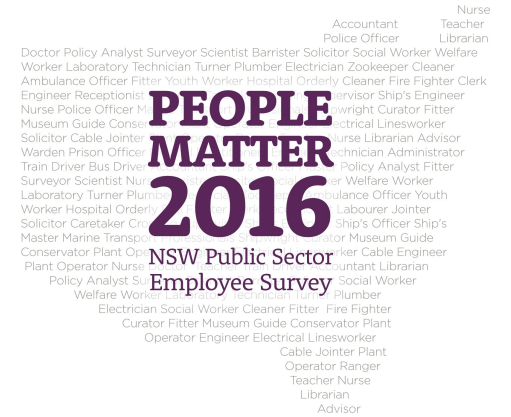

PEOPLE MATTER 2016

NSW Public Sector Employee Survey



State Owned Corporations

Sydney Water Corporation

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RESPONSE RATE

30%

**768 RESPONSES
OUT OF 2,590 EMPLOYEES**

ENGAGEMENT INDEX

70%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**



ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 100% where responses were greater than the employee headcount.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h. I look for ways to perform my job more effectively	95%
7c. My organisation strives to earn and sustain a high level of public trust	95%
7a. My organisation provides high quality services	93%
7b. My organisation strives to match services to customer/client needs	91%
2i. People in my workgroup treat customers/clients with respect	89%
2a. My workgroup strives to achieve customer/client satisfaction	88%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	88%
1a. I understand what is expected of me to do well in my role	87%
7d. My organisation focuses on improving the work we do	85%
1d. I feel I make a contribution to achieving the organisation's objectives	84%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7f. I feel that change is handled well in my organisation	36%
15. I believe action will be taken on the results from this survey by my organisation	37%
6h. I feel that senior managers listen to employees	39%
7l. My organisation's processes for recruiting employees are efficient	40%
6b. I feel that senior leaders effectively lead and manage change	42%
7m. Recruitment and promotion decisions in this organisation are generally fair	43%
7g. There is good co-operation between teams across our organisation	43%
5n. My manager appropriately deals with employees who perform poorly	43%
3j. I am satisfied with the opportunities available for career development in my organisation	43%
3k. I would like to work in another agency within the NSW Public Sector during my career	45%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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



EXPLORE THE FULL SURVEY RESULTS

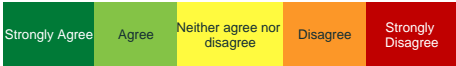
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Some key comparisons are provided.

ENGAGEMENT	70% RESPONSE SCALE				AGREEMENT %	PMES 2014	STATE OWNED CORPORATIONS	SECTOR
Q7o. I would recommend my organisation as a great place to work	25	48	17		73%	69%	46%	60%
Q7p. I am proud to tell others I work for my organisation	30	46	16		76%	73%	51%	68%
Q7q. I feel a strong personal attachment to my organisation	27	44	19		71%	66%	55%	64%
Q7r. My organisation motivates me to help it achieve its objectives	20	44	24	9	64%	60%	41%	55%
Q7s. My organisation inspires me to do the best in my job	20	41	26	9	61%	57%	40%	55%

KEY





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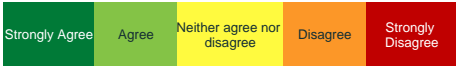
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Some key comparisons are provided.

ENGAGEMENT WITH WORK 77% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		75%	64%	76%
Q1h. I look for ways to perform my job more effectively		95%	93%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		71%	60%	76%
Q1j. I am satisfied with my job at the present time		65%	53%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

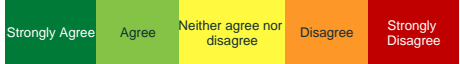
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Some key comparisons are provided.

SENIOR MANAGERS	53% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation		52%	29%	47%
Q6b. I feel that senior leaders effectively lead and manage change		42%	25%	43%
Q6c. I feel that senior managers model the values of my organisation		53%	31%	48%
Q6d. Senior managers encourage innovation by employees		60%	36%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with		59%	34%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		82%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		49%	31%	44%
Q6h. I feel that senior managers listen to employees		39%	23%	39%
Q7f. I feel that change is handled well in my organisation		36%	20%	41%

KEY





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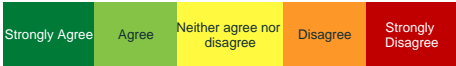
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Some key comparisons are provided.

