMENT 2019 | AGREEMENT 2018 | CLUSTER 2019 | PUBLIC SECTOR 2019 |
|--|---------------------|----|----|----|----------------|----------------|--------------|--------------------|
| Q5c. My manager communicates effectively with me                                   | 37                  | 41 | 11 | 7  | 78%            | 75%            | 74%          | 72%                |
| Q5d. My manager encourages and values employee input                               | 38                  | 40 | 12 |    | 78%            | 74%            | 74%          | 73%                |
| Q5e. My manager involves my workgroup in decisions about our work                  | 33                  | 40 | 15 | 8  | 73%            | 70%            | 70%          | 68%                |
| Q6g. I feel that senior managers keep employees informed about what's going on     | 19                  | 39 | 22 | 13 | 58%            | 56%            | 54%          | 48%                |
| Q6h. I feel that senior managers listen to employees                               | 20                  | 38 | 21 | 8  | 58%            | 56%            | 52%          | 44%                |
| Q8c. I am able to speak up and share a different view to my colleagues and manager | 28                  | 43 | 15 | 9  | 71%            | 70%            | 66%          | 69%                |

KEY





## EXPLORE THE FULL RESULTS

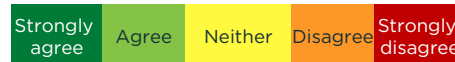
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

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|   | 73% 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  | 47                  | 45 |    |   | 92%            | 92%            | 92%          | 90%                |
| Q2b. My workgroup works collaboratively to achieve its objectives                                       | 33                  | 45 | 13 | 7 | 78%            | 79%            | 79%          | 79%                |
| Q3f. I have received appropriate training and development to do my job well                             | 24                  | 48 | 16 | 9 | 72%            | 70%            | 66%          | 66%                |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do                    | 36                  | 46 | 11 |   | 82%            | 80%            | 78%          | 75%                |
| Q5f. I have confidence in the decisions my manager makes  | 34                  | 40 | 15 | 8 | 74%            | 71%            | 70%          | 69%                |
| Q6d. Senior managers encourage innovation by employees  | 24                  | 41 | 22 | 9 | 65%            | 64%            | 62%          | 51%                |
| Q6e. Senior managers promote collaboration between my organisation and other organisations we work with | 22                  | 43 | 23 | 8 | 65%            | 64%            | 61%          | 53%                |
| Q7a. My organisation focuses on improving the work we do  | 30                  | 50 | 13 |   | 80%            | 80%            | 78%          | 69%                |
| Q7b. My organisation is making the necessary improvements to meet our future challenges                 | 25                  | 45 | 18 | 9 | 70%            | 69%            | 65%          | 57%                |

KEY



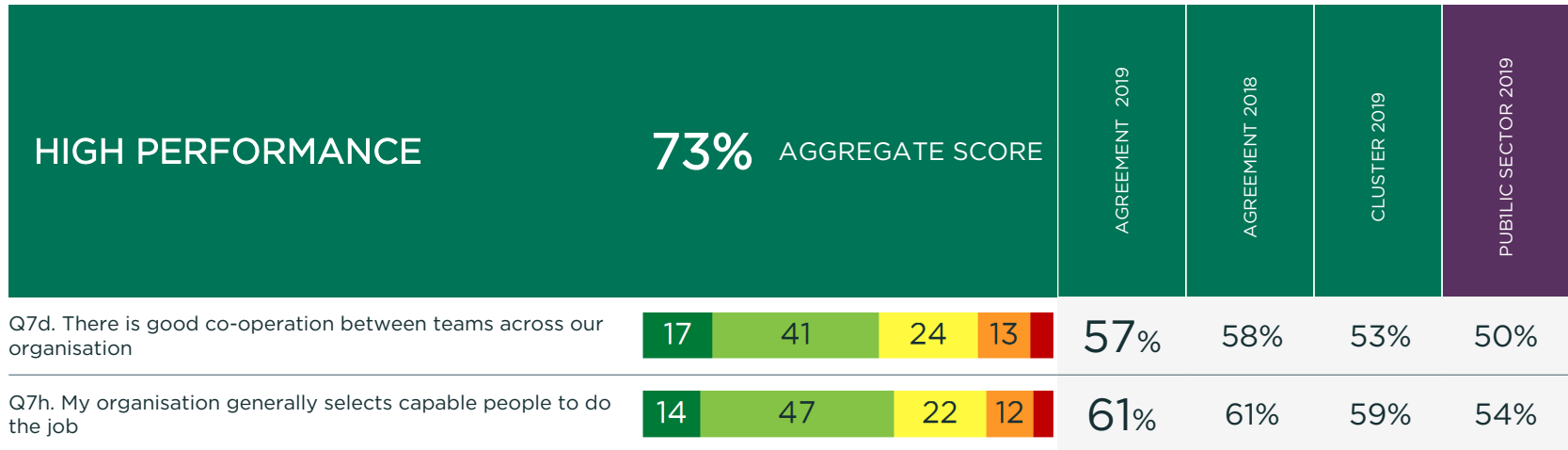


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Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





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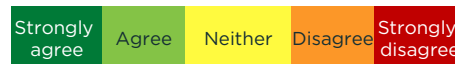
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Results are rounded and may not add up to 100%

| PUBLIC SECTOR VALUES  | 71% AGGREGATE SCORE   |    |    |    | AGREEMENT 2019 | AGREEMENT 2018 | CLUSTER 2019 | PUBLIC SECTOR 2019 |
|---|---|----|----|----|----------------|----------------|--------------|--------------------|
|   | Q2a. My workgroup strives to achieve customer/client satisfaction | 40 | 48 | 7  |                | 88%            | 88%          | 88%                |
| Q2e. People in my workgroup treat each other with respect   | 32  | 43 | 14 | 8  | 75%            | 74%            | 76%          | 75%                |
| Q5a. My manager encourages people in my workgroup to keep improving the work they do                      | 36  | 46 | 11 |    | 82%            | 80%            | 78%          | 75%                |
| Q5b. My manager listens to what I have to say   | 40  | 41 | 10 |    | 81%            | 78%            | 78%          | 76%                |
| Q6a. I believe senior managers provide clear direction for the future of the organisation                 | 22  | 43 | 21 | 10 | 65%            | 63%            | 61%          | 51%                |
| Q6c. I feel that senior managers model the values of my organisation                                      | 24  | 40 | 23 | 9  | 64%            | 62%            | 61%          | 52%                |
| Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives | 25  | 45 | 21 |    | 70%            | 68%            | 68%          | 61%                |
| Q6g. I feel that senior managers keep employees informed about what's going on                            | 19  | 39 | 22 | 13 | 58%            | 56%            | 54%          | 48%                |
| Q6h. I feel that senior managers listen to employees  | 20  | 38 | 21 | 12 | 58%            | 56%            | 52%          | 44%                |

