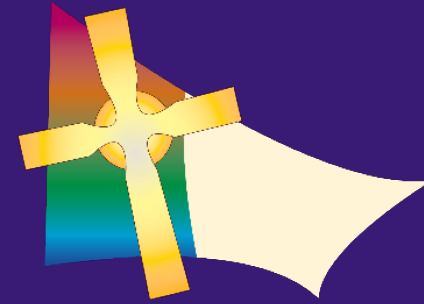




CATHOLIC
EDUCATION
BALLARAT



Catholic Education Ballarat

2025 Employee Engagement Survey

"Therefore encourage one another and build each other up, just as in fact you are doing."

1 Thessalonians 5:11

Acknowledgement of Country



We acknowledge and honour the traditional custodians and caretakers of the land on which we live and work, the Wadawurrung and Dja Dja Wurrung People. We pay our respects to their Elders past, present and emerging and recognize the ongoing connection of indigenous peoples to their land, culture and heritage. We also acknowledge the importance of respecting and preserving their knowledge and traditions for future generations.

As part of the Diocesan educational community, inspired by Jesus, we recommit ourselves to justice, hope, peace and reconciliation for all.

Prayer

Gracious God,

Thank You for bringing us together today. As we reflect on the voices and experiences shared through this survey, grant us open hearts and clear minds. Help us to listen with empathy, speak with honesty, and act with integrity. May this time of debriefing lead us toward greater understanding, stronger connections, and a workplace where everyone feels valued and heard.

Guide our thoughts and decisions, so that we may build a culture of trust, respect, and growth.

Amen.

What will today provide?

An initial high-level view of the organisational survey results.

Today is an opportunity to see the CEB results, with follow-up opportunities to see team results in future team meetings.



Preliminary summary

This presentation provides CEB staff with an overview of the 2025 CEB Engagement Survey.

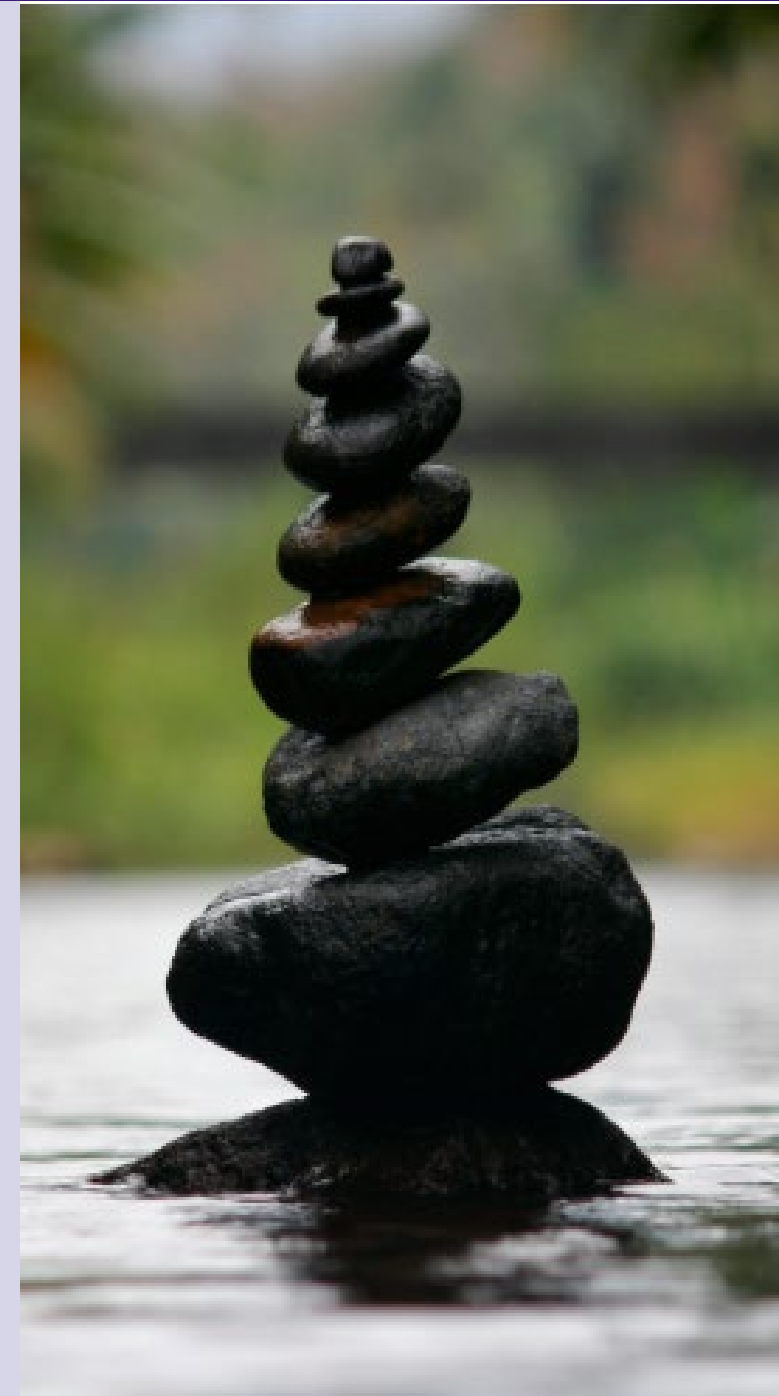
A few things to consider whilst looking at this report:

- This is a point in time 'pulse check' of our organisation.
- CEB has grown by 17 employees or 11.5 % since the last survey.
- Significant effort was invested in rolling out the results of the 2023 survey, including debriefing teams, communicating actions, facilitating a 2024 pulse check survey - which has resulted in a 16% positive shift in overall 'action' seen.

Comparisons from the previous survey conducted in March 2023

- 48 questions
- 44 questions matched across the two surveys
- 4 additional questions added in 2025
- Factor names remained the same
- Biggest increases in overall factor scores are seen in **Action** (up 16%), overall **Engagement** (up 6%), **leadership: Team Leader** (up 5%) and **Feedback and Recognition** (up 5%).

Factor name (or category) determines how questions are grouped for reporting purposes. There are 13 factor names.



Participation rate

March 2023

Participation Rate

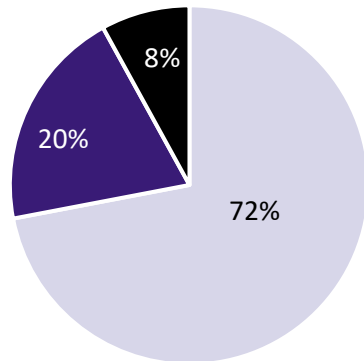
Engagement Survey
March 2023

92%

Responses: 101 of 110
420 comments provided

Engagement score

Engagement score 2023



■ favourable 72% ■ neutral 20% ■ unfavourable 8%

March 2025

Participation Rate

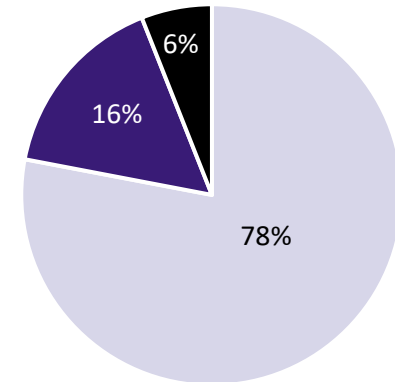
Engagement Survey
March 2025

93%

Responses: 118 of 127
399 comments provided

Engagement score

Engagement score 2025



■ favourable 78% ■ neutral 16% ■ unfavourable 6%

Note increase in overall engagement (+2) decrease in neutral (-4) and unfavourable (-2) responses

CEB factor score trends – year on year

FACTOR SCORES	2025	2023	2020	TREND
Engagement	78	72	61	↑
Company Confidence	75	73	57	↑
Alignment & Involvement	82	83	80	→
Collaboration & Communication	71	71	58	↑
Enablement	81	77	78	↑
Feedback & Recognition	66	61	49	↑
Innovation	79	77	66	↑
Leadership: Directorate	69	68		↑
Learning & Development	73	71	65	↑
Leadership: Team Leader	89	84		↑
Teamwork & Ownership	74	72	64	↑
Work & Life Blend	81	83	68	↑
Action	55	39	54	↑

Summary

Engagement scores



Engagement questions

Engagement Question Scores

Engagement is a measure of how positive people feel about their work.

Responses to these four questions provide a base line for our engagement score (as seen on previous slide).

Question	Favorable	Neutral	Non-favorable
I would recommend CEB as a great place to work	82% (74%)	15% (20%)	3% (6%)
I rarely think about looking for a job at another organisation	62% (63%)	23% (18%)	15% (20%)
I am proud to work for CEB	83% (77%)	14% (23%)	3% (10%)
At work I have the opportunity to do what I do best (talents, knowledge and skills)	84%	12%	4%

The 4 scores in the favourable column average = the overall engagement score

What impacts engagement?

These questions have been statistically identified as having the greatest impact on Engagement.

Improving scores for these questions is likely to improve the overall engagement score.

