



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Independent Pricing and Regulatory Tribunal



Contents

Headlines	3
Highest and Lowest Questions	4
Most and Least Improved Questions	5
Highest Neutral Scoring Questions	6
Respondent Profile	7
Taking Action	8
Key Drivers of Engagement	9
Team Comparison	10
All Questions by Topic	11
Profile of Respondents	37
Results by Select Demographics	44
Report Guide	54

RESPONSE RATE

68%

100 OF 146 RESPONDENTS

RESPONSE RATE 2018: 87%

EMPLOYEE ENGAGEMENT

65% 

DIFFERENCE FROM 2018 **+11**
(54%)

DIFFERENCE FROM PUBLIC SECTOR **0**
(66%)

ENGAGEMENT WITH WORK

74% 

DIFFERENCE FROM 2018 **+21**
(53%)

DIFFERENCE FROM PUBLIC SECTOR **+1**
(73%)

SENIOR MANAGERS

58% 

DIFFERENCE FROM 2018 **+17**
(41%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(50%)

COMMUNICATION

76% 

DIFFERENCE FROM 2018 **+16**
(60%)

DIFFERENCE FROM PUBLIC SECTOR **+14**
(62%)

HIGH PERFORMANCE

71% 

DIFFERENCE FROM 2018 **+15**
(57%)

DIFFERENCE FROM PUBLIC SECTOR **+7**
(65%)

PUBLIC SECTOR VALUES

73% 

DIFFERENCE FROM 2018 **+15**
(58%)

DIFFERENCE FROM PUBLIC SECTOR **+11**
(62%)

DIVERSITY & INCLUSION

77% 

DIFFERENCE FROM 2018 **+10**
(67%)

DIFFERENCE FROM PUBLIC SECTOR **+8**
(69%)

FLEXIBLE WORKING SATISFACTION

72% 

DIFFERENCE FROM 2018 **+2**
(70%)

DIFFERENCE FROM PUBLIC SECTOR **+13**
(59%)

ACTION ON RESULTS

56% 

DIFFERENCE FROM 2018 **+9**
(46%)

DIFFERENCE FROM PUBLIC SECTOR **+16**
(39%)



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
2c. I receive help and support from other members of my workgroup	92%	75%
1a. I understand what is expected of me to do well in my role	91%	71%
2a. My workgroup strives to achieve customer/client satisfaction	89%	78%
2b. My workgroup works collaboratively to achieve its objectives	88%	72%
5a. My manager encourages people in my workgroup to keep improving the work they do	88%	69%
2e. People in my workgroup treat each other with respect	87%	75%
1h. I am comfortable notifying my manager if I become aware of any risks at work	86%	-
5g. My manager provides acknowledgement or other recognition for the work I do	86%	70%
5b. My manager listens to what I have to say	85%	73%
5d. My manager encourages and values employee input	85%	69%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	39%	24%
11a. I have confidence in the ways my organisation resolves grievances	42%	27%
3g. I am satisfied with the opportunities available for career development in my organisation	44%	31%
6b. I feel that senior managers effectively lead and manage change	48%	29%
7b. My organisation is making the necessary improvements to meet our future challenges	48%	42%
7g. I have confidence in the way recruitment decisions are made	48%	33%
7d. There is good co-operation between teams across our organisation	51%	39%
6a. I believe senior managers provide clear direction for the future of the organisation	53%	37%
5h. My manager deals appropriately with employees who perform poorly	53%	32%
7k. I feel a strong personal attachment to my organisation	53%	39%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1e. I am satisfied with my job	71%	46%
2d. There is good team spirit in my workgroup	83%	59%
1d. I feel motivated to contribute more than what is normally required at work	75%	52%
5h. My manager deals appropriately with employees who perform poorly	53%	32%
7h. My organisation generally selects capable people to do the job	83%	63%
1a. I understand what is expected of me to do well in my role	91%	71%
6b. I feel that senior managers effectively lead and manage change	48%	29%
6h. I feel that senior managers listen to employees	62%	42%
5e. My manager involves my workgroup in decisions about our work	82%	63%
3f. I have received appropriate training and development to do my job well	64%	45%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018



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 deals appropriately with employees who perform poorly



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



Q7b. My organisation is making the necessary improvements to meet our future challenges



Q7j. I am proud to tell others I work for my organisation



Q7k. I feel a strong personal attachment to my organisation



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q5h. My manager deals appropriately with employees who perform poorly



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



Q7b. My organisation is making the necessary improvements to meet our future challenges



Q7j. I am proud to tell others I work for my organisation



Q7k. I feel a strong personal attachment to my organisation



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q5h. My manager deals appropriately with employees who perform poorly



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



Q7b. My organisation is making the necessary improvements to meet our future challenges



Q7j. I am proud to tell others I work for my organisation



Q7k. I feel a strong personal attachment to my organisation



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? **(STRENGTHS)**

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. **(AREAS OF POTENTIAL)**

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? **(AREAS OF CONCERN)**

RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

Survey responses: 100

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	38	Senior Executive (ongoing/permanent or term)	22	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	1
Female	57	Ongoing/Permanent (other than senior executive)	74	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)	3
Other	5	Temporary (including temporary teachers and graduates)	2	Administrative support (e.g. executive/personal assistant, receptionist)	2
Age	Survey %	Casual	0	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	18
15 - 34 years	29	Contract – Non Executive	2	Policy	38
35 - 54 years	66	Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	0	Research	5
55+ years	5	Other	0	Program and project management support	7
LOTE spoken at home	Survey %	Don't know	0	Legal (including developing and/or reviewing legislation)	8
Yes	24	Manager of managers	Survey %	Other	17
No	67	Yes	14	Organisation Tenure	Survey %
Prefer not to say	9	No	86	Less than 1 year	18
Aboriginal and/or Torres Strait Islanders	Survey %	Supervisors	Survey %	1 - 2 years	14
Yes	1	Yes	39	2 - 5 years	30
No	92	No	61	5 - 10 years	19
Prefer not to say	7	Working arrangement	Survey %	10 - 20 years	17
Disability	Survey %	Full-time	85	More than 20 years	1
Yes	2	Part-time	15	Salary	Survey %
No	94			\$83,402 and below	2
Prefer not to say	4			\$83,403 - \$108,043	16
LGBTI	Survey %			\$108,044 - \$144,520	33
Yes	4			\$144,521 and above	35
No	85			Prefer not to say	13
Prefer not to say	11				

Results are rounded and may not add up to 100%



WHAT'S NEXT?

