# PEOPLE MATTER 2018

NSW Public Sector Employee Survey

Nurse Teacher Accountant Police Officer Librarian Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk PEOPLE Dervisor Ship's Engineer Dervisor Ship's Engineer Dervisor Ship's Engineer Engineer Receptionist Nurse Police Officer M Museum Guide Conse ctrical Linesworker Solicitor Cable Jointer Margaret Andre E E R Warden Prison Officer Margaret Attil ine E E R Train Driver Bus Driver Association Solicitor Cable Jointer urse Librarian Adviso echnician Administrato Train Driver Bus Drive Surveyor Scientist Nur Laboratory Turner Plumb lance Officer Youth Worker Hospital Orderl abourer Jointer Solicitor Caretaker hip's Officer Ship's Master Marine Transp or Museum Guide Conservator Plant Op NSW Public Sector Ker Cable Engineer Plant Operator Nurse **Employee Survey** Policy Analyst Su Social Worker Welfare Wor Electrician Social Worker Cleaner Fitter Fire Fighter Curator Fitter Museum Guide Conservator Plant Operator Engineer Electrical Linesworker Cable Jointer Plant **Operator Ranger** Teacher Nurse Librarian Advisor

AGENCY REPORT Sydney Water





# **HEADLINES**

RESPONSE RATE 10% 251 OF 2,522 RESPONDENTS	EMPLOYEE ENGAGEMENT 59% DIFFERENCE FROM PUBLIC SECTOR -6			QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.
ENGAGEMENT WITH WORK 62% DIFFERENCE FROM PUBLIC SECTOR -10	SENIOR MANAGERS 39% DIFFERENCE FROM PUBLIC SECTOR -10	COMMUNICATION 57% DIFFERENCE FROM PUBLIC SECTOR -5	HIGH PERFORMANCE 59% DIFFERENCE FROM PUBLIC SECTOR -5	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).
PUBLIC SECTOR VALUES 57% DIFFERENCE FROM PUBLIC SECTOR -5	DIVERSITY & INCLUSION 68% DIFFERENCE FROM PUBLIC SECTOR	FLEXIBLE WORKING SATISFACTION62%DIFFERENCE FROM PUBLIC SECTOR+3	ACTION ON RESULTS 27% DIFFERENCE FROM PUBLIC SECTOR -10	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	LOWEST SCORING AGREEMENT QUESTIONS	AGREEMENT 2018
2a.	My workgroup strives to achieve customer/client satisfaction	86%	7c. I feel that change is managed well in my organisation	18%
1g.	I know how to address a health and safety issue I have identified	84%	I have confidence in the way recruitment decisions are 7g. made	24%
1a.	l understand what is expected of me to do well in my role	83%	14. I believe action will be taken on the results from this survey by my organisation	27%
2c.	l receive help and support from other members of my workgroup	82%	6h. I feel that senior managers listen to employees	27%
2e.	People in my workgroup treat each other with respect	79%	7d. There is good co-operation between teams across our organisation	32%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	76%	6b. I feel that senior managers effectively lead and manage change	32%
5b.	My manager listens to what I have to say	76%	9a. I have confidence in the ways my organisation resolves grievances	33%
2b.	My workgroup works collaboratively to achieve its objectives	74%	7f. My organisation is committed to developing its employees	34%
5a.	My manager encourages people in my workgroup to keep improving the work they do	73%	7e. People in my organisation take responsibility for their own actions	37%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	72%	I am satisfied with the opportunities available for career development in my organisation	37%

#### 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'.

# HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL	% POSITIVE	HIGHEST NEU		% NEUTRAL	DISAGREEMENT SCORES FOR HIGHEST NEUTRAL	% NEGATIVE
<b>Q5h.</b> My manager appropriately deals with employees who perform poorly		<b>Q5h.</b> My manager app employees who perfo			<b>Q5h.</b> My manager appropriately deals with employees who perform poorly	1
	<b>37</b> %			36%		<b>27</b> %
<b>G6e.</b> Senior managers promote collaboration between my organisation and other organisations we work with	5		promote collaboration tion and other organisa		<b>Q6e.</b> Senior managers promote collaborat between my organisation and other organ we work with	
	<b>44</b> %			35%		21%
<b>Q9a.</b> I have confidence in the ways my organisation resolves grievances		<b>Q9a.</b> I have confidence organisation resolves	5 5		<b>Q9a.</b> I have confidence in the ways my organisation resolves grievances	
	33%			33%		35%
<b>27f.</b> My organisation is committed to developing ts employees		<b>Q7f.</b> My organisation i its employees	s committed to develo	bing	<b>Q7f.</b> My organisation is committed to deve its employees	eloping
	34%			32%		33%
<b>Q7d.</b> There is good co-operation between teams across our organisation		<b>Q7d.</b> There is good co across our organisatio	p-operation between te n	ams	<b>Q7d.</b> There is good co-operation between across our organisation	teams
	<b>32</b> %			32%		37%
FIND YOUR HIGH NEUTRAL SCORE	EST THES S	E ARE YOUR HIGHES	- WHAT ARE EMPLOY EMPLOYEES ARE RES	RING QUESTIONS EES MOST NEUTRAL AI PONDING 'NEITHER AG INDICATE MIXED VIEW	BOUT? WHERE A LOT OF - WHAT ARE EMP REE NOR DISAGREE' (% NEGATIVE ABOU'	LOYEES MOST T?

