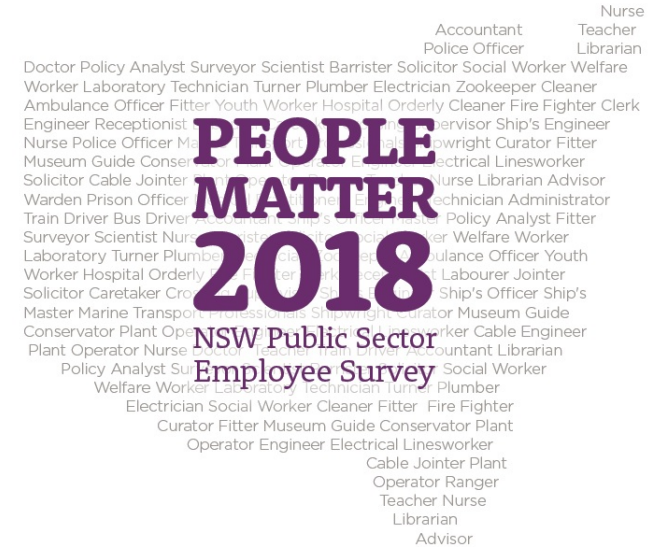

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Independent Pricing and Regulatory Tribunal

RESPONSE RATE

87%

118 OF 135 RESPONDENTS

EMPLOYEE ENGAGEMENT

54%

DIFFERENCE FROM 2017 -10

DIFFERENCE FROM PUBLIC SECTOR -11

ENGAGEMENT WITH WORK

53%

DIFFERENCE FROM 2017 -17

DIFFERENCE FROM PUBLIC SECTOR -19

SENIOR MANAGERS

41%

DIFFERENCE FROM 2017 -12

DIFFERENCE FROM PUBLIC SECTOR -8

COMMUNICATION

60%

DIFFERENCE FROM 2017 -13

DIFFERENCE FROM PUBLIC SECTOR -1

HIGH PERFORMANCE

57%

DIFFERENCE FROM 2017 -12

DIFFERENCE FROM PUBLIC SECTOR -7

PUBLIC SECTOR VALUES

58%

DIFFERENCE FROM 2017 -13

DIFFERENCE FROM PUBLIC SECTOR -4

DIVERSITY & INCLUSION

67%

DIFFERENCE FROM PUBLIC SECTOR -1

FLEXIBLE WORKING SATISFACTION

70%

DIFFERENCE FROM 2017 -15

DIFFERENCE FROM PUBLIC SECTOR +11

ACTION ON RESULTS

46%

DIFFERENCE FROM 2017 -20

DIFFERENCE FROM PUBLIC SECTOR +10



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
2a. My workgroup strives to achieve customer/client satisfaction	78%	85%
2c. I receive help and support from other members of my workgroup	75%	88%
2e. People in my workgroup treat each other with respect	75%	82%
5b. My manager listens to what I have to say	73%	86%
4a. I am paid fairly for the work I do	73%	75%
2b. My workgroup works collaboratively to achieve its objectives	72%	83%
1a. I understand what is expected of me to do well in my role	71%	88%
8e. My manager supports flexible working in my team	71%	-
5g. My manager provides acknowledgement or other recognition for the work I do	70%	82%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	70%	85%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
7c. I feel that change is managed well in my organisation	24%	29%
9a. I have confidence in the ways my organisation resolves grievances	27%	31%
6b. I feel that senior managers effectively lead and manage change	29%	41%
3g. I am satisfied with the opportunities available for career development in my organisation	31%	41%
5h. My manager appropriately deals with employees who perform poorly	32%	35%
7g. I have confidence in the way recruitment decisions are made	33%	52%
6a. I believe senior managers provide clear direction for the future of the organisation	37%	52%
7d. There is good co-operation between teams across our organisation	39%	51%
7k. I feel a strong personal attachment to my organisation	39%	46%
6d. Senior managers encourage innovation by employees	40%	53%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS



MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

	AGREEMENT 2018	AGREEMENT 2017
3e. My performance is assessed against clear criteria	53%	46%



LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

7i. I would recommend my organisation as a great place to work	46%	66%
1b. I am provided with the support I need to do my best at work	53%	73%
14. I believe action will be taken on the results from this survey by my organisation	46%	67%
2d. There is good team spirit in my workgroup	59%	79%
1e. I am satisfied with my job	46%	65%
7g. I have confidence in the way recruitment decisions are made	33%	52%
1d. I feel motivated to contribute more than what is normally required at work	52%	70%
7h. My organisation generally selects capable people to do the job	63%	81%
5e. My manager involves my workgroup in decisions about our work	63%	80%
6c. I feel that senior managers model the values of my organisation	44%	61%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are the questions that have shown the greatest percentage increase and decrease in agreement, based on respondents who have selected 'Strongly agree' and 'Agree'.

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q5h. My manager appropriately deals with employees who perform poorly



Q5h. My manager appropriately deals with employees who perform poorly



Q5h. My manager appropriately deals with employees who perform poorly



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



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



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



Q7k. I feel a strong personal attachment to my organisation



Q7k. I feel a strong personal attachment to my organisation



Q7k. I feel a strong personal attachment to my organisation



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



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



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



Q6d. Senior managers encourage innovation by employees



Q6d. Senior managers encourage innovation by employees



Q6d. Senior managers encourage innovation by employees



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.