Sector employees have given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

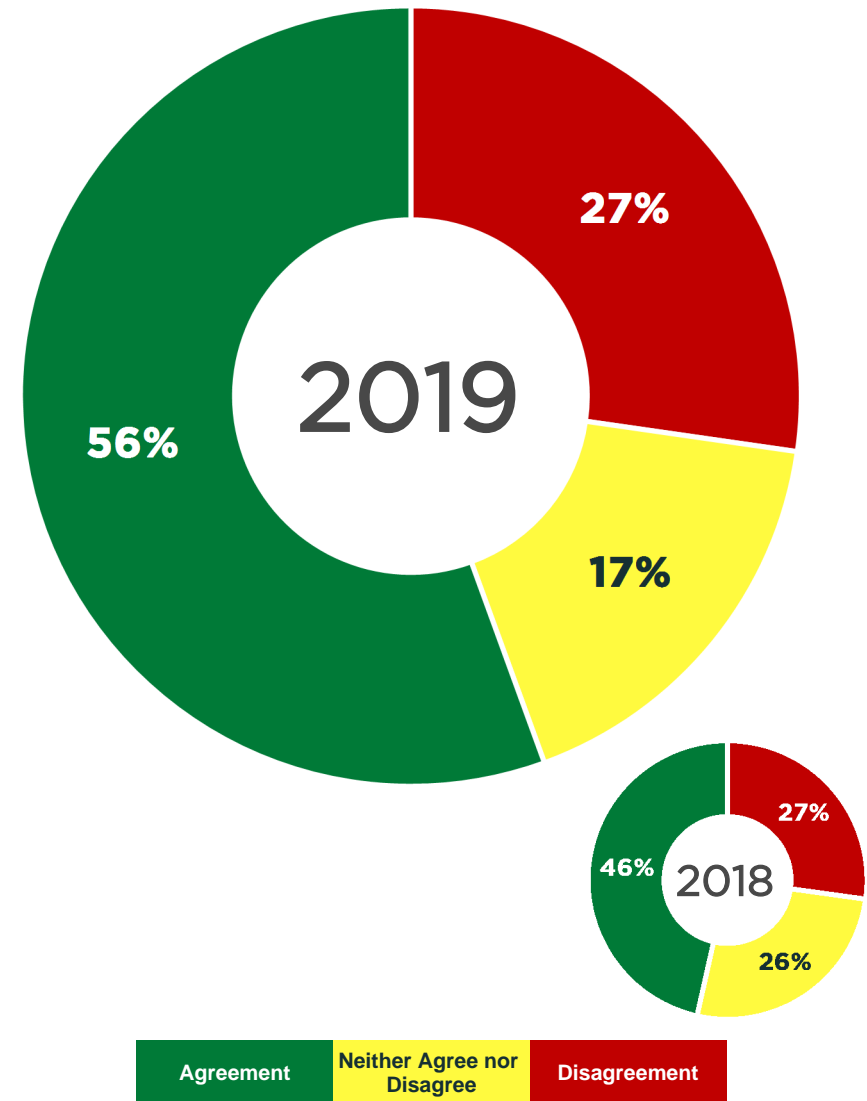
Results are rounded and may not add up to 100%

56%

of employees replied favourably to:

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

39%	0%	46%
SECTOR	CLUSTER	2018



KEY DRIVERS OF ENGAGEMENT



Employee Engagement scores at different levels are shown in earlier and following pages.

These results show the issues that are the most significant influencers of employee engagement in the workplace at this level.

The questions are ranked in order of influence. In prioritising areas for action, it is common to focus on items with a low agreement score but higher in the ranked list of drivers, as they have higher impact. Variation of drivers within the organisation and business priorities should be considered.

If Engagement scores are high, other scores are often high as well.

RANK

		% AGREEMENT 2019	% AGREEMENT 2018	% AGREEMENT PUBLIC SECTOR
1	Q6c. I feel that senior managers model the values of my organisation	63%	44%	52%
2	Q6h. I feel that senior managers listen to employees	62%	42%	44%
3	Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	60%	49%	53%
4	Q6d. Senior managers encourage innovation by employees	58%	40%	51%
5	Q6b. I feel that senior managers effectively lead and manage change	48%	29%	47%
6	Q11a. I have confidence in the ways my organisation resolves grievances	42%	27%	41%

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Independent Pricing and Regulatory Tribunal

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Independent Pricing and Regulatory Tribunal	Corporate Services , Executive Office & Tribunal	Industry Teams
NUMBER OF RESPONDENTS	100	25	75
EMPLOYEE ENGAGEMENT	65%	66%	65%
ENGAGEMENT WITH WORK	74%	76%	73%
SENIOR MANAGERS	58%	52%	60%
COMMUNICATION	76%	79%	75%
HIGH PERFORMANCE	71%	69%	72%
PUBLIC SECTOR VALUES	73%	70%	75%
DIVERSITY & INCLUSION	77%	82%	75%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



EXPLORE THE FULL RESULTS

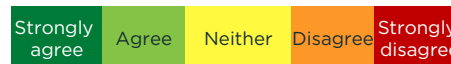
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

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EMPLOYEE ENGAGEMENT	65% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	26	35	24	9	62%	46%	62%
Q7j. I am proud to tell others I work for my organisation	25	35	29	7	61%	53%	70%
Q7k. I feel a strong personal attachment to my organisation	24	29	29	10	53%	39%	64%
Q7l. My organisation motivates me to help it achieve its objectives	25	34	21	10	60%	42%	56%
Q7m. My organisation inspires me to do the best in my job	29	32	21	7	62%	43%	56%

KEY





EXPLORE THE FULL RESULTS

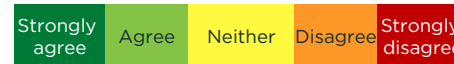
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	74% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	33	43	10	7	7	76%	62%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	31	44	11	9	9	75%	52%	72%
Q1e. I am satisfied with my job	29	41	11	9	9	71%	46%	69%