COMMUNICATION	63% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q5e. My manager communicates effectively with me		73%	69%	69%
Q5f. My manager encourages and values employee input		74%	71%	69%
Q5g. My manager involves my workgroup in decisions about our work		69%	64%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		49%	31%	44%
Q6h. I feel that senior managers listen to employees		39%	23%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		76%	71%	69%

KEY





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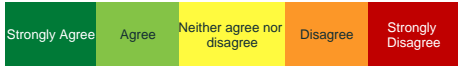
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Some key comparisons are provided.

	HIGH PERFORMANCE				71% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q1a. I understand what is expected of me to do well in my role	28	58	8		87%	87%	90%	
Q1b. I have the tools I need to do my job effectively	16	57	13	11	73%	65%	70%	
Q1c. I get the information I need to do my job well	12	57	18	10	68%	58%	67%	
Q1d. I feel I make a contribution to achieving the organisation's objectives	30	54	10		84%	80%	86%	
Q1e. I feel I am able to suggest ideas to improve our way of doing things	23	51	14	10	74%	64%	69%	
Q2b. People in my workgroup use time and resources efficiently	16	54	17	10	70%	70%	70%	
Q2c. My team works collaboratively to achieve its objectives	25	53	13	8	78%	77%	75%	
Q2d. People in my workgroup have the appropriate skills to do the job well	24	55	13	7	78%	77%	76%	
Q3h. I have received appropriate training and development to do my job well	17	49	20	10	66%	53%	63%	

KEY





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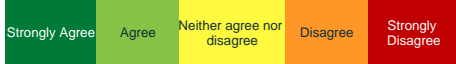
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Some key comparisons are provided.

	71% RESPONSE SCALE				AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	21	56	13		78%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	18	47	23	10	65%	62%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	19	49	17	11	68%	65%	65%
Q5j. I have confidence in the decisions my line manager makes	21	47	18	10	69%	65%	67%
Q6d. Senior managers encourage innovation by employees	12	48	23	13	60%	36%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	48	26	11	59%	34%	52%
Q7d. My organisation focuses on improving the work we do	35	50	11		85%	65%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	28	46	16	7	73%	48%	62%
Q7g. There is good co-operation between teams across our organisation	8	35	29	20	43%	35%	48%

KEY





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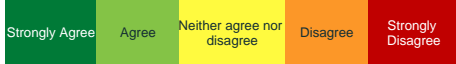
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Some key comparisons are provided.

	71% RESPONSE SCALE					AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q7n. My organisation generally selects capable people to do the job	8	46	29	10		54%	39%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	17	56	19			73%	62%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	39	49	11			88%	80%	85%

KEY





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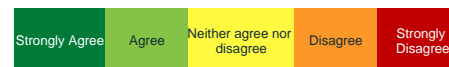
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		73% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q2a. My workgroup strives to achieve customer/client satisfaction		36	88%	85%	85%
Q2b. People in my workgroup use time and resources efficiently		16	70%	70%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings		29	74%	71%	67%
Q2h. People in my workgroup treat each other with respect		30	82%	77%	72%
Q2i. People in my workgroup treat customers/clients with respect		36	89%	88%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		21	78%	72%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		18	65%	62%	64%
Q5d. My manager listens to what I have to say		27	76%	74%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		22	67%	64%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

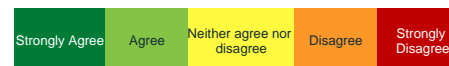
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	73% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q5k. My manager treats employees with dignity and respect		81%	78%	76%
Q5l. My manager talks to me about how the values apply to my work		67%	61%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation		52%	29%	47%
Q6c. I feel that senior managers model the values of my organisation		53%	31%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives		82%	63%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		49%	31%	44%
Q6h. I feel that senior managers listen to employees		39%	23%	39%
Q7a. My organisation provides high quality services		93%	79%	80%
Q7b. My organisation strives to match services to customer/client needs		91%	76%	80%