46%

of employees replied favourably to:

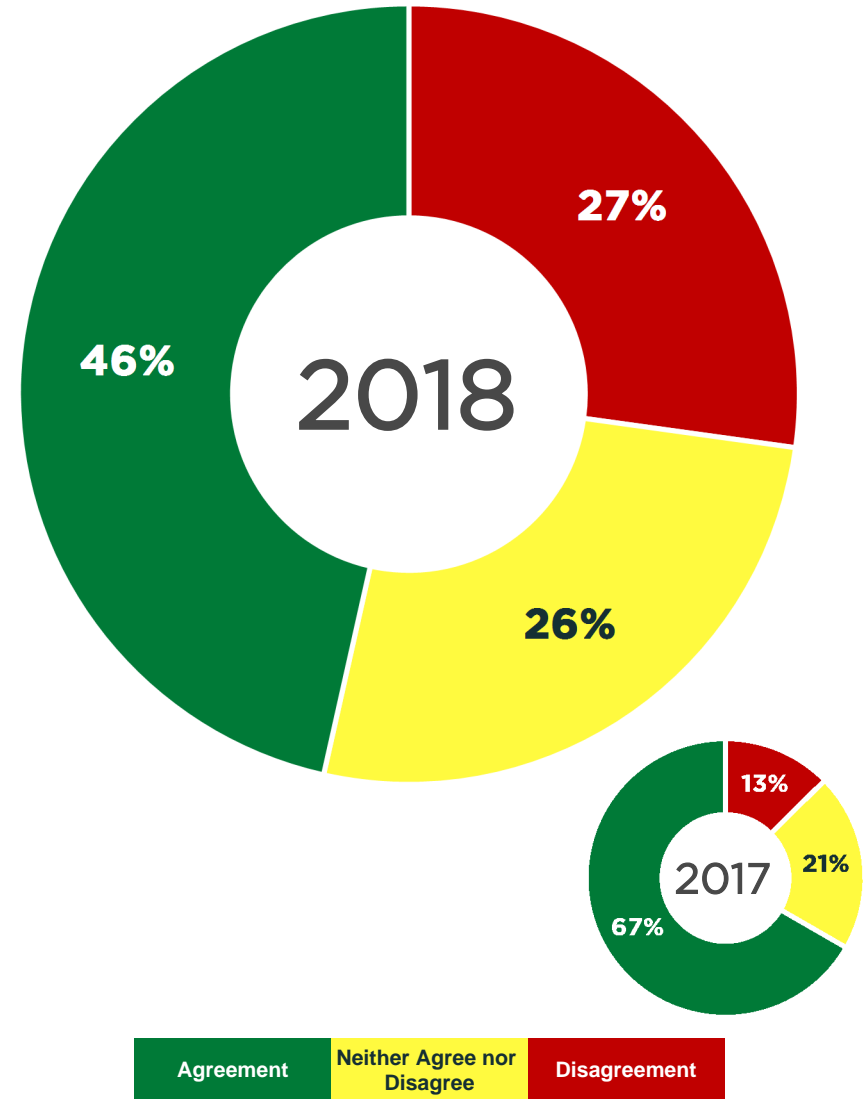
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

67%

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 PUBLIC SECTOR
1	Q6b. I feel that senior managers effectively lead and manage change	29%	41%	46%
2	Q6c. I feel that senior managers model the values of my organisation	44%	61%	50%
3	Q6a. I believe senior managers provide clear direction for the future of the organisation	37%	52%	49%
4	Q6h. I feel that senior managers listen to employees	42%	56%	43%
5	Q7a. My organisation focuses on improving the work we do	68%	85%	69%
6	Q7b. My organisation is making the necessary improvements to meet our future challenges	42%	47%	57%

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	Industry Teams	Support Staff
NUMBER OF RESPONDENTS	118	92	26
EMPLOYEE ENGAGEMENT	54%	52%	62%
ENGAGEMENT WITH WORK	53%	50%	64%
SENIOR MANAGERS	41%	41%	42%
COMMUNICATION	60%	59%	63%
HIGH PERFORMANCE	57%	56%	61%
PUBLIC SECTOR VALUES	58%	58%	58%
DIVERSITY & INCLUSION	67%	65%	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

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	54% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	16	30	26	16	13	46%	66%	61%
Q7j. I am proud to tell others I work for my organisation	16	37	27	12	9	53%	69%	69%
Q7k. I feel a strong personal attachment to my organisation	10	28	32	18	11	39%	46%	63%
Q7l. My organisation motivates me to help it achieve its objectives	10	32	28	17	12	42%	58%	55%
Q7m. My organisation inspires me to do the best in my job	10	33	28	17	12	43%	55%	55%

