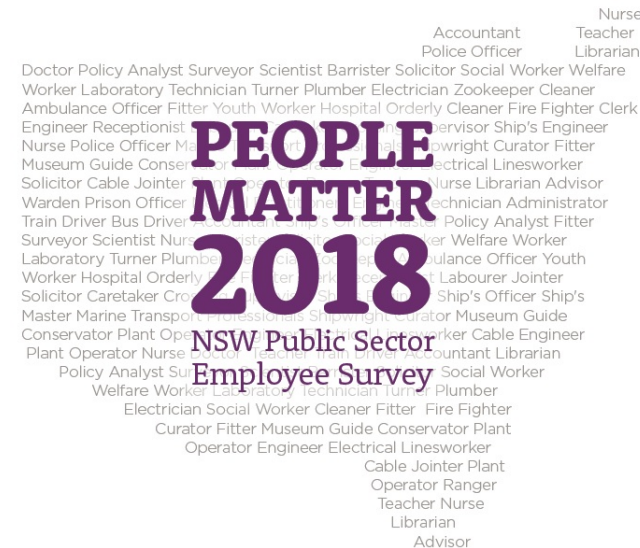


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# PEOPLE MATTER 2018

NSW Public Sector Employee Survey



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LARGE BUSINESS UNIT

Education

Public schools - All Non-Teaching Staff in Schools

## RESPONSE RATE

6,064 RESPONDENTS

## EMPLOYEE ENGAGEMENT

**73%**

DIFFERENCE FROM 2017 +1  
 DIFFERENCE FROM CLUSTER +5  
 DIFFERENCE FROM PUBLIC SECTOR +8

## ENGAGEMENT WITH WORK

**81%**

DIFFERENCE FROM 2017 0  
 DIFFERENCE FROM CLUSTER +6  
 DIFFERENCE FROM PUBLIC SECTOR +8

## SENIOR MANAGERS

**58%**

DIFFERENCE FROM 2017 +3  
 DIFFERENCE FROM CLUSTER +1  
 DIFFERENCE FROM PUBLIC SECTOR +9

## COMMUNICATION

**66%**

DIFFERENCE FROM 2017 +2  
 DIFFERENCE FROM CLUSTER +2  
 DIFFERENCE FROM PUBLIC SECTOR +5

## HIGH PERFORMANCE

**68%**

DIFFERENCE FROM 2017 +2  
 DIFFERENCE FROM CLUSTER 0  
 DIFFERENCE FROM PUBLIC SECTOR +4

## PUBLIC SECTOR VALUES

**67%**

DIFFERENCE FROM 2017 +2  
 DIFFERENCE FROM CLUSTER 0  
 DIFFERENCE FROM PUBLIC SECTOR +5

## DIVERSITY & INCLUSION

**73%**

DIFFERENCE FROM CLUSTER +7  
 DIFFERENCE FROM PUBLIC SECTOR +5

## FLEXIBLE WORKING SATISFACTION

**64%**

DIFFERENCE FROM 2017 +1  
 DIFFERENCE FROM CLUSTER +17  
 DIFFERENCE FROM PUBLIC SECTOR +5

## ACTION ON RESULTS

**32%**

DIFFERENCE FROM 2017 +1  
 DIFFERENCE FROM CLUSTER +3  
 DIFFERENCE FROM PUBLIC SECTOR -5



## 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  
2018

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	93%	94%
2a.	My workgroup strives to achieve customer/client satisfaction	89%	87%
1g.	I know how to address a health and safety issue I have identified	87%	-
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	84%	83%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	84%	82%
2c.	I receive help and support from other members of my workgroup	83%	82%
1d.	I feel motivated to contribute more than what is normally required at work	82%	82%
1c.	My job gives me a feeling of personal accomplishment	82%	83%
5b.	My manager listens to what I have to say	80%	79%
2b.	My workgroup works collaboratively to achieve its objectives	80%	79%

## - LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	32%	30%
4a.	I am paid fairly for the work I do	40%	42%
7g.	I have confidence in the way recruitment decisions are made	41%	37%
3e.	My performance is assessed against clear criteria	47%	36%
5h.	My manager appropriately deals with employees who perform poorly	47%	45%
9a.	I have confidence in the ways my organisation resolves grievances	49%	46%
3g.	I am satisfied with the opportunities available for career development in my organisation	52%	46%
6g.	I feel that senior managers keep employees informed about what's going on	53%	50%
7e.	People in my organisation take responsibility for their own actions	53%	52%
7c.	I feel that change is managed well in my organisation	53%	52%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring agreement questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

# MOST AND LEAST IMPROVED QUESTIONS



## MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

3e.	My performance is assessed against clear criteria	47%	36%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	63%	56%
3g.	I am satisfied with the opportunities available for career development in my organisation	52%	46%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	58%	54%
7g.	I have confidence in the way recruitment decisions are made	41%	37%
6d.	Senior managers encourage innovation by employees	58%	55%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	62%	59%
3f.	I have received appropriate training and development to do my job well	64%	61%
6c.	I feel that senior managers model the values of my organisation	61%	58%
6g.	I feel that senior managers keep employees informed about what's going on	53%	50%



## LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT  
2018

AGREEMENT  
2017

4a.	I am paid fairly for the work I do	40%	42%
1f.	I am able to keep my work stress at an acceptable level	66%	67%
1a.	I understand what is expected of me to do well in my role	93%	94%
1c.	My job gives me a feeling of personal accomplishment	82%	83%



## 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

**Q14.** I believe action will be taken on the results from this survey by my organisation



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



**Q8.** My job offers the opportunity for me to work on innovative projects.



**Q3e.** My performance is assessed against clear criteria



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



## HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

**Q14.** I believe action will be taken on the results from this survey by my organisation



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



**Q8.** My job offers the opportunity for me to work on innovative projects.



**Q3e.** My performance is assessed against clear criteria



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



## DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

**Q14.** I believe action will be taken on the results from this survey by my organisation



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



**Q8.** My job offers the opportunity for me to work on innovative projects.



**Q3e.** My performance is assessed against clear criteria



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



## FIND YOUR HIGHEST NEUTRAL SCORES

### 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)**



## 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.

# 32%

of employees replied favourably to:

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

## 37%

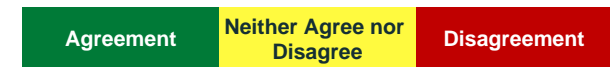
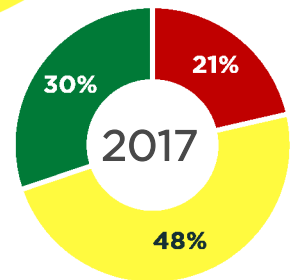
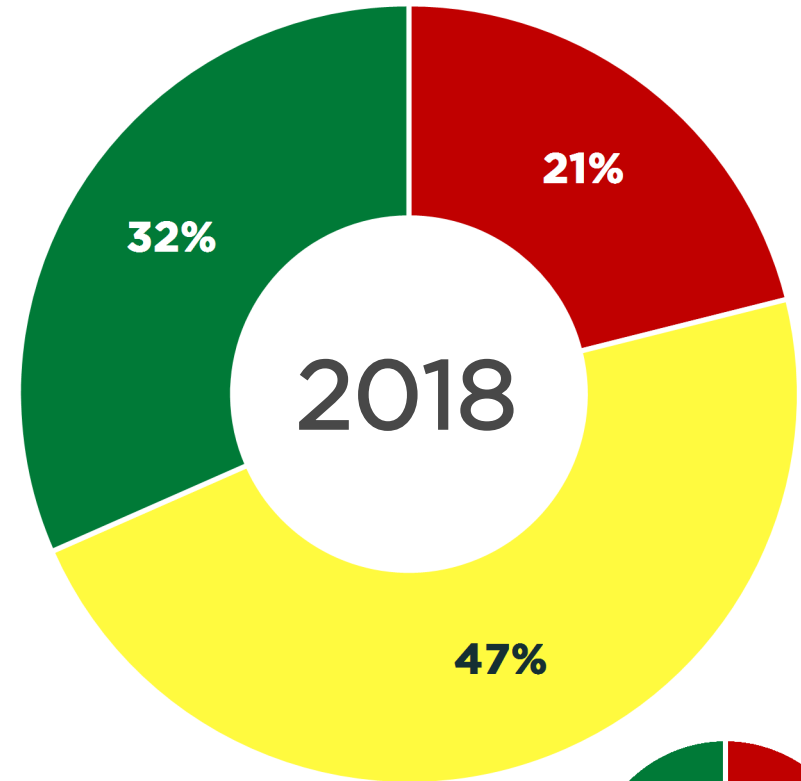
SECTOR

## 29%

CLUSTER

## 30%

2017



# 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.

\*The key drivers are taken from the questions for your cluster.

## RANK

		% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
<b>1</b>	<b>Q7f.</b> My organisation is committed to developing its employees	<b>63%</b>	60%	61%	52%
<b>2</b>	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>53%</b>	52%	47%	40%
<b>3</b>	<b>Q7b.</b> My organisation is making the necessary improvements to meet our future challenges	<b>65%</b>	65%	64%	57%
<b>4</b>	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>73%</b>	70%	77%	69%
<b>5</b>	<b>Q1b.</b> I am provided with the support I need to do my best at work	<b>72%</b>	73%	63%	65%
<b>6</b>	<b>Q3g.</b> I am satisfied with the opportunities available for career development in my organisation	<b>52%</b>	46%	53%	50%



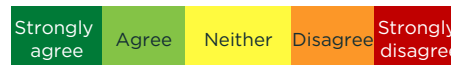
## EXPLORE THE FULL RESULTS

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.

EMPLOYEE ENGAGEMENT	73% AGGREGATE SCORE			AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q7i. I would recommend my organisation as a great place to work	26	46	20	72%	71%	62%	61%	
Q7j. I am proud to tell others I work for my organisation	34	46	15	80%	79%	72%	69%	
Q7k. I feel a strong personal attachment to my organisation	34	43	17	77%	77%	71%	63%	
Q7l. My organisation motivates me to help it achieve its objectives	25	40	25	7	65%	63%	59%	55%
Q7m. My organisation inspires me to do the best in my job	28	39	24	7	66%	65%	58%	55%

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.

ENGAGEMENT WITH WORK	81% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q1c. My job gives me a feeling of personal accomplishment	38	44	11	82%	83%	79%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	43	39	10	82%	82%	75%	72%
Q1e. I am satisfied with my job	33	45	14	78%	78%	69%	69%

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.

SENIOR MANAGERS	58% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	39	28	9	59%	57%	59%	49%
Q6b. I feel that senior managers effectively lead and manage change	20	38	28	10	58%	56%	54%	46%
Q6c. I feel that senior managers model the values of my organisation	22	40	27	8	61%	58%	58%	50%
Q6d. Senior managers encourage innovation by employees	17	41	31	8	58%	55%	60%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	41	33		58%	54%	59%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	44	30		62%	59%	67%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	15	37	27	14	53%	50%	53%	47%
Q6h. I feel that senior managers listen to employees	17	38	28	12	55%	52%	51%	43%
Q7c. I feel that change is managed well in my organisation	16	37	27	15	53%	52%	47%	40%

KEY





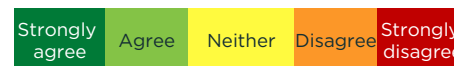
## EXPLORE THE FULL RESULTS

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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.

COMMUNICATION	66% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	35	40	14	7	75%	75%	73%	72%
Q5d. My manager encourages and values employee input	37	39	14	8	76%	74%	74%	72%
Q5e. My manager involves my workgroup in decisions about our work	31	38	18	9	68%	67%	69%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	15	37	27	14	53%	50%	53%	47%
Q6h. I feel that senior managers listen to employees	17	38	28	12	55%	52%	51%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	45	17	8	70%	68%	64%	67%

KEY





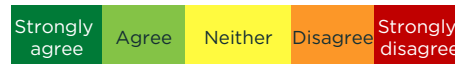
## EXPLORE THE FULL RESULTS

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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.

	HIGH PERFORMANCE		68% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q1a. I understand what is expected of me to do well in my role	45	47		93%	94%	91%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	36	44	12	80%	79%	79%	79%	
Q3f. I have received appropriate training and development to do my job well	20	45	20	12	64%	61%	64%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	30	44	17		74%	71%	78%	74%
Q5f. I have confidence in the decisions my manager makes	34	38	18		72%	71%	69%	68%
Q6d. Senior managers encourage innovation by employees	17	41	31	8	58%	55%	60%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	17	41	33		58%	54%	59%	52%
Q7a. My organisation focuses on improving the work we do	22	51	20		73%	70%	77%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	20	45	24	8	65%	65%	64%	57%

