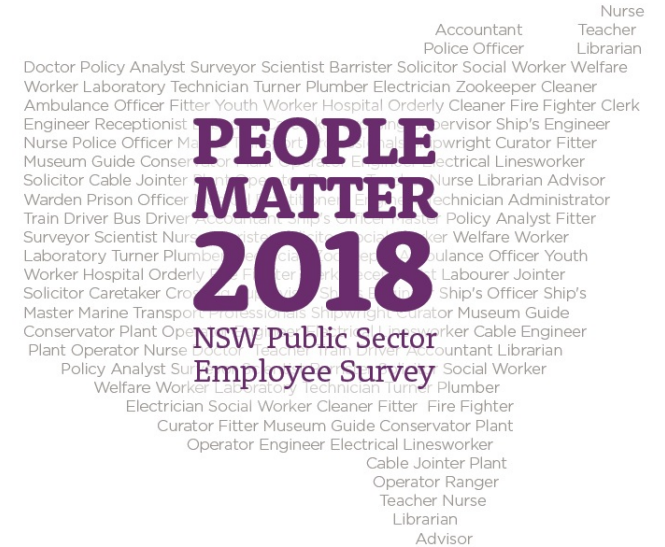

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT

Sydney Water

RESPONSE RATE

10%

251 OF 2,522 RESPONDENTS

EMPLOYEE ENGAGEMENT

59%

DIFFERENCE FROM PUBLIC SECTOR -6

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

PUBLIC SECTOR VALUES

57%

DIFFERENCE FROM PUBLIC SECTOR -5

DIVERSITY & INCLUSION

68%

DIFFERENCE FROM PUBLIC SECTOR 0

FLEXIBLE WORKING SATISFACTION

62%

DIFFERENCE FROM PUBLIC SECTOR +3

ACTION ON RESULTS

27%

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

2a.	My workgroup strives to achieve customer/client satisfaction	86%
1g.	I know how to address a health and safety issue I have identified	84%
1a.	I understand what is expected of me to do well in my role	83%
2c.	I receive help and support from other members of my workgroup	82%
2e.	People in my workgroup treat each other with respect	79%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	76%
5b.	My manager listens to what I have to say	76%
2b.	My workgroup works collaboratively to achieve its objectives	74%
5a.	My manager encourages people in my workgroup to keep improving the work they do	73%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	72%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

7c.	I feel that change is managed well in my organisation	18%
7g.	I have confidence in the way recruitment decisions are made	24%
14.	I believe action will be taken on the results from this survey by my organisation	27%
6h.	I feel that senior managers listen to employees	27%
7d.	There is good co-operation between teams across our organisation	32%
6b.	I feel that senior managers effectively lead and manage change	32%
9a.	I have confidence in the ways my organisation resolves grievances	33%
7f.	My organisation is committed to developing its employees	34%
7e.	People in my organisation take responsibility for their own actions	37%
3g.	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 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



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



Q6e. Senior managers promote collaboration between my organisation and other organisations we work with



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



Q7f. My organisation is committed to developing its employees



Q7f. My organisation is committed to developing its employees



Q7f. My organisation is committed to developing its employees



Q7d. There is good co-operation between teams across our organisation



Q7d. There is good co-operation between teams across our organisation



Q7d. There is good co-operation between teams across our organisation



FIND YOUR HIGHEST NEUTRAL SCORES

THESE ARE YOUR HIGHEST NEUTRAL SCORING QUESTIONS

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT?
(STRENGTHS)

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

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



WHAT'S NEXT?

