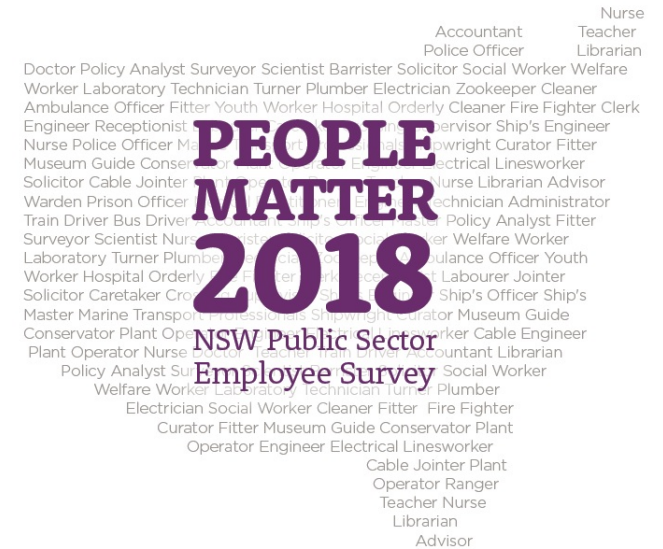

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Industry

NSW Institute of Sport

RESPONSE RATE

82%

66 OF 80 RESPONDENTS

EMPLOYEE ENGAGEMENT

67%

DIFFERENCE FROM 2017 -7
DIFFERENCE FROM CLUSTER +1
DIFFERENCE FROM PUBLIC SECTOR +2

ENGAGEMENT WITH WORK

72%

DIFFERENCE FROM 2017 -8
DIFFERENCE FROM CLUSTER -1
DIFFERENCE FROM PUBLIC SECTOR 0

SENIOR MANAGERS

57%

DIFFERENCE FROM 2017 -7
DIFFERENCE FROM CLUSTER +2
DIFFERENCE FROM PUBLIC SECTOR +8

COMMUNICATION

64%

DIFFERENCE FROM 2017 -10
DIFFERENCE FROM CLUSTER -4
DIFFERENCE FROM PUBLIC SECTOR +3

HIGH PERFORMANCE

71%

DIFFERENCE FROM 2017 -5
DIFFERENCE FROM CLUSTER +2
DIFFERENCE FROM PUBLIC SECTOR +6

PUBLIC SECTOR VALUES

65%

DIFFERENCE FROM 2017 -6
DIFFERENCE FROM CLUSTER -3
DIFFERENCE FROM PUBLIC SECTOR +3

DIVERSITY & INCLUSION

80%

DIFFERENCE FROM CLUSTER +4
DIFFERENCE FROM PUBLIC SECTOR +12

FLEXIBLE WORKING SATISFACTION

84%

DIFFERENCE FROM 2017 -3
DIFFERENCE FROM CLUSTER +7
DIFFERENCE FROM PUBLIC SECTOR +26

ACTION ON RESULTS

53%

DIFFERENCE FROM 2017 +12
DIFFERENCE FROM CLUSTER +1
DIFFERENCE FROM PUBLIC SECTOR +16



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

8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	91%	87%
1a.	I understand what is expected of me to do well in my role	88%	84%
2c.	I receive help and support from other members of my workgroup	86%	89%
6i.	Senior managers in my organisation support the career advancement of women	86%	78%
8e.	My manager supports flexible working in my team	86%	-
2e.	People in my workgroup treat each other with respect	85%	87%
1g.	I know how to address a health and safety issue I have identified	85%	-
2a.	My workgroup strives to achieve customer/client satisfaction	85%	87%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	84%	87%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	83%	89%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

4a.	I am paid fairly for the work I do	31%	48%
5h.	My manager appropriately deals with employees who perform poorly	32%	40%
7e.	People in my organisation take responsibility for their own actions	34%	46%
7c.	I feel that change is managed well in my organisation	44%	56%
6b.	I feel that senior managers effectively lead and manage change	45%	56%
9a.	I have confidence in the ways my organisation resolves grievances	45%	48%
7d.	There is good co-operation between teams across our organisation	46%	65%
3e.	My performance is assessed against clear criteria	47%	51%
7g.	I have confidence in the way recruitment decisions are made	48%	63%
6c.	I feel that senior managers model the values of my organisation	51%	57%



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

14.	I believe action will be taken on the results from this survey by my organisation	53%	41%
6i.	Senior managers in my organisation support the career advancement of women	86%	78%
7k.	I feel a strong personal attachment to my organisation	72%	65%
1a.	I understand what is expected of me to do well in my role	88%	84%
8b.	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	91%	87%
6g.	I feel that senior managers keep employees informed about what's going on	60%	57%
2b.	My workgroup works collaboratively to achieve its objectives	80%	78%
3g.	I am satisfied with the opportunities available for career development in my organisation	53%	51%
7b.	My organisation is making the necessary improvements to meet our future challenges	72%	71%
6h.	I feel that senior managers listen to employees	58%	57%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

5c.	My manager communicates effectively with me	63%	84%
7d.	There is good co-operation between teams across our organisation	46%	65%
5e.	My manager involves my workgroup in decisions about our work	63%	81%
4a.	I am paid fairly for the work I do	31%	48%
7l.	My organisation motivates me to help it achieve its objectives	55%	70%
7g.	I have confidence in the way recruitment decisions are made	48%	63%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	62%	76%
2d.	There is good team spirit in my workgroup	71%	86%
7m.	My organisation inspires me to do the best in my job	54%	68%
7c.	I feel that change is managed well in my organisation	44%	56%