KEY





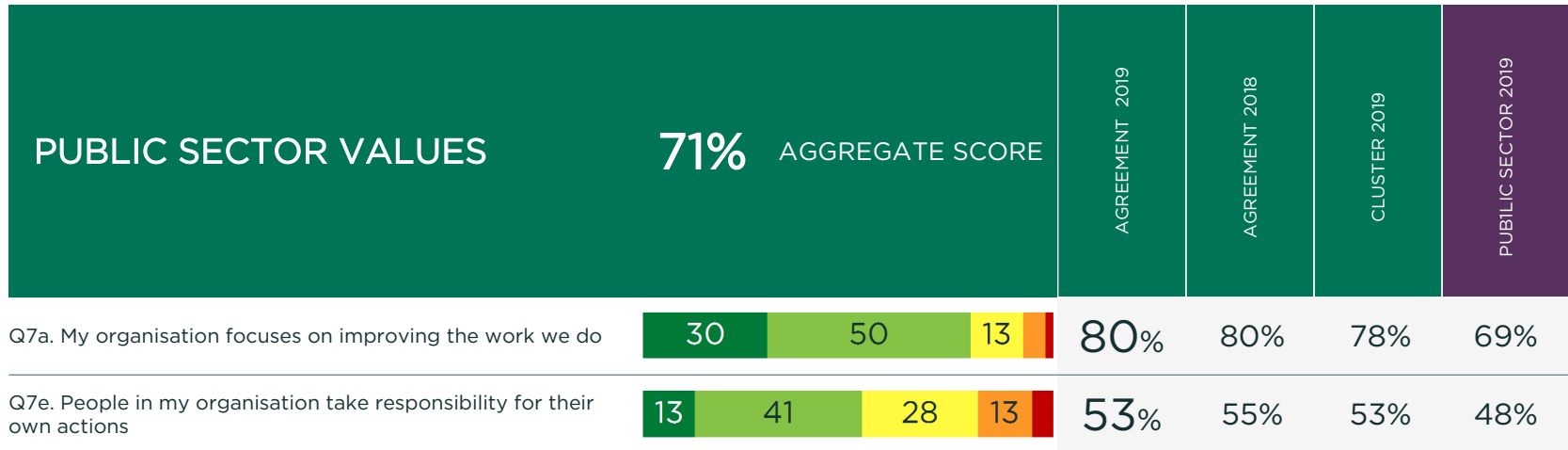


## EXPLORE THE FULL RESULTS

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

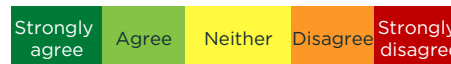
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Results are rounded and may not add up to 100%

| DIVERSITY & INCLUSION  | 71% 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   | 28                  | 44 | 14 | 11 | 72%            | 70%            | 67%          | 67%                |     |
| Q5b. My manager listens to what I have to say  | 40                  | 41 | 10 |    | 81%            | 78%            | 78%          | 76%                |     |
| Q5d. My manager encourages and values employee input   | 38                  | 40 | 12 |    | 78%            | 74%            | 74%          | 73%                |     |
| Q6i. Senior managers in my organisation support the career advancement of women  | 32                  | 39 | 23 |    | 70%            | 70%            | 68%          | 61%                |     |
| Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)   | 35                  | 47 | 11 |    | 81%            | 81%            | 79%          | 77%                |     |
| Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)     | 38                  | 44 | 11 |    | 82%            | 83%            | 79%          | 76%                |     |
| Q8c. I am able to speak up and share a different view to my colleagues and manager   | 28                  | 43 | 15 | 9  | 71%            | 70%            | 66%          | 69%                |     |
| Q8d. How satisfied are you with your ability to access and use flexible working arrangements?<br><i>Response scale Very satisfied - Very unsatisfied</i> | 19                  | 31 | 32 | 11 | 8              | 49%            | 52%          | 48%                | 59% |
| Q8e. My manager supports flexible working in my team   | 20                  | 34 | 31 | 9  |                | 54%            | 55%          | 53%                | 63% |