KEY

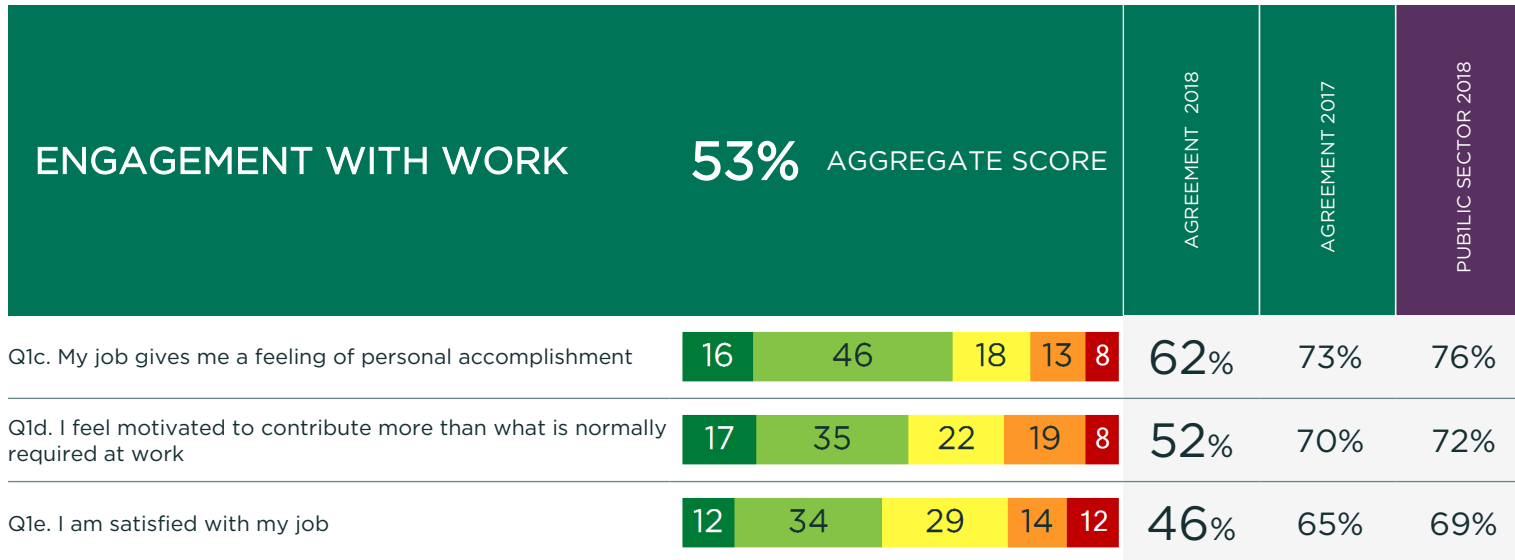




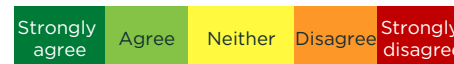
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





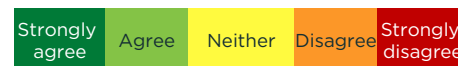
EXPLORE THE FULL RESULTS

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	41% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	30	21	22	19	37%	52%	49%
Q6b. I feel that senior managers effectively lead and manage change	22	22	26	23		29%	41%	46%
Q6c. I feel that senior managers model the values of my organisation	11	33	20	17	19	44%	61%	50%
Q6d. Senior managers encourage innovation by employees	11	29	30	14	17	40%	53%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	11	38	21	15	15	49%	58%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	41	24	9	13	54%	68%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	12	42	22	11	14	53%	66%	47%
Q6h. I feel that senior managers listen to employees	8	34	19	21	18	42%	56%	43%
Q7c. I feel that change is managed well in my organisation	19	21	35	21		24%	29%	40%

KEY





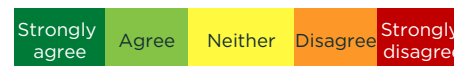
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

COMMUNICATION	60% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	31	35	14	11	9	66%	76%	72%
Q5d. My manager encourages and values employee input	33	36	13	9	9	69%	84%	72%
Q5e. My manager involves my workgroup in decisions about our work	27	36	13	14	11	63%	80%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	12	42	22	11	14	53%	66%	47%
Q6h. I feel that senior managers listen to employees	8	34	19	21	18	42%	56%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	48	9	9	14	67%	78%	67%

KEY





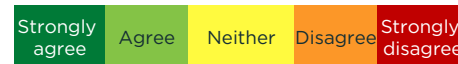
EXPLORE THE FULL RESULTS

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.

	HIGH PERFORMANCE				57% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	24	47	14	10	71%	88%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	26	45	13	9	72%	83%	79%	
Q3f. I have received appropriate training and development to do my job well	13	32	29	18	45%	54%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	42	14	10	69%	82%	74%	
Q5f. I have confidence in the decisions my manager makes	31	36	14	11	68%	77%	68%	
Q6d. Senior managers encourage innovation by employees	11	29	30	14	40%	53%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	11	38	21	15	49%	58%	52%	
Q7a. My organisation focuses on improving the work we do	23	45	15	9	68%	85%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	9	33	31	13	42%	47%	57%	

KEY

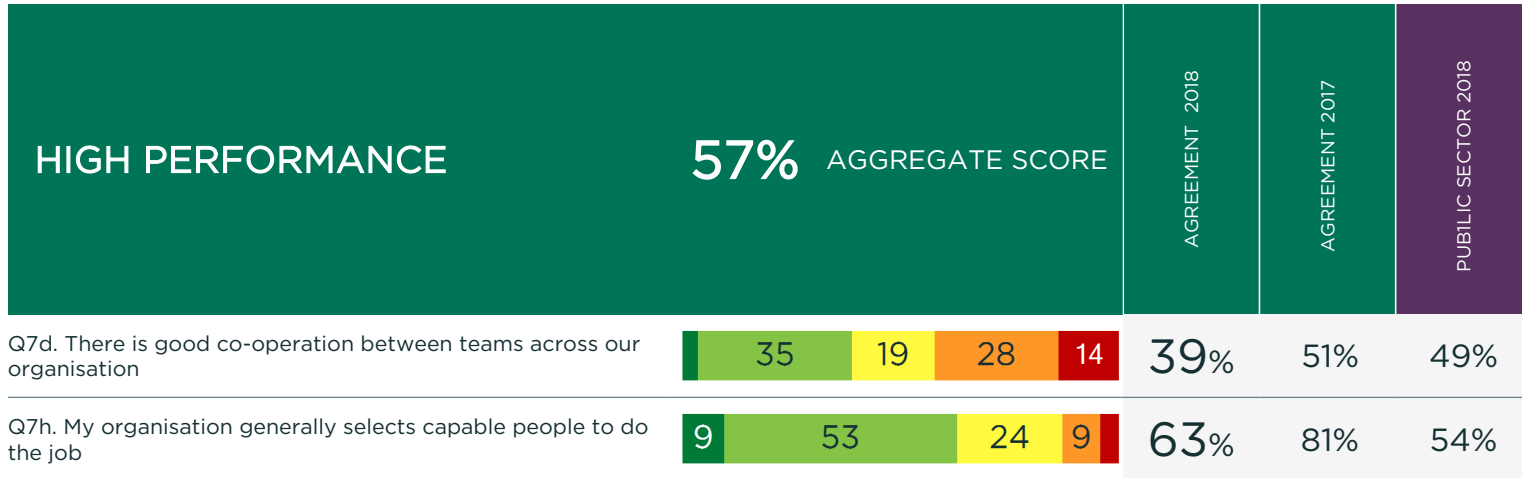




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





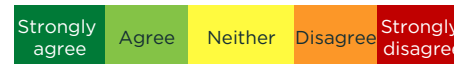
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