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

Q5h. My manager appropriately deals with employees who perform poorly



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



Q4. The rationale for change initiatives is communicated well



Q2. I am regularly consulted on matters affecting safety in my workforce



Q7c. I feel that change is managed well in my organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q5h. My manager appropriately deals with employees who perform poorly



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



Q4. The rationale for change initiatives is communicated well



Q2. I am regularly consulted on matters affecting safety in my workforce



Q7c. I feel that change is managed well in my organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q5h. My manager appropriately deals with employees who perform poorly



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



Q4. The rationale for change initiatives is communicated well



Q2. I am regularly consulted on matters affecting safety in my workforce



Q7c. I feel that change is managed well in my organisation



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.

53%

of employees replied favourably to:

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

37%

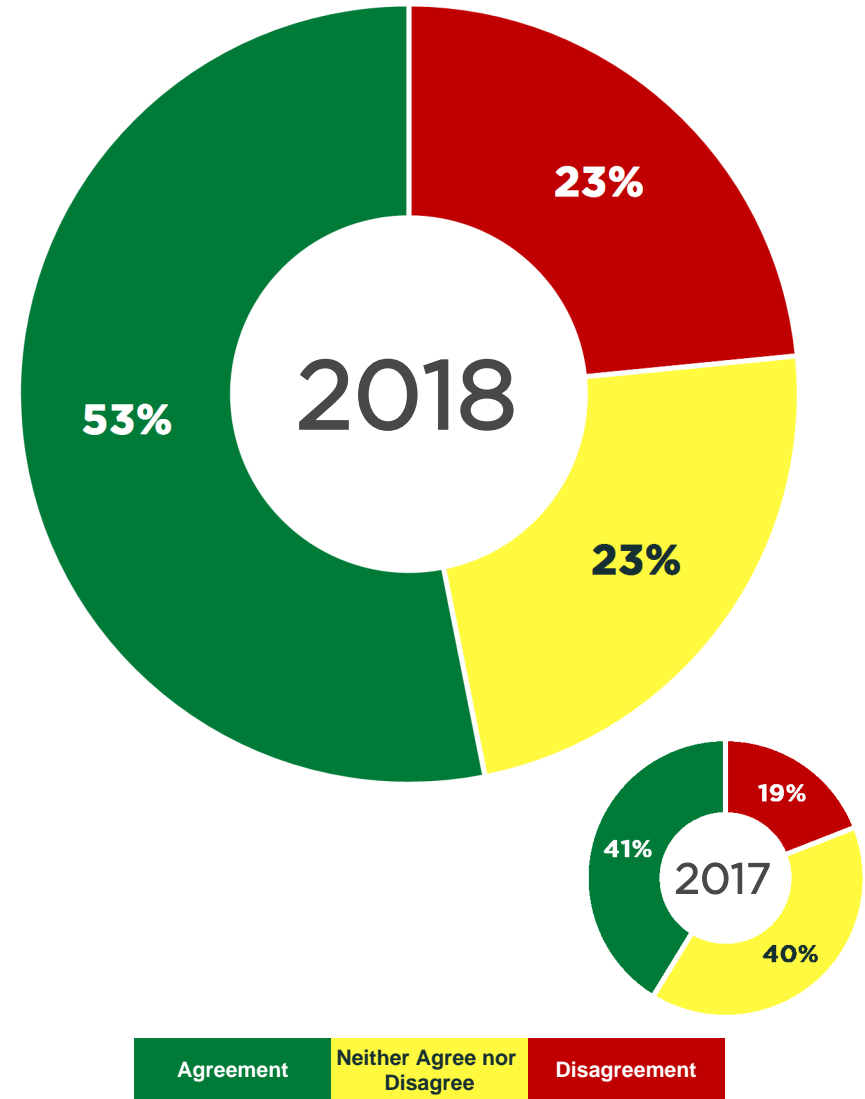
SECTOR

52%

CLUSTER

41%

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.

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q6b. I feel that senior managers effectively lead and manage change	45%	56%	49%	46%
2	Q6a. I believe senior managers provide clear direction for the future of the organisation	57%	63%	54%	49%
3	Q7f. My organisation is committed to developing its employees	72%	75%	57%	52%
4	Q3g. I am satisfied with the opportunities available for career development in my organisation	53%	51%	51%	50%
5	Q7g. I have confidence in the way recruitment decisions are made	48%	63%	44%	37%
6	Q6c. I feel that senior managers model the values of my organisation	51%	57%	56%	50%



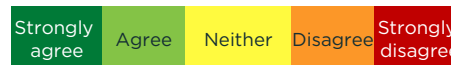
EXPLORE THE FULL RESULTS

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	67% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	16	53	13	14	69%	76%	67%	61%
Q7j. I am proud to tell others I work for my organisation	38	44	17		81%	86%	71%	69%
Q7k. I feel a strong personal attachment to my organisation	27	45	13	11	72%	65%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	13	42	27	17	55%	70%	58%	55%
Q7m. My organisation inspires me to do the best in my job	16	38	24	17	54%	68%	57%	55%

KEY





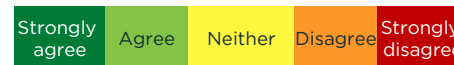
EXPLORE THE FULL RESULTS

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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.

