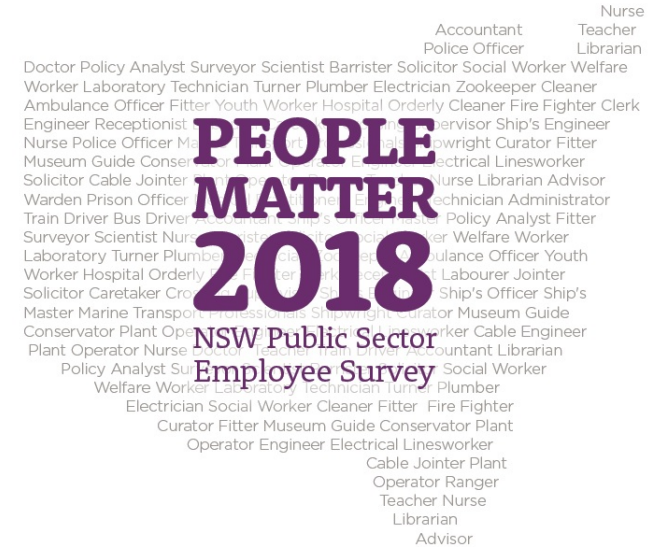

PEOPLE MATTER 2018

NSW Public Sector Employee Survey



AGENCY REPORT
Water NSW

RESPONSE RATE

13%

108 OF 801 RESPONDENTS

EMPLOYEE ENGAGEMENT

55%

DIFFERENCE FROM 2017 **+7**

DIFFERENCE FROM PUBLIC SECTOR **-10**

ENGAGEMENT WITH WORK

60%

DIFFERENCE FROM 2017 **+13**

DIFFERENCE FROM PUBLIC SECTOR **-12**

SENIOR MANAGERS

36%

DIFFERENCE FROM 2017 **+2**

DIFFERENCE FROM PUBLIC SECTOR **-12**

COMMUNICATION

56%

DIFFERENCE FROM 2017 **+2**

DIFFERENCE FROM PUBLIC SECTOR **-6**

HIGH PERFORMANCE

59%

DIFFERENCE FROM 2017 **+8**

DIFFERENCE FROM PUBLIC SECTOR **-5**

PUBLIC SECTOR VALUES

57%

DIFFERENCE FROM 2017 **+5**

DIFFERENCE FROM PUBLIC SECTOR **-5**

DIVERSITY & INCLUSION

69%

DIFFERENCE FROM PUBLIC SECTOR **+1**

FLEXIBLE WORKING SATISFACTION

76%

DIFFERENCE FROM 2017 **+7**

DIFFERENCE FROM PUBLIC SECTOR **+17**

ACTION ON RESULTS

20%

DIFFERENCE FROM 2017 **+4**

DIFFERENCE FROM PUBLIC SECTOR **-16**



QUESTIONS ARE GROUPED INTO TOPICS IN THIS REPORT.

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

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

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

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

1g.	I know how to address a health and safety issue I have identified	92%	-
2a.	My workgroup strives to achieve customer/client satisfaction	87%	78%
1a.	I understand what is expected of me to do well in my role	84%	73%
8e.	My manager supports flexible working in my team	82%	-
2b.	My workgroup works collaboratively to achieve its objectives	80%	70%
2e.	People in my workgroup treat each other with respect	79%	73%
5a.	My manager encourages people in my workgroup to keep improving the work they do	79%	68%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	78%	67%
2c.	I receive help and support from other members of my workgroup	77%	76%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	76%	69%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

14.	I believe action will be taken on the results from this survey by my organisation	20%	17%
7c.	I feel that change is managed well in my organisation	23%	22%
6h.	I feel that senior managers listen to employees	25%	25%
7g.	I have confidence in the way recruitment decisions are made	26%	23%
6b.	I feel that senior managers effectively lead and manage change	27%	26%
6g.	I feel that senior managers keep employees informed about what's going on	30%	37%
6c.	I feel that senior managers model the values of my organisation	31%	29%
9a.	I have confidence in the ways my organisation resolves grievances	32%	23%
3g.	I am satisfied with the opportunities available for career development in my organisation	32%	30%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	37%	33%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

MOST AND LEAST IMPROVED QUESTIONS



MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

6i.	Senior managers in my organisation support the career advancement of women	50%	31%
7a.	My organisation focuses on improving the work we do	64%	47%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	66%	51%
7b.	My organisation is making the necessary improvements to meet our future challenges	52%	38%
3e.	My performance is assessed against clear criteria	56%	41%
1c.	My job gives me a feeling of personal accomplishment	63%	49%
1d.	I feel motivated to contribute more than what is normally required at work	58%	45%
7l.	My organisation motivates me to help it achieve its objectives	44%	31%
7m.	My organisation inspires me to do the best in my job	40%	28%
1a.	I understand what is expected of me to do well in my role	84%	73%



LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2018

AGREEMENT
2017

6g.	I feel that senior managers keep employees informed about what's going on	30%	37%
-----	---	-----	-----