KEY



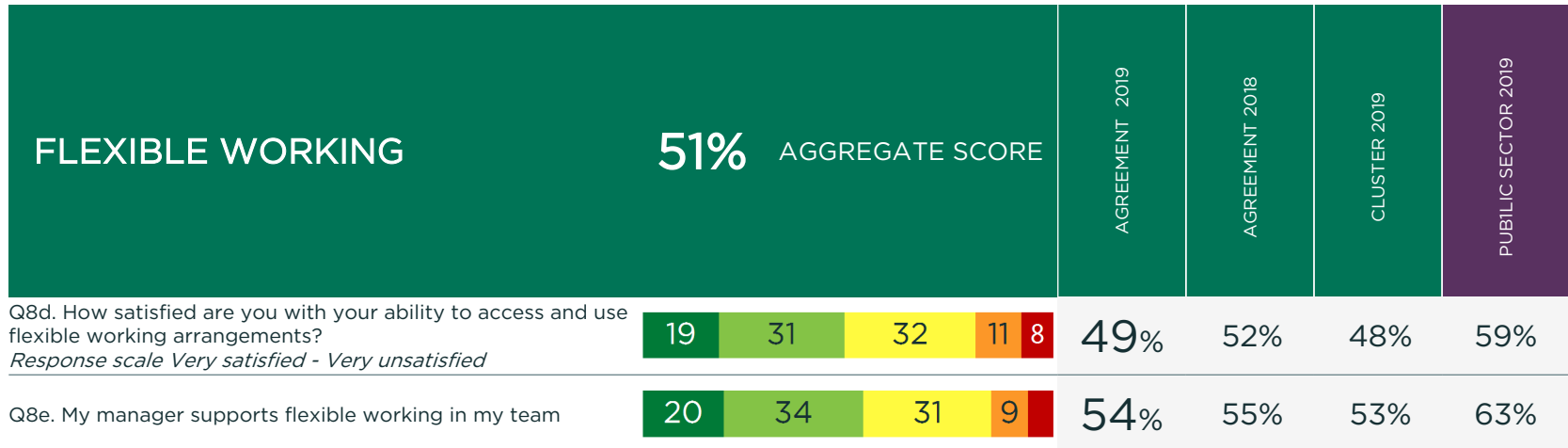


## EXPLORE THE FULL RESULTS

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



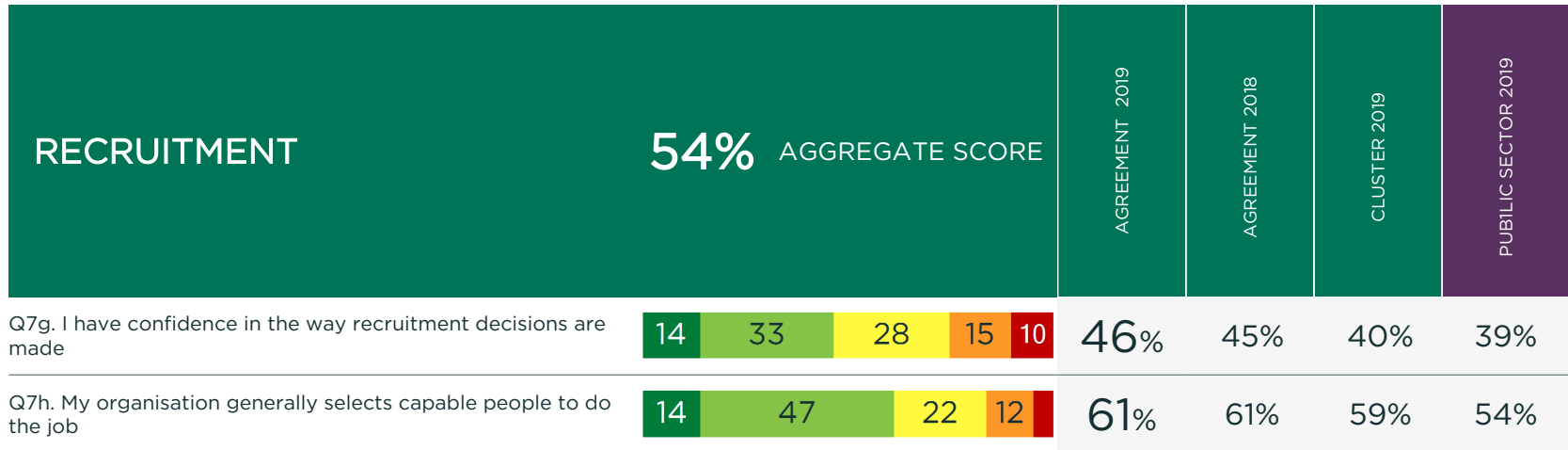


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KEY





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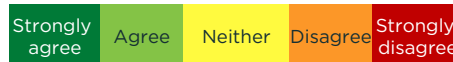
Results are rounded and may not add up to 100%

## PERFORMANCE FRAMEWORK & DEVELOPMENT

**64%** AGGREGATE SCORE

|   |    |    |    |    | AGREEMENT 2019 | AGREEMENT 2018 | CLUSTER 2019 | PUBLIC SECTOR 2019 |
|---|----|----|----|----|----------------|----------------|--------------|--------------------|
| Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results | 24 | 47 | 17 | 9  | 71%            | 71%            | 68%          | 66%                |
| Q3e. My performance is assessed against clear criteria  | 19 | 42 | 25 | 11 | 60%            | 63%            | 57%          | 57%                |
| Q3g. I am satisfied with the opportunities available for career development in my organisation            | 22 | 38 | 21 | 12 | 59%            | 59%            | 54%          | 51%                |
| Q5g. My manager provides acknowledgement or other recognition for the work I do                           | 35 | 38 | 14 | 8  | 74%            | 73%            | 71%          | 69%                |
| Q5h. My manager deals appropriately with employees who perform poorly                                     | 21 | 30 | 30 | 13 | 50%            | 48%            | 49%          | 48%                |
| Q7f. My organisation is committed to developing its employees   | 22 | 47 | 20 | 8  | 69%            | 68%            | 63%          | 53%                |

KEY





## EXPLORE THE FULL RESULTS

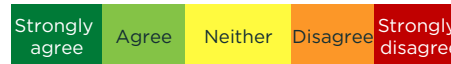
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Results are rounded and may not add up to 100%

| WORKPLACE SUPPORT  | 71% 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   | 28                  | 44 | 14             | 11             | 72%          | 70%                | 67% | 67% |
| Q1f. I am able to keep my work stress at an acceptable level       | 14                  | 43 | 18             | 19             | 57%          | 54%                | 49% | 61% |
| Q2c. I receive help and support from other members of my workgroup | 37                  | 46 | 10             |                | 83%          | 83%                | 82% | 81% |
| Q2d. There is good team spirit in my workgroup                     | 32                  | 39 | 15             | 9              | 71%          | 72%                | 71% | 70% |

KEY



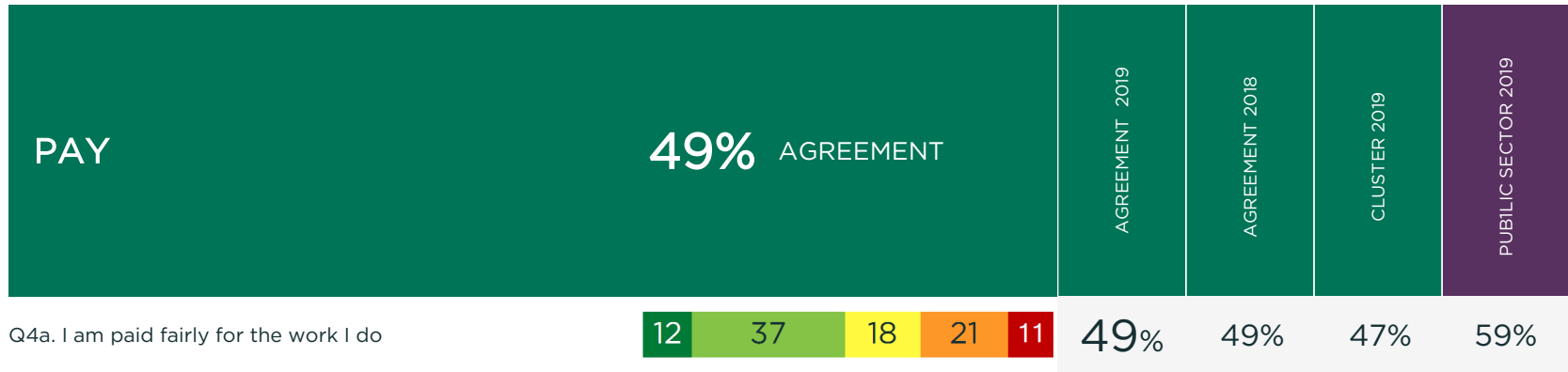


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KEY



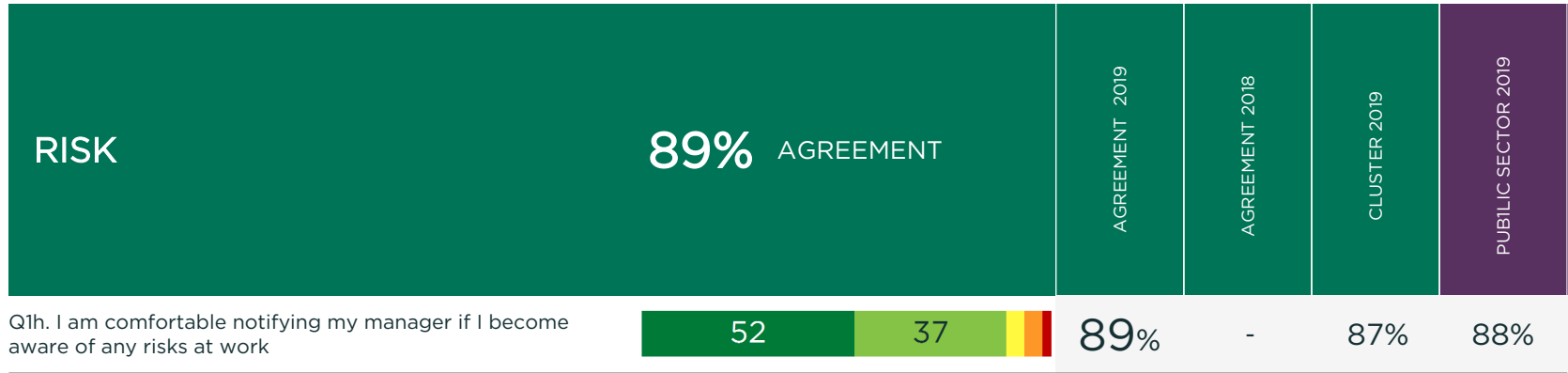


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Results are rounded and may not add up to 100%



### KEY







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Results are rounded and may not add up to 100%