	72% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q1c. My job gives me a feeling of personal accomplishment	26	52	9	9	77%	79%	75%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	32	41	11	15	73%	83%	75%	72%
Q1e. I am satisfied with my job	14	53	18	12	67%	78%	70%	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	57% 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	12	45	20	17	57%	63%	54%	49%	
Q6b. I feel that senior managers effectively lead and manage change		38	25	23	8	45%	56%	49%	46%
Q6c. I feel that senior managers model the values of my organisation		45	20	17	12	51%	57%	56%	50%
Q6d. Senior managers encourage innovation by employees	9	49	23	12		58%	65%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	22	54	14			75%	84%	61%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	48	26			62%	76%	71%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	8	52	20	12	8	60%	57%	55%	47%
Q6h. I feel that senior managers listen to employees		53	23	11	8	58%	57%	51%	43%
Q7c. I feel that change is managed well in my organisation		41	34	14	8	44%	56%	39%	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	64% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018	
Q5c. My manager communicates effectively with me	17	46	14	20	63%	84%	75%	72%	
Q5d. My manager encourages and values employee input	22	51	11	14	72%	84%	80%	72%	
Q5e. My manager involves my workgroup in decisions about our work	20	43	20	12	63%	81%	73%	67%	
Q6g. I feel that senior managers keep employees informed about what's going on	8	52	20	12	8	60%	57%	55%	47%
Q6h. I feel that senior managers listen to employees		53	23	11	8	58%	57%	51%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	52	13	13		70%	81%	77%	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.

	71% 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	18	70	8		88%	84%	86%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	17	64	12	8	80%	78%	83%	79%
Q3f. I have received appropriate training and development to do my job well	17	52	26		68%	71%	64%	65%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	20	51	20		71%	83%	79%	74%
Q5f. I have confidence in the decisions my manager makes	14	54	17	11	68%	79%	74%	68%
Q6d. Senior managers encourage innovation by employees	9	49	23	12	58%	65%	58%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	22	54	14		75%	84%	61%	52%
Q7a. My organisation focuses on improving the work we do	13	63	16	9	75%	79%	73%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	13	59	13	14	72%	71%	62%	57%

KEY

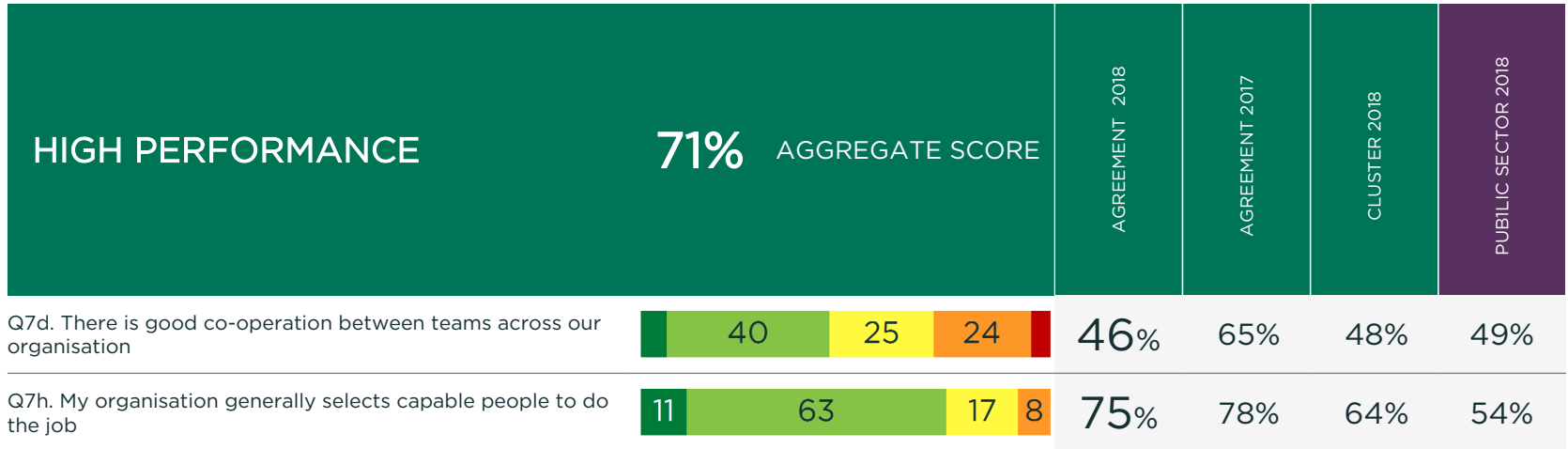




EXPLORE THE FULL RESULTS

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





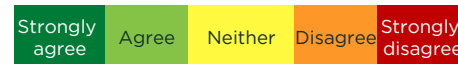
EXPLORE THE FULL RESULTS

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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		65% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction				85%	87%	90%	86%
Q2e. People in my workgroup treat each other with respect				85%	87%	83%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do				71%	83%	79%	74%
Q5b. My manager listens to what I have to say				78%	84%	82%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation				57%	63%	54%	49%
Q6c. I feel that senior managers model the values of my organisation				51%	57%	56%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives				62%	76%	71%	62%
Q6g. I feel that senior managers keep employees informed about what's going on				60%	57%	55%	47%
Q6h. I feel that senior managers listen to employees				58%	57%	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		65% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018	PUBLIC SECTOR 2018
Q7a. My organisation focuses on improving the work we do				75%	79%	73%	69%
Q7e. People in my organisation take responsibility for their own actions				34%	46%	53%	49%