KEY





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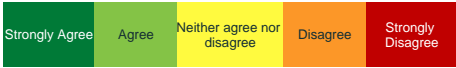
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	73% RESPONSE SCALE		AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR		
Q7c. My organisation strives to earn and sustain a high level of public trust	49	46	95%	78%	83%		
Q7d. My organisation focuses on improving the work we do	35	50	11	85%	65%	76%	
Q7h. People in my organisation take responsibility for their own actions	9	38	30	18	47%	37%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	21	53	19	73%	72%	63%	

KEY





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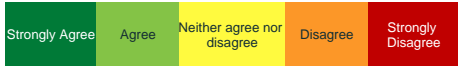
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Some key comparisons are provided.

DIVERSITY & INCLUSION	73% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		62%	53%	59%
Q5d. My manager listens to what I have to say		76%	74%	73%
Q5f. My manager encourages and values employee input		74%	71%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		69%	65%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		67%	64%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		65%	42%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		84%	67%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		73%	62%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		76%	71%	69%

KEY





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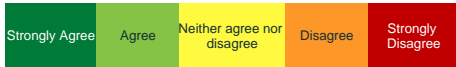
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Some key comparisons are provided.

DIVERSITY & INCLUSION		73% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR		
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	39	49	11	88%	80%	85%	
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	24	45	17	9	69%	57%	58%

KEY





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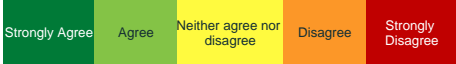
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Some key comparisons are provided.

RECRUITMENT	46% RESPONSE SCALE				AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR	
Q7l. My organisation's processes for recruiting employees are efficient	33	37	17		40%	25%	33%	
Q7m. Recruitment and promotion decisions in this organisation are generally fair	7	36	32	17	8	43%	31%	41%
Q7n. My organisation generally selects capable people to do the job	8	46	29	10		54%	39%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

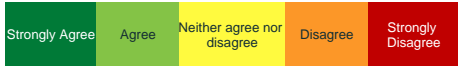
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	52%	RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	42	23	9	63%	54%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	34	35	9	49%	43%	53%	
Q7g. There is good co-operation between teams across our organisation	8	35	29	20	8	43%	35%	48%

KEY





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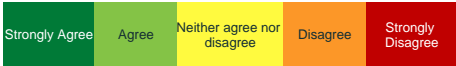
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	62% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		76%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		74%	70%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		72%	68%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		66%	61%	59%
Q3e. My performance is assessed against clear criteria		53%	51%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		77%	75%	71%
Q3g. I am able to access the right learning and development opportunities as required		65%	47%	60%
Q3h. I have received appropriate training and development to do my job well		66%	53%	63%
Q3i. I have a strong desire to advance my career		75%	68%	69%

KEY





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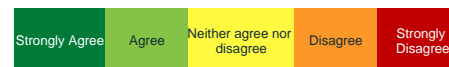
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	62% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	13 30 25 18 14	43%	31%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18 27 32 16 7	45%	34%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	22 45 16 11	67%	66%	67%
Q5n. My manager appropriately deals with employees who perform poorly	10 33 29 17 10	43%	41%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	17 46 22 9	63%	52%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21 42 23 9	63%	54%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15 34 35 9	49%	43%	53%
Q7j. My organisation is committed to developing its employees	12 47 24 13	58%	34%	53%

KEY





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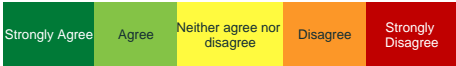
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Some key comparisons are provided.

MOBILITY	52% RESPONSE SCALE					AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	18	27	32	16	7	45%	34%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	42	23	9		63%	54%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	15	34	35	9		49%	43%	53%

KEY







EXPLORE THE FULL SURVEY RESULTS

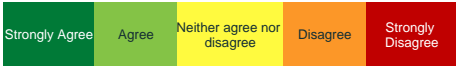
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Some key comparisons are provided.