KEY





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SENIOR MANAGERS	58% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	26	26	15	20	12	53%	37%	51%
Q6b. I feel that senior managers effectively lead and manage change	23	25	17	16	18	48%	29%	47%
Q6c. I feel that senior managers model the values of my organisation	27	35	13	12	12	63%	44%	52%
Q6d. Senior managers encourage innovation by employees	23	34	18	15	9	58%	40%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	25	34	19	12	9	60%	49%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	29	40	16	9	9	70%	54%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	28	42	12	10	7	71%	53%	48%
Q6h. I feel that senior managers listen to employees	29	32	13	10	15	62%	42%	44%
Q7c. I feel that change is managed well in my organisation	16	23	24	19	17	39%	24%	42%

KEY





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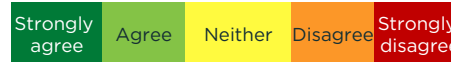
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COMMUNICATION	76% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q5c. My manager communicates effectively with me	49	33	9			83%	66%	72%
Q5d. My manager encourages and values employee input	49	35	9			85%	69%	73%
Q5e. My manager involves my workgroup in decisions about our work	47	34	10			82%	63%	68%
Q6g. I feel that senior managers keep employees informed about what's going on	28	42	12	10	7	71%	53%	48%
Q6h. I feel that senior managers listen to employees	29	32	13	10	15	62%	42%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	42	33	8	10		76%	67%	69%

KEY





EXPLORE THE FULL RESULTS

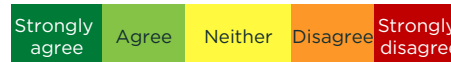
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	71% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role						91%	71%	90%
Q2b. My workgroup works collaboratively to achieve its objectives						88%	72%	79%
Q3f. I have received appropriate training and development to do my job well						64%	45%	66%
Q5a. My manager encourages people in my workgroup to keep improving the work they do						88%	69%	75%
Q5f. I have confidence in the decisions my manager makes						78%	68%	69%
Q6d. Senior managers encourage innovation by employees						58%	40%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with						60%	49%	53%
Q7a. My organisation focuses on improving the work we do						77%	68%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges						48%	42%	57%

KEY



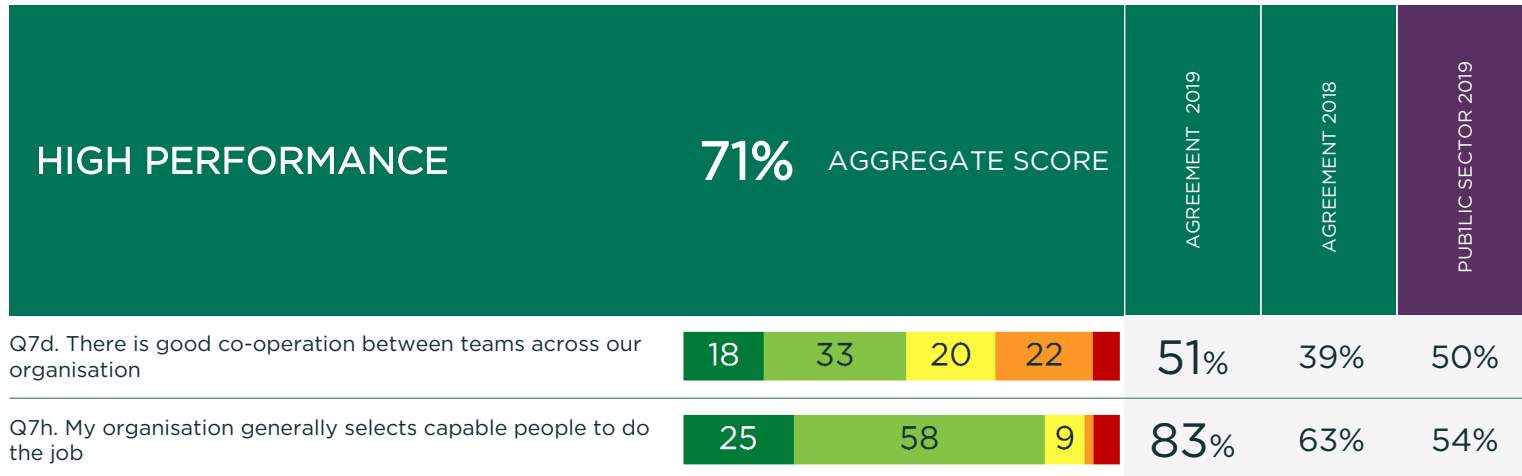


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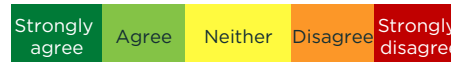
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PUBLIC SECTOR VALUES	73% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q2a. My workgroup strives to achieve customer/client satisfaction						89%	78%	86%
Q2e. People in my workgroup treat each other with respect						87%	75%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do						88%	69%	75%
Q5b. My manager listens to what I have to say						85%	73%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation						53%	37%	51%
Q6c. I feel that senior managers model the values of my organisation						63%	44%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives						70%	54%	61%
Q6g. I feel that senior managers keep employees informed about what's going on						71%	53%	48%
Q6h. I feel that senior managers listen to employees						62%	42%	44%

