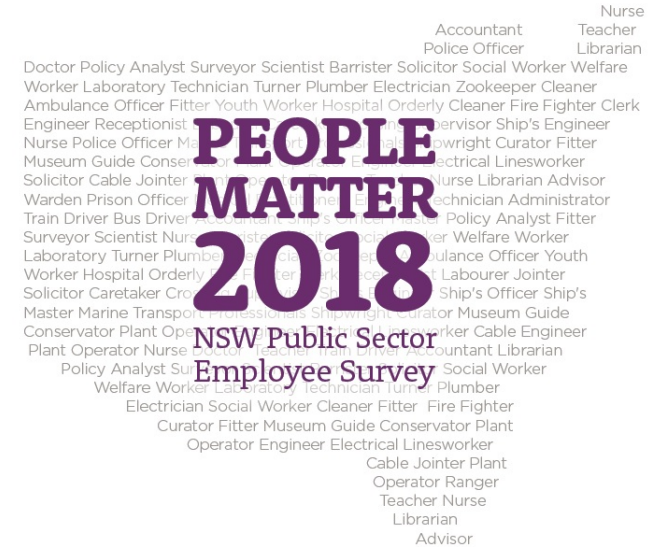

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



LARGE BUSINESS UNIT

Education

Public Schools - Primary schools

RESPONSE RATE

16,757 RESPONDENTS

EMPLOYEE ENGAGEMENT

69%

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

ENGAGEMENT WITH WORK

77%

DIFFERENCE FROM 2017 -1
DIFFERENCE FROM CLUSTER +2
DIFFERENCE FROM PUBLIC SECTOR +4

SENIOR MANAGERS

59%

DIFFERENCE FROM 2017 +3
DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +10

COMMUNICATION

66%

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

HIGH PERFORMANCE

72%

DIFFERENCE FROM 2017 +1
DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +7

PUBLIC SECTOR VALUES

70%

DIFFERENCE FROM 2017 +2
DIFFERENCE FROM CLUSTER +3
DIFFERENCE FROM PUBLIC SECTOR +8

DIVERSITY & INCLUSION

68%

DIFFERENCE FROM CLUSTER +1
DIFFERENCE FROM PUBLIC SECTOR 0

FLEXIBLE WORKING SATISFACTION

46%

DIFFERENCE FROM 2017 0
DIFFERENCE FROM CLUSTER -1
DIFFERENCE FROM PUBLIC SECTOR -13

ACTION ON RESULTS

29%

DIFFERENCE FROM 2017 +2
DIFFERENCE FROM CLUSTER 0
DIFFERENCE FROM PUBLIC SECTOR -8



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

	AGREEMENT 2018	AGREEMENT 2017
1a. I understand what is expected of me to do well in my role	92%	92%
2a. My workgroup strives to achieve customer/client satisfaction	89%	89%
2c. I receive help and support from other members of my workgroup	83%	82%
1c. My job gives me a feeling of personal accomplishment	82%	83%
7a. My organisation focuses on improving the work we do	81%	80%
2b. My workgroup works collaboratively to achieve its objectives	81%	81%
5a. My manager encourages people in my workgroup to keep improving the work they do	81%	79%
1g. I know how to address a health and safety issue I have identified	81%	-
8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	80%	79%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	79%	79%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018
AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
14. I believe action will be taken on the results from this survey by my organisation	29%	26%
7g. I have confidence in the way recruitment decisions are made	40%	37%
4a. I am paid fairly for the work I do	43%	48%
1f. I am able to keep my work stress at an acceptable level	45%	47%
9a. I have confidence in the ways my organisation resolves grievances	45%	43%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	46%	46%
5h. My manager appropriately deals with employees who perform poorly	47%	46%
8e. My manager supports flexible working in my team	50%	-
7c. I feel that change is managed well in my organisation	51%	50%
6h. I feel that senior managers listen to employees	54%	50%



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

	AGREEMENT 2018	AGREEMENT 2017
6a. I believe senior managers provide clear direction for the future of the organisation	62%	57%
6h. I feel that senior managers listen to employees	54%	50%
6b. I feel that senior managers effectively lead and manage change	57%	53%
6c. I feel that senior managers model the values of my organisation	61%	57%
6d. Senior managers encourage innovation by employees	63%	59%
6g. I feel that senior managers keep employees informed about what's going on	55%	52%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	68%	65%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	62%	59%
6i. Senior managers in my organisation support the career advancement of women	69%	66%
14. I believe action will be taken on the results from this survey by my organisation	29%	26%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
4a. I am paid fairly for the work I do	43%	48%
1f. I am able to keep my work stress at an acceptable level	45%	47%
1d. I feel motivated to contribute more than what is normally required at work	77%	78%
1e. I am satisfied with my job	71%	72%
1c. My job gives me a feeling of personal accomplishment	82%	83%
2e. People in my workgroup treat each other with respect	76%	77%
7k. I feel a strong personal attachment to my organisation	74%	74%
1b. I am provided with the support I need to do my best at work	66%	66%
7j. I am proud to tell others I work for my organisation	74%	75%



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

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



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



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



Q5h. My manager appropriately deals with employees who perform poorly



Q5h. My manager appropriately deals with employees who perform poorly



Q5h. My manager appropriately deals with employees who perform poorly



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



Q9a. I have confidence in the ways my organisation resolves grievances



Q9a. I have confidence in the ways my organisation resolves grievances



Q9a. I have confidence in the ways my organisation resolves grievances



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.