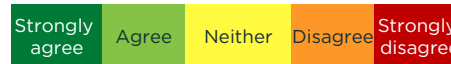
## HEALTH & SAFETY

84% AGREEMENT

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



KEY





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Results are rounded and may not add up to 100%

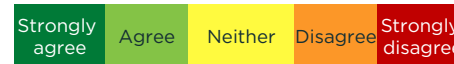
## ACTION ON RESULTS

**34%** AGREEMENT

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



KEY



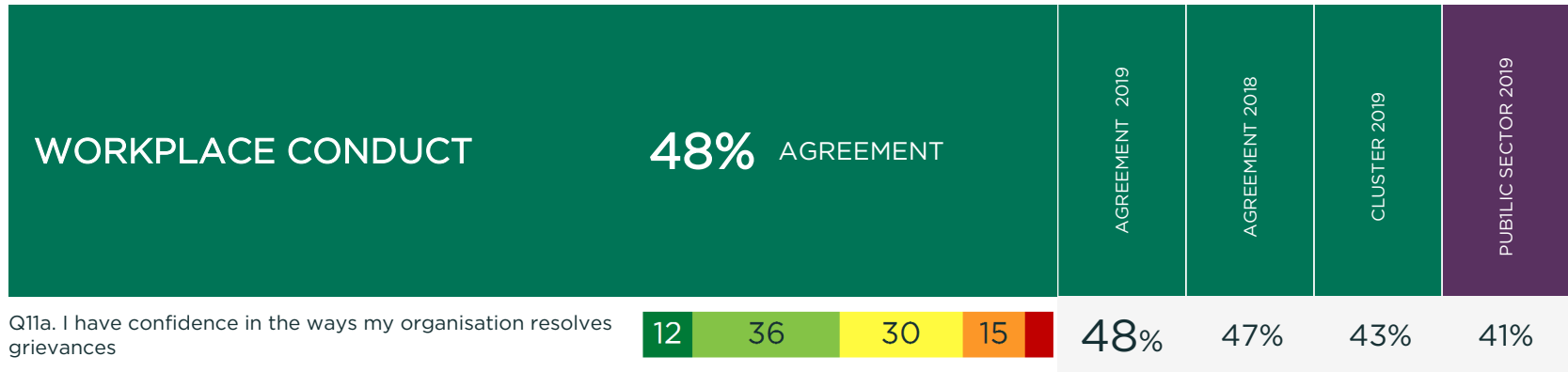


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KEY



## WELLBEING AND ENGAGEMENT



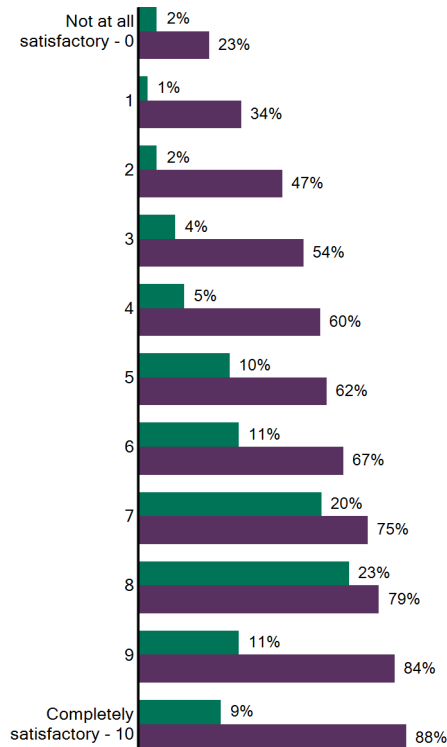
### EXPLORE THE FULL RESULTS

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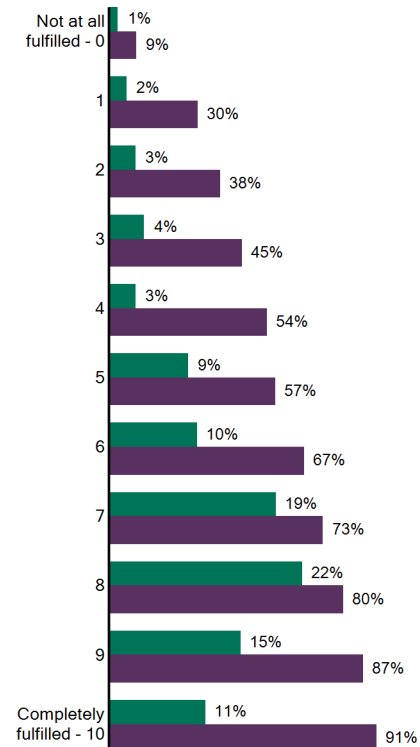
This compares Wellbeing to Engagement.

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



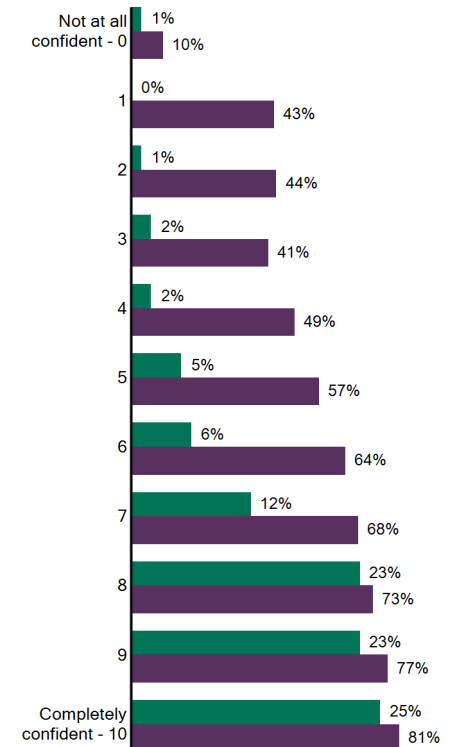
Proportion of respondents answering each response option

**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 | CLUSTER 2019 | PUBLIC SECTOR 2019 |
|--|--|------|------|--------------|--------------------|
| <b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives |  |      |      |              |                    |
| Yes  |  | 86%  | 87%  | 84%          | 71%                |
| No   |  | 14%  | 13%  | 16%          | 29%                |
| <b>Q3b.</b> I have informal feedback conversations with my manager                                   |  |      |      |              |                    |
| Yes  |  | 83%  | 83%  | 81%          | 76%                |
| No   |  | 17%  | 17%  | 19%          | 24%                |
| <b>Q3c.</b> I have scheduled feedback conversations with my manager                                  |  |      |      |              |                    |
| Yes  |  | 68%  | 69%  | 65%          | 60%                |
| No   |  | 32%  | 31%  | 35%          | 40%                |



## EXPLORE THE FULL RESULTS

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## 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 |  | 31%  | 35%  | 36%          | 41%                |
| No  |  | 69%  | 65%  | 64%          | 59%                |



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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## MOBILITY