KEY



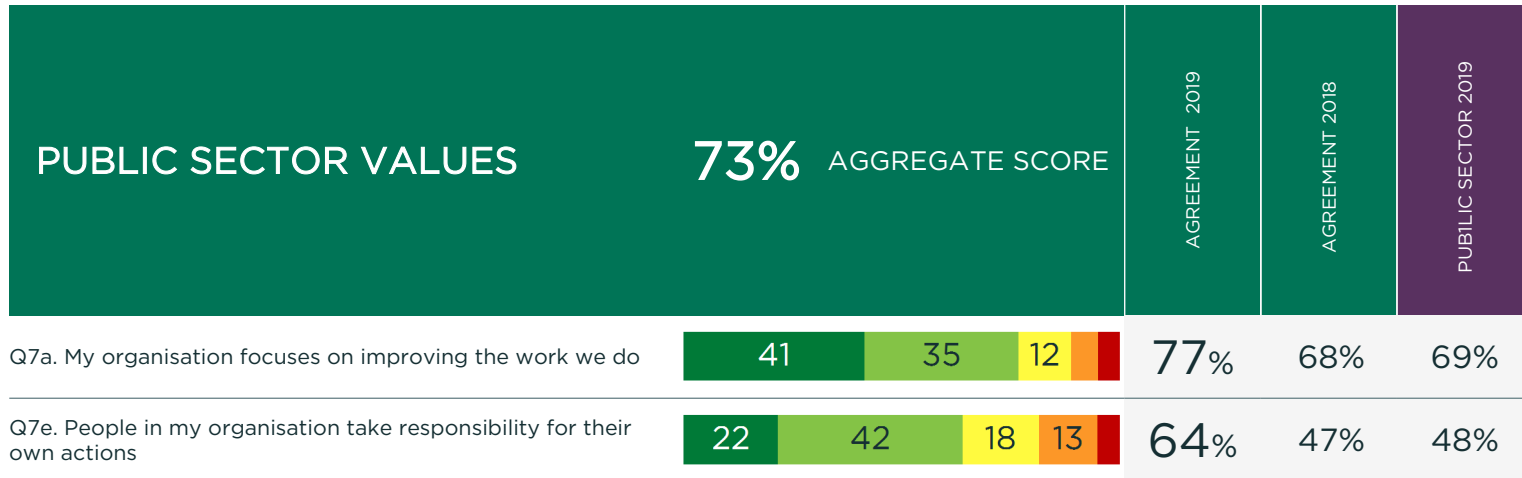


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DIVERSITY & INCLUSION	77% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	27	44	13	11	71%	53%	67%
Q5b. My manager listens to what I have to say	57	28	7	8	85%	73%	76%
Q5d. My manager encourages and values employee input	49	35	9	7	85%	69%	73%
Q6i. Senior managers in my organisation support the career advancement of women	42	34	17	7	77%	68%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	34	37	16	8	71%	69%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	36	40	14	8	76%	63%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	42	33	8	10	76%	67%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	33	39	12	9	72%	70%	59%
Q8e. My manager supports flexible working in my team	42	38	7	7	80%	71%	63%

KEY



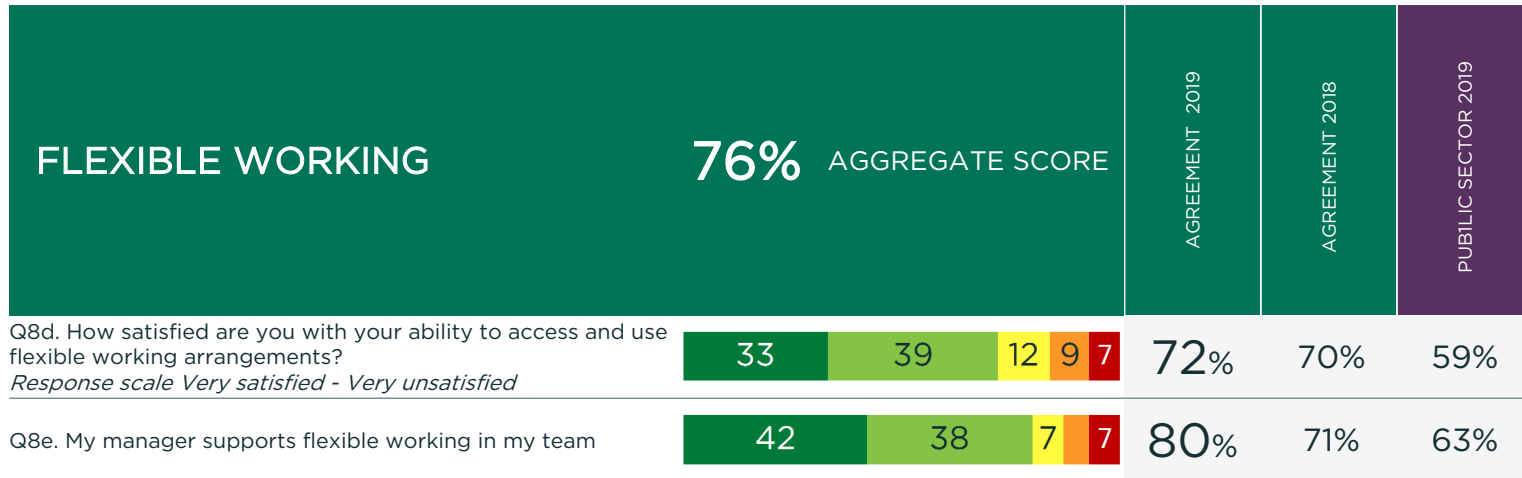


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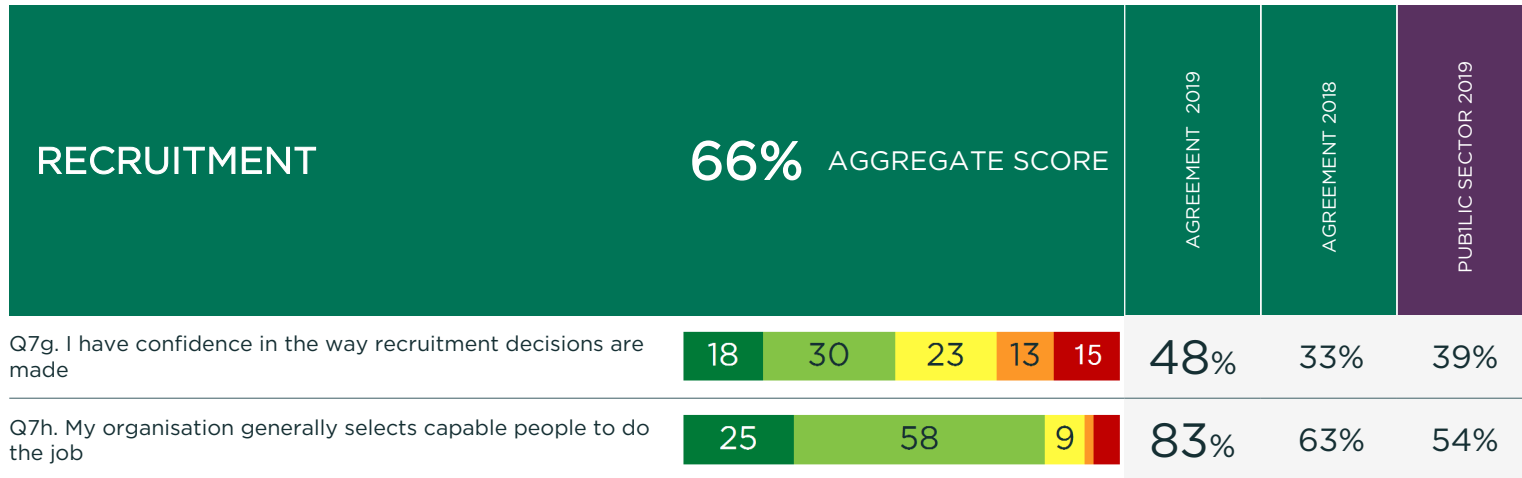