PUBLIC SECTOR VALUES	58% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018			
Q2a. My workgroup strives to achieve customer/client satisfaction	27	50	11			78%	85%	86%
Q2e. People in my workgroup treat each other with respect	30	45	9	11		75%	82%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	28	42	14	10		69%	82%	74%
Q5b. My manager listens to what I have to say	36	37	11	8	8	73%	86%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	30	21	22	19	37%	52%	49%
Q6c. I feel that senior managers model the values of my organisation	11	33	20	17	19	44%	61%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	14	41	24	9	13	54%	68%	62%
Q6g. I feel that senior managers keep employees informed about what's going on	12	42	22	11	14	53%	66%	47%
Q6h. I feel that senior managers listen to employees	8	34	19	21	18	42%	56%	43%

KEY

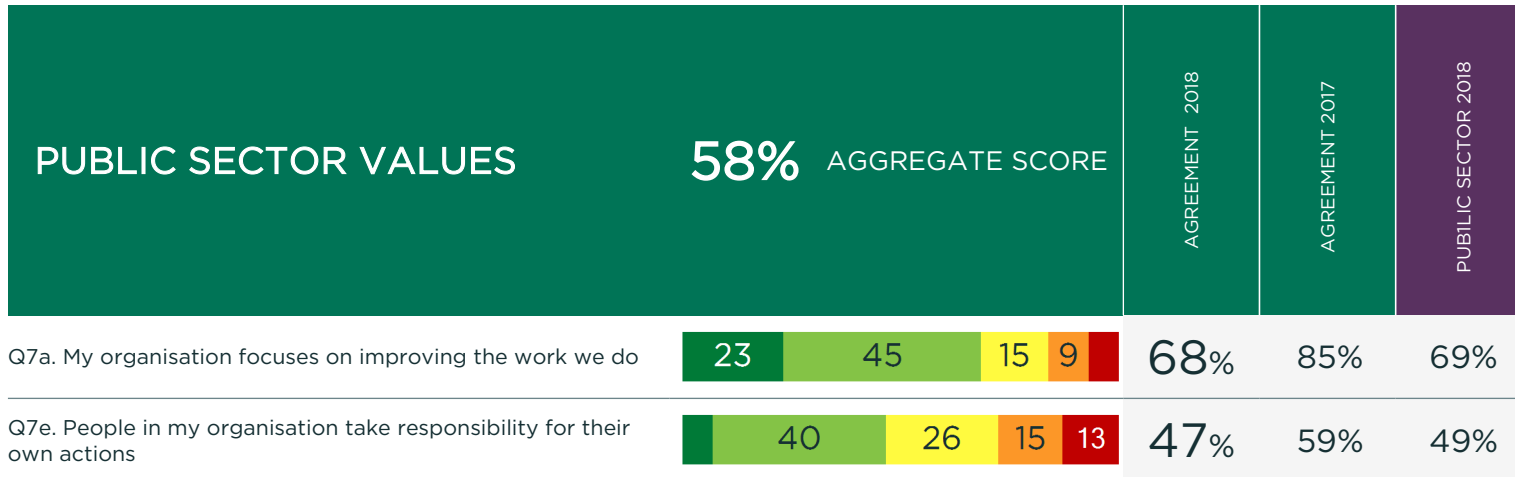




EXPLORE THE FULL RESULTS

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.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

DIVERSITY & INCLUSION	67% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	14	39	18	21	8	53%	73%	65%
Q5b. My manager listens to what I have to say	36	37	11	8	8	73%	86%	76%
Q5d. My manager encourages and values employee input	33	36	13	9	9	69%	84%	72%
Q6i. Senior managers in my organisation support the career advancement of women	26	42	19	11		68%	81%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	23	45	14	12		69%	76%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	24	39	18	11	8	63%	77%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	19	48	9	9	14	67%	78%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	22	47	22			70%	85%	59%
Q8e. My manager supports flexible working in my team	28	42	18			71%	-	63%