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

HIGHEST NEUTRAL SCORING QUESTIONS

AGREEMENT SCORES FOR HIGHEST NEUTRAL

% POSITIVE

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



Q7g. I have confidence in the way recruitment decisions are made



Q6i. Senior managers in my organisation support the career advancement of women



Q5h. My manager appropriately deals with employees who perform poorly



Q6b. I feel that senior managers effectively lead and manage change



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

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



Q7g. I have confidence in the way recruitment decisions are made



Q6i. Senior managers in my organisation support the career advancement of women



Q5h. My manager appropriately deals with employees who perform poorly



Q6b. I feel that senior managers effectively lead and manage change



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

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



Q7g. I have confidence in the way recruitment decisions are made



Q6i. Senior managers in my organisation support the career advancement of women



Q5h. My manager appropriately deals with employees who perform poorly



Q6b. I feel that senior managers effectively lead and manage change



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.

20%

of employees replied favourably to:

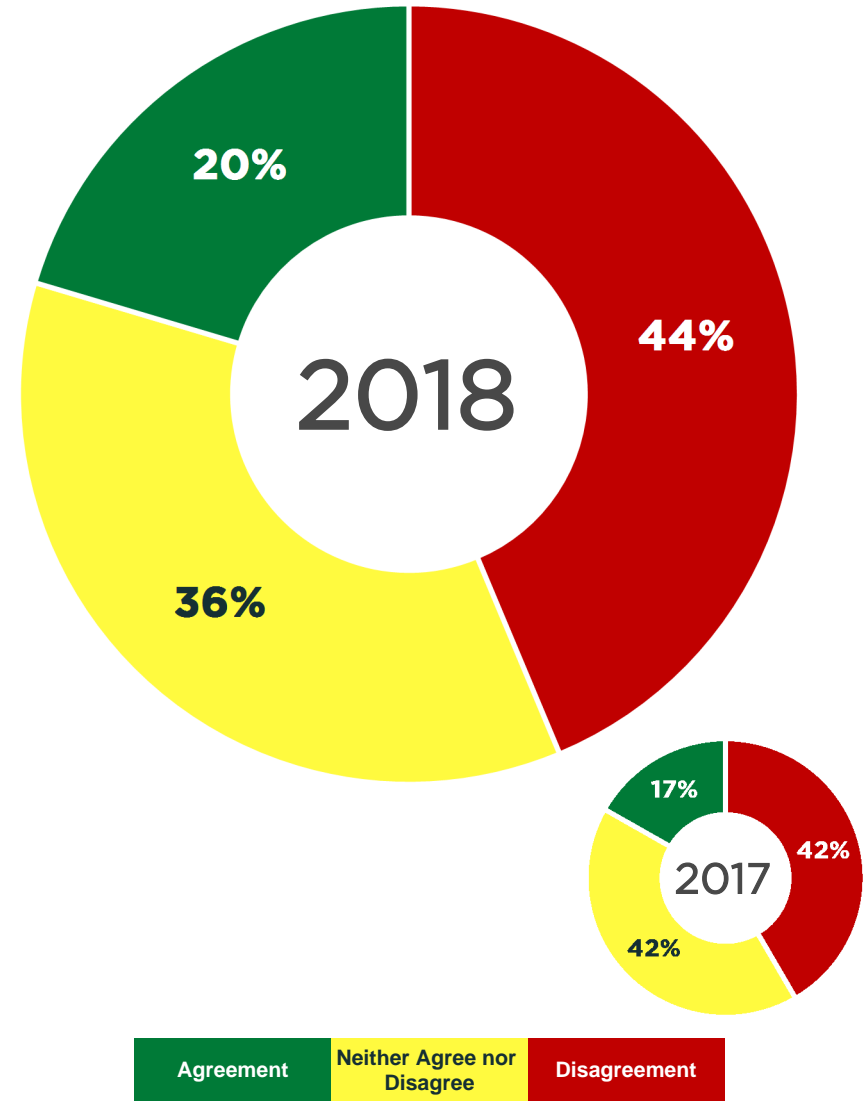
'I believe action will be taken on the results from this survey by my organisation.'

37%

SECTOR

17%

2017



KEY DRIVERS OF ENGAGEMENT



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

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

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

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

RANK

		% AGREEMENT 2018	% AGREEMENT 2017	% AGREEMENT PUBLIC SECTOR
1	Q7b. My organisation is making the necessary improvements to meet our future challenges	52%	38%	57%
2	Q7f. My organisation is committed to developing its employees	42%	35%	52%
3	Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	69%	58%	76%
4	Q7a. My organisation focuses on improving the work we do	64%	47%	69%
5	Q9a. I have confidence in the ways my organisation resolves grievances	32%	23%	40%
6	Q7d. There is good co-operation between teams across our organisation	40%	34%	49%



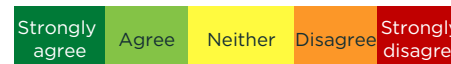
EXPLORE THE FULL RESULTS

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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.