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PERFORMANCE FRAMEWORK & DEVELOPMENT

64% AGGREGATE SCORE

AGREEMENT 2019

AGREEMENT 2018

PUBLIC LIC SECTOR 2019

Question	Strongly agree	Agree	Neither	Disagree	Strongly disagree	AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	36	45	7			81%	64%	66%
Q3e. My performance is assessed against clear criteria	26	36	20	11	7	62%	53%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation	19	25	25	16	15	44%	31%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do	49	36				86%	70%	69%
Q5h. My manager deals appropriately with employees who perform poorly	34	19	32	7	8	53%	32%	48%
Q7f. My organisation is committed to developing its employees	17	42	23	11		59%	49%	53%

KEY



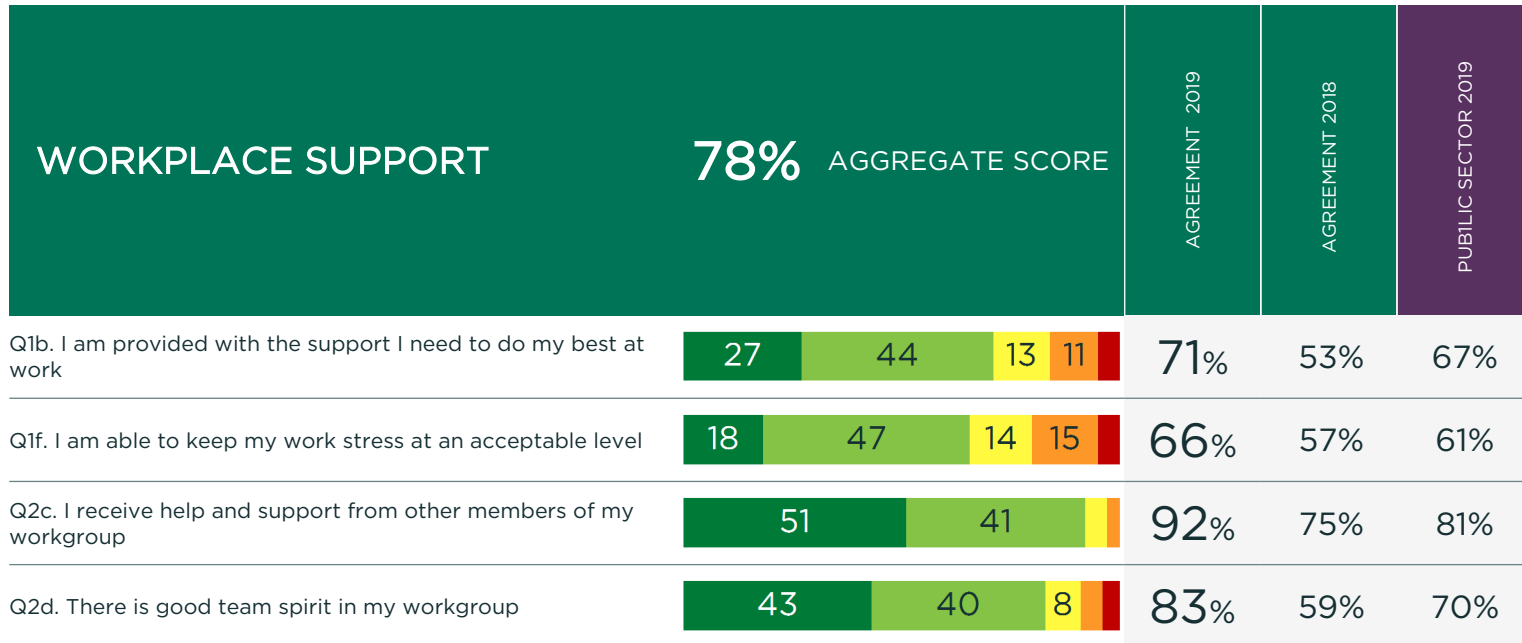


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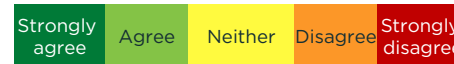
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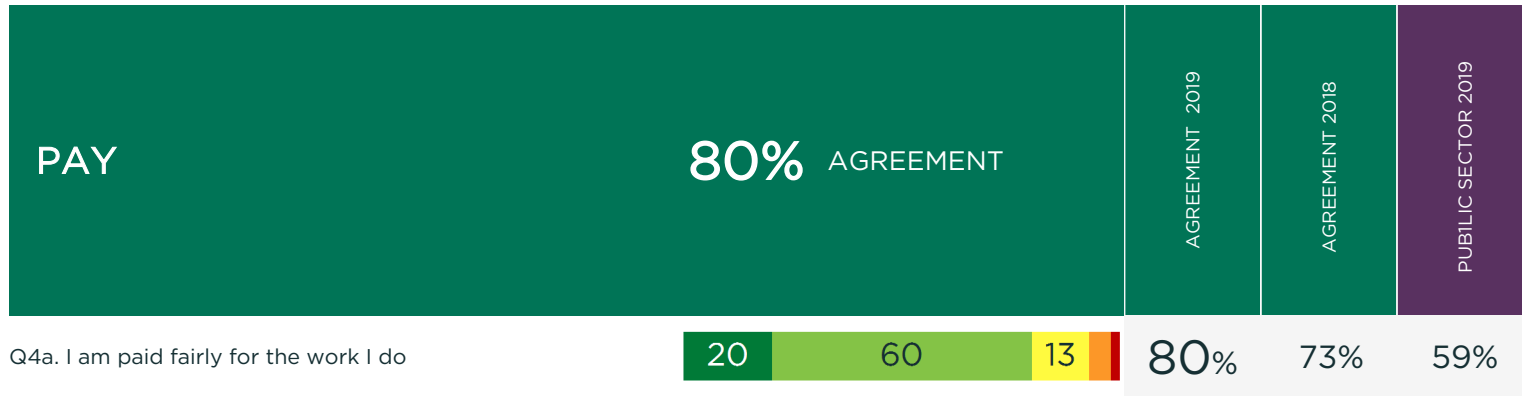