29%

of employees replied favourably to:

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

37%

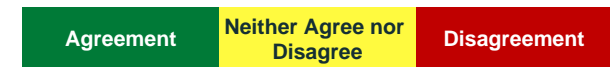
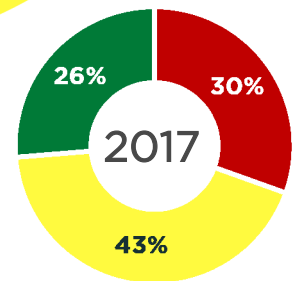
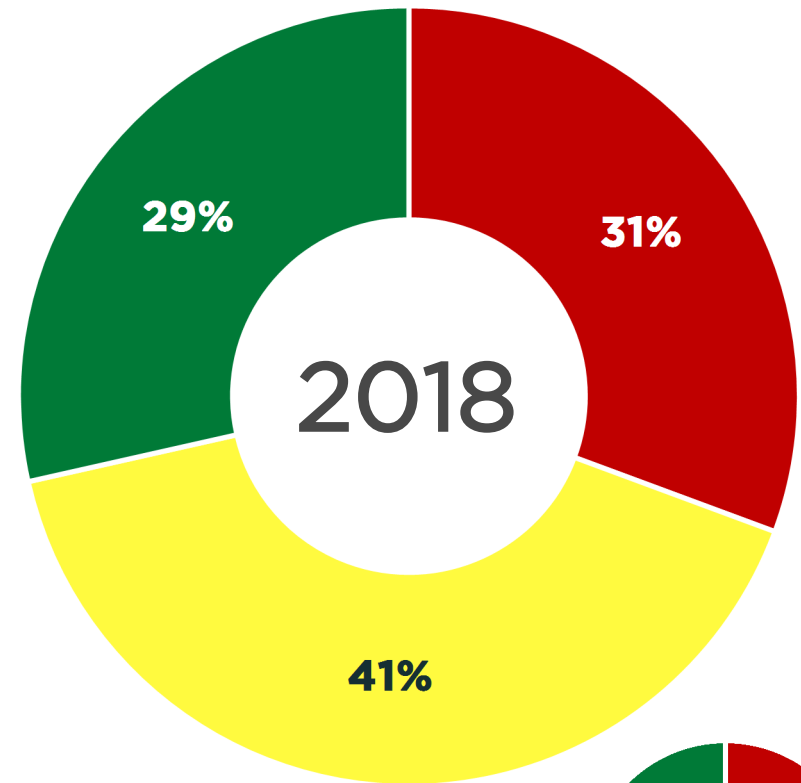
SECTOR

29%

CLUSTER

26%

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.

** As your organisation received less than 30 responses, the key drivers are taken from the questions for Education.

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	66%	65%	61%	52%
2	Q7c. I feel that change is managed well in my organisation	51%	50%	47%	40%
3	Q7b. My organisation is making the necessary improvements to meet our future challenges	68%	67%	64%	57%
4	Q7a. My organisation focuses on improving the work we do	81%	80%	77%	69%
5	Q1b. I am provided with the support I need to do my best at work	66%	66%	63%	65%
6	Q3g. I am satisfied with the opportunities available for career development in my organisation	56%	55%	53%	50%



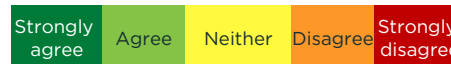
EXPLORE THE FULL RESULTS

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	69% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	23	42	21	10	64%	64%	62%	61%
Q7j. I am proud to tell others I work for my organisation	30	44	17		74%	75%	72%	69%
Q7k. I feel a strong personal attachment to my organisation	32	42	17		74%	74%	71%	63%
Q7l. My organisation motivates me to help it achieve its objectives	22	40	24	10	62%	61%	59%	55%
Q7m. My organisation inspires me to do the best in my job	23	38	24	10	62%	61%	58%	55%

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.

ENGAGEMENT WITH WORK	77% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018		
Q1c. My job gives me a feeling of personal accomplishment	36	46	9	82%	83%	79%	76%	
Q1d. I feel motivated to contribute more than what is normally required at work	37	40	11	9	77%	78%	75%	72%
Q1e. I am satisfied with my job	25	45	15	11	71%	72%	69%	69%

KEY





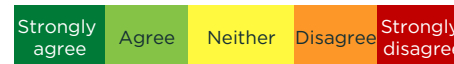
EXPLORE THE FULL RESULTS

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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.

SENIOR MANAGERS	59% 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	42	23	11	62%	57%	59%	49%
Q6b. I feel that senior managers effectively lead and manage change	19	38	23	13	57%	53%	54%	46%
Q6c. I feel that senior managers model the values of my organisation	21	40	23	10	61%	57%	58%	50%
Q6d. Senior managers encourage innovation by employees	19	44	24	9	63%	59%	60%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	18	44	26	8	62%	59%	59%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	47	23		68%	65%	67%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	16	39	24	15	55%	52%	53%	47%
Q6h. I feel that senior managers listen to employees	17	37	24	14	54%	50%	51%	43%
Q7c. I feel that change is managed well in my organisation	15	35	24	19	51%	50%	47%	40%

KEY





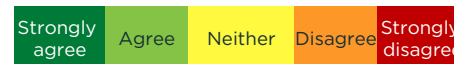
EXPLORE THE FULL RESULTS

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.

COMMUNICATION	66% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q5c. My manager communicates effectively with me	33	42	13	8	75%	74%	73%	72%	
Q5d. My manager encourages and values employee input	34	41	14	7	75%	74%	74%	72%	
Q5e. My manager involves my workgroup in decisions about our work	30	41	16	9	71%	69%	69%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	16	39	24	15	55%	52%	53%	47%	
Q6h. I feel that senior managers listen to employees	17	37	24	14	8	54%	50%	51%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	42	17	12	64%	64%	64%	67%	

KEY





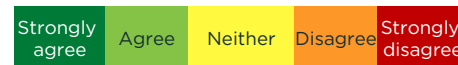
EXPLORE THE FULL RESULTS

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.

	72% 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	44	49			92%	92%	91%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	35	46	10	7	81%	81%	79%	79%
Q3f. I have received appropriate training and development to do my job well	20	47	18	11	67%	67%	64%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	48	12		81%	79%	78%	74%
Q5f. I have confidence in the decisions my manager makes	32	40	17	8	71%	70%	69%	68%
Q6d. Senior managers encourage innovation by employees	19	44	24	9	63%	59%	60%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	18	44	26	8	62%	59%	59%	52%
Q7a. My organisation focuses on improving the work we do	29	52	12		81%	80%	77%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	22	46	19	10	68%	67%	64%	57%