KEY

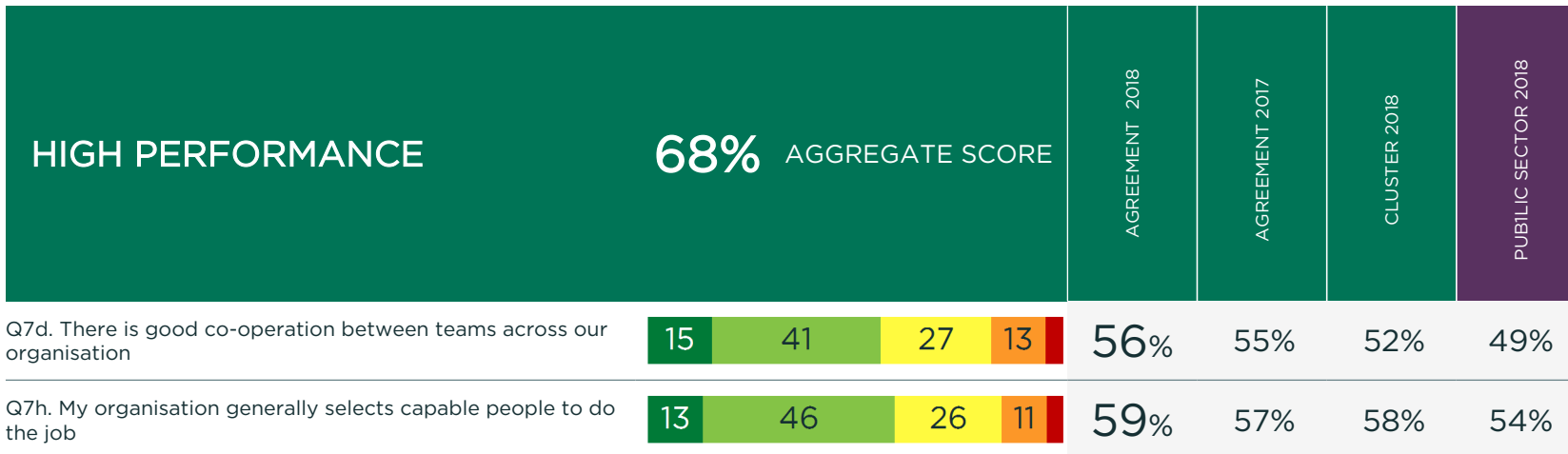




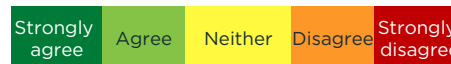
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





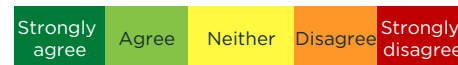
## EXPLORE THE FULL RESULTS

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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.

PUBLIC SECTOR VALUES	67% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
	Q2a. My workgroup strives to achieve customer/client satisfaction	43	46	8	89%	87%	87%	86%
Q2e. People in my workgroup treat each other with respect	36	39	14	7	76%	76%	75%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	30	44	17		74%	71%	78%	74%
Q5b. My manager listens to what I have to say	38	42	12		80%	79%	78%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	39	28	9	59%	57%	59%	49%
Q6c. I feel that senior managers model the values of my organisation	22	40	27	8	61%	58%	58%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	44	30		62%	59%	67%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	15	37	27	14	53%	50%	53%	47%
Q6h. I feel that senior managers listen to employees	17	38	28	12	55%	52%	51%	43%

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.

PUBLIC SECTOR VALUES		67% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q7a. My organisation focuses on improving the work we do		22	51	20	73%	70%	77%	69%
Q7e. People in my organisation take responsibility for their own actions		13	40	29	53%	52%	53%	49%

KEY





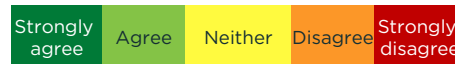
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION	73% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	27	45	15	10	72%	73%	63%	65%
Q5b. My manager listens to what I have to say	38	42	12		80%	79%	78%	76%
Q5d. My manager encourages and values employee input	37	39	14		76%	74%	74%	72%
Q6i. Senior managers in my organisation support the career advancement of women	25	41	29		66%	64%	67%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	34	50	12		84%	82%	78%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	35	50	11		84%	83%	78%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	25	45	17	8	70%	68%	64%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	25	39	25	7	64%	62%	47%	59%
Q8e. My manager supports flexible working in my team	26	37	26		63%	-	51%	63%