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

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

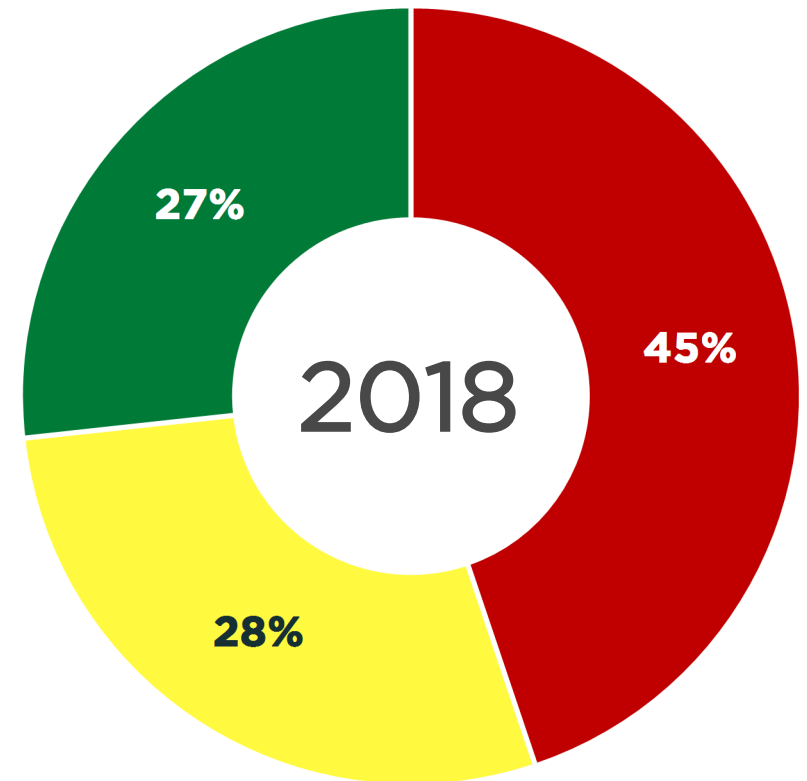
27%

of employees replied favourably to:

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

37%

SECTOR



Agreement

Neither Agree nor Disagree

Disagreement

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

BUSINESS UNIT COMPARISON



COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Sydney Water

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.

	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
EMPLOYEE ENGAGEMENT	59%	62%	59%	74%	46%	52%	60%
ENGAGEMENT WITH WORK	62%	67%	57%	73%	50%	53%	65%
SENIOR MANAGERS	39%	40%	35%	64%	31%	32%	40%
COMMUNICATION	57%	52%	62%	72%	46%	48%	67%
HIGH PERFORMANCE	59%	61%	60%	74%	51%	49%	62%
PUBLIC SECTOR VALUES	57%	57%	57%	75%	44%	51%	61%
DIVERSITY & INCLUSION	68%	68%	73%	85%	69%	57%	71%

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	59% AGGREGATE SCORE					AGREEMENT 2018	PUBLIC SECTOR 2018
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%
Q7l. 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%