KEY

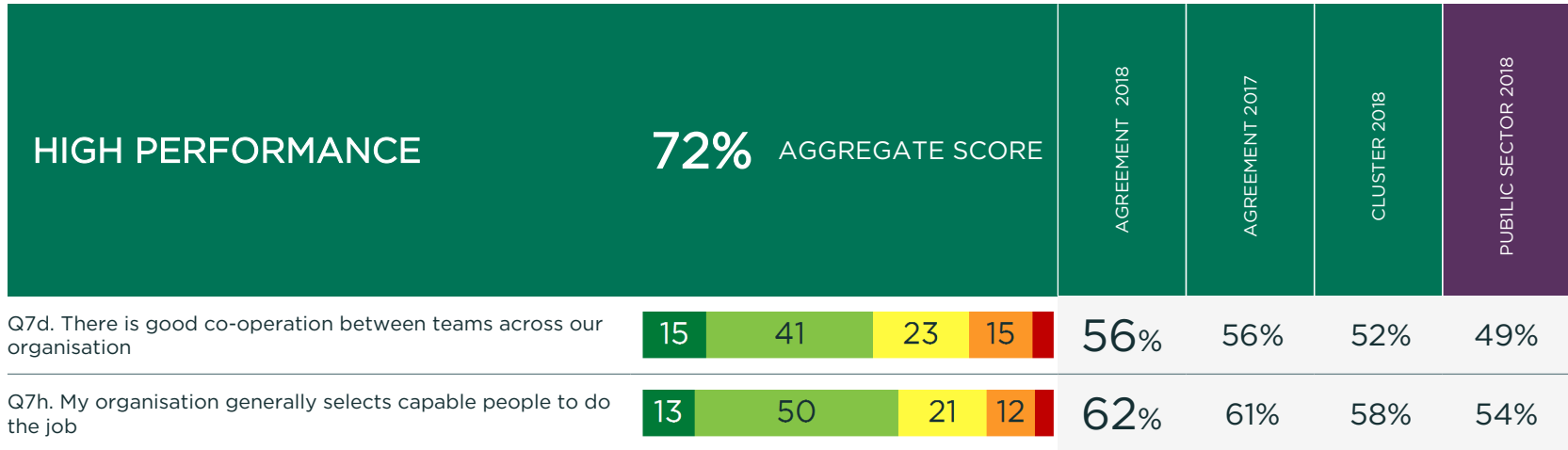




EXPLORE THE FULL RESULTS

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.



KEY





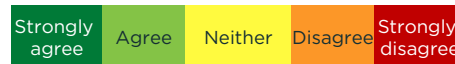
EXPLORE THE FULL RESULTS

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	70% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018			
	Q2a. My workgroup strives to achieve customer/client satisfaction	43	47	89%	89%	87%	86%		
Q2e. People in my workgroup treat each other with respect	34	42	13	8	76%	77%	75%	75%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	33	48	12		81%	79%	78%	74%	
Q5b. My manager listens to what I have to say	36	43	11		79%	78%	78%	76%	
Q6a. I believe senior managers provide clear direction for the future of the organisation	20	42	23	11	62%	57%	59%	49%	
Q6c. I feel that senior managers model the values of my organisation	21	40	23	10	61%	57%	58%	50%	
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	21	47	23		68%	65%	67%	62%	
Q6g. I feel that senior managers keep employees informed about what's going on	16	39	24	15	55%	52%	53%	47%	
Q6h. I feel that senior managers listen to employees	17	37	24	14	8	54%	50%	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		70% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do				81%	80%	77%	69%
Q7e. People in my organisation take responsibility for their own actions				57%	57%	53%	49%

KEY





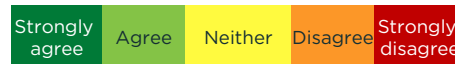
EXPLORE THE FULL RESULTS

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.

DIVERSITY & INCLUSION	68% 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	21	45	16	15	66%	66%	63%	65%	
Q5b. My manager listens to what I have to say	36	43	11		79%	78%	78%	76%	
Q5d. My manager encourages and values employee input	34	41	14	7	75%	74%	74%	72%	
Q6i. Senior managers in my organisation support the career advancement of women	28	41	24		69%	66%	67%	60%	
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	31	48	13		79%	79%	78%	76%	
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	33	47	13		80%	79%	78%	75%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	22	42	17	12	64%	64%	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>	15	31	34	13	7	46%	46%	47%	59%
Q8e. My manager supports flexible working in my team	17	33	34	10		50%	-	51%	63%

KEY

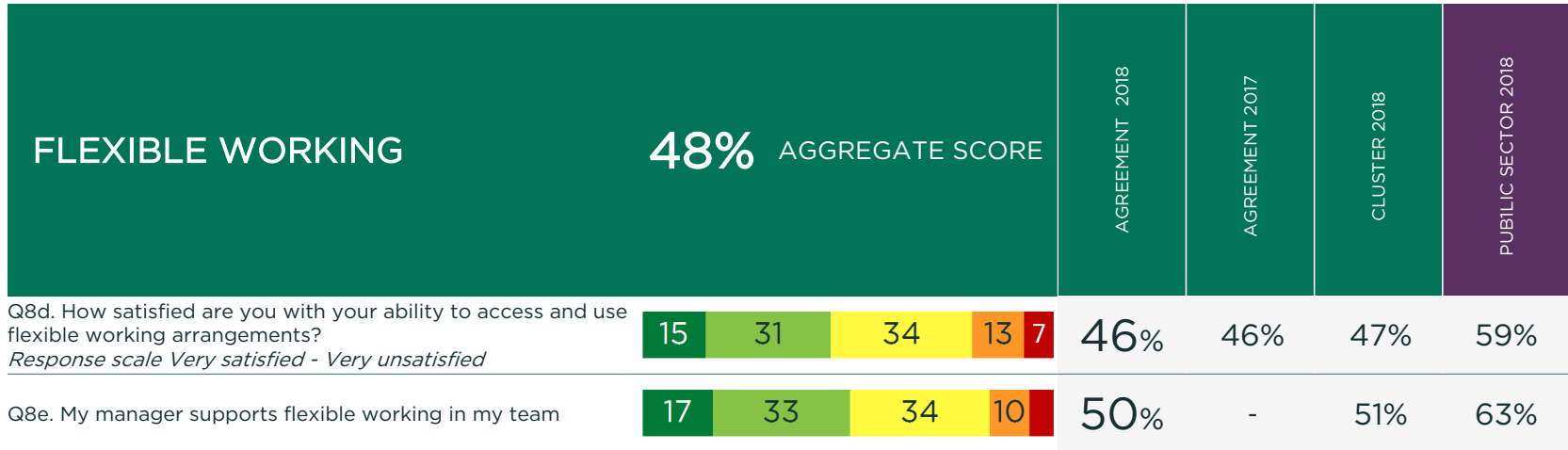




EXPLORE THE FULL RESULTS

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.