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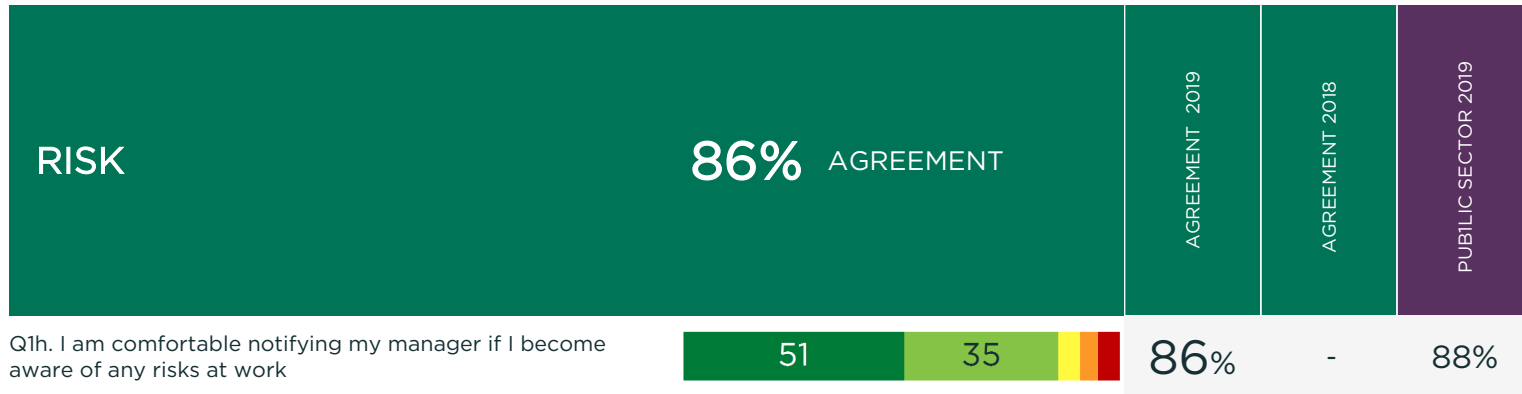


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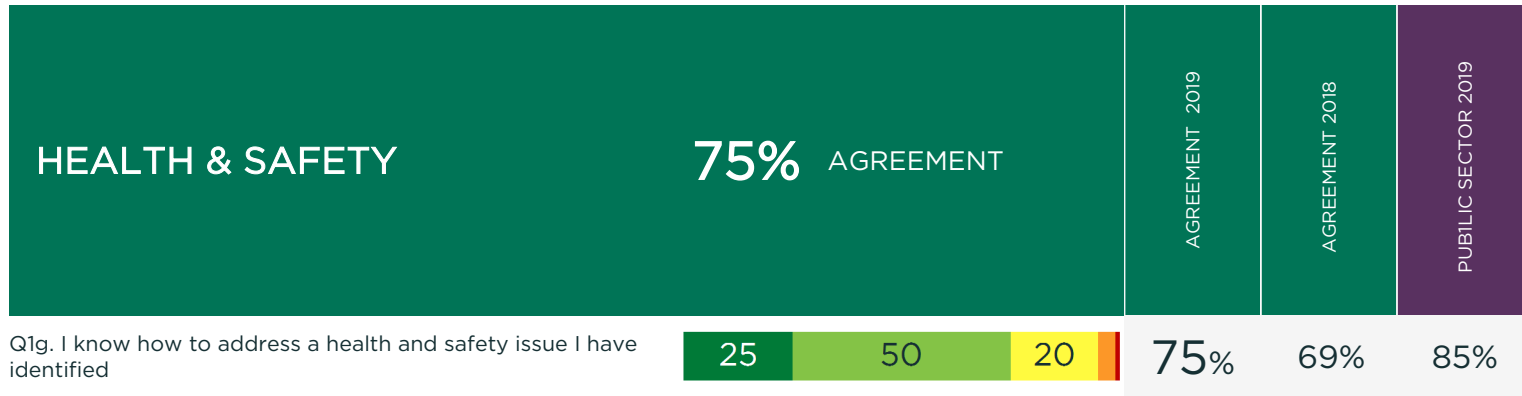


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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

Results are rounded and may not add up to 100%

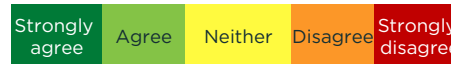
ACTION ON RESULTS

56% AGREEMENT

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

WORKPLACE CONDUCT

42% AGREEMENT

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



42%

27%

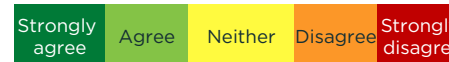
41%

AGREEMENT 2019

AGREEMENT 2018

PUBLIC LIC SECTOR 2019

KEY



WELLBEING AND ENGAGEMENT



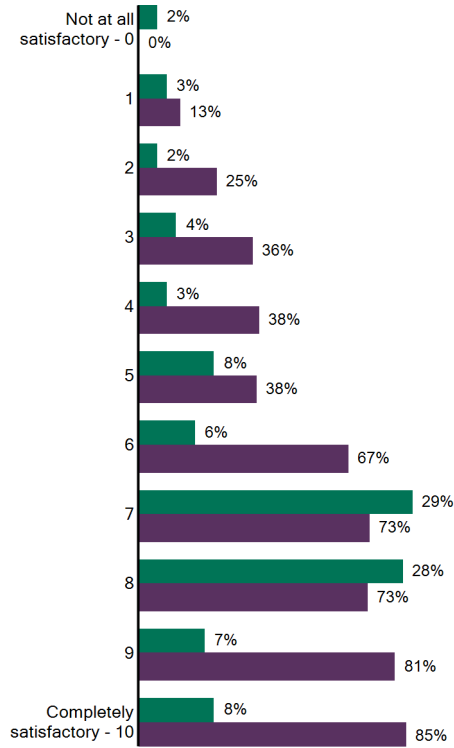
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

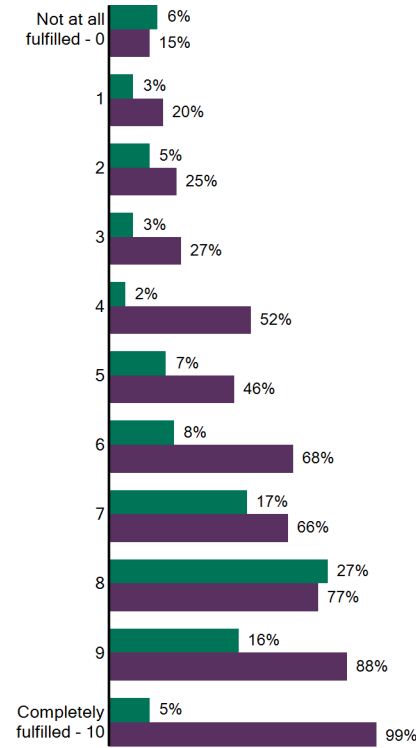
This compares Wellbeing to Engagement.