KEY

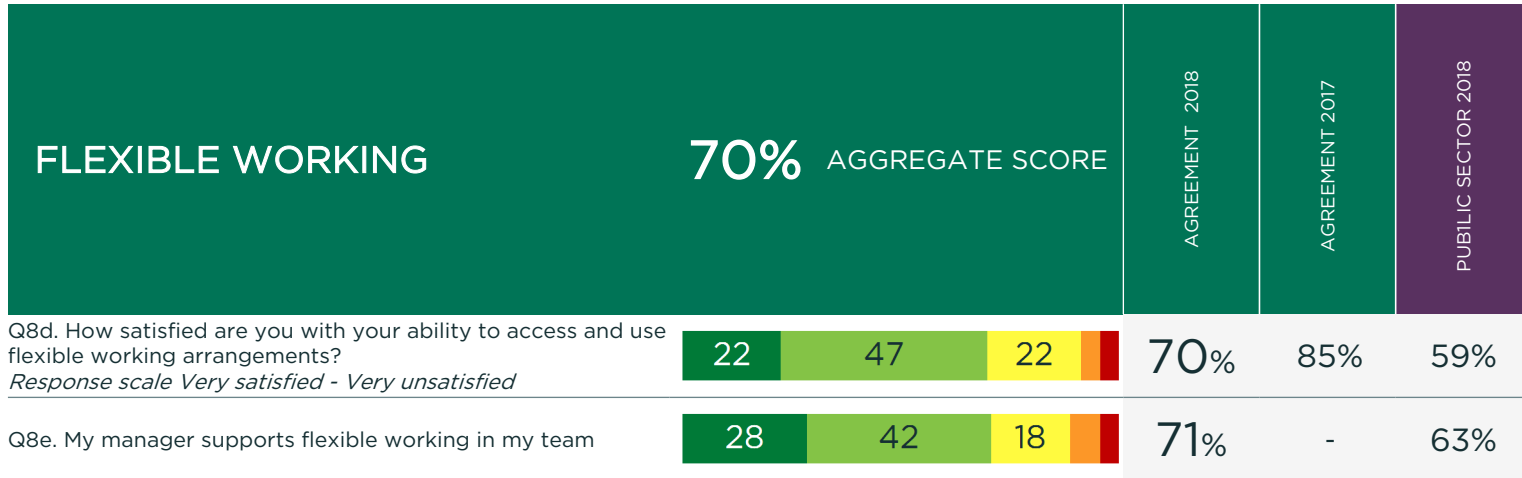




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY

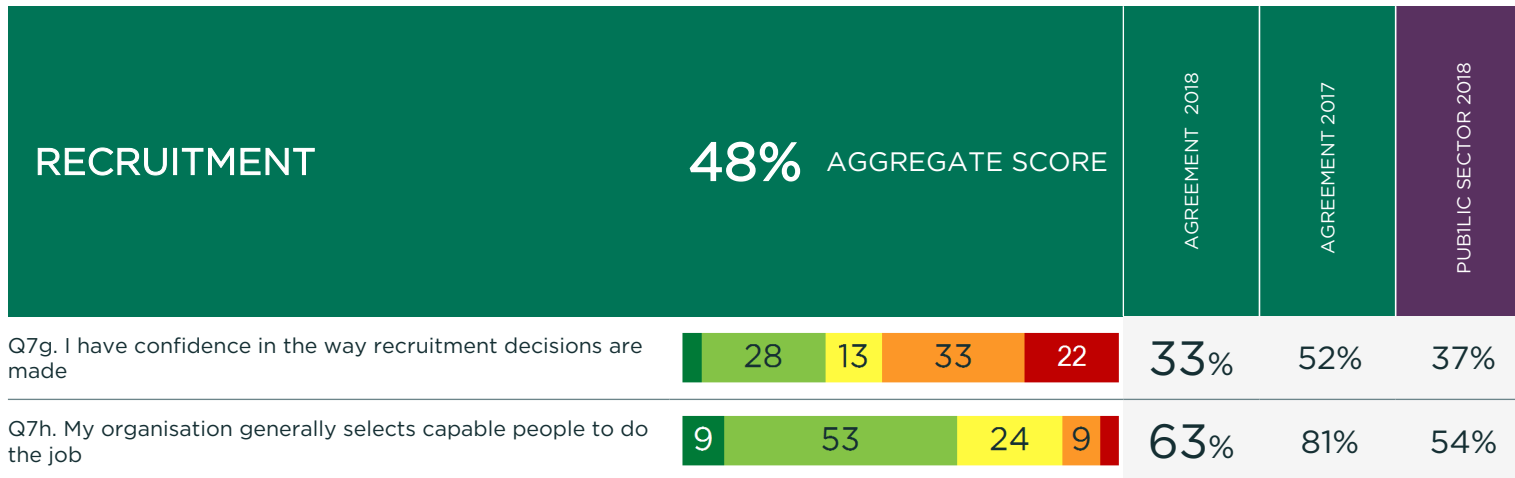




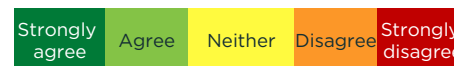
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

PERFORMANCE FRAMEWORK & DEVELOPMENT	50% AGGREGATE SCORE		AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018		
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	17	47	19	12	64%	75%	65%
Q3e. My performance is assessed against clear criteria	12	42	25	14	53%	46%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	26	19	25	24	31%	41%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	32	38	12	12	70%	82%	69%
Q5h. My manager appropriately deals with employees who perform poorly	8	25	50	11	32%	35%	46%
Q7f. My organisation is committed to developing its employees	42	21	17	13	49%	55%	52%

KEY

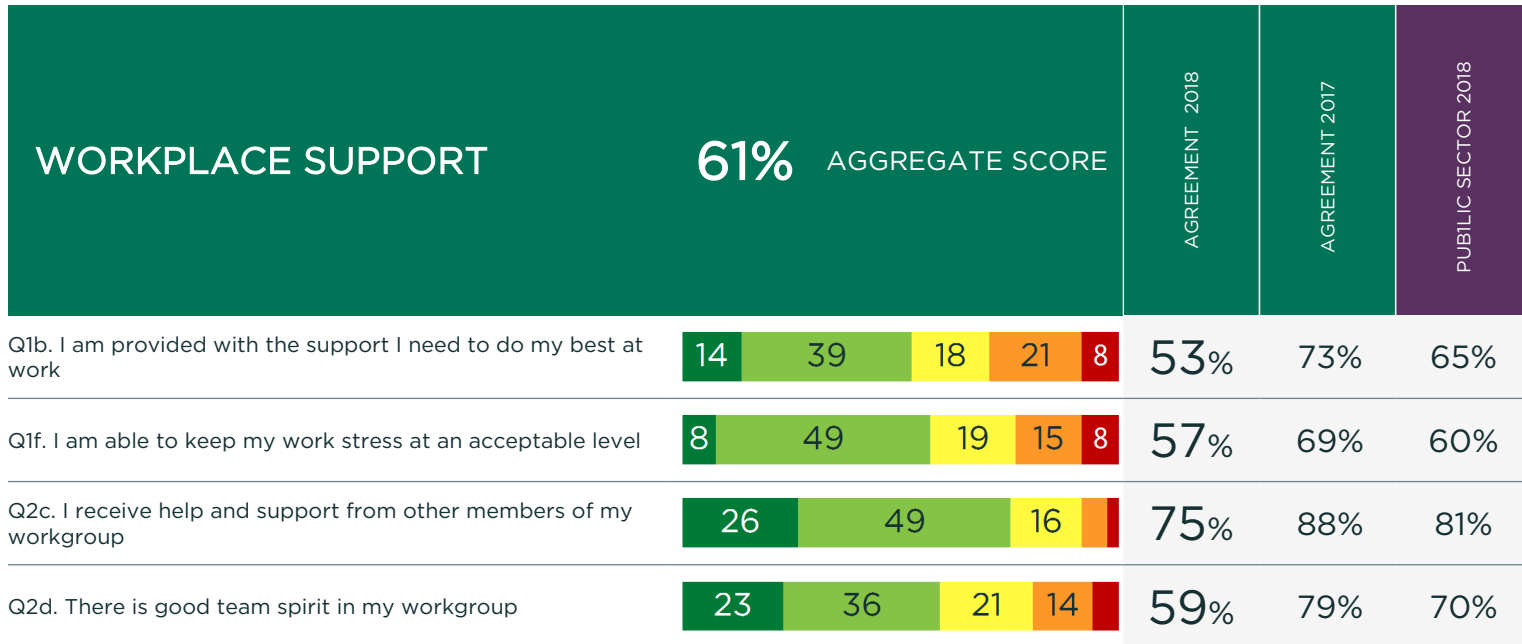




EXPLORE THE FULL RESULTS

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.