KEY

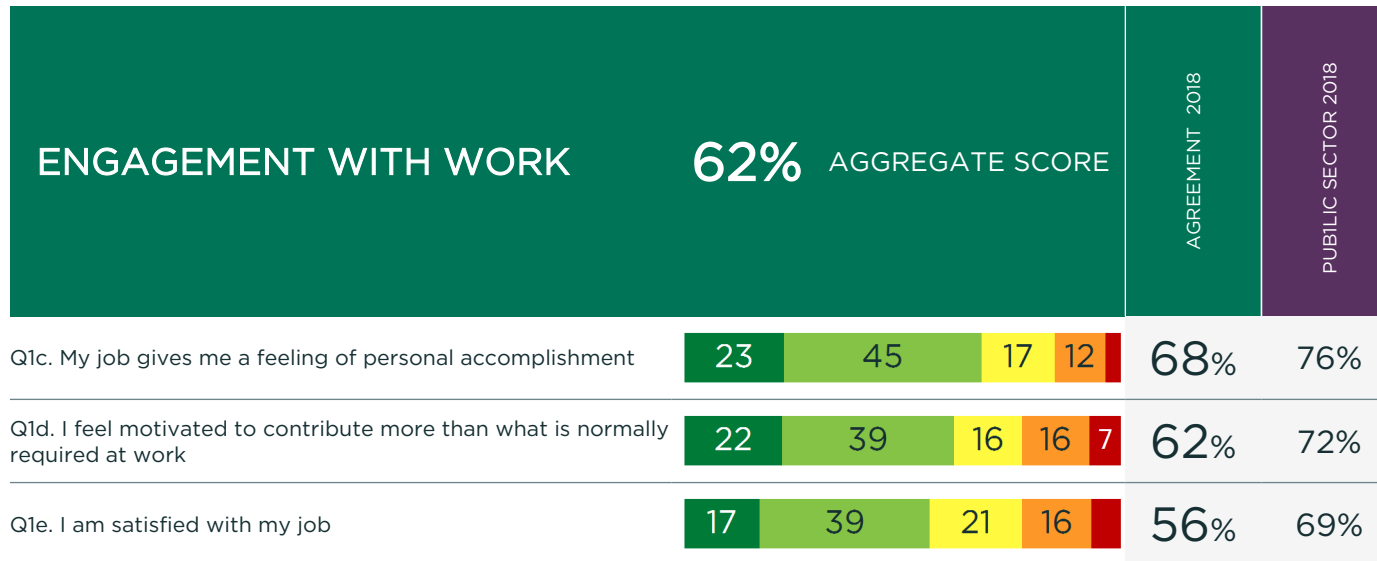




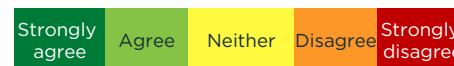
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





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SENIOR MANAGERS	39% AGGREGATE SCORE					AGREEMENT 2018	PUBLIC SECTOR 2018
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	20	32%	46%
Q6c. I feel that senior managers model the values of my organisation	9	28	28	17	17	37%	50%
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	35	14	7	44%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	19	54	16			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%
Q7c. I feel that change is managed well in my organisation	15	29	30	24		18%	40%

KEY





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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	57% AGGREGATE SCORE					AGREEMENT 2018	PUBLIC SECTOR 2018
Q5c. My manager communicates effectively with me	24	46	12	10	8	70%	72%
Q5d. My manager encourages and values employee input	28	43	15	7		71%	72%
Q5e. My manager involves my workgroup in decisions about our work	23	43	15	10	9	66%	67%
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%
Q8c. I am able to speak up and share a different view to my colleagues and manager	17	50	17	7	9	67%	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					59% AGGREGATE SCORE	AGREEMENT 2018	PUBLIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	28	55	9			83%	90%	
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%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	23	51	13	8		73%	74%	
Q5f. I have confidence in the decisions my manager makes	26	38	19	8	9	64%	68%	
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	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

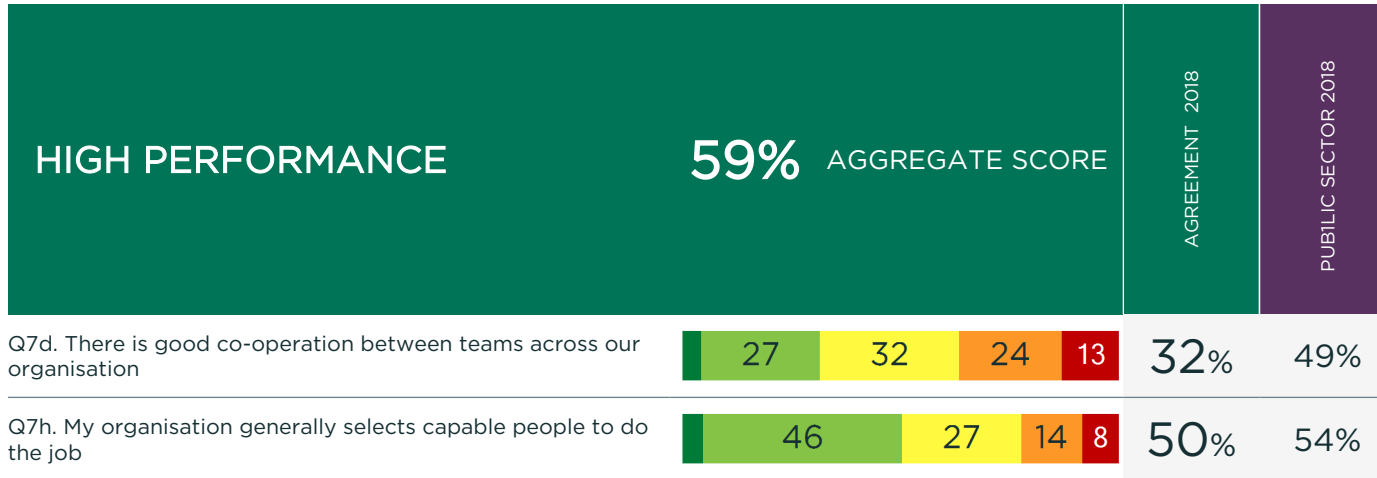




EXPLORE THE FULL RESULTS

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	57% AGGREGATE SCORE					AGREEMENT 2018	PUBLIC SECTOR 2018
	Q2a. My workgroup strives to achieve customer/client satisfaction	39	47				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%
Q5b. My manager listens to what I have to say	30	46	8	7	8	76%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	9	30	22	25	13	39%	49%
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	16			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%