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



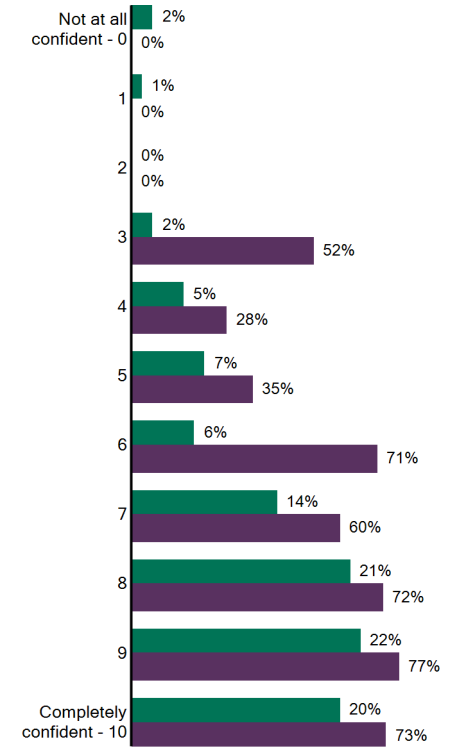
Proportion of respondents answering each response option

Q1j. I find my life at work fulfilling



Employee engagement score

Q1k. I am confident that I am contributing my best at work





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

2019

2018

PUBLIC SECTOR 2019

		2019	2018	PUBLIC SECTOR 2019
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		79%	69%	71%
No		21%	31%	29%
Q3b. I have informal feedback conversations with my manager				
Yes		85%	72%	76%
No		15%	28%	24%
Q3c. I have scheduled feedback conversations with my manager				
Yes		76%	57%	60%
No		24%	43%	40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

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?

Yes		52%	58%	41%
No		48%	42%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	PUBLIC SECTOR 2019
Lack of promotion opportunities		54%	47%	28%
Lack of visible opportunities		43%	45%	29%
Personal/family considerations		34%	27%	29%
Geographic location considerations		22%	13%	25%
There are no major barriers to my career progression		18%	25%	29%
The application/recruitment process is too cumbersome or time consuming		18%	29%	22%
Lack of required capabilities or experience		17%	16%	11%
Lack of support for temporary assignments/secondments		14%	19%	15%
Insufficient training and development		11%	19%	15%
Lack of support from my manager/supervisor		9%	20%	13%
Other		7%	4%	9%

% are calculated with the number of unique respondents (N = 98 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		21%	27%	27%
No		66%	58%	56%
Don't know		13%	16%	17%

Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		33%	52%	65%
No		62%	45%	32%
Don't know		5%	3%	4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

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

Yes		27%	29%	33%
No		64%	60%	57%
Don't know		9%	10%	10%

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

Yes		10%	16%	18%
No		82%	77%	75%
Don't know		8%	8%	7%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q13c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

		2019	2018	PUBLIC SECTOR 2019
A senior manager		40%	44%	21%
A subordinate		30%	-	7%
Your immediate manager/supervisor		20%	50%	23%
Other		10%	-	5%
A fellow worker at your level		0%	6%	27%
A client or customer		0%	-	3%
A member of the public other than a client or customer		0%	-	1%
Prefer not to say		0%	-	13%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q14a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work

	2019	2018	PUBLIC SECTOR 2019
Yes	0%	1%	4%
No	100%	95%	94%
Don't know	0%	4%	2%

Q14b. If yes to 14a, please indicate the role of the person who has been the source of the most serious physical harm and/or sexual harassment or abuse you have been subjected to in the last 12 months

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

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		38%
Female		57%
Other		5%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		0%
25-29		10%
30-34		19%
35-39		16%
40-44		18%
45-49		19%
50-54		14%
55-59		3%
60-64		2%
65+		0%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