KEY

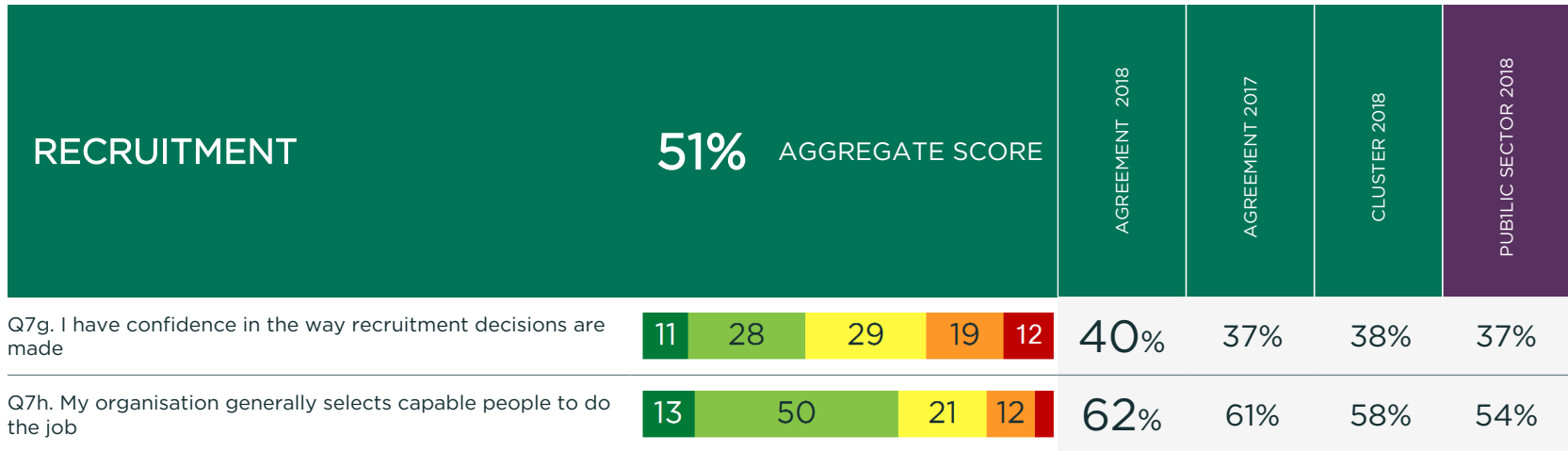




EXPLORE THE FULL RESULTS

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.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

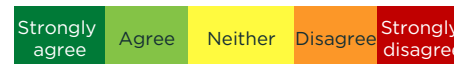
Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PERFORMANCE FRAMEWORK & DEVELOPMENT

62% 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		70%	69%	67%	65%
Q3e. My performance is assessed against clear criteria		61%	60%	57%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation		56%	55%	53%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do		71%	71%	70%	69%
Q5h. My manager appropriately deals with employees who perform poorly		47%	46%	46%	46%
Q7f. My organisation is committed to developing its employees		66%	65%	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.

	66% 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	21	45	16	15	66%	66%	63%	65%	
Q1f. I am able to keep my work stress at an acceptable level	10	35	19	24	12	45%	47%	47%	60%
Q2c. I receive help and support from other members of my workgroup	35	48	10			83%	82%	82%	81%
Q2d. There is good team spirit in my workgroup	33	39	14	10		72%	72%	70%	70%