### KEY



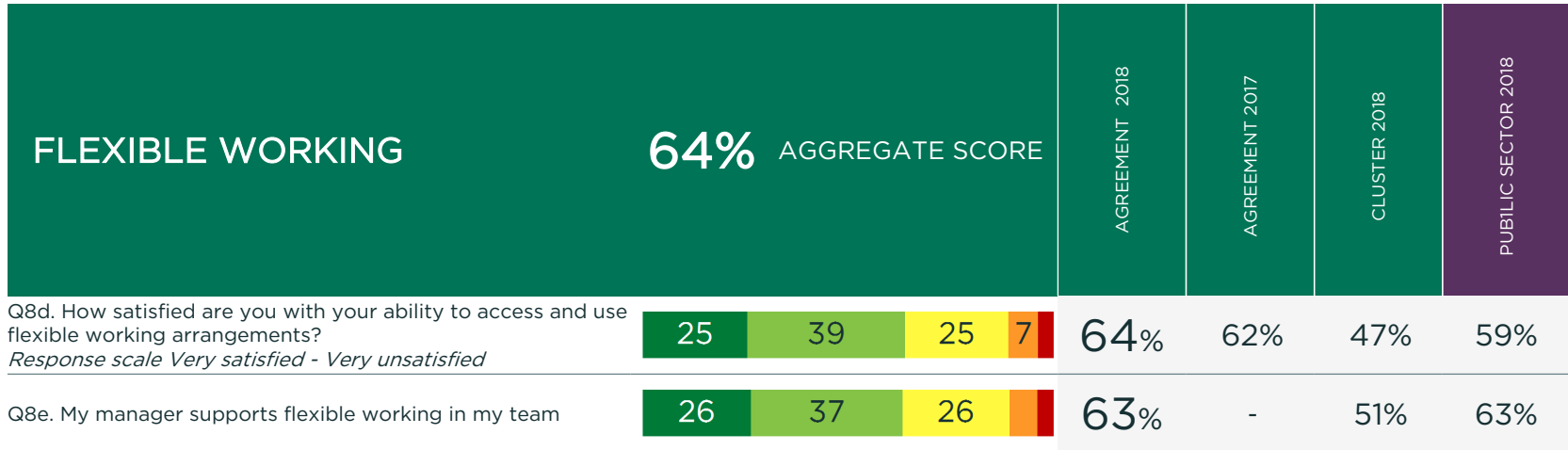




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY

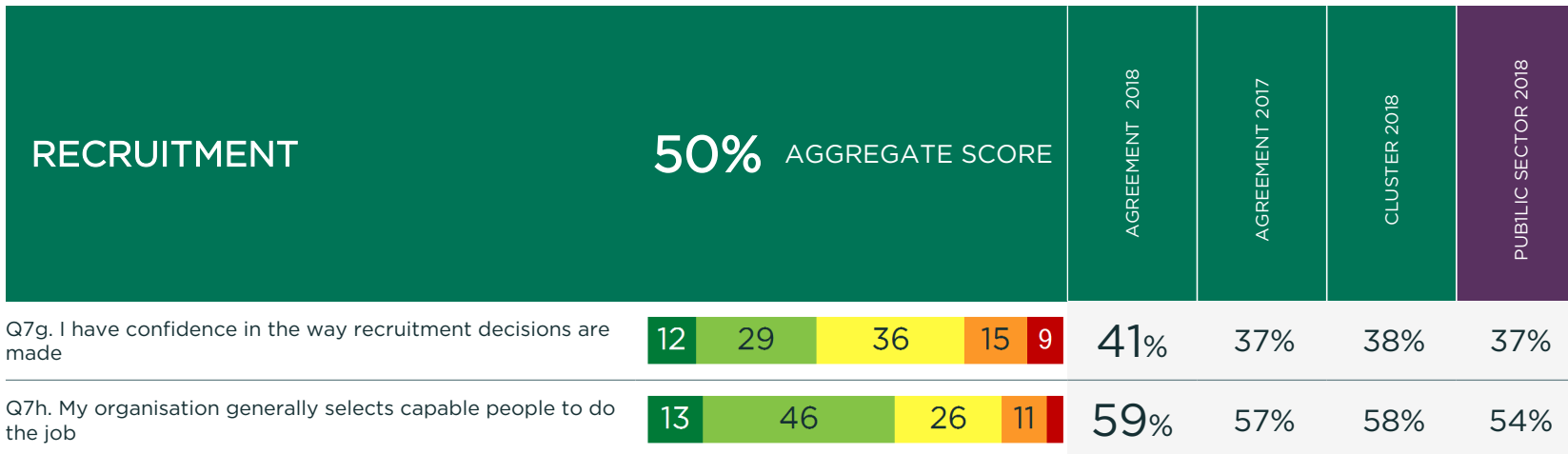




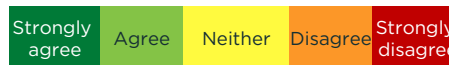
## EXPLORE THE FULL RESULTS

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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.



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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	57% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20	43	22	11	63%	56%	67%	65%	
Q3e. My performance is assessed against clear criteria	14	33	35	14	47%	36%	57%	56%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	15	37	26	14	8	52%	46%	53%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	34	38	16	8	72%	71%	70%	69%	
Q5h. My manager appropriately deals with employees who perform poorly	20	28	34	12	47%	45%	46%	46%	
Q7f. My organisation is committed to developing its employees	17	45	26	8	63%	60%	61%	52%	

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.

WORKPLACE SUPPORT	74% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1b. I am provided with the support I need to do my best at work	27	45	15	10	72%	73%	63%	65%
Q1f. I am able to keep my work stress at an acceptable level	19	47	18	12	66%	67%	47%	60%
Q2c. I receive help and support from other members of my workgroup	38	45	11		83%	82%	82%	81%
Q2d. There is good team spirit in my workgroup	36	38	14	9	73%	72%	70%	70%

KEY

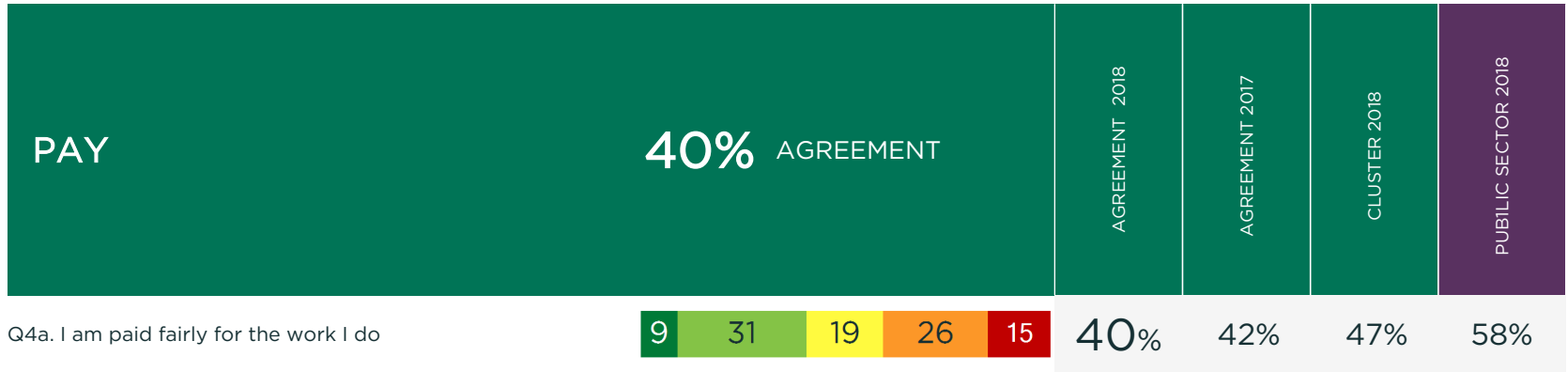




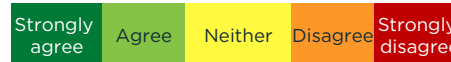
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### KEY