KEY

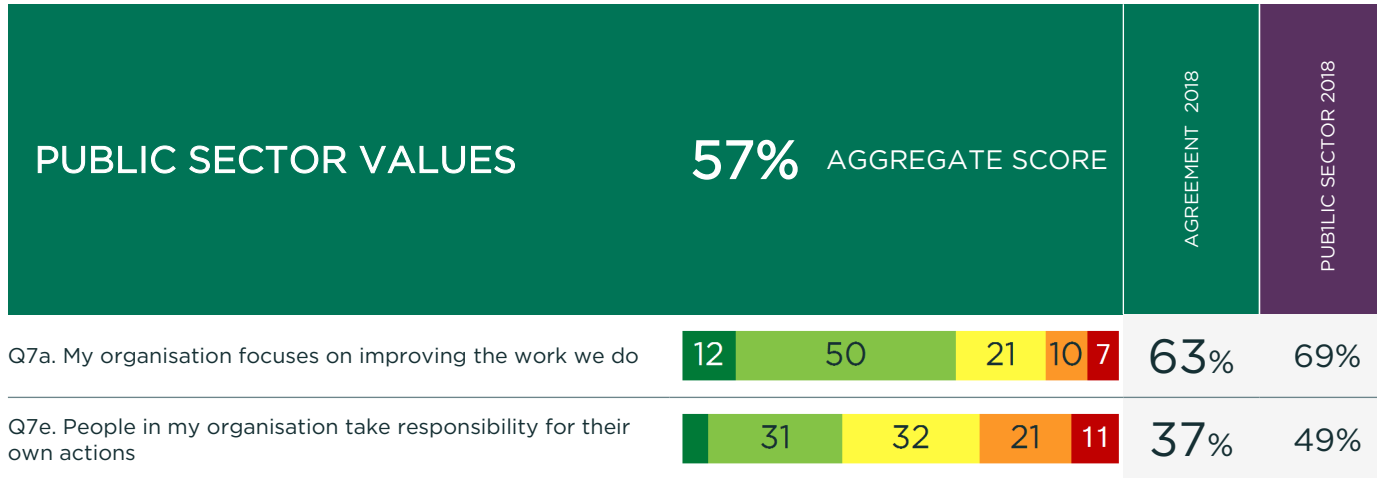




EXPLORE THE FULL RESULTS

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		68% AGGREGATE SCORE					AGREEMENT 2018	PUBLIC 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	8	7	8	76%	76%	
Q5d. My manager encourages and values employee input	28	43	15	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%	

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.

FLEXIBLE WORKING

66% AGGREGATE SCORE

AGREEMENT 2018

PUBLIC SECTOR 2018

Q8d. How satisfied are you with your ability to access and use flexible working arrangements?