### **TAKING ACTION**

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#### WHAT'S NEXT?

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

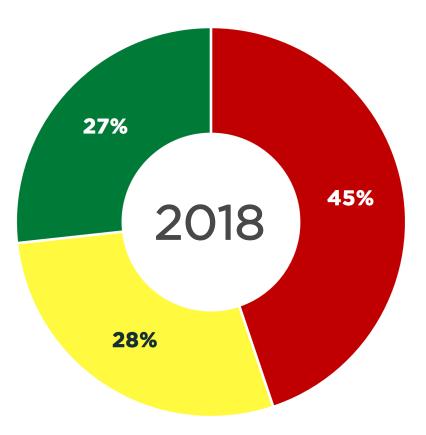
Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

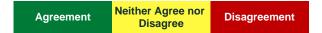


of employees replied favourably to:

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

**37%** SECTOR





# **KEY DRIVERS OF ENGAGEMENT**

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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.

	RAN	١K	% AGREEMENT 2018	% AGREEMENT PUBLIC SECTOR
	1	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>32</b> %	46%
	2	<b>Q7a.</b> My organisation focuses on improving the work we do	63%	69%
f	3	<b>Q7f.</b> My organisation is committed to developing its employees	34%	52%
	4	<b>Q6c.</b> I feel that senior managers model the values of my organisation	<b>37</b> %	50%
	5	<b>Q6h.</b> I feel that senior managers listen to employees	<b>27</b> %	43%
	6	<b>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	39%	49%

# **BUSINESS UNIT COMPARISON**

COMPARISON OF LOWER LEVEL BUSINESS UNITS		Sydney Water	Customer Delivery	Customer, Strategy & Regulation	Digital Services	Finance Services	Liveable City Solutions	People & Corporate Services
	NUMBER OF RESPONDENTS	251	86	25	17	14	52	57
This page compares key question group scores	EMPLOYEE ENGAGEMENT	59%	62%	59%	74%	46%	52%	60%
for Sydney Water	ENGAGEMENT WITH WORK	62%	67%	57%	73%	50%	53%	65%
The Employee	SENIOR MANAGERS	39%	40%	35%	64%	31%	32%	40%
Engagement Index is a weighted score. The remaining scores are	COMMUNICATION	57%	52%	62%	72%	46%	48%	67%
the average of % agreement results for all questions in a topic	HIGH PERFORMANCE	59%	61%	60%	74%	51%	49%	62%
group.	PUBLIC SECTOR VALUES	57%	57%	57%	75%	44%	51%	61%
Significant differences have been highlighted to demonstrate best	DIVERSITY & INCLUSION	68%	68%	73%	85%	69%	57%	71%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

LESS THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS

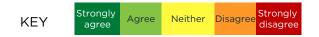
practice and areas that require attention.

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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

L	EMPLOYEE ENGAGEMENT	<b>59%</b> aggr	EGATE SCORE	AGREEMENT 2018	PUBILIC SECTOR 2018
су	Q7i. I would recommend my organisation as a great place to work	13 39	22 17 10	51%	61%
	Q7j. I am proud to tell others I work for my organisation	21 38	25 10	59%	69%
	Q7k. I feel a strong personal attachment to my organisation	19 36	24 13 8	56%	63%
nts	Q7I. My organisation motivates me to help it achieve its objectives	11 36	29 17 7	47%	55%
	Q7m. My organisation inspires me to do the best in my job	12 33	31 16 9	45%	55%



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EXPLORE	THE	FULL
RESULTS		

Questions are grouped by topics in this report.