KEY





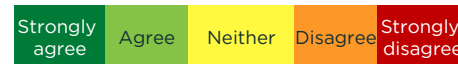
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION		80% 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		15	58	12	12	73%	76%	68%	65%
Q5b. My manager listens to what I have to say		22	57	14	3	78%	84%	82%	76%
Q5d. My manager encourages and values employee input		22	51	11	14	72%	84%	80%	72%
Q6i. Senior managers in my organisation support the career advancement of women		35	51	12	3	86%	78%	68%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		27	56	11	3	83%	89%	81%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)		34	56	3	3	91%	87%	79%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager		19	52	13	13	70%	81%	77%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		47	38	13	3	84%	87%	78%	59%
Q8e. My manager supports flexible working in my team		47	39	9	3	86%	-	81%	63%

KEY

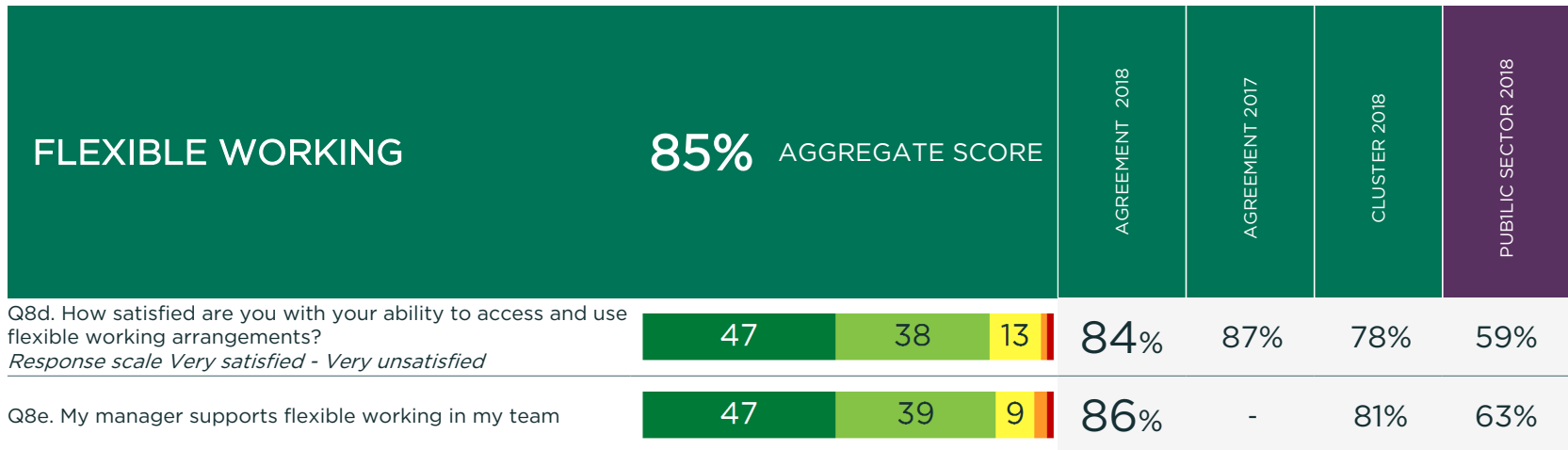




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY

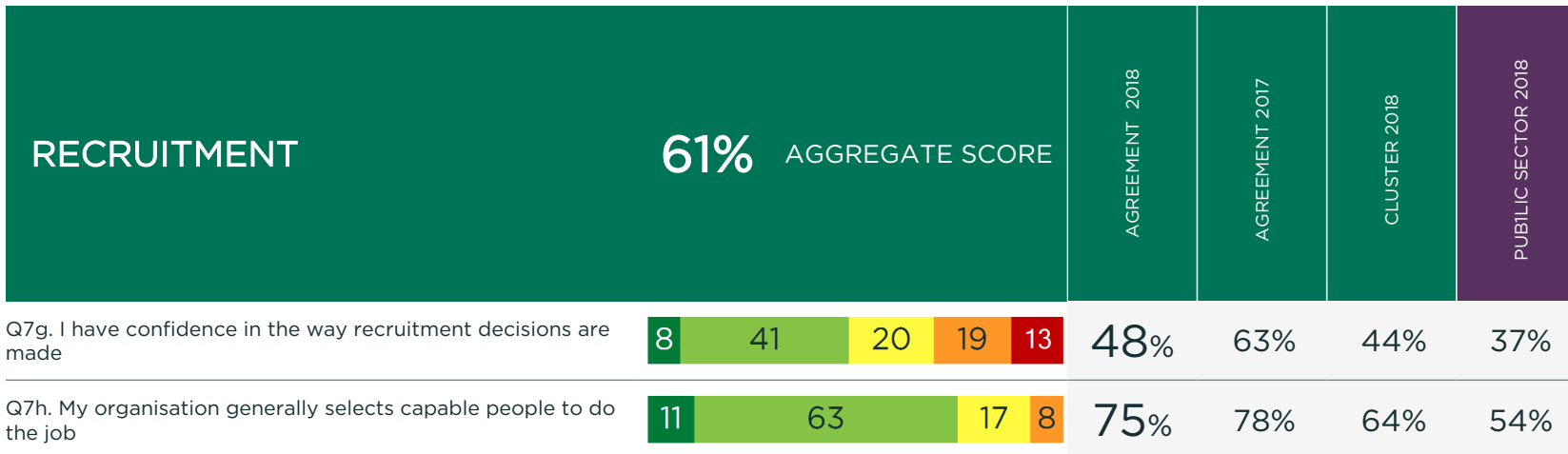




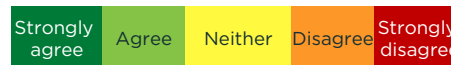
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KEY





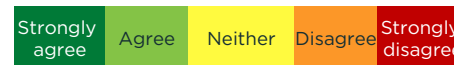