Response scale Very satisfied - Very unsatisfied



62%

59%

Q8e. My manager supports flexible working in my team



70%

63%

KEY

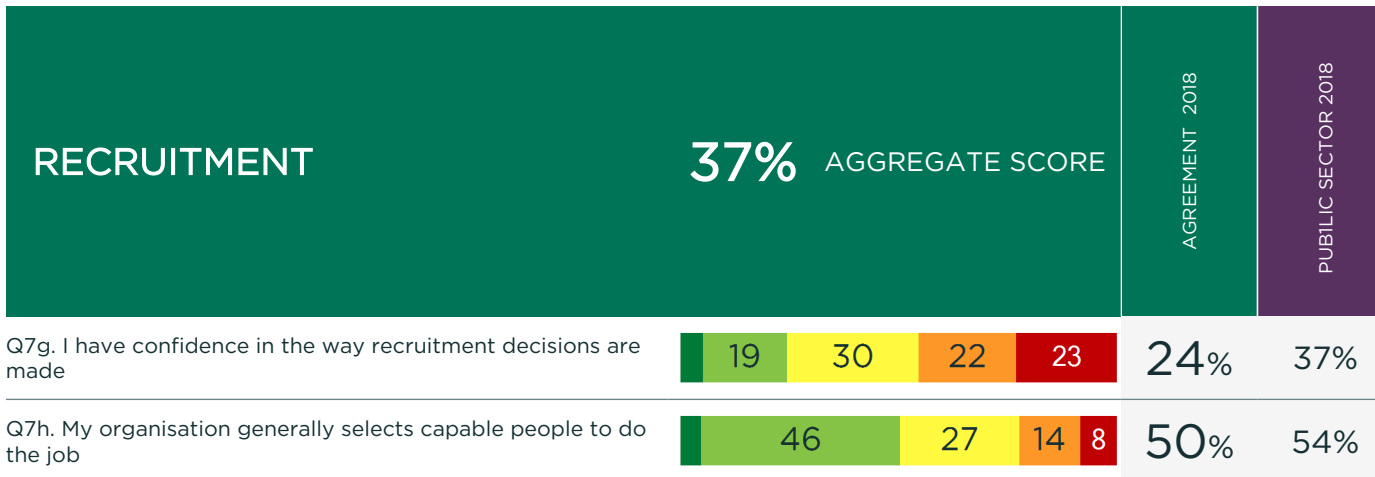




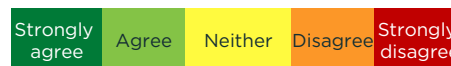
EXPLORE THE FULL RESULTS

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

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

PERFORMANCE FRAMEWORK & DEVELOPMENT

49% AGGREGATE SCORE

AGREEMENT 2018

PUBLIC SECTOR 2018

Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20	44	19	10	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%
Q5g. My manager provides acknowledgement or other recognition for the work I do	24	40	17	11	8	64%	69%
Q5h. My manager appropriately deals with employees who perform poorly	14	23	36	16	11	37%	46%
Q7f. My organisation is committed to developing its employees	30	32	19	14		34%	52%