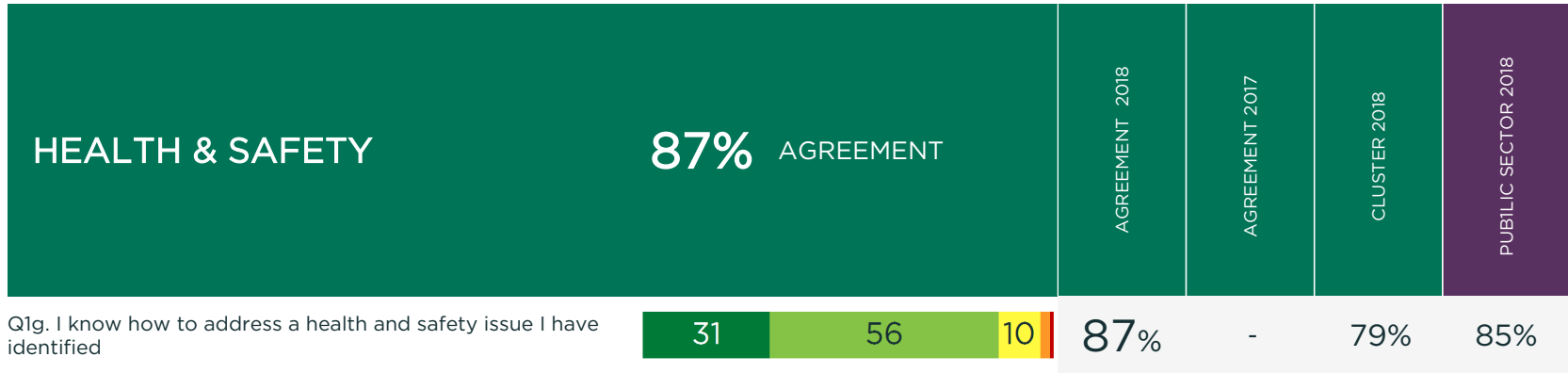




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### KEY

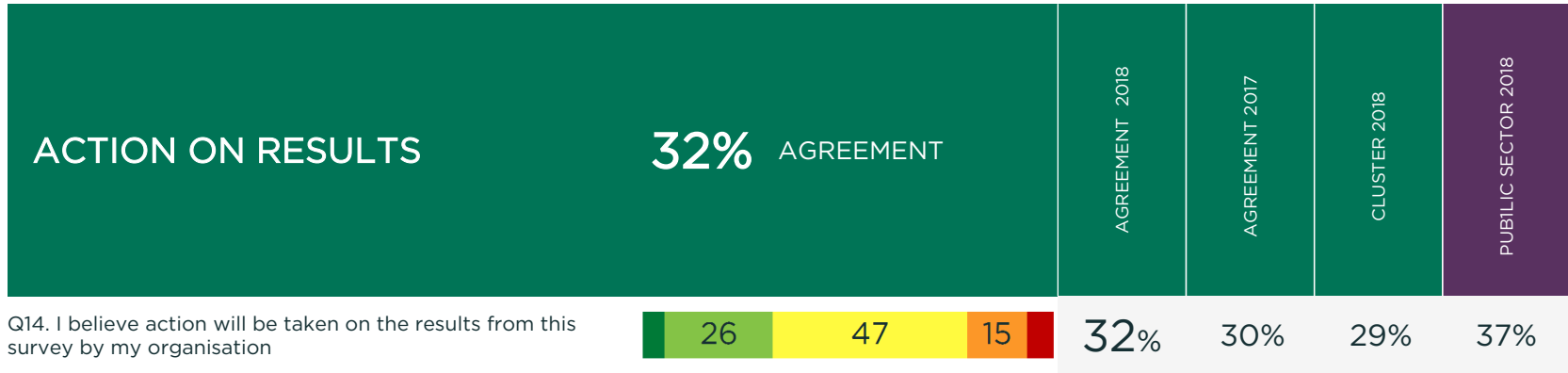




## EXPLORE THE FULL RESULTS

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KEY

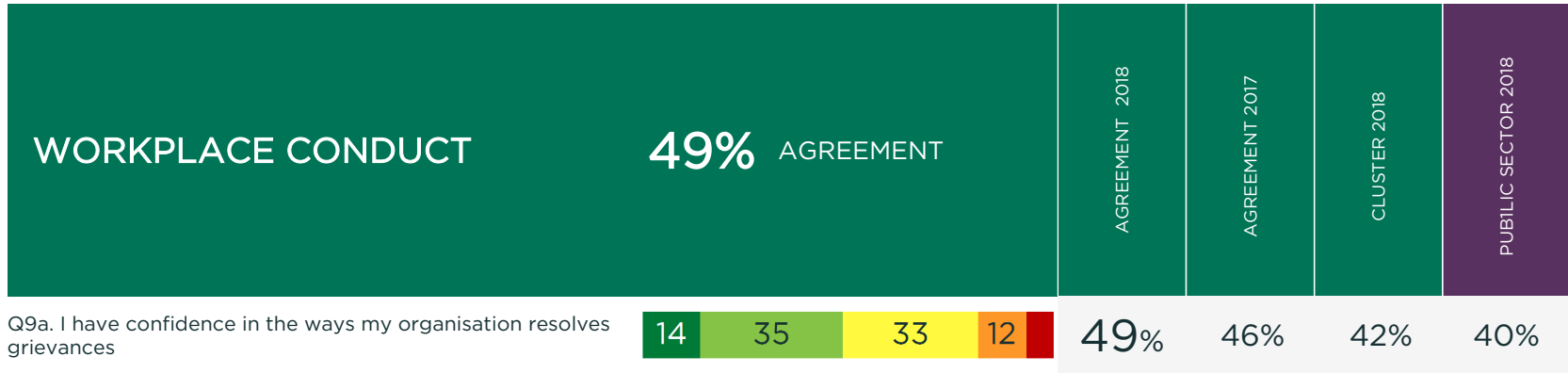




## EXPLORE THE FULL RESULTS

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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.



KEY







## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes		70%	37%	84%	71%
No		30%	63%	16%	29%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes		77%	71%	81%	76%
No		23%	29%	19%	24%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes		49%	34%	65%	58%
No		51%	66%	35%	42%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### 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?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes		26%	25%	37%	41%
No		74%	75%	63%	59%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## MOBILITY

**Q3i.** Are there barriers preventing you from moving to another role?

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
There are no major barriers to my career progression		40%	37%	32%	32%
Personal/family considerations		28%	30%	37%	30%
Lack of promotion opportunities		27%	29%	24%	29%
Lack of visible opportunities		27%	29%	28%	30%
Geographic location considerations		22%	23%	29%	26%
Insufficient training and development		15%	16%	16%	16%
The application/recruitment process is too cumbersome or time consuming		13%	12%	30%	23%
Other		9%	9%	9%	9%
Lack of support from my manager/supervisor		9%	9%	12%	14%
Lack of required capabilities or experience		8%	8%	12%	11%
Lack of support for temporary assignments/secondments		8%	7%	11%	15%

% are calculated with the number of unique respondents (N = 5,674 to this question)



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q10a.** In the last 12 months I have witnessed misconduct/wrongdoing at work

	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	18%	20%	25%	24%
No	61%	65%	56%	58%
Don't know	21%	15%	19%	18%

**Q10b.** If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	64%	60%	66%	66%
No	34%	37%	32%	32%
Don't know	2%	4%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q11a. In the last 12 months I have witnessed bullying at work</b>					
Yes		27%	28%	34%	33%
No		61%	61%	55%	57%
Don't know		12%	11%	10%	10%
<b>Q11b. In the last 12 months I have been subjected to bullying at work</b>					
Yes		13%	14%	19%	18%
No		80%	80%	75%	76%
Don't know		6%	6%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

## UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

**Q11c.** 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

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
A fellow worker at your level		28%	28%	23%	27%
Your Immediate Manager/Supervisor		26%	24%	19%	23%
Prefer not to say		18%	18%	14%	14%
A senior manager		16%	17%	25%	21%
Other		6%	6%	3%	4%
A subordinate		5%	4%	10%	7%
A client or customer		2%	3%	5%	2%
A member of the public other than a client or customer		0%	0%	1%	1%



## EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

### UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
<b>Q12a.</b> In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work					
Yes		2%	-	4%	3%
No		96%	-	95%	94%
Don't know		1%	-	2%	2%
<b>Q12b.</b> If yes to 12a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months					
A person at work		44%	-	42%	39%
A member of the public		13%	-	14%	37%
Other		37%	-	38%	19%
Prefer not to say		6%	-	6%	6%



## EXPLORE THE FULL RESULTS

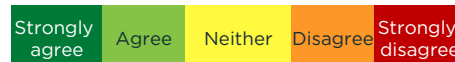
Questions are grouped by topics in this report.

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

## EDUCATION CUSTOMISED QUESTIONS

					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q1. My workgroup is able to manage the changing demands of our work environment.	15	54	21	8	69%	69%	60%
Q2. The changes within my organisation will improve outcomes for the community.	17	48	29		64%	63%	60%
Q3. Our leaders frequently and effectively communicate organisational objectives.	16	45	26	10	61%	60%	64%
Q4. My workgroup acknowledges my contributions to the team.	22	49	19	7	71%	69%	69%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.	15	47	30		62%	62%	63%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.	20	51	20		71%	70%	68%
Q7. My workgroup is able to demonstrate outcomes of our work.	19	54	23		73%	72%	78%
Q8. My job offers the opportunity for me to work on innovative projects.	13	34	35	14	47%	47%	58%

KEY







## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

## EDUCATION CUSTOMISED QUESTIONS

2018

CLUSTER 2018

Q9. Which category of staff are you?

		2018	CLUSTER 2018
Teaching staff		0%	54%
School executive (Principals, Deputy Principals, Assistant Principals)		0%	15%
School Administrative and Support Staff (SASS)		83%	16%
Other non-teaching staff in schools		17%	4%
Non school based teaching service staff		0%	1%
Aboriginal Affairs		0%	0%
Corporate staff		0%	10%



## EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

## EDUCATION CUSTOMISED QUESTIONS

2018

CLUSTER 2018

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

		2018	CLUSTER 2018
Executive Director		4%	7%
Director		11%	17%
Manager		8%	5%
Principal		62%	51%
Deputy Principal		7%	11%
Assistant Principal		4%	5%
Head Teacher		4%	4%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>GENDER</b>		
Male		10%
Female		90%
Other		0%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		0%
20 - 24		1%
25 -29		2%
30 - 34	█	4%
35 - 39	█	6%
40 - 44	█	11%
45 - 49	█	17%
50 - 54	█	21%
55 - 59	█	20%
60 - 64	█	12%
65+	█	5%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

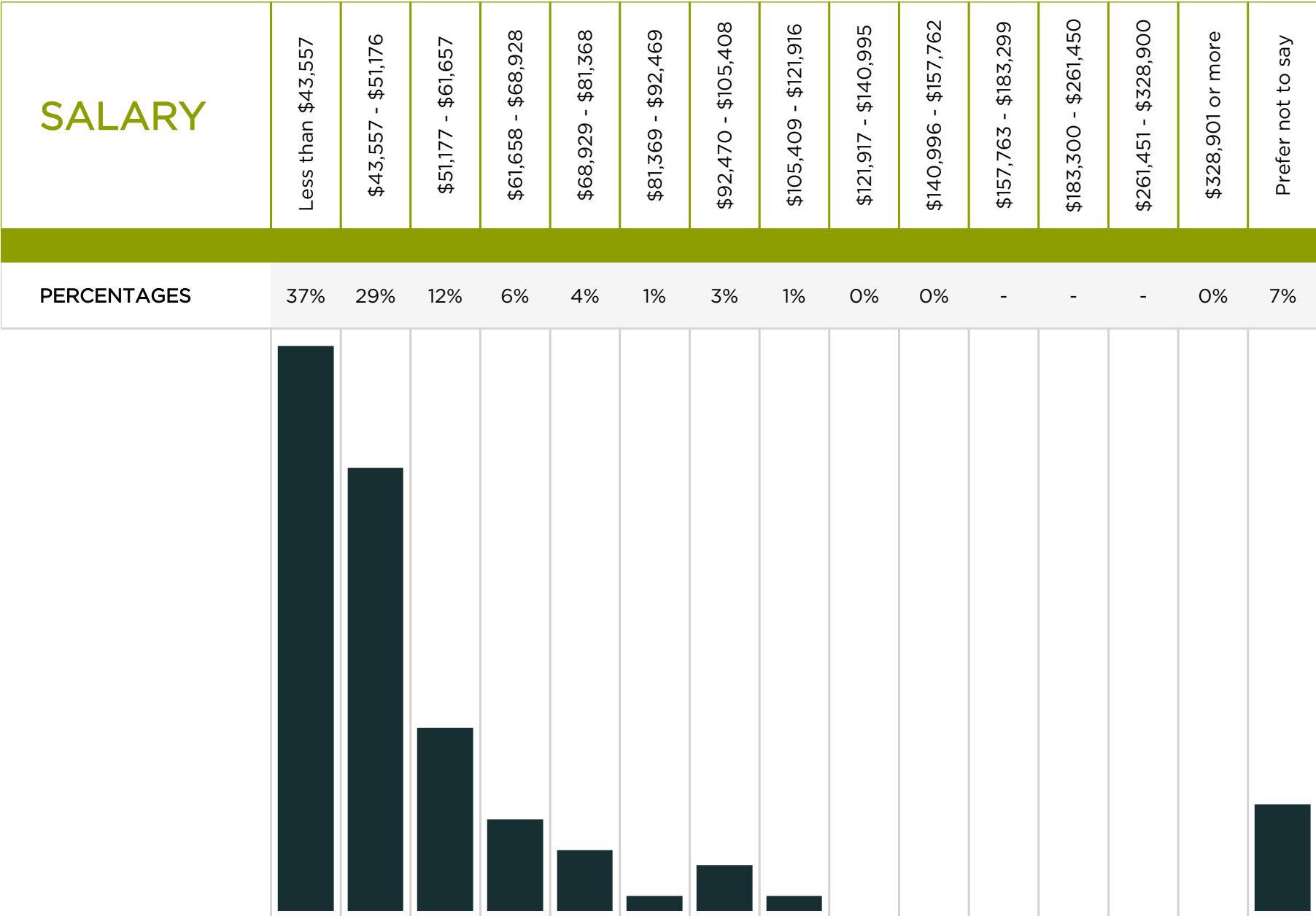
		PERCENTAGE
TYPE OF WORK		
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)		38%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)		6%
Administrative support (e.g. executive/personal assistant, receptionist)		41%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)		1%
Policy		0%
Research		-
Program and project management support		0%
Legal (including developing and/or reviewing legislation)		-
Other		14%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