PAY & BENEFITS 72% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q4a. I am paid fairly for the work I do	 72%	73%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	 72%	72%	60%

KEY





EXPLORE THE FULL SURVEY RESULTS

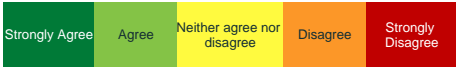
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Some key comparisons are provided.

DIVERSITY GROUPS	73% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation		80%	70%	77%
Q8c. Age is not a barrier to success in my organisation		65%	58%	71%
Q8d. Disability is not a barrier to success in my organisation		71%	59%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation		75%	62%	76%
Q8f. Gender is not a barrier to success in my organisation		73%	63%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

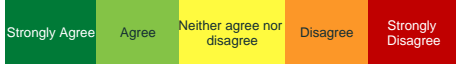
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	70% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		62%	53%	59%
Q1k. I am able to keep my work stress at an acceptable level		66%	53%	58%
Q1l. My workload is acceptable		63%	57%	55%
Q2e. I receive help and support from other members of my workgroup		82%	82%	80%
Q2f. There is good team spirit in my workgroup		71%	63%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		77%	57%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

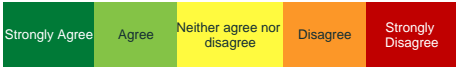
ACTION ABOUT SURVEY RESULTS

37% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



KEY





EXPLORE THE FULL SURVEY RESULTS

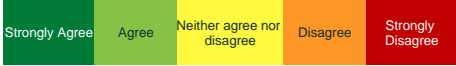
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE CONDUCT	59% RESPONSE SCALE	AGREEMENT %	STATE OWNED CORPORATIONS	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		73%	72%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		47%	35%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		57%	47%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	STATE OWNED CORPORATIONS	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		60%	51%	46%
Better skills in my workgroup		22%	24%	27%
Improved career opportunities		61%	57%	52%
Improved learning and development opportunities		51%	53%	50%
Greater involvement in decision making		33%	31%	33%
Better pay and benefits		55%	52%	58%
Greater recognition for the work I do		44%	43%	45%
Better leadership from senior managers		38%	52%	39%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	STATE OWNED CORPORATIONS	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		30%	25%	27%
Better accountability for performance		28%	28%	25%
A better location		38%	23%	20%
More flexible working conditions		47%	41%	38%
Better work/life balance		52%	44%	46%
Improved facilities		18%	17%	30%
Improved technology and systems		39%	41%	38%
Better job security		56%	72%	43%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	STATE OWNED CORPORATIONS	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		52%	70%	72%
No		40%	25%	24%
Don't Know		7%	5%	4%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	STATE OWNED CORPORATIONS	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		19%	19%	25%
No		70%	71%	64%
Don't Know		11%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		53%	53%	63%
No		47%	45%	35%
Don't Know		1%	2%	2%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	STATE OWNED CORPORATIONS	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		25%	26%	35%
No		69%	68%	58%
Don't Know		6%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		11%	14%	20%
No		84%	82%	75%
Don't Know		4%	4%	5%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	STATE OWNED CORPORATIONS	SECTOR
Q10e. 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		19%	31%	23%
Your Immediate Manager/Supervisor		33%	25%	26%
A fellow worker at your level		22%	20%	25%
A subordinate		6%	5%	8%
A client or customer		1%	0%	2%
Other		3%	4%	4%
Prefer not to say		15%	14%	13%

PROFILE OF RESPONDENTS



PERSONAL PROFILES

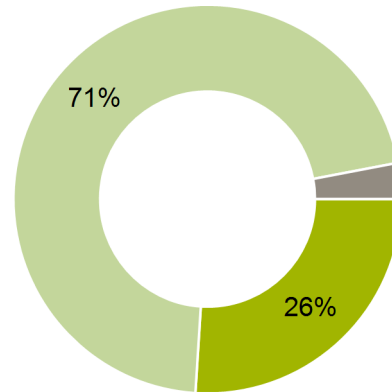
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		64%
Female		34%
Other		1%
Age		
<35		19%
35 - 54		59%
> 54		22%