KEY

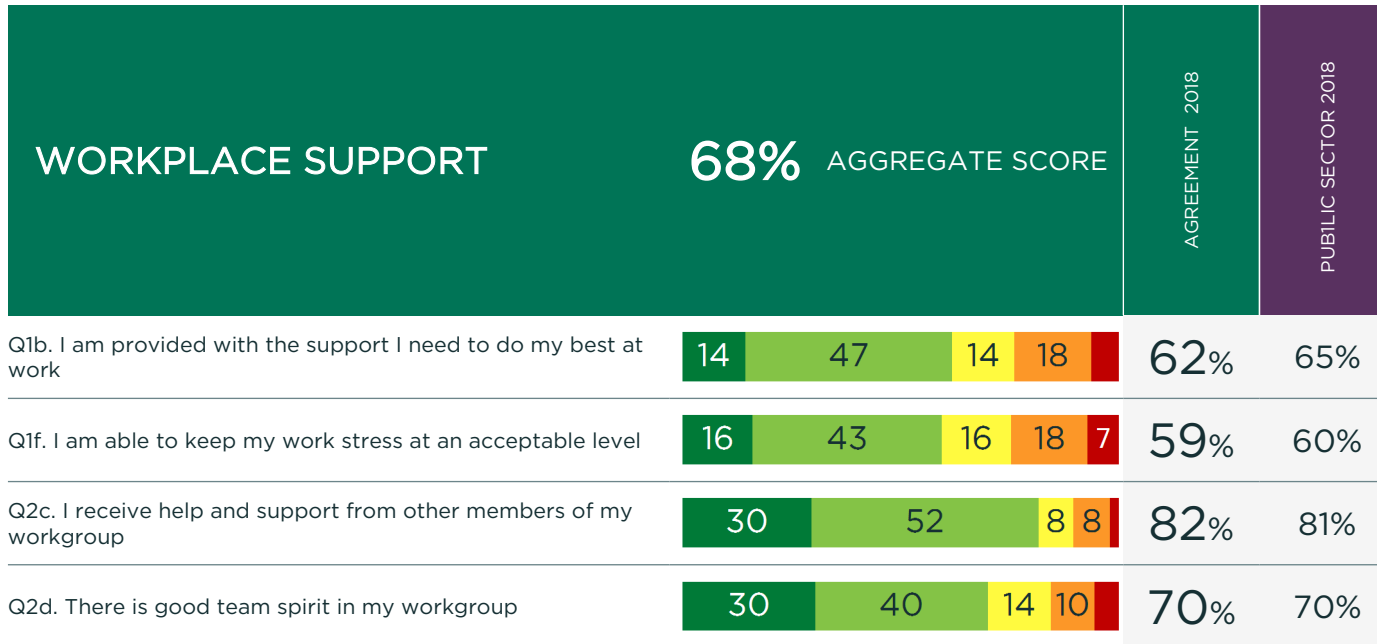




EXPLORE THE FULL RESULTS

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

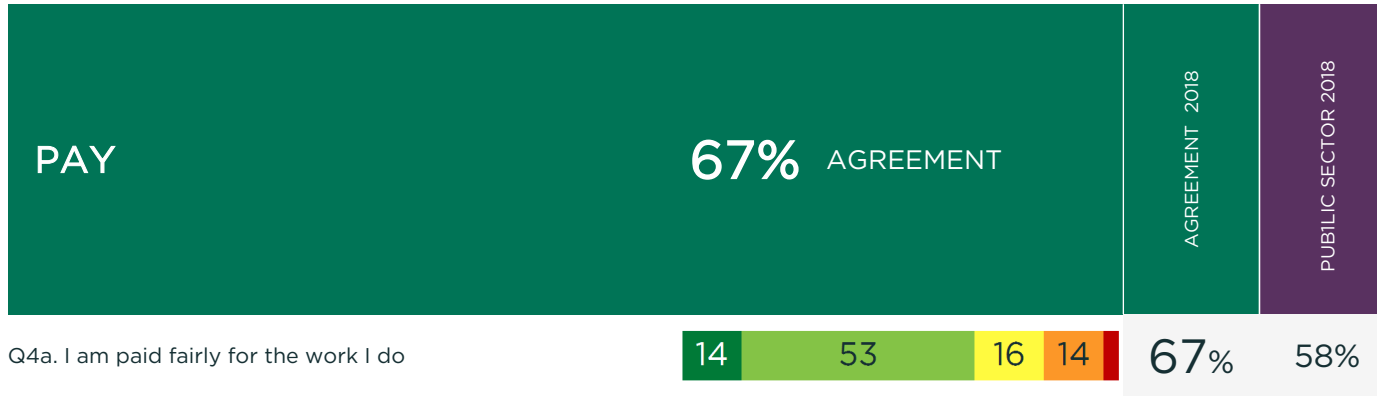




EXPLORE THE FULL RESULTS

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.

HEALTH & SAFETY

84% AGREEMENT

AGREEMENT 2018

PUBLIC SECTOR 2018

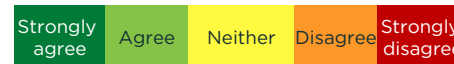
Q1g. I know how to address a health and safety issue I have identified



84%

85%

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

27% AGREEMENT

AGREEMENT 2018

PUBLIC SECTOR 2018

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.

WORKPLACE CONDUCT

33% AGREEMENT

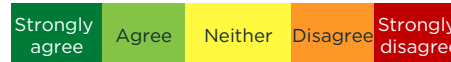
AGREEMENT 2018

PUBLIC SECTOR 2018

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



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

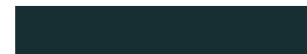


23%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



75%

58%

No



25%

42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

2018

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		48%	41%
No		52%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

2018

PUBLIC SECTOR 2018

Q3i. Are there barriers preventing you from moving to another role?

Barrier	2018	Public Sector 2018
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 question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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%

Q10b. 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

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

PUBLIC SECTOR 2018

Q11a. 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

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

PUBLIC SECTOR 2018

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

A fellow worker at your level		41%	27%
Your Immediate Manager/Supervisor		35%	23%
A senior manager		14%	21%
A subordinate		5%	7%
Other		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

Questions are grouped by topics in this report.