KEY

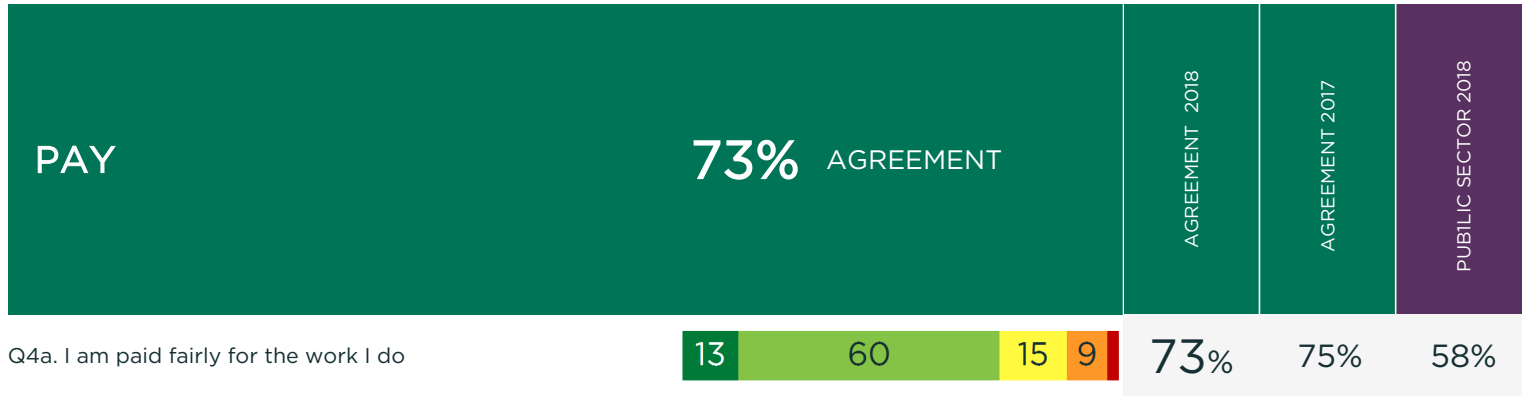




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY

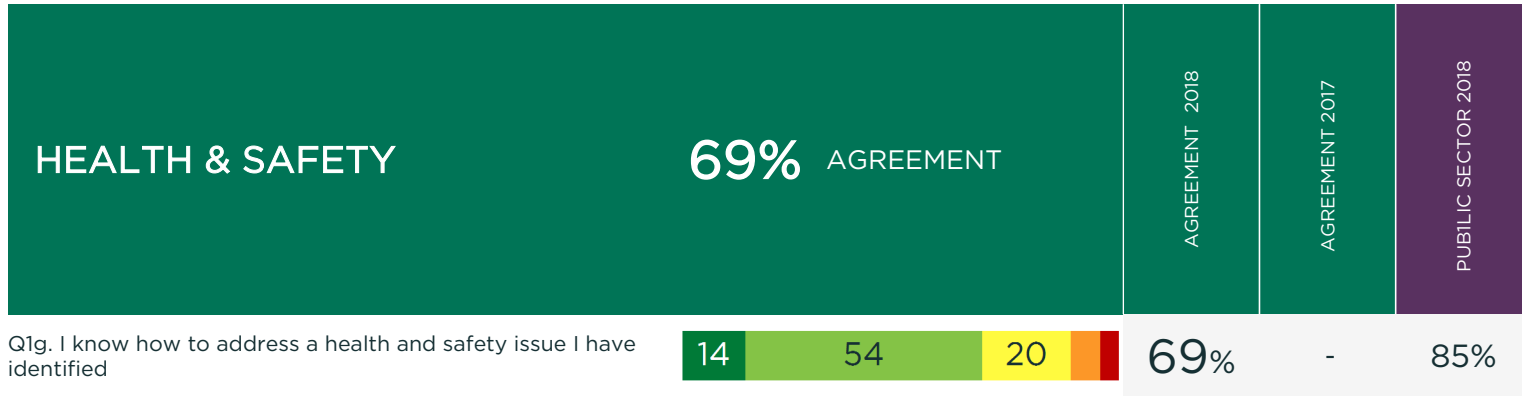




EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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



KEY





EXPLORE THE FULL RESULTS

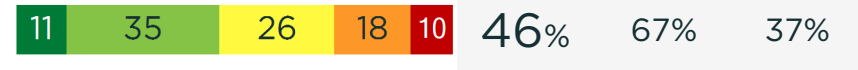
Questions are grouped by topics in this report.