KEY

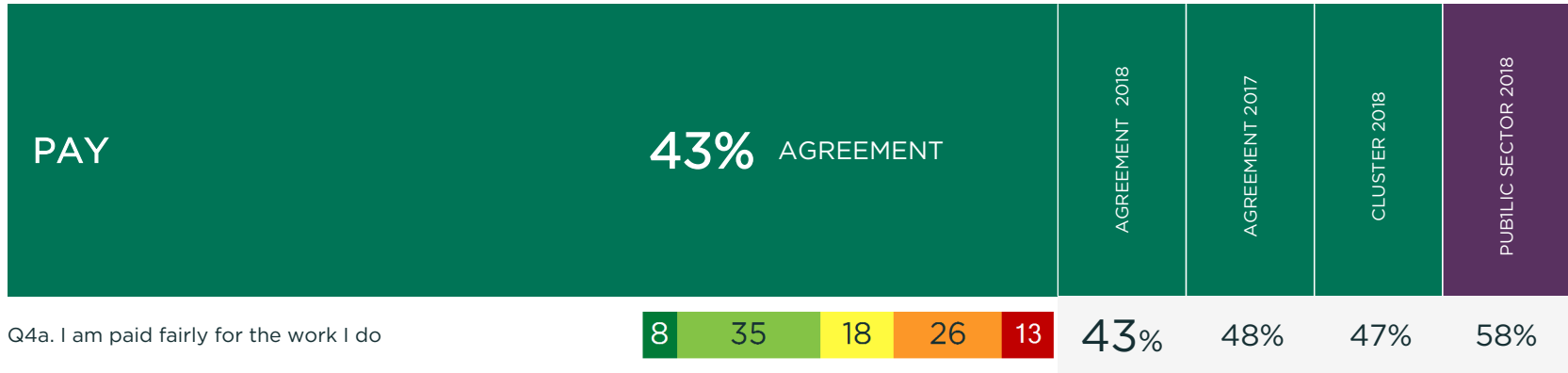




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY

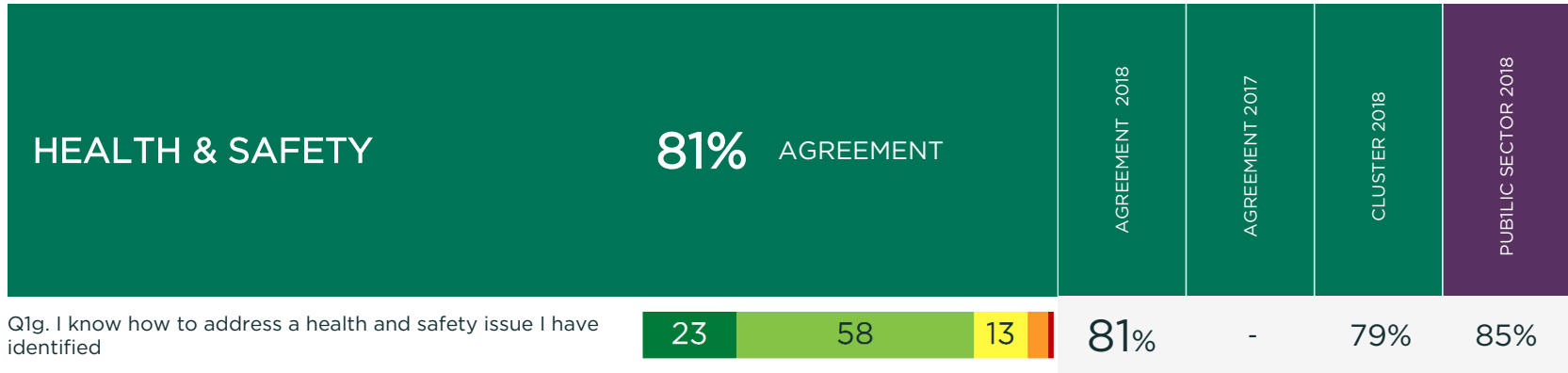




EXPLORE THE FULL RESULTS

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.



KEY

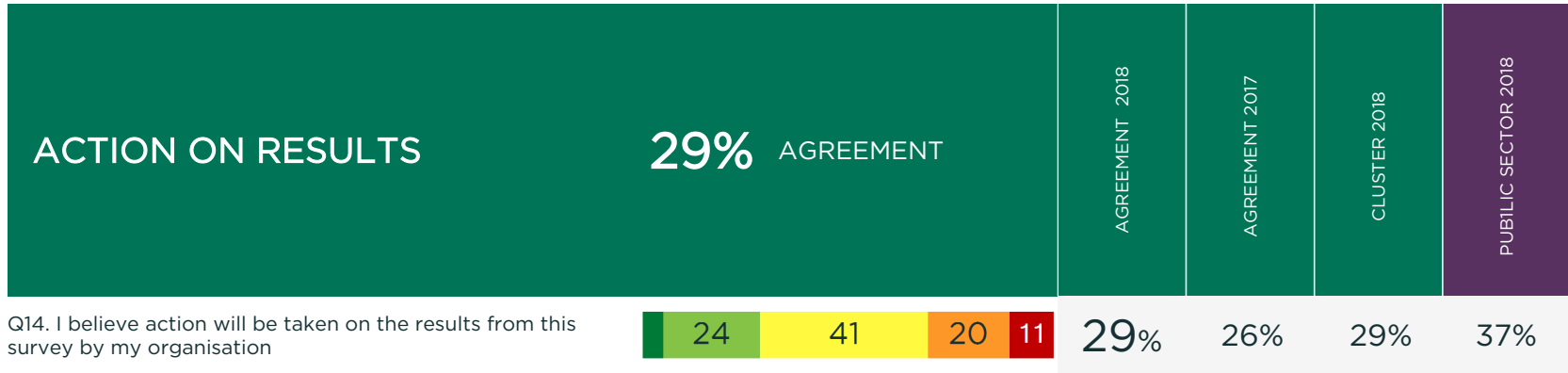




EXPLORE THE FULL RESULTS

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.



KEY

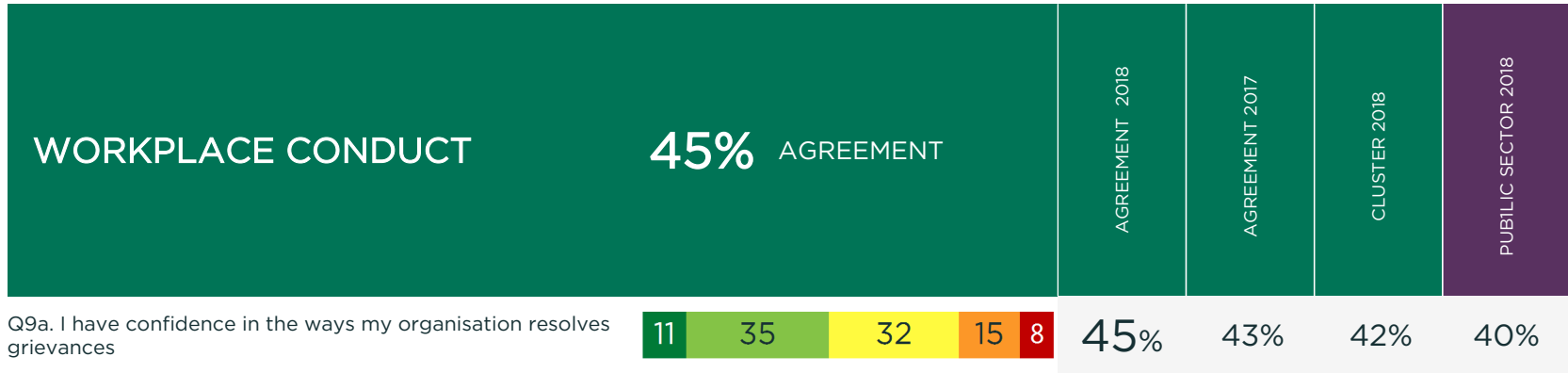




EXPLORE THE FULL RESULTS

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.