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%

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		54%
Female		43%
Other		3%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
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%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

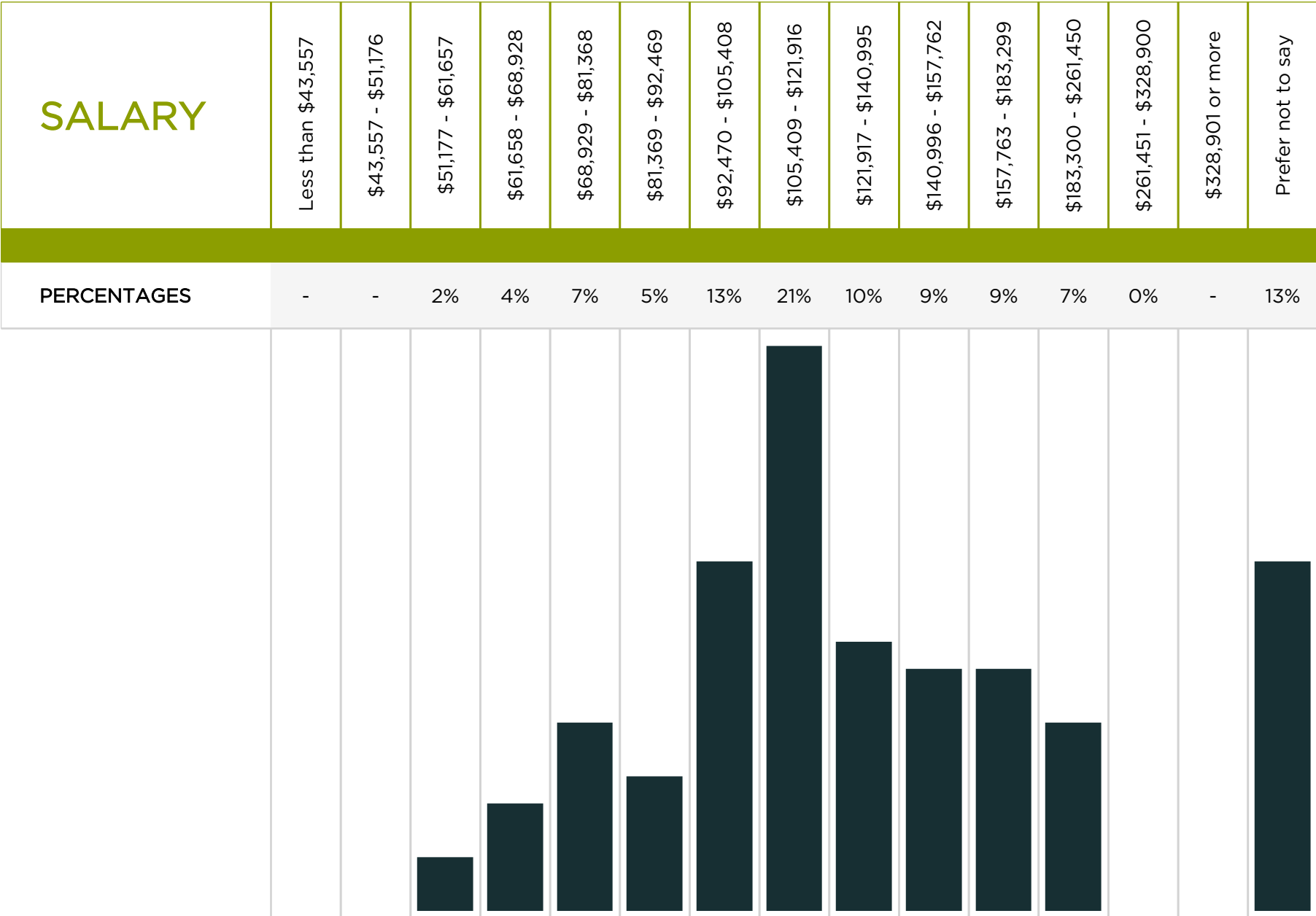
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	5%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, 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%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		11%
1 - 2 years		11%
2 - 5 years		18%
5 - 10 years		15%
10 - 20 years		23%
More than 20 years		22%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
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)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Purchasing annual leave	5%
Leave without pay	4%
Part-time work	3%
Study leave	2%
Other	2%
Job sharing	0%

% are calculated with the number of unique respondents (N = 226 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.