ULL	ENGAGEMENT WITH WORK	62%	AGGREG	ATE S	CORE	AGREEMENT 2018	PUBILIC SECTOR 2018
ed by	Q1c. My job gives me a feeling of personal accomplishment	23	45	17	12	68%	76%
	Q1d. I feel motivated to contribute more than what is normally required at work	22	39	16	16 7	62%	72%
	Q1e. I am satisfied with my job	17	39	21	16	56%	69%

KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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EXPLORE THE FULL RESULTS	SENIOR MANAGERS	<b>39%</b> AGGREGATE SCORE	AGREEMENT 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q6a. I believe senior managers provide clear direction for the future of the organisation	9 30 22 25 13	39%	49%
	Q6b. I feel that senior managers effectively lead and manage change	8 25 21 27 <b>2</b> 0	32%	46%
	Q6c. I feel that senior managers model the values of my organisation	<b>9</b> 28 28 17 17	37%	50%
Results show the proportion of respondents	Q6d. Senior managers encourage innovation by employees	<mark>8</mark> 34 30 19 8	42%	50%
answering positively (Strongly Agree and Agree), negatively	Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9 35 35 14 7	44%	52%
(Strongly Disagree and Disagree) and those who are neutral.	Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	<b>19</b> 54 16	72%	62%
	Q6g. I feel that senior managers keep employees informed about what's going on	<b>8</b> 31 24 22 15	39%	47%
	Q6h. I feel that senior managers listen to employees	22 30 22 21	27%	43%
	Q7c. I feel that change is managed well in my organisation	15 29 30 24	18%	40%

KEY Strongly Agree Neither Disagree Strongly disagree

EXPLORE THE FULL RESULTS	COMMUNICATION	57%	AGGREGATE SCORE	AGREEMENT 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q5c. My manager communicates effectively with me	24	46 <mark>12 10</mark> 8	70%	72%
	Q5d. My manager encourages and values employee input	28	43 <mark>15</mark> 7	71%	72%
	Q5e. My manager involves my workgroup in decisions about our work	23	43 <mark>15 10</mark> 9	66%	67%
Results show the proportion of respondents	Q6g. I feel that senior managers keep employees informed about what's going on	8 31	24 22 15	39%	47%
answering positively (Strongly Agree and Agree), negatively	Q6h. I feel that senior managers listen to employees	22	30 22 21	27%	43%
(Strongly Disagree and Disagree) and those who are neutral.	Q8c. I am able to speak up and share a different view to my colleagues and manager	17	50 <mark>17</mark> 9	67%	67%

Neither Disagree Strongly disagree Strongly agree Agree KEY

<b>i</b> EXPLORE THE FULL RESULTS	HIGH PERFORMANCE	59%	AGGREGA	TE SCORE	AGREEMENT 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q1a. I understand what is expected of me to do well in my role	28	55	9	83%	90%
topics in this report.	Q2b. My workgroup works collaboratively to achieve its objectives	32	42	9 11	74%	79%
	Q3f. I have received appropriate training and development to do my job well	13	48	22 10 7	61%	65%
Results show the proportion of respondents	Q5a. My manager encourages people in my workgroup to keep improving the work they do	23	51	13 8	73%	74%
answering positively (Strongly Agree and Agree), negatively	Q5f. I have confidence in the decisions my manager makes	26	38	19 8 9	64%	68%
(Strongly Disagree and Disagree) and those who are neutral.	Q6d. Senior managers encourage innovation by employees	8 34	30	19 8	42%	50%
	Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	9 35	5 35	14 7	44%	52%
	Q7a. My organisation focuses on improving the work we do	12	50	21 10 7	63%	69%
	Q7b. My organisation is making the necessary improvements to meet our future challenges	14	45	25 9	60%	57%

KEY Strongly Agree Neither Disagree Strongly disagree

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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

HIGH PERFORMANCE	5	9%	AGGRE	EGATE	: sco	RE	AGREEMENT 2018	PUBILIC SECTOR 2018
Q7d. There is good co-operation between teams across our organisation		27	32		24	13	32%	49%
Q7h. My organisation generally selects capable people to do the job		46	5	27	14	8	50%	54%

KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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EXPLORE THE FULL RESULTS	PUBLIC SECTOR VALUES	57%	AGGREGATE SCORE	AGREEMENT 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q2a. My workgroup strives to achieve customer/client satisfaction	39	47	86%	86%
	Q2e. People in my workgroup treat each other with respect	35	43 12	79%	75%
	Q5a. My manager encourages people in my workgroup to keep improving the work they do	23	51 13 8	73%	74%
Results show the proportion of respondents	Q5b. My manager listens to what I have to say	30	46 <mark>87</mark> 8	76%	76%
answering positively (Strongly Agree and Agree), negatively	Q6a. I believe senior managers provide clear direction for the future of the organisation	9 30	22 25 13	39%	49%
(Strongly Disagree and Disagree) and those who are neutral.	Q6c. I feel that senior managers model the values of my organisation	9 28	28 17 17	37%	50%
	Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	54 <mark>16</mark>	72%	62%
	Q6g. I feel that senior managers keep employees informed about what's going on	8 31	24 22 15	39%	47%
	Q6h. I feel that senior managers listen to employees	22	30 22 21	27%	43%

Strongly agree Agree KEY

Neither Disagree Strongly disagree

NSW PMES 2018

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EXPLORE 1	THE FULL
RESULTS	

Questions are grouped by topics in this report.