EXPLORE THE FULL RESULTS

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	58% 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	14	53	17	11	67%	71%	69%	65%
Q3e. My performance is assessed against clear criteria	8	39	20	29	47%	51%	54%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	12	41	20	20	53%	51%	51%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	15	60	8	12	75%	78%	76%	69%
Q5h. My manager appropriately deals with employees who perform poorly	26	42	15	11	32%	40%	45%	46%
Q7f. My organisation is committed to developing its employees	23	48	14	13	72%	75%	57%	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.

	72% 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	15	58	12	12	73%	76%	68%	65%
Q1f. I am able to keep my work stress at an acceptable level	12	45	31	12	57%	67%	64%	60%
Q2c. I receive help and support from other members of my workgroup	24	62	11	3	86%	89%	87%	81%
Q2d. There is good team spirit in my workgroup	29	42	20	8	71%	86%	76%	70%

KEY

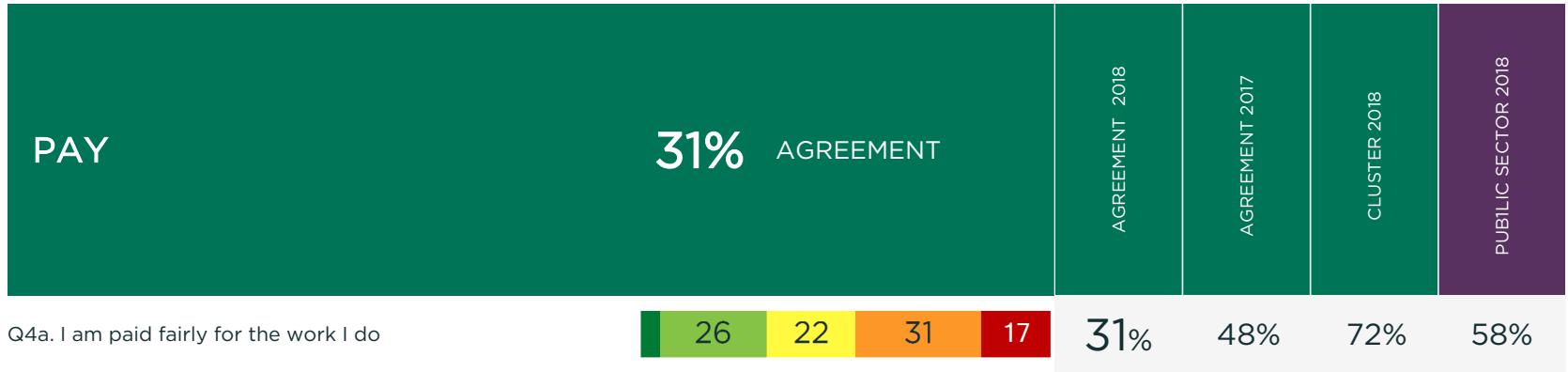




EXPLORE THE FULL RESULTS

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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