Q9a. I have confidence in the ways my organisation resolves grievances

KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives					
Yes		87%	81%	84%	71%
No		13%	19%	16%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		83%	82%	81%	76%
No		17%	18%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		69%	66%	65%	58%
No		31%	34%	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		35%	33%	37%	41%
No		65%	67%	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
Personal/family considerations		38%	38%	37%	30%
There are no major barriers to my career progression		33%	32%	32%	32%
The application/recruitment process is too cumbersome or time consuming		32%	29%	30%	23%
Geographic location considerations		26%	26%	29%	26%
Lack of visible opportunities		25%	26%	28%	30%
Lack of promotion opportunities		21%	22%	24%	29%
Insufficient training and development		15%	14%	16%	16%
Lack of required capabilities or experience		12%	11%	12%	11%
Lack of support from my manager/supervisor		10%	10%	12%	14%
Lack of support for temporary assignments/secondments		9%	9%	11%	15%
Other		9%	10%	9%	9%

% are calculated with the number of unique respondents (N = 15,820 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		22%	23%	25%	24%
No		61%	64%	56%	58%
Don't know		17%	13%	19%	18%

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

Yes		65%	60%	66%	66%
No		33%	37%	32%	32%
Don't know		2%	2%	2%	2%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

		2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q11a. In the last 12 months I have witnessed bullying at work					
Yes		31%	31%	34%	33%
No		59%	60%	55%	57%
Don't know		10%	9%	10%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		16%	16%	19%	18%
No		78%	79%	75%	76%
Don't know		5%	5%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

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 senior manager		25%	27%	25%	21%
A fellow worker at your level		22%	21%	23%	27%
Your Immediate Manager/Supervisor		18%	19%	19%	23%
Prefer not to say		16%	14%	14%	14%
A subordinate		11%	9%	10%	7%
A client or customer		5%	6%	5%	2%
Other		2%	3%	3%	4%
A member of the public other than a client or customer		1%	1%	1%	1%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

CLUSTER 2018

PUBLIC SECTOR 2018

Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

Response	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	3%	-	4%	3%
No	96%	-	95%	94%
Don't know	1%	-	2%	2%

Q12b. 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

Role	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
A person at work	33%	-	42%	39%
A member of the public	18%	-	14%	37%
Other	42%	-	38%	19%
Prefer not to say	7%	-	6%	6%



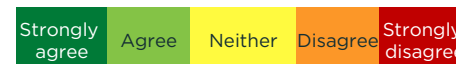
EXPLORE THE FULL RESULTS

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.		11	49	21	16	60%	61%	60%
Q2. The changes within my organisation will improve outcomes for the community.		14	47	27	10	61%	62%	60%
Q3. Our leaders frequently and effectively communicate organisational objectives.		17	51	19	10	68%	66%	64%
Q4. My workgroup acknowledges my contributions to the team.		19	51	18	8	71%	70%	69%
Q5. My workgroup regularly works with different workgroups to achieve organisational objectives.		15	50	25	9	65%	66%	63%
Q6. My workgroup learns from past experiences and makes improvements to the way we work.		19	51	17	9	70%	71%	68%
Q7. My workgroup is able to demonstrate outcomes of our work.		20	60	15		80%	80%	78%
Q8. My job offers the opportunity for me to work on innovative projects.		16	44	26	11	59%	60%	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		59%	54%
School executive (Principals, Deputy Principals, Assistant Principals)		20%	15%
School Administrative and Support Staff (SASS)		18%	16%
Other non-teaching staff in schools		3%	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		6%	7%
Director		17%	17%
Manager		2%	5%
Principal		57%	51%
Deputy Principal		7%	11%
Assistant Principal		10%	5%
Head Teacher		1%	4%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		12%
Female		87%
Other		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		0%
20 - 24		2%
25 -29	■	9%
30 - 34	■	9%
35 - 39	■	11%
40 - 44	■	14%
45 - 49	■	16%
50 - 54	■	14%
55 - 59	■	13%
60 - 64	■	8%
65+		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

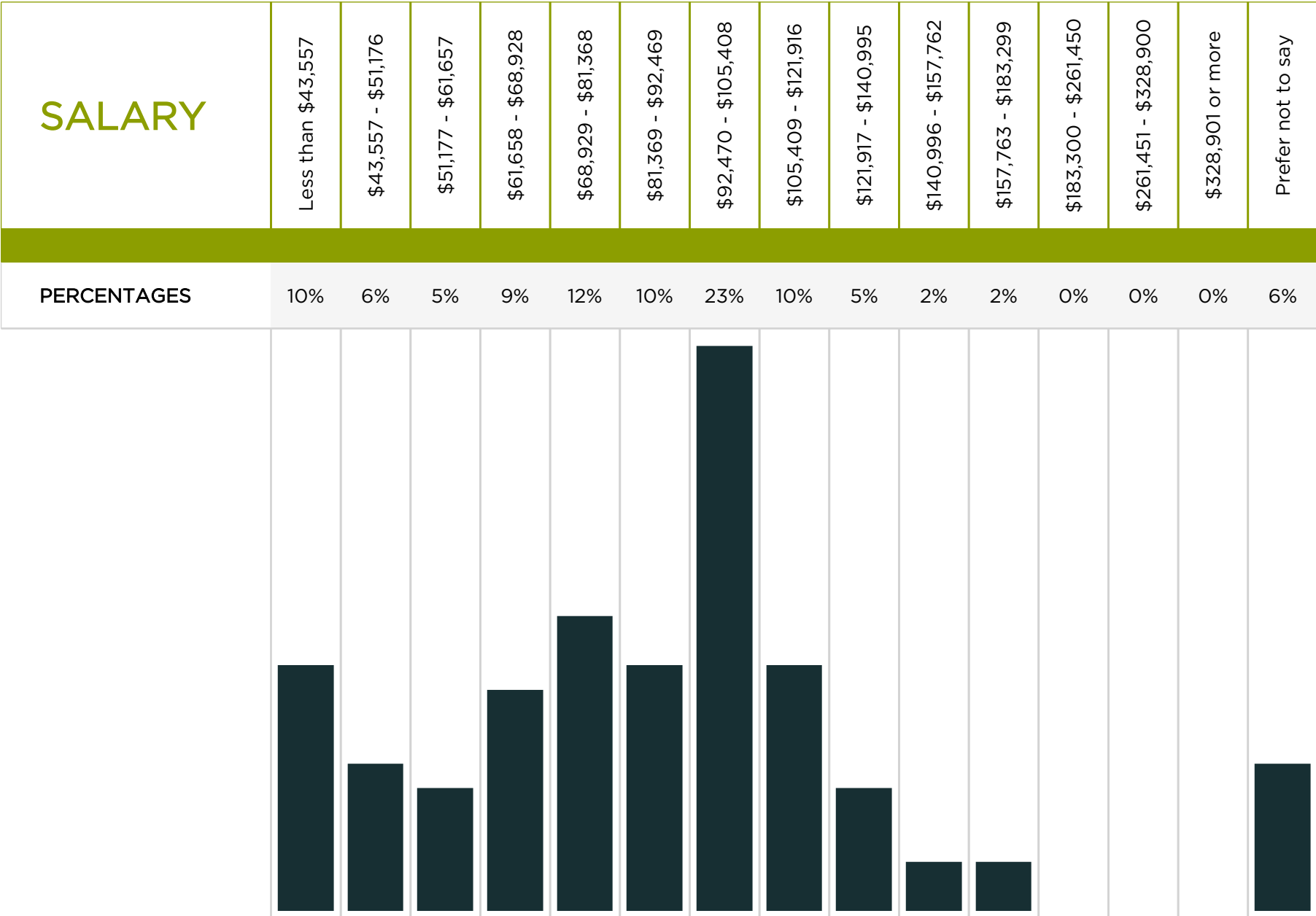
		PERCENTAGE
TYPE OF WORK		
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)		84%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)		1%
Administrative support (e.g. executive/personal assistant, receptionist)		9%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)		0%
Policy		0%
Research		0%
Program and project management support		0%
Legal (including developing and/or reviewing legislation)		-
Other		6%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		7%
1 - 2 years		7%
2 - 5 years		16%
5 - 10 years		19%
10 - 20 years		27%
More than 20 years		24%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		66%
Part-time work		15%
Leave without pay		11%
Job sharing		7%
Flexible start and finish times		5%
Working additional hours to make up for time off		4%
Working from different locations		2%