FULL	PUBLIC SECTOR VALUES	57%	AGGREGA	ATE SCORE	AGREEMENT 2018	PUBILIC SECTOR 2018
uped by rt.	Q7a. My organisation focuses on improving the work we do	12	50	21 10 7	63%	69%
	Q7e. People in my organisation take responsibility for their own actions	31	32	21 11	37%	49%

	rongly agree Agree	Neither	Disagree	Strongly disagree
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#### 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	68%	AGGREG.	ATE SCORE	AGREEMENT 2018	PUBILIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	14	47	14 18	62%	65%
Q5b. My manager listens to what I have to say	30	46	<mark>8</mark> 78	76%	76%
Q5d. My manager encourages and values employee input	28	43	<mark>15</mark> 7	71%	72%
Q6i. Senior managers in my organisation support the career advancement of women	18	44	28	62%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	17	59	15	76%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	21	49	16 12	69%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	50	17 7 9	67%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21	41	20 14	62%	59%
Q8e. My manager supports flexible working in my team	27	43	16 9	70%	63%
	Q1b. I am provided with the support I need to do my best at work     Q5b. My manager listens to what I have to say     Q5d. My manager encourages and values employee input     Q6i. Senior managers in my organisation support the career advancement of women     Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)     Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)     Q8c. I am able to speak up and share a different view to my colleagues and manager     Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	Q1b. I am provided with the support I need to do my best at work   14     Q5b. My manager listens to what I have to say   30     Q5d. My manager encourages and values employee input   28     Q6i. Senior managers in my organisation support the career advancement of women   18     Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)   17     Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)   21     Q8c. I am able to speak up and share a different view to my colleagues and manager   17     Q8d. How satisfied are you with your ability to access and use flexible working arrangements? Response scale Very satisfied - Very unsatisfied   21	Q1b. I am provided with the support I need to do my best at work1447Q5b. My manager listens to what I have to say3046Q5d. My manager encourages and values employee input2843Q6i. Senior managers in my organisation support the career advancement of women1844Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)1759Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)1750Q8c. I am able to speak up and share a different view to my colleagues and manager1750Q8d. How satisfied are you with your ability to access and use 	Q1b. I am provided with the support I need to do my best at work14471418Q5b. My manager listens to what I have to say3046878Q5d. My manager encourages and values employee input2843157Q6i. Senior managers in my organisation support the career advancement of women184428Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)175915Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)1750177Q8c. I am able to speak up and share a different view to my colleagues and manager17501779Q8d. How satisfied are you with your ability to access and use flexible working arrangements? Response scale Very satisfied - Very unsatisfied21412014	DIVERSITY & INCLUSION68% AGGREGATE SCOREQ1b. 1 am provided with the support I need to do my best at work1447141862%Q5b. My manager listens to what I have to say304687876%Q5d. My manager encourages and values employee input284315771%Q6i. Senior managers in my organisation support the career advancement of women18442862%Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)17591576%Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)1750177967%Q8c. I am able to speak up and share a different view to my colleagues and manager1750177967%Q8d. How satisfied are you with your ability to access and use fexible working arrangements? Response scale Very satisfied - Very unsatisfied2141201462%

KEY Strongly Agree Neither Disagree Strongly disagree

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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

L	FLEXIBLE WORKING	66%	AGGREG	ATE SCORE	AGREEMENT 2018	PUBILIC SECTOR 2018
by	Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	21	41	20 14	62%	59%
	Q8e. My manager supports flexible working in my team	27	43	16 9	70%	63%

	rongly agree Agree	Neither	Disagree	Strongly disagree
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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

	RECRUITMENT	37%	AGGR	EGATE	SCORE	AGREEMENT 2018	PUBILIC SECTOR 2018
у	Q7g. I have confidence in the way recruitment decisions are made	19	30	22	23	24%	37%
	Q7h. My organisation generally selects capable people to do the job	40	6	27	14 8	50%	54%

KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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EXPLORE THE FULL RESULTS	PERFORMANCE FRAMEWORK & DEVELOPMENT	49% aggre	GATE SCORE	AGREEMENT 2018	PUBILIC SECTOR 2018
Questions are grouped by topics in this report.	Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20 44	<mark>19 10</mark> 8	64%	65%
	Q3e. My performance is assessed against clear criteria	14 42	21 13 10	56%	56%
	Q3g. I am satisfied with the opportunities available for career development in my organisation	12 25 22	25 16	37%	50%
Results show the proportion of respondents	Q5g. My manager provides acknowledgement or other recognition for the work I do	24 40	17 11 8	64%	69%
answering positively (Strongly Agree and Agree), negatively	Q5h. My manager appropriately deals with employees who perform poorly	14 23 3	<mark>6 16 11</mark>	37%	46%
(Strongly Disagree and Disagree) and those who are neutral.	Q7f. My organisation is committed to developing its employees	30 32	19 <b>14</b>	34%	52%

Neither Disagree Strongly disagree Strongly agree Agree KEY

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EXPLORE	THE	FULL
RESULTS		

Questions are grouped by topics in this report.