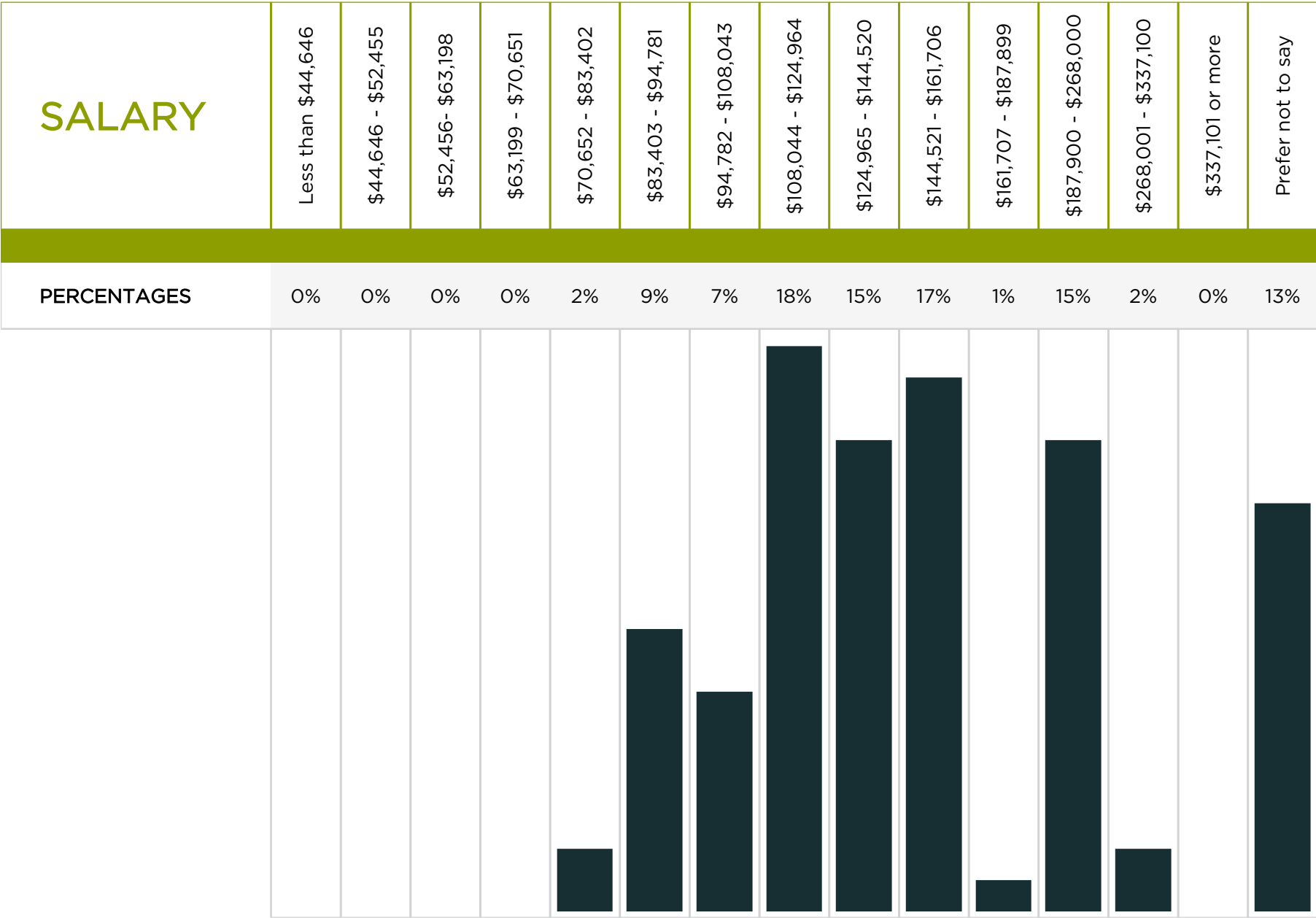
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	1%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	3%
Administrative support (e.g. executive/personal assistant, receptionist)	2%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	18%
Policy	38%
Research	5%
Program and project management support	7%
Legal (including developing and/or reviewing legislation)	8%
Other	17%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		18%
1 - 2 years		14%
2 - 5 years		30%
5 - 10 years		19%
10 - 20 years		17%
More than 20 years		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		71%
Working from home		64%
Working additional hours to make up for time off		24%
Part-time work		15%
Working more hours over fewer days		11%
Working from different locations		10%
Leave without pay		9%

% are calculated with the number of unique respondents (N = 98 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
None of the above		8%
Purchasing annual leave		2%
Other		2%
Flexible scheduling for rostered workers		1%
Study leave		1%
Job sharing		0%

% are calculated with the number of unique respondents (N = 98 to this question)

RESULT BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Independent Pricing and Regulatory Tribunal	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	100	1	3	2	18	38	5	7	8	17
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	62%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	53%	(r)	(r)	(r)	(r)
COMMUNICATION	76%	(r)	(r)	(r)	(r)	70%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	73%	(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.

Results are rounded and may not add up to 100%

	Independent Pricing and Regulatory Tribunal	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	100	0	0	0	0	2	9	7	18	15	17	1	15	2
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	(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	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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.

Results are rounded and may not add up to 100%

	Independent Pricing and Regulatory Tribunal	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	100	0	13
EMPLOYEE ENGAGEMENT	65%	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)
COMMUNICATION	76%	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)
DIVERSITY & INCLUSION	77%	(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.

Results are rounded and may not add up to 100%

	Independent Pricing and Regulatory Tribunal	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	100	18	14	29	19	17	1
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Independent Pricing and Regulatory Tribunal	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	100	70	11	24	1	15	0	10	63	2	9	1	2	8
EMPLOYEE ENGAGEMENT	65%	68%	(r)	(r)	(r)	(r)	(r)	(r)	70%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	78%	(r)	(r)	(r)	(r)	(r)	(r)	83%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	61%	(r)	(r)	(r)	(r)	(r)	(r)	63%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	79%	(r)	(r)	(r)	(r)	(r)	(r)	83%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	74%	(r)	(r)	(r)	(r)	(r)	(r)	76%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	76%	(r)	(r)	(r)	(r)	(r)	(r)	79%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	82%	(r)	(r)	(r)	(r)	(r)	(r)	85%	(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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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Independent Pricing and Regulatory Tribunal	Sydney East	Sydney West	Sydney - City and Inner South	Sydney - Inner South West	Sydney - Inner West	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast
NUMBER OF RESPONDENTS	100	93	0	91	1	1	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	65%	66%	(r)	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	74%	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	59%	(r)	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	77%	(r)	77%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	72%	(r)	72%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	74%	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	79%	(r)	78%	(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

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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Independent Pricing and Regulatory Tribunal	Murray	New England and North West	Newcastle and Lake Macquarie	Outside NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Blacktown	Sydney - Eastern Suburbs	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West
NUMBER OF RESPONDENTS	100	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	(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	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Independent Pricing and Regulatory Tribunal	Sydney - Outer West and Blue Mountains	Sydney - Parramatta	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	100	0	0	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

Results are rounded and may not add up to 100%

	Independent Pricing and Regulatory Tribunal	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65+
NUMBER OF RESPONDENTS	100	0	0	10	18	15	17	18	13	3	2	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	76%	(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	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	77%	(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.

Results are rounded and may not add up to 100%

	Independent Pricing and Regulatory Tribunal	Male	Female	Other
NUMBER OF RESPONDENTS	100	37	56	5
EMPLOYEE ENGAGEMENT	65%	66%	67%	(r)
ENGAGEMENT WITH WORK	74%	73%	79%	(r)
SENIOR MANAGERS	58%	58%	61%	(r)
COMMUNICATION	76%	82%	76%	(r)
HIGH PERFORMANCE	71%	72%	74%	(r)
PUBLIC SECTOR VALUES	73%	76%	75%	(r)
DIVERSITY & INCLUSION	77%	83%	78%	(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

SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

PRIVACY

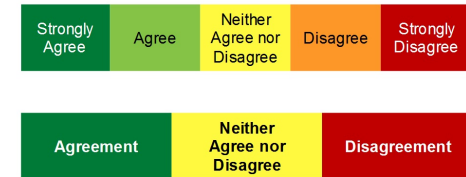
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

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.



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%.

MORE DETAILS ABOUT METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.