**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%                |
| There are no major barriers to my career progression                    |  | 32%  | 35%  | 29%          | 29%                |
| Geographic location considerations                                      |  | 30%  | 33%  | 26%          | 25%                |
| Lack of visible opportunities   |  | 22%  | 25%  | 27%          | 29%                |
| The application/recruitment process is too cumbersome or time consuming |  | 21%  | 23%  | 29%          | 22%                |
| Lack of promotion opportunities   |  | 21%  | 21%  | 23%          | 28%                |
| Insufficient training and development                                   |  | 11%  | 12%  | 14%          | 15%                |
| Other   |  | 11%  | 10%  | 9%           | 9%                 |
| Lack of support for temporary assignments/secondments                   |  | 10%  | 9%   | 11%          | 15%                |
| Lack of required capabilities or experience                             |  | 9%   | 8%   | 11%          | 11%                |
| Lack of support from my manager/supervisor                              |  | 9%   | 10%  | 11%          | 13%                |

% are calculated with the number of unique respondents (N = 2,600 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 | CLUSTER 2019 | PUBLIC SECTOR 2019 |
|--|--|------|------|--------------|--------------------|
| <b>Q12a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work                            |  |      |      |              |                    |
| Yes  |  | 30%  | 26%  | 28%          | 27%                |
| No   |  | 52%  | 53%  | 54%          | 56%                |
| Don't know   |  | 18%  | 21%  | 18%          | 17%                |
| <b>Q12b.</b> If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months? |  |      |      |              |                    |
| Yes  |  | 70%  | 69%  | 65%          | 65%                |
| No   |  | 27%  | 29%  | 32%          | 32%                |
| Don't know   |  | 3%   | 2%   | 3%           | 4%                 |





## EXPLORE THE FULL RESULTS

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## UNACCEPTABLE CONDUCT

2019

2018

CLUSTER 2019

PUBLIC SECTOR 2019

### Q13a. In the last 12 months I have witnessed bullying at work

|            |  |     |     |     |     |
|------------|--|-----|-----|-----|-----|
| Yes        |  | 35% | 34% | 34% | 33% |
| No         |  | 55% | 55% | 56% | 57% |
| Don't know |  | 11% | 11% | 11% | 10% |

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

|            |  |     |     |     |     |
|------------|--|-----|-----|-----|-----|
| Yes        |  | 19% | 19% | 18% | 18% |
| No         |  | 74% | 74% | 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 fellow worker at your level                          |  | 24%  | 22%  | 23%          | 27%                |
| A senior manager                                       |  | 23%  | 24%  | 25%          | 21%                |
| Your immediate manager/supervisor                      |  | 18%  | 15%  | 20%          | 23%                |
| Prefer not to say                                      |  | 15%  | 18%  | 14%          | 13%                |
| A subordinate  |  | 11%  | 12%  | 9%           | 7%                 |
| A client or customer                                   |  | 5%   | 4%   | 6%           | 3%                 |
| Other  |  | 3%   | 4%   | 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

|            | 2019 | 2018 | CLUSTER 2019 | PUBLIC SECTOR 2019 |
|------------|------|------|--------------|--------------------|
| Yes        | 10%  | 8%   | 5%           | 4%                 |
| No         | 88%  | 90%  | 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

|                        | 2019 | 2018 | CLUSTER 2019 | PUBLIC SECTOR 2019 |
|------------------------|------|------|--------------|--------------------|
| A person at work       | 31%  | 31%  | 40%          | 38%                |
| A member of the public | 4%   | 4%   | 14%          | 36%                |
| Other                  | 58%  | 61%  | 39%          | 19%                |
| Prefer not to say      | 7%   | 4%   | 7%           | 7%                 |



## EXPLORE THE FULL RESULTS

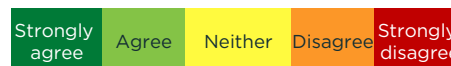
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| EDUCATION<br>CUSTOMISED QUESTIONS  |    |    |    |    | AGREEMENT 2019 | AGREEMENT 2018 | CLUSTER 2019 |
|--|----|----|----|----|----------------|----------------|--------------|
| Q1. My workgroup is able to manage the changing demands of our work environment.                 | 14 | 51 | 20 | 12 | 65%            | 65%            | 61%          |
| Q2. The changes within my organisation will improve outcomes for the community.                  | 19 | 48 | 24 |    | 67%            | 65%            | 61%          |
| Q3. Our leaders frequently and effectively communicate organisational objectives.                | 19 | 49 | 18 | 10 | 68%            | 69%            | 64%          |
| Q4. My workgroup acknowledges my contributions to the team.                                      | 22 | 50 | 18 | 8  | 71%            | 72%            | 70%          |
| Q5. My workgroup regularly works with different workgroups to achieve organisational objectives. | 19 | 48 | 24 | 8  | 67%            | 69%            | 64%          |
| Q6. My workgroup learns from past experiences and makes improvements to the way we work.         | 22 | 49 | 17 | 8  | 72%            | 71%            | 69%          |
| Q7. My workgroup is able to demonstrate outcomes of our work.                                    | 23 | 56 | 16 |    | 78%            | 80%            | 78%          |
| Q8. My job offers the opportunity for me to work on innovative projects.                         | 22 | 42 | 24 | 8  | 64%            | 64%            | 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<br>CUSTOMISED QUESTIONS  |  | 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%   | 1%           |
| School Executive (eg: Principals, Deputy Principals, Assistant Principals, Head Teachers)                  |  | 21%  | 17%          |
| Teaching Staff (eg: School Based, Non School Based)  |  | 48%  | 50%          |
| School Administrative and Support Staff (SASS)   |  | 25%  | 16%          |
| Other Non Teaching Staff in Schools  |  | 6%   | 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               |  | 3%   | 6%           |
| Director, Educational Leadership |  | 14%  | 11%          |
| Principal                        |  | 60%  | 50%          |



## EXPLORE THE FULL SURVEY RESULTS

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## EDUCATION

### CUSTOMISED QUESTIONS

2019

CLUSTER 2019

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

|                     |  | 2019 | CLUSTER 2019 |
|---------------------|--|------|--------------|
| Deputy Principal    |  | 9%   | 11%          |
| Assistant Principal |  | 4%   | 5%           |
| Head Teacher        |  | 3%   | 3%           |
| Director            |  | 2%   | 6%           |
| Manager             |  | 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        |  | 79%        |
| 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      |   | 2%         |
| 25-29      | ■ | 6%         |
| 30-34      | ■ | 9%         |
| 35-39      | ■ | 10%        |
| 40-44      | ■ | 13%        |
| 45-49      | ■ | 17%        |
| 50-54      | ■ | 15%        |
| 55-59      | ■ | 14%        |
| 60-64      | ■ | 10%        |
| 65+        |   | 4%         |