L	WORKPLACE SUPPORT	68%	AGGREG	ATE .	SCORE	AGREEMENT 2018	PUBILIC SECTOR 2018
ру	 Q1b. I am provided with the support I need to do my best at work	14	47	14	18	62%	65%
	Q1f. I am able to keep my work stress at an acceptable level	16	43	16	18 7	59%	60%
	Q2c. I receive help and support from other members of my workgroup	30	52	•	88	82%	81%
nts	Q2d. There is good team spirit in my workgroup	30	40	1	4 10	70%	70%



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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

L	ΡΑΥ	67% AGREEMENT	PUBILIC SECTOR 2018
by	Q4a. I am paid fairly for the work I do	14 53 16 14 679	% 58%

KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

=ULL	HEALTH & SAFETY	84%	AGREEMENT		AGREEMENT 2018	PUBILIC SECTOR 2018
oed by	Q1g. I know how to address a health and safety issue I have identified	30	54	11	84%	85%

KEY Strongly agree	Agree	Neither	Disagree	Strongly disagree
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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.



	rongly Agree	Neither	Disagree	Strongly disagree
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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

ULL	WORKPLACE CONDUCT	33%	AGREEMEN	ΝT		AGREEMENT 2018	PUBILIC SECTOR 2018	
ed by	Q9a. I have confidence in the ways my organisation resolves grievances	27	33	20	15	33%	40%	

KEY	Strongly agree	Agree	Neither	Disagree	Strongly disagree
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#### EXPLORE THE FULL RESULTS

PERFORMANCE FRAMEWORK & DEVELOPMENT	2018	PUBLIC SECTOR 2018
Q3a. I have a current performance and development plan that sets out my individual objectives		
Yes	86%	71%
No	14%	29%
Q3b. I have informal feedback conversations with my manager		
Yes	77%	76%
No	23%	24%
Q3c. I have scheduled feedback conversations with my manager		
Yes	75%	58%
No	25%	42%

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#### EXPLORE THE FULL RESULTS

MOBILITY	2018	PUBLIC SECTOR 2018
<b>Q3h.</b> 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	48%	41%
No	52%	59%

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#### EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY		2018	PUBLIC SECTOR 2018
<b>Q3i.</b> Are there barriers preventing you from moving to another role?			
Lack of visible opportunities		48%	30%
Lack of promotion opportunities		46%	29%
Personal/family considerations		26%	30%
Geographic location considerations		25%	26%
Lack of support for temporary assignments/secondments		23%	15%
There are no major barriers to my career progression		22%	32%
The application/recruitment process is too cumbersome or time consuming		22%	23%
Lack of support from my manager/supervisor		20%	14%
Insufficient training and development		20%	16%
Lack of required capabilities or experience		13%	11%
Other		8%	9%
% are calculated with the number of unique respondents (N = $246$ to this que	stion)		

% are calculated with the number of unique respondents (N = 246 to this question)

#### EXPLORE THE FULL RESULTS

UNACCEPTABLE CONDUCT	2018	PUBLIC SECTOR 2018
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work		
Yes	23%	24%
No	59%	58%
Don't know	19%	18%
<b>Q10b.</b> If yes to 10a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?		
Yes	69%	66%
No	31%	32%
Don't know (r)		

#### EXPLORE THE FULL RESULTS

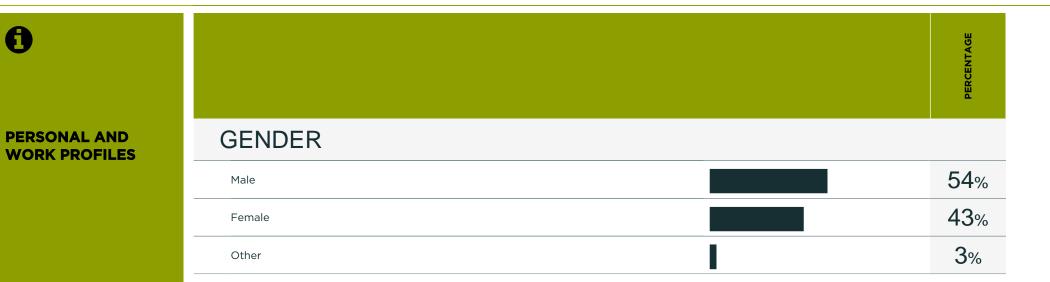
UNACCEPTABLE CONDUCT	2018	PUBLIC SECTOR 2018
<b>Q11a.</b> In the last 12 months I have witnessed bullying at work		
Yes	31%	33%
No	58%	57%
Don't know	11%	10%
Q11b. In the last 12 months I have been subjected to bullying at work		
Yes	16%	18%
No	79%	76%
Don't know	5%	6%