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

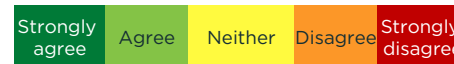
ACTION ON RESULTS

46% AGREEMENT

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



KEY

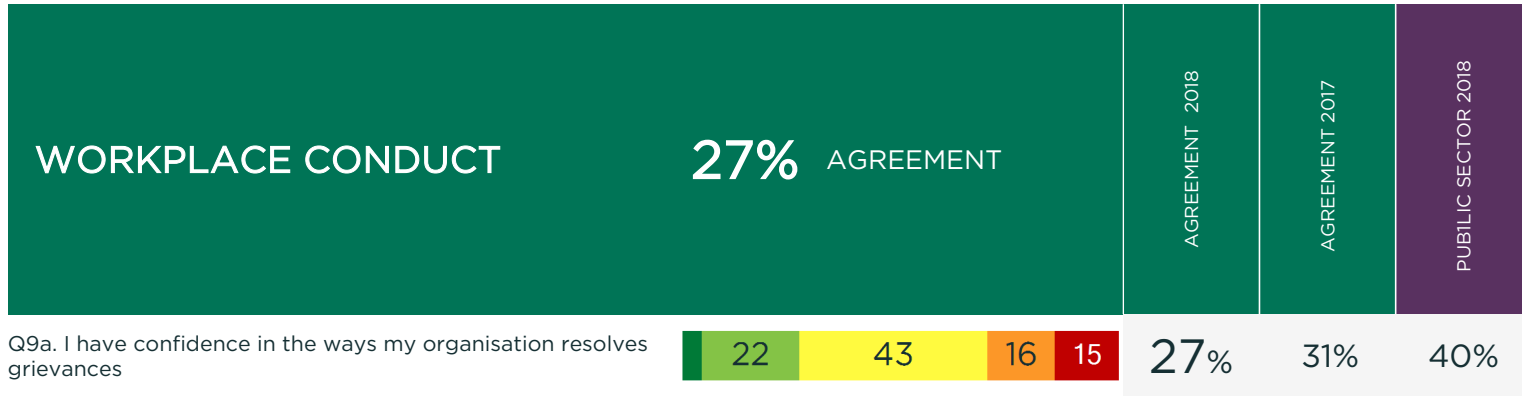




EXPLORE THE FULL RESULTS

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.



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

2018

2017

PUBLIC SECTOR 2018

Q3a. I have a current performance and development plan that sets out my individual objectives

Yes



69%

48%

71%

No



31%

52%

29%

Q3b. I have informal feedback conversations with my manager

Yes



72%

81%

76%

No



28%

19%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



57%

47%

58%

No



43%

53%

42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
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		58%	49%	41%
No		42%	51%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
Q3i. Are there barriers preventing you from moving to another role?				
Lack of promotion opportunities		47%	47%	29%
Lack of visible opportunities		45%	42%	30%
The application/recruitment process is too cumbersome or time consuming		29%	19%	23%
Personal/family considerations		27%	19%	30%
There are no major barriers to my career progression		25%	35%	32%
Lack of support from my manager/supervisor		20%	13%	14%
Insufficient training and development		19%	19%	16%
Lack of support for temporary assignments/secondments		19%	16%	15%
Lack of required capabilities or experience		16%	15%	11%
Geographic location considerations		13%	9%	26%
Other		4%	6%	9%

% are calculated with the number of unique respondents (N = 116 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

Yes		27%	11%	24%
No		58%	76%	58%
Don't know		16%	13%	18%

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

Yes		52%	50%	66%
No		45%	50%	32%
Don't know		3%	-	2%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q11a. In the last 12 months I have witnessed bullying at work

Yes		29%	28%	33%
No		60%	59%	57%
Don't know		10%	14%	10%

Q11b. In the last 12 months I have been subjected to bullying at work

Yes		16%	10%	18%
No		77%	83%	76%
Don't know		8%	7%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

Q11c. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months

		2018	2017	PUBLIC SECTOR 2018
Your Immediate Manager/Supervisor		50%	55%	23%
A senior manager		44%	27%	21%
A fellow worker at your level		6%	18%	27%
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

PUBLIC SECTOR 2018

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

Response	2018	2017	Public Sector 2018
Yes	1%	-	3%
No	95%	-	94%
Don't know	4%	-	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)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
GENDER		
Male		44%
Female		51%
Other		5%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		2%
25 -29	■	12%
30 - 34	■	16%
35 - 39	■	16%
40 - 44	■	14%
45 - 49	■	21%
50 - 54	■	12%
55 - 59		4%
60 - 64		3%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