% are calculated with the number of unique respondents (N = 13,885 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

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

% are calculated with the number of unique respondents (N = 13,885 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 - Primary schools	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing,	Other service delivery work (work that does not involve contact with the public, but it is critical to the	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	16757	12104	131	1303	15	2	2	34	0	829
EMPLOYEE ENGAGEMENT	69%	69%	71%	75%	(r)	(r)	(r)	70%	(r)	70%
ENGAGEMENT WITH WORK	77%	76%	79%	80%	(r)	(r)	(r)	76%	(r)	79%
SENIOR MANAGERS	59%	60%	44%	60%	(r)	(r)	(r)	62%	(r)	59%
COMMUNICATION	66%	66%	66%	71%	(r)	(r)	(r)	68%	(r)	65%
HIGH PERFORMANCE	72%	72%	64%	72%	(r)	(r)	(r)	70%	(r)	71%
PUBLIC SECTOR VALUES	70%	70%	59%	71%	(r)	(r)	(r)	69%	(r)	68%
DIVERSITY & INCLUSION	68%	67%	75%	77%	(r)	(r)	(r)	69%	(r)	70%

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 - Primary 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	16757	1500	903	745	1270	1652	1399	3330	1455	683	285	233	34	1
EMPLOYEE ENGAGEMENT	69%	76%	74%	72%	72%	69%	66%	63%	70%	74%	76%	77%	73%	(r)
ENGAGEMENT WITH WORK	77%	84%	82%	76%	78%	77%	72%	71%	80%	85%	87%	88%	74%	(r)
SENIOR MANAGERS	59%	64%	59%	58%	65%	62%	59%	52%	62%	65%	66%	69%	58%	(r)
COMMUNICATION	66%	71%	67%	69%	70%	66%	64%	59%	70%	74%	75%	79%	70%	(r)
HIGH PERFORMANCE	72%	74%	71%	71%	74%	73%	71%	67%	75%	76%	76%	79%	70%	(r)
PUBLIC SECTOR VALUES	70%	73%	68%	69%	73%	71%	69%	64%	72%	76%	78%	81%	71%	(r)
DIVERSITY & INCLUSION	68%	77%	73%	74%	71%	67%	65%	61%	69%	69%	70%	72%	67%	(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 - Primary schools	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	16757	3	868
EMPLOYEE ENGAGEMENT	69%	(r)	68%
ENGAGEMENT WITH WORK	77%	(r)	72%
SENIOR MANAGERS	59%	(r)	55%
COMMUNICATION	66%	(r)	62%
HIGH PERFORMANCE	72%	(r)	69%
PUBLIC SECTOR VALUES	70%	(r)	66%
DIVERSITY & INCLUSION	68%	(r)	65%

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 - Primary schools	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	16757	976	1035	2293	2756	3808	3393
EMPLOYEE ENGAGEMENT	69%	77%	74%	72%	68%	68%	67%
ENGAGEMENT WITH WORK	77%	83%	82%	78%	75%	75%	77%
SENIOR MANAGERS	59%	72%	70%	65%	58%	56%	54%
COMMUNICATION	66%	77%	74%	70%	63%	63%	63%
HIGH PERFORMANCE	72%	80%	77%	75%	70%	70%	69%
PUBLIC SECTOR VALUES	70%	80%	77%	73%	68%	67%	67%
DIVERSITY & INCLUSION	68%	78%	75%	72%	66%	65%	65%

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 - Primary schools	Flexible start and finish times	Working more hours over fewer days	Working additional hours to make up for time off	Flexible scheduling for rostered workers	Part-time work	Job sharing	Working from different locations	Working from home	Purchasing annual leave	Leave without pay	Study leave	Other	None of the above
NUMBER OF RESPONDENTS	16757	651	155	501	66	2106	964	271	180	38	1523	61	249	9222
EMPLOYEE ENGAGEMENT	69%	76%	76%	76%	77%	71%	69%	71%	74%	66%	68%	77%	72%	69%
ENGAGEMENT WITH WORK	77%	84%	82%	85%	81%	79%	75%	81%	79%	76%	74%	85%	78%	76%
SENIOR MANAGERS	59%	63%	65%	63%	67%	62%	62%	56%	63%	63%	59%	72%	61%	59%
COMMUNICATION	66%	75%	74%	74%	77%	68%	68%	69%	72%	64%	66%	77%	68%	65%
HIGH PERFORMANCE	72%	75%	76%	75%	78%	74%	74%	70%	76%	68%	72%	79%	73%	71%
PUBLIC SECTOR VALUES	70%	73%	75%	74%	77%	73%	73%	69%	72%	69%	70%	79%	71%	69%
DIVERSITY & INCLUSION	68%	83%	81%	82%	83%	74%	75%	73%	76%	69%	70%	80%	71%	65%