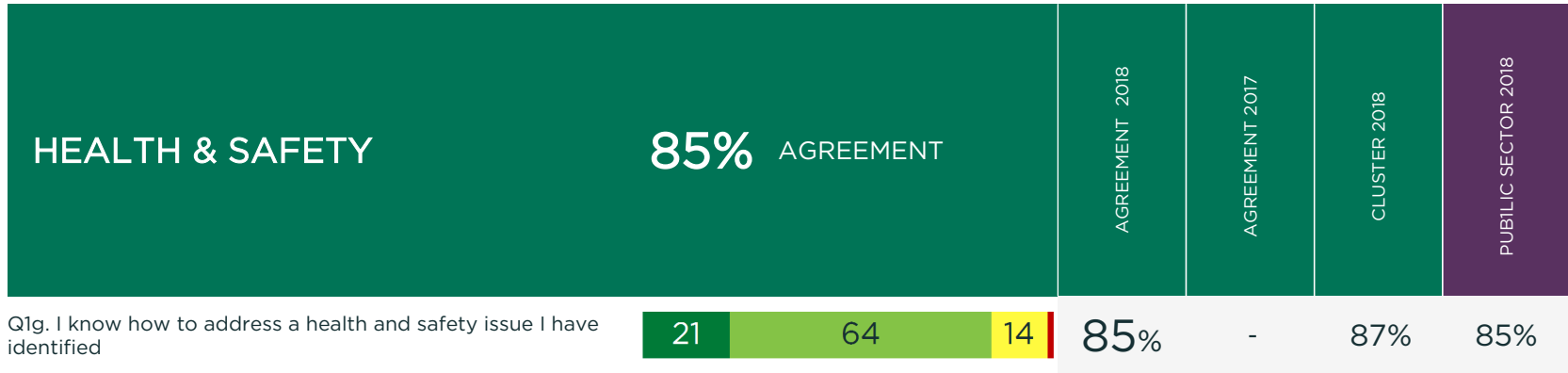




EXPLORE THE FULL RESULTS

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KEY

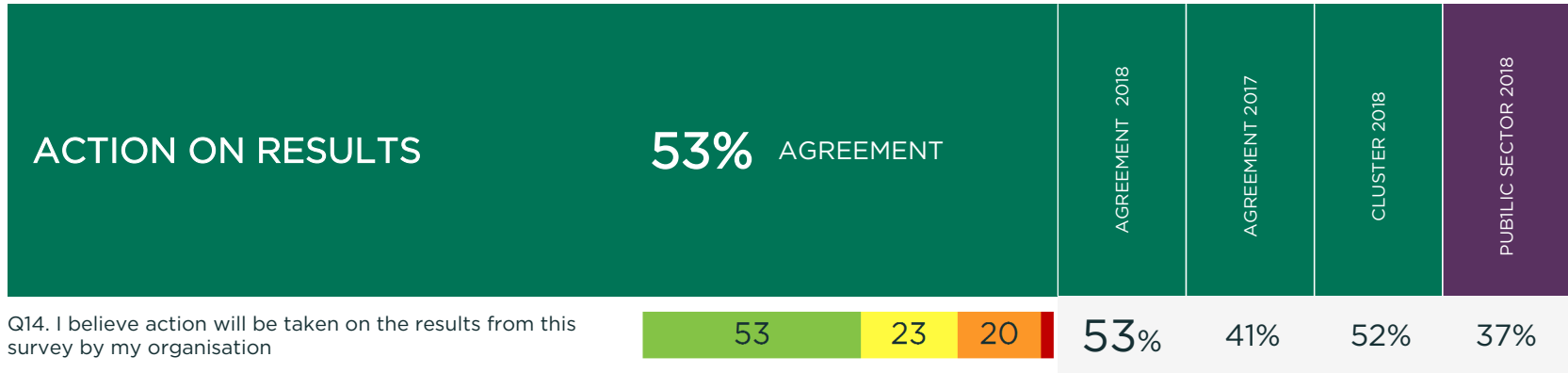




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KEY

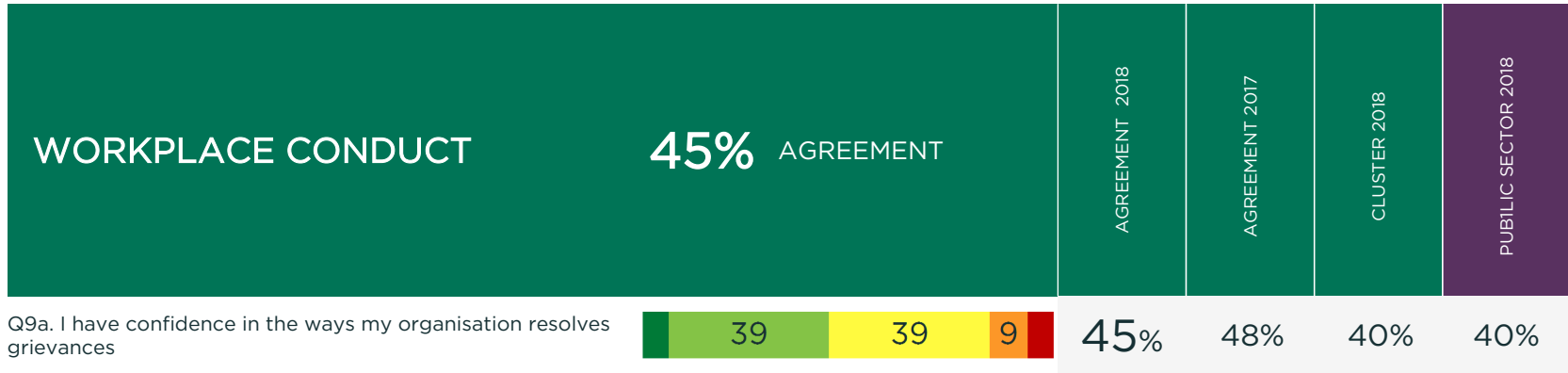




EXPLORE THE FULL RESULTS

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.