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

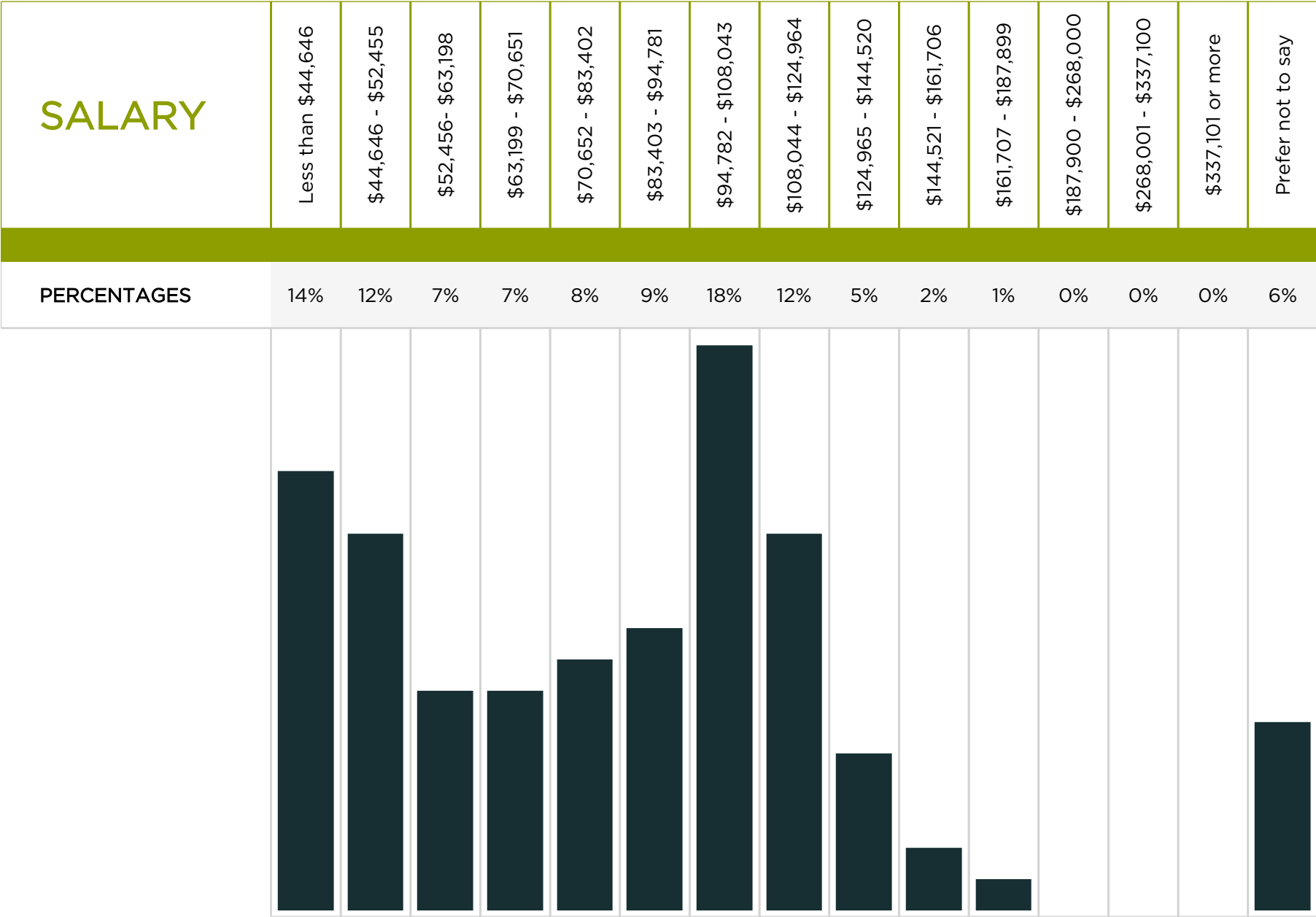
|  | PERCENTAGE |
|--|------------|
| <b>TYPE OF WORK</b>  |            |
| Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)  | 79%        |
| Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry) | 1%         |
| Administrative support (e.g. executive/personal assistant, receptionist)   | 12%        |
| 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 |
|-------------------------------|--|------------|
| <b>TENURE IN ORGANISATION</b> |  |            |
| Less than 1 year              |  | 6%         |
| 1 - 2 years                   |  | 8%         |
| 2 - 5 years                   |  | 16%        |
| 5 - 10 years                  |  | 20%        |
| 10 - 20 years                 |  | 28%        |
| More than 20 years            |  | 21%        |

# 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                                |  | 58%        |
| Leave without pay                                |  | 16%        |
| Part-time work                                   |  | 14%        |
| Flexible start and finish times                  |  | 11%        |
| Working additional hours to make up for time off |  | 7%         |
| Job sharing                                      |  | 5%         |
| Working from different locations                 |  | 4%         |

% are calculated with the number of unique respondents (N = 2,340 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>                  |  |            |
| Other                                    |  | 3%         |
| Working from home                        |  | 2%         |
| Working more hours over fewer days       |  | 2%         |
| Purchasing annual leave                  |  | 1%         |
| Flexible scheduling for rostered workers |  | 1%         |
| Study leave                              |  | 1%         |

% are calculated with the number of unique respondents (N = 2,340 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 - all other 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      |
|------------------------------|------------------------------------|--|--|--|---|----------|----------|--|---|------------|
| <b>NUMBER OF RESPONDENTS</b> | <b>2732</b>                        | <b>1898</b>  | <b>32</b>  | <b>281</b>   | <b>7</b>  | <b>0</b> | <b>1</b> | <b>3</b>                               | <b>0</b>  | <b>176</b> |
| <b>EMPLOYEE ENGAGEMENT</b>   | 72%                                | 72%  | 72%  | 76%  | (r)   | (r)      | (r)      | (r)                                    | (r)   | 71%        |
| ENGAGEMENT WITH WORK         | 79%                                | 79%  | 91%  | 81%  | (r)   | (r)      | (r)      | (r)                                    | (r)   | 77%        |
| SENIOR MANAGERS              | 62%                                | 63%  | 61%  | 64%  | (r)   | (r)      | (r)      | (r)                                    | (r)   | 57%        |
| COMMUNICATION                | 69%                                | 69%  | 74%  | 72%  | (r)   | (r)      | (r)      | (r)                                    | (r)   | 63%        |
| HIGH PERFORMANCE             | 73%                                | 73%  | 74%  | 75%  | (r)   | (r)      | (r)      | (r)                                    | (r)   | 67%        |
| PUBLIC SECTOR VALUES         | 71%                                | 71%  | 72%  | 71%  | (r)   | (r)      | (r)      | (r)                                    | (r)   | 64%        |
| DIVERSITY & INCLUSION        | 71%                                | 70%  | 83%  | 78%  | (r)   | (r)      | (r)      | (r)                                    | (r)   | 68%        |