*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 - Primary schools	Sydney West	Sydney East	Sydney - Inner South West	Sydney - South West	Sydney - Parramatta	Newcastle and Lake Macquarie	Hunter Valley exc Newcastle	Sydney - Outer West and Blue Mountains	Sydney - Outer South West	Sydney - Blacktown	Illawarra	Central West
NUMBER OF RESPONDENTS	16757	3842	3344	986	761	742	711	709	690	659	652	587	584
EMPLOYEE ENGAGEMENT	69%	69%	68%	67%	70%	70%	69%	70%	70%	72%	67%	70%	73%
ENGAGEMENT WITH WORK	77%	76%	77%	75%	75%	79%	78%	79%	76%	77%	73%	80%	79%
SENIOR MANAGERS	59%	61%	60%	60%	62%	63%	58%	60%	61%	65%	58%	61%	63%
COMMUNICATION	66%	67%	66%	64%	69%	66%	65%	67%	69%	70%	63%	68%	69%
HIGH PERFORMANCE	72%	72%	72%	72%	72%	73%	71%	73%	73%	75%	69%	73%	74%
PUBLIC SECTOR VALUES	70%	71%	70%	69%	71%	71%	69%	71%	72%	73%	67%	72%	72%
DIVERSITY & INCLUSION	68%	69%	67%	67%	71%	68%	67%	69%	70%	71%	66%	68%	69%

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

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 - Primary schools	Central Coast	Richmond - Tweed	Sydney - North Sydney and Hornsby	New England and North West	Capital Region	Mid North Coast	Coffs Harbour - Grafton	Sydney - Sutherland	Sydney - Inner West	Sydney - Northern Beaches	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Far West and Orana
NUMBER OF RESPONDENTS	16757	558	531	525	510	491	436	422	390	366	345	342	338	333
EMPLOYEE ENGAGEMENT	69%	68%	71%	69%	70%	69%	71%	75%	71%	69%	70%	66%	68%	69%
ENGAGEMENT WITH WORK	77%	75%	78%	76%	76%	74%	78%	84%	79%	79%	80%	73%	76%	73%
SENIOR MANAGERS	59%	55%	58%	61%	56%	54%	59%	67%	66%	58%	63%	48%	58%	56%
COMMUNICATION	66%	62%	67%	65%	66%	63%	66%	72%	72%	67%	67%	60%	68%	65%
HIGH PERFORMANCE	72%	69%	72%	73%	70%	68%	72%	78%	76%	73%	75%	64%	71%	70%
PUBLIC SECTOR VALUES	70%	67%	70%	71%	68%	67%	70%	76%	74%	70%	72%	63%	70%	67%
DIVERSITY & INCLUSION	68%	63%	68%	66%	68%	67%	70%	73%	72%	68%	68%	62%	69%	69%

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

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

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 - Primary schools	Riverina	Sydney - Ryde	Murray	Sydney - City and Inner South	Sydney - Eastern Suburbs	OUTSIDE NSW
NUMBER OF RESPONDENTS	16757	307	289	272	254	189	2
EMPLOYEE ENGAGEMENT	69%	72%	69%	68%	69%	65%	(r)
ENGAGEMENT WITH WORK	77%	78%	80%	75%	78%	79%	(r)
SENIOR MANAGERS	59%	59%	62%	52%	55%	55%	(r)
COMMUNICATION	66%	66%	67%	63%	62%	64%	(r)
HIGH PERFORMANCE	72%	73%	71%	67%	70%	68%	(r)
PUBLIC SECTOR VALUES	70%	70%	72%	65%	66%	67%	(r)
DIVERSITY & INCLUSION	68%	69%	68%	67%	67%	63%	(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

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.

	Public Schools - Primary schools	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	16757	14	324	1243	1340	1587	1990	2362	2081	1897	1124	409
EMPLOYEE ENGAGEMENT	69%	(r)	81%	71%	69%	70%	70%	69%	69%	68%	68%	72%
ENGAGEMENT WITH WORK	77%	(r)	87%	76%	74%	74%	78%	76%	77%	77%	81%	86%
SENIOR MANAGERS	59%	(r)	78%	67%	62%	63%	63%	58%	56%	53%	55%	56%
COMMUNICATION	66%	(r)	82%	70%	67%	67%	68%	65%	64%	62%	66%	66%
HIGH PERFORMANCE	72%	(r)	86%	76%	73%	73%	74%	71%	70%	68%	71%	71%
PUBLIC SECTOR VALUES	70%	(r)	84%	74%	71%	72%	72%	69%	68%	66%	69%	68%
DIVERSITY & INCLUSION	68%	(r)	83%	70%	69%	69%	70%	66%	66%	65%	69%	71%

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 - Primary schools	Male	Female	Other
NUMBER OF RESPONDENTS	16757	1744	12638	120
EMPLOYEE ENGAGEMENT	69%	68%	70%	54%
ENGAGEMENT WITH WORK	77%	74%	77%	50%
SENIOR MANAGERS	59%	57%	60%	34%
COMMUNICATION	66%	68%	66%	38%
HIGH PERFORMANCE	72%	70%	72%	50%
PUBLIC SECTOR VALUES	70%	69%	70%	47%
DIVERSITY & INCLUSION	68%	68%	68%	41%

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 - Primary 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
NUMBER OF RESPONDENTS	16757	8518	2922	2575	469	32	10	22
EMPLOYEE ENGAGEMENT	69%	66%	73%	75%	74%	71%	(r)	(r)
ENGAGEMENT WITH WORK	77%	73%	83%	82%	85%	84%	(r)	(r)
SENIOR MANAGERS	59%	58%	64%	59%	59%	60%	(r)	(r)
COMMUNICATION	66%	63%	73%	69%	70%	62%	(r)	(r)
HIGH PERFORMANCE	72%	71%	76%	71%	73%	72%	(r)	(r)
PUBLIC SECTOR VALUES	70%	68%	75%	69%	70%	70%	(r)	(r)
DIVERSITY & INCLUSION	68%	65%	70%	76%	75%	68%	(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

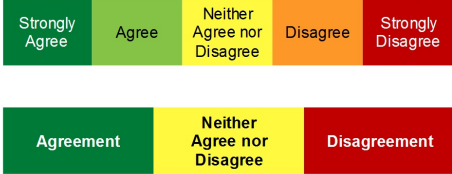
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.