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		79%	81%	78%	71%
No		21%	19%	22%	29%
Q3b. I have informal feedback conversations with my manager					
Yes		85%	90%	81%	76%
No		15%	10%	19%	24%
Q3c. I have scheduled feedback conversations with my manager					
Yes		76%	83%	61%	58%
No		24%	17%	39%	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%	14%	41%	41%
No		65%	86%	59%	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
Lack of promotion opportunities		44%	38%	33%	29%
Lack of visible opportunities		34%	34%	32%	30%
There are no major barriers to my career progression		31%	36%	31%	32%
Personal/family considerations		23%	30%	33%	30%
Lack of required capabilities or experience		16%	11%	11%	11%
Lack of support from my manager/supervisor		14%	7%	10%	14%
Other		14%	13%	8%	9%
Geographic location considerations		11%	18%	34%	26%
The application/recruitment process is too cumbersome or time consuming		11%	9%	21%	23%
Insufficient training and development		6%	5%	13%	16%
Lack of support for temporary assignments/secondments		3%	9%	14%	15%

% are calculated with the number of unique respondents (N = 64 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		13%	5%	17%	24%
No		69%	87%	67%	58%
Don't know		19%	8%	16%	18%

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

Yes	(r)
No	(r)
Don't know	(r)



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		16%	13%	22%	33%
No		69%	79%	69%	57%
Don't know		16%	8%	9%	10%
Q11b. In the last 12 months I have been subjected to bullying at work					
Yes		6%	5%	10%	18%
No		88%	92%	83%	76%
Don't know		6%	3%	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

A senior manager	(r)
Your Immediate Manager/Supervisor	(r)
A fellow worker at your level	(r)
A subordinate	(r)
A client or customer	(r)
A member of the public other than a client or customer	(r)
Other	(r)
Prefer not to say	(r)



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

	2018	2017	CLUSTER 2018	PUBLIC SECTOR 2018
Yes	0%	-	1%	3%
No	100%	-	98%	94%
Don't know	0%	-	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

A person at work	(r)
A member of the public	(r)
Other	(r)
Prefer not to say	(r)



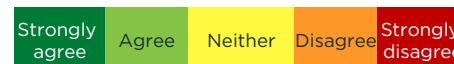
EXPLORE THE FULL RESULTS

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.

INDUSTRY CUSTOMISED QUESTIONS					AGREEMENT 2018	AGREEMENT 2017	CLUSTER 2018
Q2. I am regularly consulted on matters affecting safety in my workforce	8	45	36	9	53%	52%	70%
Q3. My senior manager encourages my team to reflect and learn when things don't go as expected	8	56	27		64%	73%	67%
Q4. The rationale for change initiatives is communicated well		39	38	11 8	44%	56%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

Questions are grouped by topics in this report.

INDUSTRY		2018	CLUSTER 2018
CUSTOMISED QUESTIONS			
Q1. I am aware of our safety and wellbeing strategy			
Yes		69%	87%
No		31%	13%
Q5. This survey asks questions about "Senior Managers". Which of the below categories of Manager is closest to those you were thinking about when you answered these questions?(select all			
Secretary and direct reports, (Deputy Secretary, Director General, Agency CEO)		11%	6%
Executive Director, Deputy Director General and equivalent		8%	15%
Director, General Manager, Group Director and equivalent		25%	33%
The managers above my manager		56%	45%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		55%
Female		45%
Other		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		2%
20 - 24		-
25 -29		17%
30 - 34		22%
35 - 39		17%
40 - 44		14%
45 - 49		14%
50 - 54		9%
55 - 59		5%
60 - 64		-
65+		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

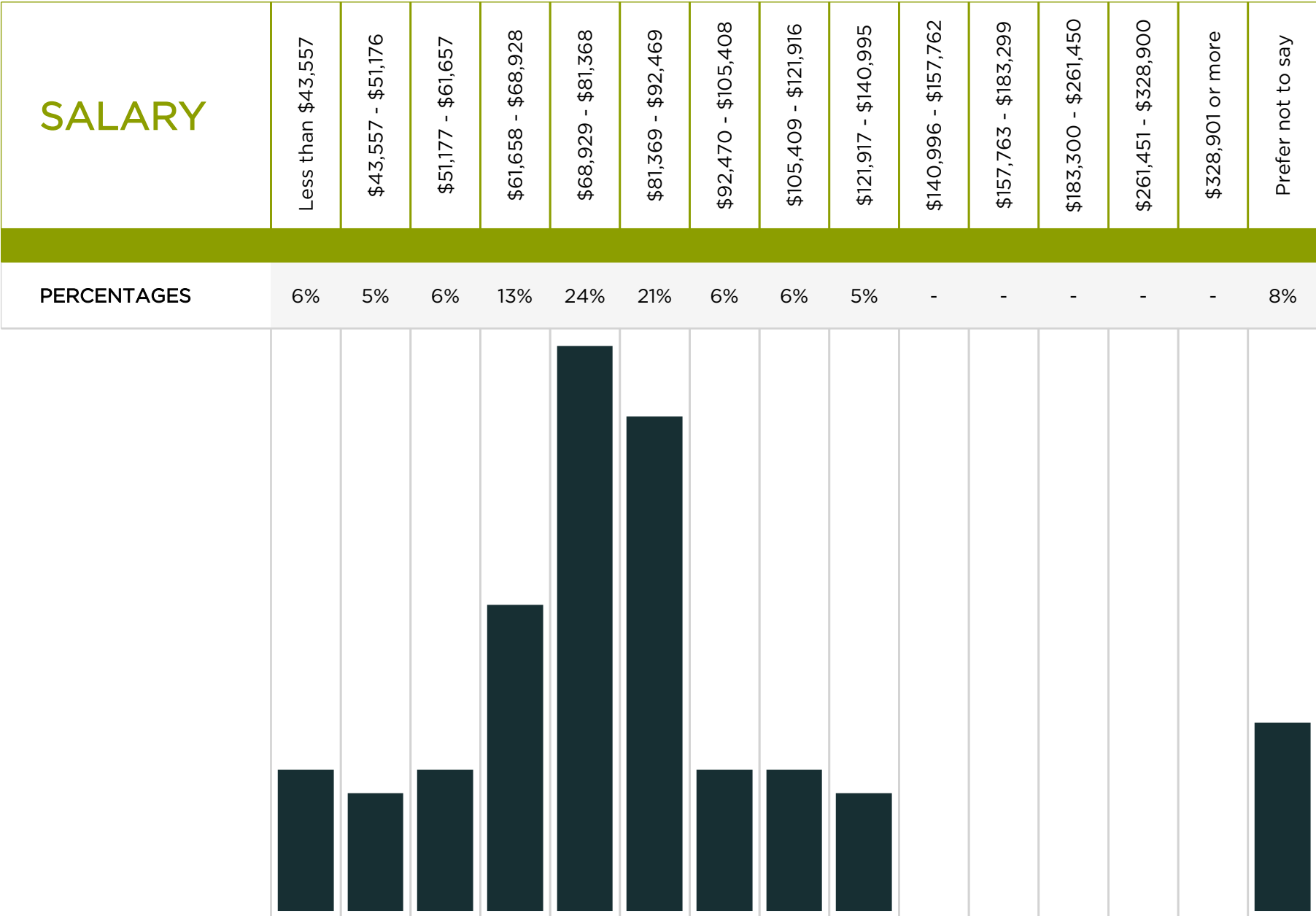
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	46%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	8%
Administrative support (e.g. executive/personal assistant, receptionist)	6%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	11%
Policy	-
Research	2%
Program and project management support	13%
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
TENURE IN ORGANISATION		
Less than 1 year		11%
1 - 2 years		19%
2 - 5 years		29%
5 - 10 years		27%
10 - 20 years		11%
More than 20 years		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		71%
Working from home		54%
Working from different locations		52%
Working additional hours to make up for time off		27%
Working more hours over fewer days		21%
Part-time work		16%
Study leave		11%