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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 - all other 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 | 2732                               | 330                | 277                 | 158                 | 162                 | 199                 | 203                 | 424                  | 286                   | 113                   | 42                    | 34                    | 7                     | 0                     |
| EMPLOYEE ENGAGEMENT   | 72%                                | 76%                | 74%                 | 74%                 | 76%                 | 71%                 | 68%                 | 67%                  | 74%                   | 75%                   | 78%                   | 82%                   | (r)                   | (r)                   |
| ENGAGEMENT WITH WORK  | 79%                                | 83%                | 79%                 | 82%                 | 81%                 | 76%                 | 72%                 | 76%                  | 81%                   | 90%                   | 90%                   | 90%                   | (r)                   | (r)                   |
| SENIOR MANAGERS       | 62%                                | 66%                | 63%                 | 64%                 | 64%                 | 64%                 | 61%                 | 58%                  | 67%                   | 68%                   | 67%                   | 77%                   | (r)                   | (r)                   |
| COMMUNICATION         | 69%                                | 72%                | 67%                 | 74%                 | 71%                 | 67%                 | 68%                 | 67%                  | 72%                   | 80%                   | 77%                   | 83%                   | (r)                   | (r)                   |
| HIGH PERFORMANCE      | 73%                                | 75%                | 72%                 | 74%                 | 74%                 | 73%                 | 71%                 | 70%                  | 76%                   | 78%                   | 79%                   | 80%                   | (r)                   | (r)                   |
| PUBLIC SECTOR VALUES  | 71%                                | 73%                | 69%                 | 71%                 | 72%                 | 70%                 | 69%                 | 69%                  | 74%                   | 79%                   | 77%                   | 83%                   | (r)                   | (r)                   |
| DIVERSITY & INCLUSION | 71%                                | 78%                | 72%                 | 76%                 | 73%                 | 70%                 | 69%                 | 66%                  | 70%                   | 75%                   | 71%                   | 78%                   | (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 - all other schools | \$337,101 or more | Prefer not to say |
|------------------------------|------------------------------------|-------------------|-------------------|
| <b>NUMBER OF RESPONDENTS</b> | <b>2732</b>                        | <b>0</b>          | <b>149</b>        |
| <b>EMPLOYEE ENGAGEMENT</b>   | 72%                                | (r)               | 64%               |
| ENGAGEMENT WITH WORK         | 79%                                | (r)               | 71%               |
| SENIOR MANAGERS              | 62%                                | (r)               | 50%               |
| COMMUNICATION                | 69%                                | (r)               | 57%               |
| HIGH PERFORMANCE             | 73%                                | (r)               | 64%               |
| PUBLIC SECTOR VALUES         | 71%                                | (r)               | 60%               |
| DIVERSITY & INCLUSION        | 71%                                | (r)               | 60%               |

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 - all other schools | 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> | <b>2732</b>                        | <b>153</b>       | <b>179</b>  | <b>388</b>  | <b>482</b>   | <b>667</b>    | <b>489</b>         |
| <b>EMPLOYEE ENGAGEMENT</b>   | 72%                                | 77%              | 78%         | 74%         | 71%          | 71%           | 70%                |
| ENGAGEMENT WITH WORK         | 79%                                | 84%              | 83%         | 82%         | 75%          | 79%           | 80%                |
| SENIOR MANAGERS              | 62%                                | 69%              | 72%         | 65%         | 61%          | 60%           | 60%                |
| COMMUNICATION                | 69%                                | 76%              | 77%         | 71%         | 67%          | 68%           | 67%                |
| HIGH PERFORMANCE             | 73%                                | 79%              | 79%         | 76%         | 70%          | 71%           | 71%                |
| PUBLIC SECTOR VALUES         | 71%                                | 76%              | 77%         | 72%         | 68%          | 69%           | 70%                |
| DIVERSITY & INCLUSION        | 71%                                | 78%              | 78%         | 73%         | 69%          | 71%           | 68%                |

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# 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 - all other 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 | 2732                               | 248                             | 36                                 | 163  | 15                                       | 323            | 107         | 91                               | 51                | 24                      | 385               | 15          | 69    | 1356              |
| EMPLOYEE ENGAGEMENT   | 72%                                | 76%                             | 71%                                | 75%  | (r)                                      | 73%            | 75%         | 76%                              | 75%               | (r)                     | 71%               | (r)         | 72%   | 72%               |
| ENGAGEMENT WITH WORK  | 79%                                | 86%                             | 85%                                | 85%  | (r)                                      | 80%            | 80%         | 83%                              | 79%               | (r)                     | 78%               | (r)         | 78%   | 79%               |
| SENIOR MANAGERS       | 62%                                | 68%                             | 62%                                | 67%  | (r)                                      | 66%            | 65%         | 71%                              | 71%               | (r)                     | 59%               | (r)         | 67%   | 62%               |
| COMMUNICATION         | 69%                                | 74%                             | 75%                                | 71%  | (r)                                      | 71%            | 69%         | 74%                              | 75%               | (r)                     | 66%               | (r)         | 72%   | 69%               |
| HIGH PERFORMANCE      | 73%                                | 79%                             | 75%                                | 77%  | (r)                                      | 75%            | 74%         | 77%                              | 80%               | (r)                     | 69%               | (r)         | 74%   | 72%               |
| PUBLIC SECTOR VALUES  | 71%                                | 75%                             | 72%                                | 74%  | (r)                                      | 73%            | 72%         | 76%                              | 77%               | (r)                     | 67%               | (r)         | 73%   | 70%               |
| DIVERSITY & INCLUSION | 71%                                | 81%                             | 78%                                | 79%  | (r)                                      | 76%            | 76%         | 75%                              | 77%               | (r)                     | 70%               | (r)         | 73%   | 69%               |

\*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 - all other schools | Sydney East | Sydney West | Far West and Orana | Capital Region | Riverina | Central West | New England and North West | Sydney - Inner South West | Richmond - Tweed | Newcastle and Lake Macquarie | Central Coast | Sydney - Parramatta | Sydney - Outer South West |
|-----------------------|------------------------------------|-------------|-------------|--------------------|----------------|----------|--------------|----------------------------|---------------------------|------------------|------------------------------|---------------|---------------------|---------------------------|
| NUMBER OF RESPONDENTS | 2732                               | 370         | 337         | 269                | 188            | 186      | 184          | 159                        | 146                       | 119              | 105                          | 100           | 90                  | 78                        |
| EMPLOYEE ENGAGEMENT   | 72%                                | 76%         | 75%         | 73%                | 67%            | 72%      | 71%          | 69%                        | 77%                       | 70%              | 79%                          | 65%           | 69%                 | 81%                       |
| ENGAGEMENT WITH WORK  | 79%                                | 83%         | 83%         | 79%                | 75%            | 77%      | 76%          | 73%                        | 82%                       | 81%              | 89%                          | 71%           | 78%                 | 89%                       |
| SENIOR MANAGERS       | 62%                                | 67%         | 67%         | 66%                | 60%            | 61%      | 64%          | 54%                        | 67%                       | 61%              | 70%                          | 57%           | 56%                 | 71%                       |
| COMMUNICATION         | 69%                                | 76%         | 74%         | 73%                | 64%            | 65%      | 69%          | 59%                        | 77%                       | 69%              | 78%                          | 64%           | 67%                 | 77%                       |
| HIGH PERFORMANCE      | 73%                                | 77%         | 77%         | 75%                | 69%            | 70%      | 72%          | 68%                        | 77%                       | 73%              | 80%                          | 67%           | 70%                 | 79%                       |
| PUBLIC SECTOR VALUES  | 71%                                | 75%         | 75%         | 73%                | 68%            | 68%      | 70%          | 63%                        | 76%                       | 71%              | 77%                          | 65%           | 67%                 | 77%                       |
| DIVERSITY & INCLUSION | 71%                                | 76%         | 75%         | 72%                | 65%            | 71%      | 71%          | 63%                        | 76%                       | 69%              | 75%                          | 65%           | 70%                 | 78%                       |