#### EXPLORE THE FULL RESULTS

UNACCEPTABLE CONDUCT		2018	PUBLIC SECTOR 2018
<b>Q11c.</b> Please indicate the role of the person who has been the source of t subjected to in the last 12 months	he most serious bullying you have been		
A fellow worker at your level		41%	27%
Your Immediate Manager/Supervisor		35%	23%
A senior manager		14%	21%
A subordinate		5%	7%
Other	I	3%	4%
Prefer not to say		3%	14%
A client or customer	(r)		
A member of the public other than a client or customer	(r)		

#### EXPLORE THE FULL RESULTS

UNACCEPTABLE CONDUCT	2018	PUBLIC SECTOR 2018
Q12a. In the last 12 months I have been subjected to physical harm and/or sexual harassment or abuse at work		
Yes	0%	3%
No	97%	94%
Don't know	3%	2%
<b>Q12b.</b> 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)		

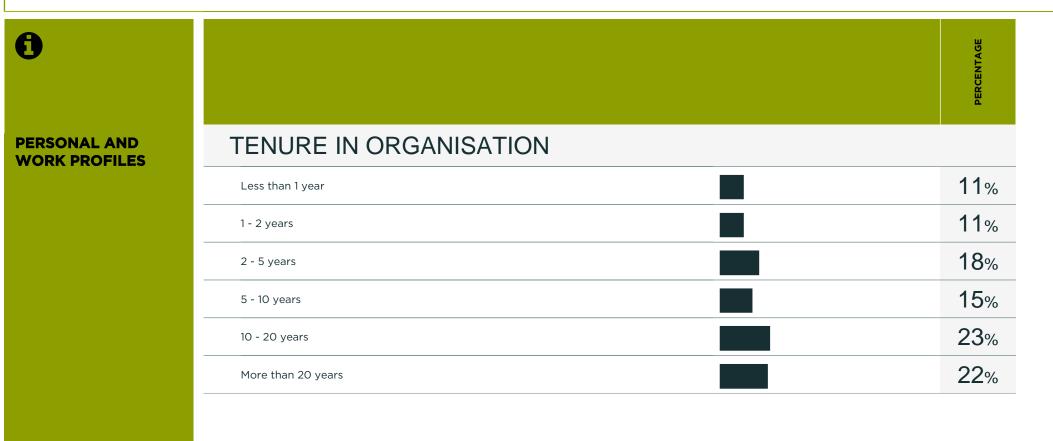


0			PERCENTAGE
PERSONAL AND WORK PROFILES	AGE		
	15 - 19		-
	20 - 24		2%
	25 -29		10%
	30 - 34		9%
	35 - 39		16%
	40 - 44		14%
	45 - 49		18%
	50 - 54		14%
	55 - 59		11%
	60 - 64		6%
	65+		2%

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0		PERCENTAGE
PERSONAL AND WORK PROFILES	TYPE OF WORK	
	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	5%
	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)	34%
	Administrative support (e.g. executive/personal assistant, receptionist)	3%
	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	28%
	Policy	2%
	Research	0%
	Program and project management support	15%
	Legal (including developing and/or reviewing legislation)	0%
	Other	11%

<b>PERSONAL AND</b> WORK PROFILES	SALARY	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	\$328,901 or more	Prefer not to say
	PERCENTAGES	-	-	2%	4%	7%	5%	13%	21%	10%	9%	9%	7%	0%	-	13%



# **PROFILE OF RESPONDENTS**

•		PERCENTAGE
ERSONAL AND VORK PROFILES	FLEXIBLE WORKING	
	Flexible start and finish times	39%
	Working from home	32%
	None of the above	29%
	Working from different locations	27%
	Working additional hours to make up for time off	16%
	Working more hours over fewer days	12%
	Flexible scheduling for rostered workers	9%

% are calculated with the number of unique respondents (N = 226 to this question)

PE W

# **PROFILE OF RESPONDENTS**

<b>D</b>			PERCENTAGE
PERSONAL AND WORK PROFILES	FLEXIBLE WORKING		
	Purchasing annual leave		5%
	Leave without pay		4%
	Part-time work		3%
	Study leave	l	2%
	Other	l	2%
	Job sharing		0%

% are calculated with the number of unique respondents (N = 226 to this question)

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# **RESULT BY TYPE OF WORK**