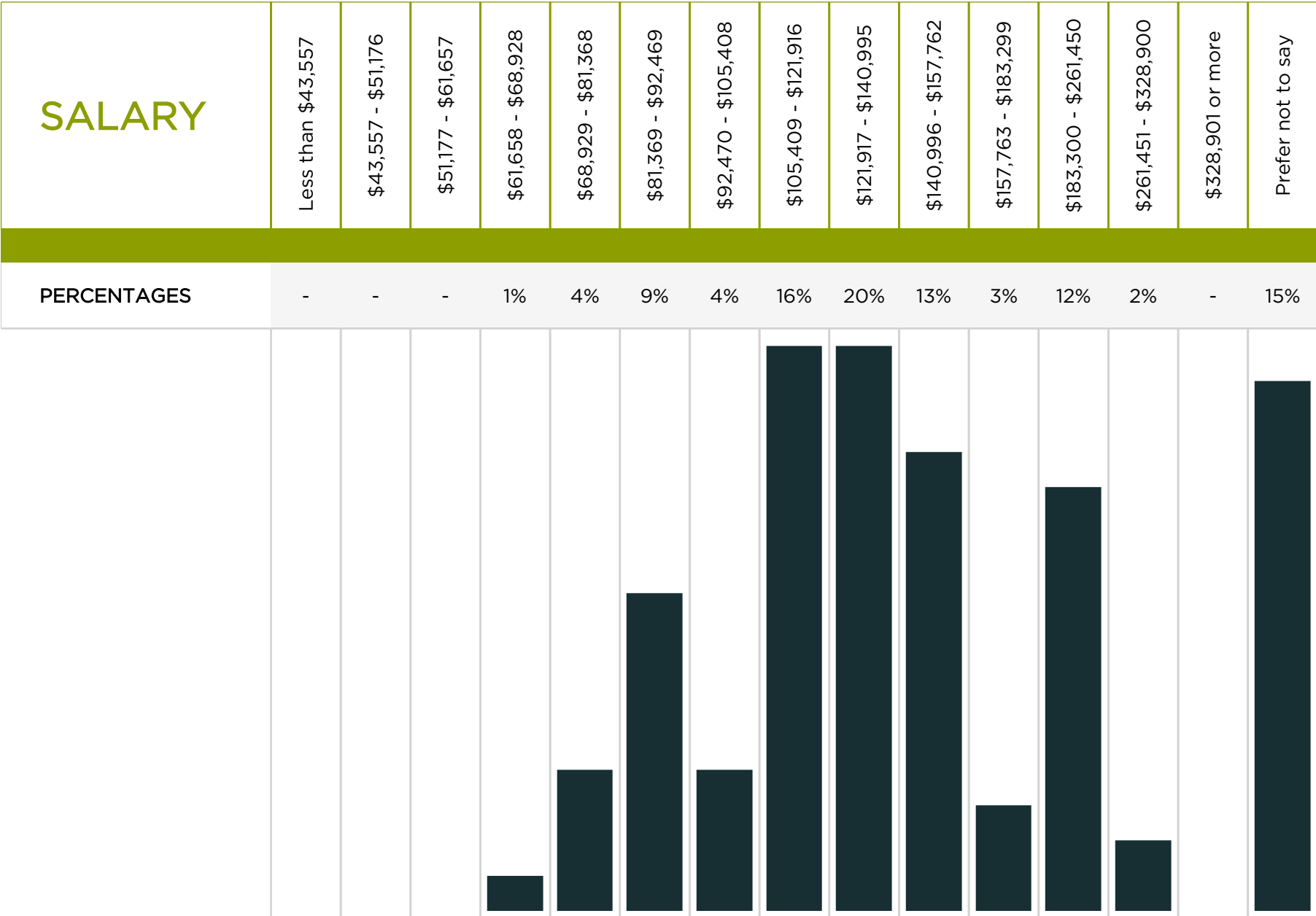
		PERCENTAGE
TYPE OF WORK		
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)		-
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)		2%
Administrative support (e.g. executive/personal assistant, receptionist)		2%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)		19%
Policy		36%
Research		4%
Program and project management support		11%
Legal (including developing and/or reviewing legislation)		6%
Other		20%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		14%
1 - 2 years		8%
2 - 5 years		35%
5 - 10 years		26%
10 - 20 years		17%
More than 20 years		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Flexible start and finish times	64%
Working from home	45%
Working additional hours to make up for time off	26%
Part-time work	18%
None of the above	14%
Leave without pay	8%
Working more hours over fewer days	7%

% are calculated with the number of unique respondents (N = 114 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Working from different locations	4%
Purchasing annual leave	4%
Study leave	4%
Flexible scheduling for rostered workers	4%
Job sharing	1%

% are calculated with the number of unique respondents (N = 114 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.

	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	118	0	2	2	22	41	5	12	7	23
EMPLOYEE ENGAGEMENT	54%	(r)	(r)	(r)	(r)	49%	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	52%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	(r)	(r)	40%	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	(r)	(r)	56%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	57%	(r)	(r)	(r)	(r)	55%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	56%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	62%	(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.

	Independent Pricing and Regulatory Tribunal	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	118	0	0	0	1	5	10	5	18	23	15	3	14	2
EMPLOYEE ENGAGEMENT	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(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.

	Independent Pricing and Regulatory Tribunal	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	118	0	17
EMPLOYEE ENGAGEMENT	54%	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)
COMMUNICATION	60%	(r)	(r)
HIGH PERFORMANCE	57%	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)
DIVERSITY & INCLUSION	67%	(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.

	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	118	16	9	40	29	19	0
EMPLOYEE ENGAGEMENT	54%	(r)	(r)	53%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	48%	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	38%	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	56%	(r)	(r)	(r)
HIGH PERFORMANCE	57%	(r)	(r)	55%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	55%	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	67%	(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.

	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	118	73	8	30	4	21	1	5	51	5	9	5	0	16
EMPLOYEE ENGAGEMENT	54%	55%	(r)	50%	(r)	(r)	(r)	(r)	61%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	55%	(r)	46%	(r)	(r)	(r)	(r)	65%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	44%	(r)	34%	(r)	(r)	(r)	(r)	50%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	65%	(r)	53%	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	57%	59%	(r)	53%	(r)	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	62%	(r)	54%	(r)	(r)	(r)	(r)	70%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	73%	(r)	66%	(r)	(r)	(r)	(r)	79%	(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.

	Independent Pricing and Regulatory Tribunal	Sydney East	Sydney - City and Inner South	Sydney West	Sydney - Blacktown	Sydney - Parramatta	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Outer West and Blue Mountains
NUMBER OF RESPONDENTS	118	108	108	2	1	1	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	54%	54%	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	56%	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	43%	43%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	62%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	57%	59%	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	60%	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	69%	69%	(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

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LESS THAN REPORT SCORE

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CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Independent Pricing and Regulatory Tribunal	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Murray	New England and North West	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	118	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(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.

	Independent Pricing and Regulatory Tribunal	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury
NUMBER OF RESPONDENTS	118	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	54%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	57%	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(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.

	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	118	0	2	13	18	18	16	24	13	4	3	1
EMPLOYEE ENGAGEMENT	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	53%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	41%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

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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.

	Independent Pricing and Regulatory Tribunal	Male	Female	Other
NUMBER OF RESPONDENTS	118	50	58	6
EMPLOYEE ENGAGEMENT	54%	57%	51%	(r)
ENGAGEMENT WITH WORK	53%	57%	53%	(r)
SENIOR MANAGERS	41%	48%	39%	(r)
COMMUNICATION	60%	66%	59%	(r)
HIGH PERFORMANCE	57%	61%	57%	(r)
PUBLIC SECTOR VALUES	58%	64%	57%	(r)
DIVERSITY & INCLUSION	67%	74%	65%	(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

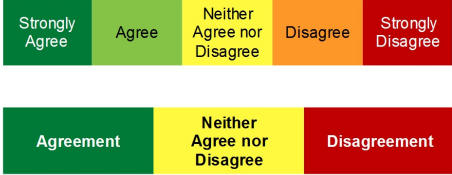
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.