% are calculated with the number of unique respondents (N = 63 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
None of the above	10%
Leave without pay	6%
Flexible scheduling for rostered workers	3%
Other	2%

% are calculated with the number of unique respondents (N = 63 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.

	NSW Institute of Sport	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	66	29	5	4	7	0	1	8	0	9
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	(r)	(r)	(r)	(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.

	NSW Institute of Sport	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	66	4	3	4	8	15	13	4	4	3	0	0	0	0
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(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.

	NSW Institute of Sport	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	66	0	5
EMPLOYEE ENGAGEMENT	67%	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)
COMMUNICATION	64%	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)
DIVERSITY & INCLUSION	80%	(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 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.

	NSW Institute of Sport	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	66	7	12	18	17	7	2
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	(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

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.

	NSW Institute of Sport	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	66	45	13	17	2	10	0	33	34	0	4	7	1	6
EMPLOYEE ENGAGEMENT	67%	67%	(r)	(r)	(r)	(r)	(r)	69%	72%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	74%	(r)	(r)	(r)	(r)	(r)	83%	82%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	58%	(r)	(r)	(r)	(r)	(r)	60%	62%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	62%	(r)	(r)	(r)	(r)	(r)	63%	68%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	72%	(r)	(r)	(r)	(r)	(r)	74%	75%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	66%	(r)	(r)	(r)	(r)	(r)	66%	68%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	81%	(r)	(r)	(r)	(r)	(r)	86%	86%	(r)	(r)	(r)	(r)	(r)

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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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.

	NSW Institute of Sport	Sydney West	Sydney - Parramatta	Sydney East	Capital Region	Newcastle and Lake Macquarie	Sydney - Inner West	Sydney - Outer West and Blue Mountains	Sydney - South West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	66	60	58	1	1	1	1	1	1	0	0	0	0
EMPLOYEE ENGAGEMENT	67%	67%	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	73%	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	55%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	64%	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	71%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	64%	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	81%	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(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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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.

	NSW Institute of Sport	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - City and Inner South	Sydney - Eastern Suburbs	Sydney - Inner South West
NUMBER OF RESPONDENTS	66	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(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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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.

	NSW Institute of Sport	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray	New England and North West	Sydney - Ryde
NUMBER OF RESPONDENTS	66	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	(r)	(r)	(r)	(r)	(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.

	NSW Institute of Sport	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	66	1	0	11	14	11	9	9	6	3	0	0
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(r)	(r)	(r)	(r)	(r)	(r)	(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 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.

	NSW Institute of Sport	Male	Female	Other
NUMBER OF RESPONDENTS	66	35	29	0
EMPLOYEE ENGAGEMENT	67%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	72%	(r)	(r)	(r)
SENIOR MANAGERS	57%	(r)	(r)	(r)
COMMUNICATION	64%	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	65%	(r)	(r)	(r)
DIVERSITY & INCLUSION	80%	(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

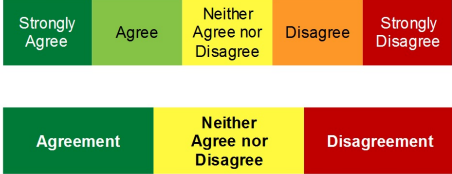
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.