\*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 - all other schools | Sydney - Blacktown | Sydney - Sutherland | Sydney - South West | Murray | Sydney - North Sydney and Hornsby | Illawarra | Sydney - Outer West and Blue Mountains | Sydney - City and Inner South | Sydney - Baulkham Hills and Hawkesbury | Sydney - Inner West | Hunter Valley exc Newcastle | Southern Highlands and Shoalhaven | Mid North Coast |
|-----------------------|------------------------------------|--------------------|---------------------|---------------------|--------|-----------------------------------|-----------|--|-------------------------------|--|---------------------|-----------------------------|-----------------------------------|-----------------|
| NUMBER OF RESPONDENTS | 2732                               | 65                 | 62                  | 42                  | 41     | 40                                | 34        | 32                                     | 31                            | 30                                     | 30                  | 29                          | 29                                | 26              |
| EMPLOYEE ENGAGEMENT   | 72%                                | 78%                | 74%                 | 79%                 | 68%    | 80%                               | 68%       | 77%                                    | 71%                           | 65%                                    | 75%                 | (r)                         | (r)                               | (r)             |
| ENGAGEMENT WITH WORK  | 79%                                | 86%                | 82%                 | 92%                 | 70%    | 92%                               | 75%       | 79%                                    | 71%                           | 74%                                    | 88%                 | (r)                         | (r)                               | (r)             |
| SENIOR MANAGERS       | 62%                                | 73%                | 71%                 | 79%                 | 48%    | 70%                               | 51%       | 73%                                    | 52%                           | 54%                                    | 66%                 | (r)                         | (r)                               | (r)             |
| COMMUNICATION         | 69%                                | 72%                | 80%                 | 77%                 | 56%    | 74%                               | 61%       | 82%                                    | 67%                           | 76%                                    | 72%                 | (r)                         | (r)                               | (r)             |
| HIGH PERFORMANCE      | 73%                                | 78%                | 78%                 | 83%                 | 65%    | 80%                               | 68%       | 81%                                    | 67%                           | 73%                                    | 74%                 | (r)                         | (r)                               | (r)             |
| PUBLIC SECTOR VALUES  | 71%                                | 77%                | 79%                 | 82%                 | 63%    | 78%                               | 63%       | 78%                                    | 66%                           | 73%                                    | 72%                 | (r)                         | (r)                               | (r)             |
| DIVERSITY & INCLUSION | 71%                                | 75%                | 78%                 | 81%                 | 64%    | 78%                               | 68%       | 81%                                    | 66%                           | 73%                                    | 72%                 | (r)                         | (r)                               | (r)             |

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

|                              | Public Schools - all other schools | Coffs Harbour - Grafton | Sydney - Ryde | Sydney - Eastern Suburbs | Sydney - Northern Beaches | Outside NSW |
|------------------------------|------------------------------------|-------------------------|---------------|--------------------------|---------------------------|-------------|
| <b>NUMBER OF RESPONDENTS</b> | <b>2732</b>                        | <b>23</b>               | <b>21</b>     | <b>20</b>                | <b>20</b>                 | <b>2</b>    |
| <b>EMPLOYEE ENGAGEMENT</b>   | 72%                                | (r)                     | (r)           | (r)                      | (r)                       | (r)         |
| ENGAGEMENT WITH WORK         | 79%                                | (r)                     | (r)           | (r)                      | (r)                       | (r)         |
| SENIOR MANAGERS              | 62%                                | (r)                     | (r)           | (r)                      | (r)                       | (r)         |
| COMMUNICATION                | 69%                                | (r)                     | (r)           | (r)                      | (r)                       | (r)         |
| HIGH PERFORMANCE             | 73%                                | (r)                     | (r)           | (r)                      | (r)                       | (r)         |
| PUBLIC SECTOR VALUES         | 71%                                | (r)                     | (r)           | (r)                      | (r)                       | (r)         |
| DIVERSITY & INCLUSION        | 71%                                | (r)                     | (r)           | (r)                      | (r)                       | (r)         |

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# RESULT BY AGE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

|                       | Public Schools - all other 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 | 2732                               | 5     | 36    | 146   | 205   | 248   | 303   | 400   | 351   | 343   | 240   | 102 |
| EMPLOYEE ENGAGEMENT   | 72%                                | (r)   | 83%   | 73%   | 71%   | 75%   | 72%   | 73%   | 70%   | 73%   | 72%   | 72% |
| ENGAGEMENT WITH WORK  | 79%                                | (r)   | 84%   | 79%   | 71%   | 82%   | 79%   | 79%   | 80%   | 82%   | 81%   | 86% |
| SENIOR MANAGERS       | 62%                                | (r)   | 76%   | 62%   | 63%   | 68%   | 64%   | 64%   | 59%   | 62%   | 60%   | 62% |
| COMMUNICATION         | 69%                                | (r)   | 72%   | 69%   | 68%   | 76%   | 71%   | 69%   | 68%   | 69%   | 69%   | 68% |
| HIGH PERFORMANCE      | 73%                                | (r)   | 78%   | 74%   | 71%   | 78%   | 74%   | 74%   | 70%   | 74%   | 70%   | 72% |
| PUBLIC SECTOR VALUES  | 71%                                | (r)   | 76%   | 70%   | 68%   | 76%   | 72%   | 72%   | 68%   | 71%   | 70%   | 70% |
| DIVERSITY & INCLUSION | 71%                                | (r)   | 76%   | 72%   | 70%   | 77%   | 72%   | 70%   | 69%   | 71%   | 71%   | 72% |

KEY

AT LEAST 5 PERCENTAGE POINTS  
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS  
LESS THAN REPORT SCORE

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

# 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 - all other schools | Male       | Female      | Other     |
|------------------------------|------------------------------------|------------|-------------|-----------|
| <b>NUMBER OF RESPONDENTS</b> | <b>2732</b>                        | <b>470</b> | <b>1911</b> | <b>24</b> |
| <b>EMPLOYEE ENGAGEMENT</b>   | 72%                                | 70%        | 73%         | (r)       |
| ENGAGEMENT WITH WORK         | 79%                                | 79%        | 80%         | (r)       |
| SENIOR MANAGERS              | 62%                                | 63%        | 63%         | (r)       |
| COMMUNICATION                | 69%                                | 70%        | 70%         | (r)       |
| HIGH PERFORMANCE             | 73%                                | 72%        | 73%         | (r)       |
| PUBLIC SECTOR VALUES         | 71%                                | 72%        | 71%         | (r)       |
| DIVERSITY & INCLUSION        | 71%                                | 71%        | 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



# 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 - all other 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 | 2732                               | 0  | 504   | 1145  | 611  | 141                                 | 2  |
| EMPLOYEE ENGAGEMENT   | 72%                                | (r)  | 76%   | 69%   | 75%  | 73%                                 | (r)  |
| ENGAGEMENT WITH WORK  | 79%                                | (r)  | 86%   | 75%   | 82%  | 83%                                 | (r)  |
| SENIOR MANAGERS       | 62%                                | (r)  | 68%   | 61%   | 62%  | 62%                                 | (r)  |
| COMMUNICATION         | 69%                                | (r)  | 75%   | 67%   | 69%  | 68%                                 | (r)  |
| HIGH PERFORMANCE      | 73%                                | (r)  | 77%   | 71%   | 72%  | 74%                                 | (r)  |
| PUBLIC SECTOR VALUES  | 71%                                | (r)  | 76%   | 69%   | 69%  | 71%                                 | (r)  |
| DIVERSITY & INCLUSION | 71%                                | (r)  | 72%   | 68%   | 76%  | 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

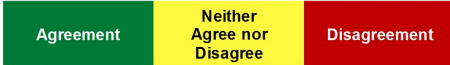
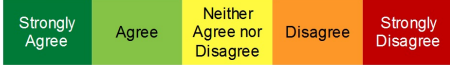
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.