<b>EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES</b>		Sydney Water	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
weighted score. The remaining scores are	NUMBER OF RESPONDENTS	251	12	78	8	65	5	1	35	1	26
the average of % agreement results for all questions in a topic	EMPLOYEE ENGAGEMENT	59%	(r)	59%	(r)	62%	(r)	(r)	63%	(r)	(r)
group.	ENGAGEMENT WITH WORK	62%	(r)	60%	(r)	69%	(r)	(r)	68%	(r)	(r)
	SENIOR MANAGERS	39%	(r)	35%	(r)	44%	(r)	(r)	42%	(r)	(r)
Differences have been highlighted where they are 5 or more % points	COMMUNICATION	57%	(r)	48%	(r)	68%	(r)	(r)	56%	(r)	(r)
above or below the scores in the first column.	HIGH PERFORMANCE	59%	(r)	57%	(r)	65%	(r)	(r)	62%	(r)	(r)
	PUBLIC SECTOR VALUES	57%	(r)	53%	(r)	63%	(r)	(r)	60%	(r)	(r)
	DIVERSITY & INCLUSION	68%	(r)	64%	(r)	76%	(r)	(r)	75%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **RESULT BY SALARY**

0			2			~	~		ω	Q	10	2	Ø	0	0
EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES		Sydney Water	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
The Employee Engagement Index is a weighted score. The															
remaining scores are	NUMBER OF RESPONDENTS	251	0	0	5	10	17	11	29	48	22	20	20	16	1
the average of % agreement results for all questions in a topic	EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	58%	(r)	(r)	(r)	(r)	(r)
group.	ENGAGEMENT WITH WORK	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	61%	(r)	(r)	(r)	(r)	(r)
	SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	36%	(r)	(r)	(r)	(r)	(r)
Differences have been highlighted where they are 5 or more % points	COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	47%	(r)	(r)	(r)	(r)	(r)
above or below the scores in the first column.	HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%	(r)	(r)	(r)	(r)	(r)
	PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%	(r)	(r)	(r)	(r)	(r)
	DIVERSITY & INCLUSION	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	65%	(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

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#### **RESULT BY SALARY**



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

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## **RESULT BY TENURE IN ORGANISATION**

0

#### 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.

Sydney Water	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
251	26	25	40	34	52	51
59%	(r)	(r)	61%	58%	62%	55%
62%	(r)	(r)	60%	56%	71%	52%
39%	(r)	(r)	41%	32%	38%	34%
57%	(r)	(r)	58%	55%	54%	46%
59%	(r)	(r)	58%	54%	60%	55%
57%	(r)	(r)	58%	54%	58%	49%
68%	(r)	(r)	67%	67%	67%	64%
	251 59% 62% 39% 57% 59%	251 26   59% (r)   62% (r)   39% (r)   57% (r)   57% (r)	251   26   25     59%   (r)   (r)     62%   (r)   (r)     39%   (r)   (r)     57%   (r)   (r)     57%   (r)   (r)     57%   (r)   (r)	251     26     25     40       59%     (r)     (r)     61%       62%     (r)     (r)     60%       39%     (r)     (r)     41%       57%     (r)     (r)     58%       57%     (r)     (r)     58%	251   26   25   40   34     59%   (r)   (r)   61%   58%     62%   (r)   (r)   60%   56%     39%   (r)   (r)   41%   32%     57%   (r)   (r)   58%   55%     57%   (r)   (r)   58%   54%	251262540345259%(r)(r)61%58%62%62%(r)(r)60%56%71%39%(r)(r)41%32%38%57%(r)(r)58%55%54%57%(r)(r)58%54%58%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **RESULTS BY TYPES OF FLEXIBLE WORKING**

make A Working from different locations Working more hours over fewer scheduling for rostered Flexible start and finish times Purchasing annual leave to Working from home None of the above Leave without pay additional hours up for time off Part-time work Sydney Water **EXPLORE THE** Job sharing Study leave workers Other **RESULTS FOR** days DIFFERENT **GROUPS OF EMPLOYEES** Flexible : Working The Employee Engagement Index is a weighted score. The NUMBER OF RESPONDENTS 89 28 36 20 6 1 60 73 12 9 5 4 66 251 remaining scores are the average of % (r) **EMPLOYEE ENGAGEMENT** 59% 59% 56% 69% 61% 60% agreement results for all (r) (r) (r) (r) (r) (r) (r) questions in a topic group. ENGAGEMENT WITH 62% 66% (r) 67% (r) (r) (r) 79% 71% (r) (r) (r) (r) 57% WORK 39% 37% 38% SENIOR MANAGERS (r) (r) (r) (r) 48% 41% (r) 38% (r) (r) (r) Differences have been highlighted where they COMMUNICATION 57% 57% 59% 64% 60% 54% (r) (r) (r) (r) (r) (r) (r) (r) are 5 or more % points above or below the scores in the first HIGH PERFORMANCE 59% 58% (r) 58% (r) (r) (r) 67% 62% (r) (r) (r) (r) 59% column. PUBLIC SECTOR VALUES 57% 56% 57% 67% 60% 56% (r) (r) (r) (r) (r) (r) (r) (r) **DIVERSITY & INCLUSION** 68% 71% 72% 77% 64% (r) (r) (r) (r) 81% (r) (r) (r) (r)