Impact	Question	Factor		Favorable score	Trend
Very high	I believe the Directorate team at Catholic Education Ballarat demonstrate that people are important to the organisation's success	Leadership: Directorate	2	68 21 11	
Very high	I feel like a valued and included member of a team at Catholic Education Ballarat	Teamwork & Ownership	8	81 13 6	
Very high	I have confidence in Directorate's leadership at Catholic Education Ballarat	Leadership: Directorate	3	72 19 9	
Very high	I believe there are good career opportunities for me at Catholic Education Ballarat	Learning & Development	4	54 33 13	
Very high	I am provided with necessary strategic updates from Directorate	Leadership: Directorate	2	78 19 3	No trend

CEB engagement V tenure

Tenure	2025	2023	2020	TREND
2-4 years	80	64	55	↑
4-6 years	73	54	63	↑
6-10 years	67	73	66	↓
10+ years	70	59	52	↑

- Most engaged tenure group currently is 2-4 years, who are also the largest respondent group
- 6-10 years tenure has the lowest engagement score when based on tenure.
- 4-6 years tenure has seen a big increase in engagement since the 2023 survey.

Summary

Organisational strengths, opportunities and comments



Organisational Strengths

I believe that my Team Leader genuinely cares about my wellbeing

Leadership: Team Leader



I know what is expected of me at work

Alignment & Involvement



I have enough autonomy to perform my job effectively

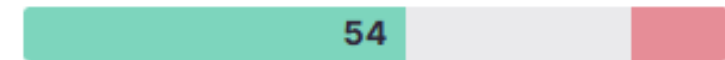
Enablement



Organisational Opportunities

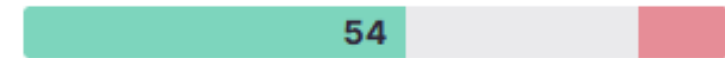
In my experience at Catholic Education Ballarat, there is open and honest two-way communication with everyone

Collaboration & Communication



I believe there are good career opportunities for me at Catholic Education Ballarat

Learning & Development



I believe the Directorate team at Catholic Education Ballarat demonstrate that people are important to the organisation's success

Leadership: Directorate

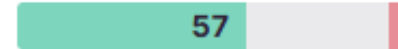


Biggest movers (positive responses) since 2023

My Team Leader, or someone else, has communicated some clear actions based on recent employee survey results

Action

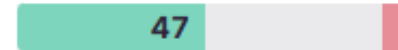
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I have seen positive changes taking place based on previous employee survey results

Action

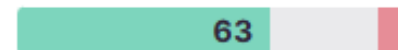
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I have been provided an opportunity to see and discuss recent employee survey results

Action

❖ 6



Biggest movers (decrease in positive responses) since 2023

I believe that most people here make a good effort to engage with other staff where appropriate

Collaboration & Communication

✦ 5

81



In my experience, employees are supported if we choose to make use of flexible working arrangements

Work & Life Blend

✦ 9

86



I believe that other teams at Catholic Education Office Ballarat partner with us for better outcomes

Collaboration & Communication

✦ 15

64



Ai summary of free text question No 1.

What are some things we are doing well at Catholic Education Ballarat?

Employees value the supportive and collaborative work environment, highlighting professional development opportunities, flexible work arrangements, and strong leadership as positive aspects. Many comments also cite the positive impact of the organisation's strategic plan and initiatives focused on school improvement and employee wellbeing.

Ai summary of free text question No 2.

Which areas could Catholic Education Ballarat improve, and how might we become even better if we address them?

Employees identified several key areas needing improvement, including communication, workload management, and resource allocation. Recurring themes involved technology platform streamlining, improved collaboration between teams and offices, and a more equitable distribution of tasks and resources. Concerns regarding professional development opportunities and staff well-being were also prevalent.

Ai summary of free text question No 3.

Any further feedback or suggestions?

Employees expressed concerns regarding workplace safety, particularly concerning after-hours access to a regional office carpark. Several comments also highlighted a need for improved internal communication, resource allocation, and a more sustainable work environment. Additional requests included policy updates on email response times, Aboriginal and Torres Strait Islander cultural awareness, and enhanced support for regional staff.

Focus Agent Recommendations

Factor	Question	Score
Collaboration & Communication	At Catholic Education Ballarat there is open and honest two-way communication with everyone	54%
Leadership: Directorate	The Directorate at Catholic Education Ballarat demonstrate that people are important to the organisation's success.	68%
Learning & Development	I believe there are good career opportunities for me at Catholic Education Ballarat	54%



The Focus Agent suggests that action in these three areas will provide the most impact.