PROFILE OF RESPONDENTS

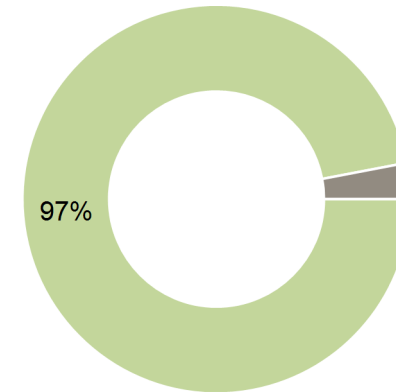


PERSONAL PROFILES

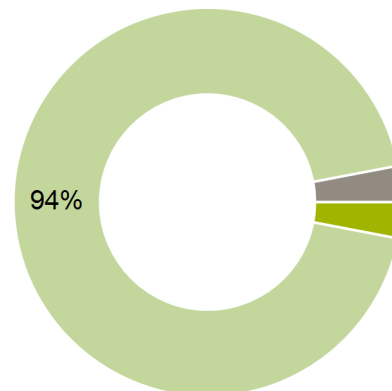
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



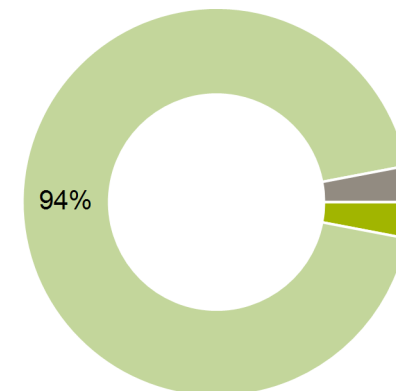
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		8%
1 - 2 years		8%
2 - 5 years		14%
5 - 10 years		21%
10 - 20 years		20%
More than 20 years		30%