\*multiple types may be choosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

#### **RESULTS BY REGION**

PLORE THE SULTS FOR FFERENT ROUPS OF PLOYEES e Employee gagement Index is a		Sydney Water	Sydney West	Sydney - Parramatta	Sydney East	Sydney - Inner South West	Sydney - Ryde	Sydney - City and Inner South	Sydney - Eastern Suburbs	Sydney - South West	Illawarra	Sydney - Outer South West	Sydney - Outer West and Blue Mountains	Mid North Coast
ighted score. The maining scores are	NUMBER OF RESPONDENTS	251	160	152	49	21	15	6	3	3	2	2	2	1
e average of % reement results for all estions in a topic	EMPLOYEE ENGAGEMENT	59%	59%	59%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
oup.	ENGAGEMENT WITH WORK	62%	61%	61%	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	SENIOR MANAGERS	39%	36%	35%	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ferences have been phlighted where they s 5 or more % points	COMMUNICATION	57%	57%	57%	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ove or below the ores in the first lumn.	HIGH PERFORMANCE	59%	58%	58%	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	PUBLIC SECTOR VALUES	57%	56%	56%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	DIVERSITY & INCLUSION	68%	70%	69%	70%	(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

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## **RESULTS BY REGION**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES The Employee Engagement Index is a weighted score. The		Sydney Water	Sydney - Blacktown	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Sutherland	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Hunter Valley exc Newcastle	Murray	New England and North West
remaining scores are	NUMBER OF RESPONDENTS	251	1	1	1	1	1	0	0	0	0	0	0	0	ο
the average of % agreement results for all questions in a topic	EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
group.	ENGAGEMENT WITH WORK	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
Differences have been highlighted where they are 5 or more % points	COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
above or below the scores in the first column.	HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
	DIVERSITY & INCLUSION	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
				. c											

\*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

#### **RESULTS BY REGION**

PLORE THE SULTS FOR FERENT OUPS OF PLOYEES		Sydney Water	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury
ghted score. The naining scores are	NUMBER OF RESPONDENTS	251	0	0	0	0	0	0
average of % eement results for all stions in a topic	EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)
up.	ENGAGEMENT WITH WORK	62%	(r)	(r)	(r)	(r)	(r)	(r)
	SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)
erences have been nlighted where they 5 or more % points	COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)
ive or below the res in the first umn.	HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	(r)	(r)
	PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	(r)
	DIVERSITY & INCLUSION	68%	(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

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#### **RESULT BY AGE**

EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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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.

	Sydney Water	15 - 19	20 - 24	25 -29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	251	0	4	22	21	37	31	40	31	24	13	4
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	58%	60%	51%	59%	(r)	(r)	(r)
ENGAGEMENT WITH WORK	62%	(r)	(r)	(r)	(r)	56%	56%	51%	67%	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	35%	48%	29%	44%	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	55%	62%	48%	62%	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)	(r)	(r)	57%	62%	53%	62%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	54%	62%	49%	60%	(r)	(r)	(r)
DIVERSITY & INCLUSION	68%	(r)	(r)	(r)	(r)	65%	72%	63%	72%	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

#### **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.

		Sydney Water	Male	Female	Other
	NUMBER OF RESPONDENTS	251	125	99	8
I	EMPLOYEE ENGAGEMENT	59%	61%	60%	(r)
	ENGAGEMENT WITH WORK	62%	64%	62%	(r)
	SENIOR MANAGERS	39%	40%	39%	(r)
	COMMUNICATION	57%	55%	59%	(r)
	HIGH PERFORMANCE	59%	60%	60%	(r)
	PUBLIC SECTOR VALUES	57%	57%	58%	(r)
	DIVERSITY & INCLUSION	68%	71%	67%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

## **GUIDE TO THIS REPORT**

#### SURVEY TIME FRAME

This report contains results from the 2018 People Matter Employee Survey which was open from 1 June to 2 July 2018.

#### HOW TO READ THIS REPORT

The majority of questions have a 5point answer scale. The Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Agreen	nent	Neither Agree nor Disagree	Disa	greement

#### 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.

#### 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%.

#### **1** MORE DETAILS ABOUT THE SURVEY AND ITS METHODOLOGY

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