	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
NUMBER OF RESPONDENTS	251	12	78	8	65	5	1	35	1	26
EMPLOYEE ENGAGEMENT	59%	(r)	59%	(r)	62%	(r)	(r)	63%	(r)	(r)
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)
COMMUNICATION	57%	(r)	48%	(r)	68%	(r)	(r)	56%	(r)	(r)
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

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.

	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
NUMBER OF RESPONDENTS	251	0	0	5	10	17	11	29	48	22	20	20	16	1
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	58%	(r)	(r)	(r)	(r)	(r)
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)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	47%	(r)	(r)	(r)	(r)	(r)
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

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.

	Sydney Water	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	251	0	31
EMPLOYEE ENGAGEMENT	59%	(r)	50%
ENGAGEMENT WITH WORK	62%	(r)	47%
SENIOR MANAGERS	39%	(r)	34%
COMMUNICATION	57%	(r)	54%
HIGH PERFORMANCE	59%	(r)	54%
PUBLIC SECTOR VALUES	57%	(r)	54%
DIVERSITY & INCLUSION	68%	(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

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.

	Sydney Water	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	251	26	25	40	34	52	51
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	61%	58%	62%	55%
ENGAGEMENT WITH WORK	62%	(r)	(r)	60%	56%	71%	52%
SENIOR MANAGERS	39%	(r)	(r)	41%	32%	38%	34%
COMMUNICATION	57%	(r)	(r)	58%	55%	54%	46%
HIGH PERFORMANCE	59%	(r)	(r)	58%	54%	60%	55%
PUBLIC SECTOR VALUES	57%	(r)	(r)	58%	54%	58%	49%
DIVERSITY & INCLUSION	68%	(r)	(r)	67%	67%	67%	64%

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.

	Sydney Water	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	251	89	28	36	20	6	1	60	73	12	9	5	4	66
EMPLOYEE ENGAGEMENT	59%	59%	(r)	56%	(r)	(r)	(r)	69%	61%	(r)	(r)	(r)	(r)	60%
ENGAGEMENT WITH WORK	62%	66%	(r)	67%	(r)	(r)	(r)	79%	71%	(r)	(r)	(r)	(r)	57%
SENIOR MANAGERS	39%	37%	(r)	38%	(r)	(r)	(r)	48%	41%	(r)	(r)	(r)	(r)	38%
COMMUNICATION	57%	57%	(r)	59%	(r)	(r)	(r)	64%	60%	(r)	(r)	(r)	(r)	54%
HIGH PERFORMANCE	59%	58%	(r)	58%	(r)	(r)	(r)	67%	62%	(r)	(r)	(r)	(r)	59%
PUBLIC SECTOR VALUES	57%	56%	(r)	57%	(r)	(r)	(r)	67%	60%	(r)	(r)	(r)	(r)	56%
DIVERSITY & INCLUSION	68%	71%	(r)	72%	(r)	(r)	(r)	81%	77%	(r)	(r)	(r)	(r)	64%

*multiple types may be chosen.

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 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.

	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
NUMBER OF RESPONDENTS	251	160	152	49	21	15	6	3	3	2	2	2	1
EMPLOYEE ENGAGEMENT	59%	59%	59%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
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)
COMMUNICATION	57%	57%	57%	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
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

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.

	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
NUMBER OF RESPONDENTS	251	1	1	1	1	1	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
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)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
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)

*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

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.

	Sydney Water	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury
NUMBER OF RESPONDENTS	251	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	59%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	62%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	39%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)
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

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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.

	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

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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.

	Sydney Water	Male	Female	Other
NUMBER OF RESPONDENTS	251	125	99	8
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

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

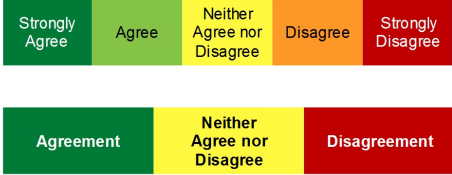
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.