PROFILE OF RESPONDENTS



WORK PROFILES

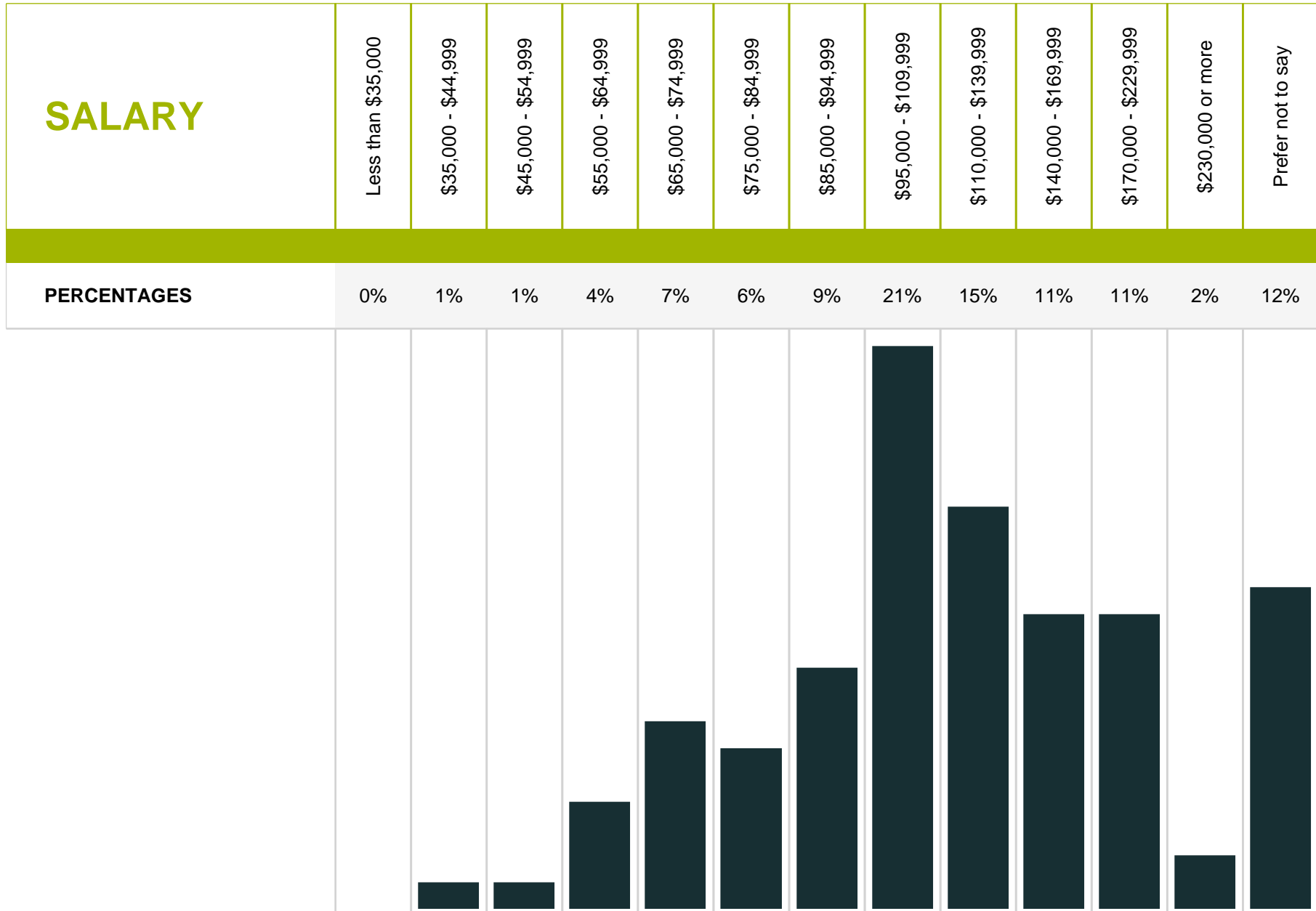
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		12%
Other service delivery work		36%
Administrative support		6%
Corporate services		20%
Policy		2%
Research		2%
Program and project management support		13%
Legal (including developing and/or reviewing legislation)		0%
Other		11%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Sydney Water Corporation	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	768	79	244	38	132	11	12	86	1	71
ENGAGEMENT	70%	67%	71%	75%	72%	(r)	(r)	67%	(r)	63%
SENIOR MANAGERS	53%	56%	52%	61%	56%	(r)	(r)	49%	(r)	40%
COMMUNICATION	63%	62%	64%	62%	67%	(r)	(r)	62%	(r)	57%
HIGH PERFORMANCE	71%	71%	71%	75%	74%	(r)	(r)	67%	(r)	65%
PUBLIC SECTOR VALUES	73%	72%	73%	73%	77%	(r)	(r)	72%	(r)	64%
DIVERSITY & INCLUSION	73%	67%	75%	74%	78%	(r)	(r)	71%	(r)	66%

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 SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Sydney Water Corporation	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	768	1	4	9	27	50	41	58	141	98	75	73	12	82
ENGAGEMENT	70%	(r)	(r)	(r)	(r)	73%	64%	68%	70%	71%	70%	76%	(r)	65%
SENIOR MANAGERS	53%	(r)	(r)	(r)	(r)	64%	41%	45%	52%	54%	50%	65%	(r)	44%
COMMUNICATION	63%	(r)	(r)	(r)	(r)	67%	56%	56%	60%	68%	70%	74%	(r)	57%
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	73%	66%	67%	69%	74%	75%	79%	(r)	65%
PUBLIC SECTOR VALUES	73%	(r)	(r)	(r)	(r)	73%	67%	66%	71%	76%	77%	83%	(r)	67%
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	74%	64%	68%	71%	79%	79%	82%	(r)	67%

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 TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Sydney Water Corporation	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	768	53	52	95	137	132	197
ENGAGEMENT	70%	73%	65%	70%	69%	69%	71%
SENIOR MANAGERS	53%	56%	53%	56%	53%	45%	53%
COMMUNICATION	63%	76%	69%	67%	59%	58%	64%
HIGH PERFORMANCE	71%	75%	67%	72%	69%	69%	73%
PUBLIC SECTOR VALUES	73%	79%	72%	74%	72%	69%	73%
DIVERSITY & INCLUSION	73%	82%	78%	76%	70%	69%	74%