What is next?



Focus Agent questions for team meetings

The Directorate at Catholic Education Ballarat demonstrate that people are important to the organisation's success.

What would you like to see more of to enhance this for you?

I believe there are good career opportunities for me at Catholic Education Ballarat.

What would you like to see more of to enhance this for you?

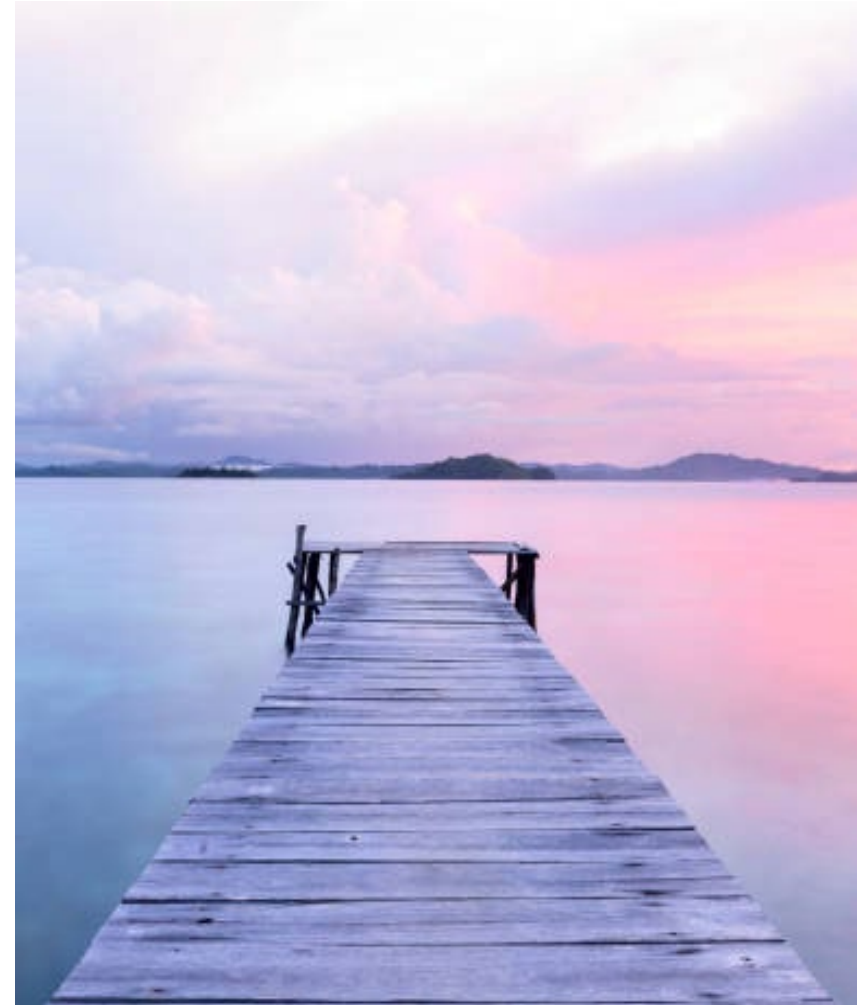
At Catholic Education Ballarat there is open and honest two-way communication with everyone.

What would you like to see more of to enhance this for you?



Roll out – next steps

1. April 2025: P&D begin collating data.
2. May 2025: Discussion at Directorate meeting to start shaping organisational action plan and confirm team rollout plans.
3. May 2025: P&D to share overall organisational results in leadership meeting.
4. May 2025: P&D to complete team reports.
5. May/June 2025: P&D to brief team leaders on individual team reports and roll out plans.
6. June 2025: Share overall organisational results with CEB staff.
7. June/July/August 2025: Team Leaders to meet with their respective teams to share team results and start to formulate team action plans.
8. July/August 2025: Team responses to focus agent questions to be shared and discussed at directorate.
9. Ongoing 2025: Organisation wide – continue to review results in line with strategy sense making.



Discussions for teams

General discussion on results

1. What are your initial reactions after viewing the results?
 - To the team results
 - Are there any surprises in the results?
2. Looking at the team's top strengths -
 - Is this your experience?
 - What are we doing to make these results strong?
 - What should we not change?

Focus agent questions discussion

The Directorate at Catholic Education Ballarat demonstrate that people are important to the organisation's success.

What would you like to see more of to enhance this for you?

I believe there are good career opportunities for me at Catholic Education Ballarat.

What would you like to see more of to enhance this for you?

At Catholic Education Ballarat there is open and honest two-way communication with everyone.

What would you like to see more of to enhance this for you?