### SALARY



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>TENURE IN ORGANISATION</b>		
Less than 1 year		8%
1 - 2 years		8%
2 - 5 years		17%
5 - 10 years		21%
10 - 20 years		31%
More than 20 years		14%

# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
None of the above		50%
Flexible start and finish times		17%
Part-time work		17%
Leave without pay		14%
Working additional hours to make up for time off		14%
Working from different locations		4%
Job sharing		4%

% are calculated with the number of unique respondents (N = 5,816 to this question)



# PROFILE OF RESPONDENTS



## PERSONAL AND WORK PROFILES

		PERCENTAGE
<b>FLEXIBLE WORKING</b>		
Working more hours over fewer days		3%
Other		3%
Flexible scheduling for rostered workers		2%
Working from home		2%
Study leave		1%
Purchasing annual leave		0%

% are calculated with the number of unique respondents (N = 5,816 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.

	Public schools - All Non-Teaching Staff in Schools	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
<b>NUMBER OF RESPONDENTS</b>	<b>6064</b>	<b>2276</b>	<b>339</b>	<b>2422</b>	<b>52</b>	<b>2</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>852</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	73%	69%	73%	72%	(r)	(r)	(r)	(r)	73%
ENGAGEMENT WITH WORK	81%	83%	78%	78%	76%	(r)	(r)	(r)	(r)	82%
SENIOR MANAGERS	58%	58%	47%	58%	59%	(r)	(r)	(r)	(r)	60%
COMMUNICATION	66%	66%	63%	67%	68%	(r)	(r)	(r)	(r)	66%
HIGH PERFORMANCE	68%	69%	62%	69%	68%	(r)	(r)	(r)	(r)	69%
PUBLIC SECTOR VALUES	67%	67%	59%	67%	68%	(r)	(r)	(r)	(r)	67%
DIVERSITY & INCLUSION	73%	73%	72%	74%	74%	(r)	(r)	(r)	(r)	73%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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.

	Public schools - All Non-Teaching Staff in Schools	Less than \$43,557	\$43,557 - \$51,176	\$51,177 - \$61,657	\$61,658 - \$68,928	\$68,929 - \$81,368	\$81,369 - \$92,469	\$92,470 - \$105,408	\$105,409 - \$121,916	\$121,917 - \$140,995	\$140,996 - \$157,762	\$157,763 - \$183,299	\$183,300 - \$261,450	\$261,451 - \$328,900
NUMBER OF RESPONDENTS	6064	2179	1733	719	342	249	83	198	46	5	2	0	0	0
EMPLOYEE ENGAGEMENT	73%	75%	70%	72%	74%	74%	67%	70%	68%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	84%	77%	77%	77%	79%	82%	83%	86%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	62%	54%	54%	57%	51%	58%	53%	40%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	66%	69%	61%	67%	69%	68%	68%	68%	63%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	68%	71%	65%	68%	69%	69%	69%	69%	67%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	70%	63%	66%	68%	66%	68%	67%	64%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	76%	69%	75%	75%	74%	72%	70%	70%	(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 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.

	Public schools - All Non-Teaching Staff in Schools	\$328,901 or more	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>6064</b>	<b>1</b>	<b>389</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	74%
ENGAGEMENT WITH WORK	81%	(r)	82%
SENIOR MANAGERS	58%	(r)	62%
COMMUNICATION	66%	(r)	70%
HIGH PERFORMANCE	68%	(r)	70%
PUBLIC SECTOR VALUES	67%	(r)	70%
DIVERSITY & INCLUSION	73%	(r)	75%

### 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.

	Public schools - All Non-Teaching Staff in Schools	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	6064	473	481	1004	1255	1837	853
EMPLOYEE ENGAGEMENT	73%	79%	76%	76%	72%	70%	69%
ENGAGEMENT WITH WORK	81%	88%	86%	86%	79%	76%	77%
SENIOR MANAGERS	58%	71%	66%	64%	57%	53%	49%
COMMUNICATION	66%	79%	73%	72%	64%	61%	61%
HIGH PERFORMANCE	68%	79%	74%	73%	67%	65%	64%
PUBLIC SECTOR VALUES	67%	79%	74%	71%	65%	63%	62%
DIVERSITY & INCLUSION	73%	83%	80%	79%	71%	69%	69%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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.

	Public schools - All Non-Teaching Staff in Schools	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	6064	991	160	792	91	974	220	227	90	24	796	60	150	2879
EMPLOYEE ENGAGEMENT	73%	76%	76%	75%	77%	76%	78%	74%	76%	(r)	72%	76%	74%	71%
ENGAGEMENT WITH WORK	81%	84%	83%	83%	83%	87%	85%	83%	80%	(r)	80%	85%	83%	78%
SENIOR MANAGERS	58%	62%	63%	60%	65%	64%	65%	54%	62%	(r)	58%	64%	57%	55%
COMMUNICATION	66%	74%	75%	71%	75%	72%	73%	70%	75%	(r)	68%	74%	69%	63%
HIGH PERFORMANCE	68%	73%	73%	71%	75%	74%	73%	69%	72%	(r)	70%	74%	71%	66%
PUBLIC SECTOR VALUES	67%	72%	72%	70%	74%	73%	73%	67%	71%	(r)	68%	73%	68%	64%
DIVERSITY & INCLUSION	73%	84%	83%	81%	83%	80%	81%	77%	82%	(r)	76%	80%	75%	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