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 AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Sydney Water Corporation	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	768	0	17	42	66	96	113	101	90	92	45	12
ENGAGEMENT	70%	(r)	(r)	74%	72%	69%	67%	69%	67%	72%	75%	(r)
SENIOR MANAGERS	53%	(r)	(r)	56%	51%	46%	48%	56%	47%	55%	64%	(r)
COMMUNICATION	63%	(r)	(r)	70%	66%	63%	61%	64%	55%	64%	71%	(r)
HIGH PERFORMANCE	71%	(r)	(r)	75%	72%	69%	68%	74%	67%	73%	77%	(r)
PUBLIC SECTOR VALUES	73%	(r)	(r)	76%	74%	70%	71%	76%	66%	75%	77%	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	84%	79%	72%	72%	73%	65%	75%	75%	(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 GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

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

	Sydney Water Corporation	Male	Female	Other
NUMBER OF RESPONDENTS	768	435	233	8
ENGAGEMENT	70%	69%	73%	(r)
SENIOR MANAGERS	53%	52%	56%	(r)
COMMUNICATION	63%	63%	66%	(r)
HIGH PERFORMANCE	71%	71%	74%	(r)
PUBLIC SECTOR VALUES	73%	72%	75%	(r)
DIVERSITY & INCLUSION	73%	73%	76%	(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



WHAT'S NEXT?

Sector employees have now 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.

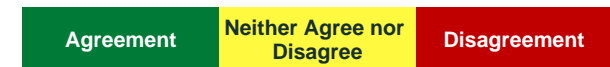
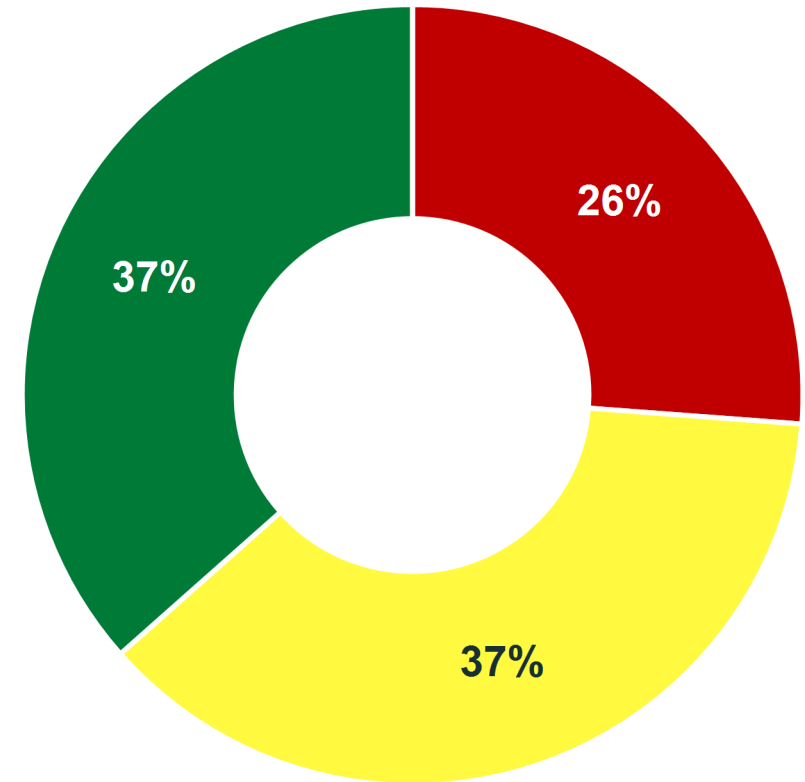
37%

of employees replied favourably to:

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

32%

SECTOR



GUIDE TO THIS REPORT

ANONYMITY RULES

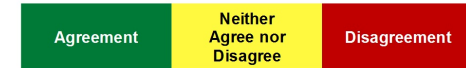
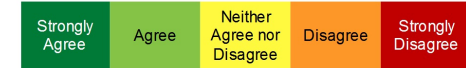
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups 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. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

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%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%