# RESULTS BY REGION



## 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.

	Public schools - All Non-Teaching Staff in Schools	Sydney West	Sydney East	Newcastle and Lake Macquarie	Hunter Valley exc Newcastle	Sydney - Inner South West	Sydney - South West	Central West	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	New England and North West	Sydney - Parramatta	Sydney - Blacktown
NUMBER OF RESPONDENTS	6064	1407	1089	353	322	292	279	274	273	265	253	245	243
EMPLOYEE ENGAGEMENT	73%	73%	71%	72%	74%	72%	73%	77%	75%	75%	72%	73%	75%
ENGAGEMENT WITH WORK	81%	82%	78%	83%	83%	81%	80%	82%	83%	79%	80%	82%	85%
SENIOR MANAGERS	58%	62%	55%	59%	60%	57%	60%	62%	65%	62%	54%	60%	65%
COMMUNICATION	66%	69%	65%	67%	68%	66%	67%	66%	71%	69%	62%	68%	72%
HIGH PERFORMANCE	68%	70%	67%	70%	71%	67%	69%	71%	73%	71%	67%	69%	72%
PUBLIC SECTOR VALUES	67%	69%	65%	68%	70%	67%	68%	68%	71%	69%	64%	68%	72%
DIVERSITY & INCLUSION	73%	75%	72%	72%	75%	73%	74%	75%	77%	74%	71%	75%	77%

\*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

# RESULTS BY REGION



## 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.

	Public schools - All Non-Teaching Staff in Schools	Capital Region	Riverina	Far West and Orana	Illawarra	Richmond - Tweed	Central Coast	Coffs Harbour - Grafton	Mid North Coast	Sydney - North Sydney and Hornsby	Sydney - Sutherland	Murray	Southern Highlands and Shoalhaven	Sydney - City and Inner South
NUMBER OF RESPONDENTS	6064	243	233	232	232	230	229	217	206	192	163	129	128	106
EMPLOYEE ENGAGEMENT	73%	70%	72%	75%	75%	73%	73%	79%	71%	70%	72%	73%	74%	68%
ENGAGEMENT WITH WORK	81%	74%	84%	82%	81%	77%	76%	88%	81%	72%	77%	81%	83%	73%
SENIOR MANAGERS	58%	48%	54%	63%	58%	54%	57%	66%	54%	52%	56%	48%	48%	52%
COMMUNICATION	66%	61%	63%	71%	66%	64%	63%	72%	65%	64%	68%	61%	64%	59%
HIGH PERFORMANCE	68%	62%	68%	74%	69%	68%	68%	74%	67%	66%	69%	64%	64%	63%
PUBLIC SECTOR VALUES	67%	61%	64%	71%	68%	65%	65%	72%	64%	65%	68%	61%	62%	61%
DIVERSITY & INCLUSION	73%	70%	73%	78%	74%	71%	71%	79%	74%	72%	74%	71%	71%	66%

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

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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



# RESULTS BY REGION



## 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.

	Public schools - All Non-Teaching Staff in Schools	Sydney - Baulkham Hills and Hawkesbury	Sydney - Inner West	Sydney - Northern Beaches	Sydney - Ryde	Sydney - Eastern Suburbs	OUTSIDE NSW
<b>NUMBER OF RESPONDENTS</b>	<b>6064</b>	<b>102</b>	<b>97</b>	<b>94</b>	<b>81</b>	<b>64</b>	<b>3</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	68%	74%	71%	72%	69%	(r)
ENGAGEMENT WITH WORK	81%	79%	83%	81%	85%	77%	(r)
SENIOR MANAGERS	58%	52%	59%	55%	50%	49%	(r)
COMMUNICATION	66%	63%	70%	64%	62%	65%	(r)
HIGH PERFORMANCE	68%	62%	70%	66%	64%	62%	(r)
PUBLIC SECTOR VALUES	67%	62%	69%	64%	63%	62%	(r)
DIVERSITY & INCLUSION	73%	70%	76%	70%	73%	72%	(r)

\*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

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# 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.

	Public schools - All Non-Teaching Staff in Schools	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
<b>NUMBER OF RESPONDENTS</b>	<b>6064</b>	<b>12</b>	<b>85</b>	<b>147</b>	<b>217</b>	<b>362</b>	<b>642</b>	<b>1020</b>	<b>1241</b>	<b>1212</b>	<b>736</b>	<b>308</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	83%	73%	78%	79%	76%	74%	71%	71%	69%	74%
ENGAGEMENT WITH WORK	81%	(r)	88%	83%	85%	86%	82%	83%	78%	78%	79%	88%
SENIOR MANAGERS	58%	(r)	71%	63%	67%	69%	65%	60%	56%	51%	54%	55%
COMMUNICATION	66%	(r)	79%	68%	75%	76%	72%	68%	64%	62%	63%	64%
HIGH PERFORMANCE	68%	(r)	81%	71%	75%	77%	74%	70%	66%	65%	65%	68%
PUBLIC SECTOR VALUES	67%	(r)	78%	70%	74%	76%	72%	68%	65%	62%	64%	66%
DIVERSITY & INCLUSION	73%	(r)	88%	75%	81%	82%	79%	75%	70%	70%	70%	73%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

# 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.

	Public schools - All Non-Teaching Staff in Schools	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>6064</b>	<b>600</b>	<b>5402</b>	<b>23</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	71%	73%	(r)
ENGAGEMENT WITH WORK	81%	80%	81%	(r)
SENIOR MANAGERS	58%	52%	58%	(r)
COMMUNICATION	66%	66%	66%	(r)
HIGH PERFORMANCE	68%	65%	69%	(r)
PUBLIC SECTOR VALUES	67%	64%	67%	(r)
DIVERSITY & INCLUSION	73%	73%	74%	(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.

	Public schools - All Non-Teaching Staff in Schools	Teaching staff	School executive (Principals, Deputy Principals, Assistant Principals)	School Administrative and Support Staff (SASS)	Other non-teaching staff in schools	Non school based teaching service staff	Aboriginal Affairs	Corporate staff
<b>NUMBER OF RESPONDENTS</b>	<b>6064</b>	<b>0</b>	<b>0</b>	<b>5032</b>	<b>1032</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EMPLOYEE ENGAGEMENT</b>	73%	(r)	(r)	73%	73%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	81%	(r)	(r)	80%	84%	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	58%	58%	(r)	(r)	(r)
COMMUNICATION	66%	(r)	(r)	66%	68%	(r)	(r)	(r)
HIGH PERFORMANCE	68%	(r)	(r)	68%	70%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	67%	(r)	(r)	67%	68%	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	73%	74%	(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 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

## **i** PRIVACY

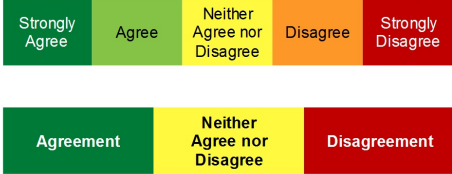
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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 THE SURVEY AND ITS METHODOLOGY

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