EMPLOYEE ENGAGEMENT	55% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC SECTOR 2018
Q7i. I would recommend my organisation as a great place to work	12	29	31	15	12	41%	34%	61%
Q7j. I am proud to tell others I work for my organisation	21	33	26	10	10	54%	44%	69%
Q7k. I feel a strong personal attachment to my organisation	15	29	31	14	10	44%	36%	63%
Q7l. My organisation motivates me to help it achieve its objectives	13	30	29	14	13	44%	31%	55%
Q7m. My organisation inspires me to do the best in my job	12	28	30	16	13	40%	28%	55%

KEY

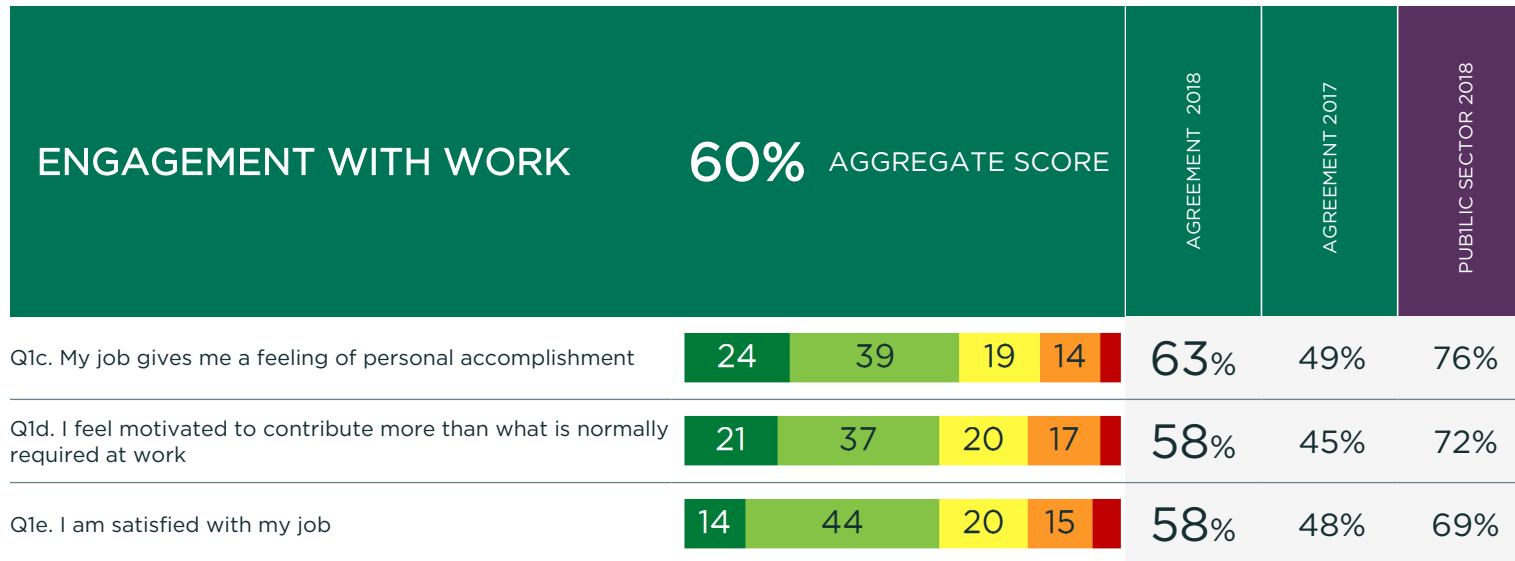




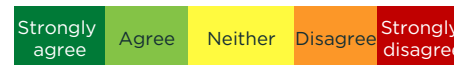
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KEY





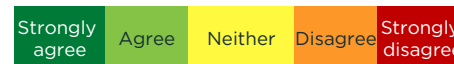
EXPLORE THE FULL RESULTS

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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.

SENIOR MANAGERS	36% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	28	33	19	9	38%	33%	49%
Q6b. I feel that senior managers effectively lead and manage change	7	19	37	19	18	27%	26%	46%
Q6c. I feel that senior managers model the values of my organisation	7	24	32	19	17	31%	29%	50%
Q6d. Senior managers encourage innovation by employees	10	29	29	25		40%	35%	50%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	28	35	18	10	37%	33%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	26	52	15			78%	67%	62%
Q6g. I feel that senior managers keep employees informed about what's going on		24	33	23	14	30%	37%	47%
Q6h. I feel that senior managers listen to employees	8	17	35	25	16	25%	25%	43%
Q7c. I feel that change is managed well in my organisation		17	22	37	18	23%	22%	40%

KEY





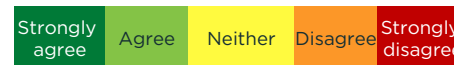
EXPLORE THE FULL RESULTS

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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.

COMMUNICATION	56% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q5c. My manager communicates effectively with me	29	45	14	7	74%	67%	72%
Q5d. My manager encourages and values employee input	34	38	15		72%	70%	72%
Q5e. My manager involves my workgroup in decisions about our work	27	40	14	12	67%	63%	67%
Q6g. I feel that senior managers keep employees informed about what's going on	8	24	33	23	30%	37%	47%
Q6h. I feel that senior managers listen to employees	17	35	25	16	25%	25%	43%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	46	13	13	67%	60%	67%

KEY





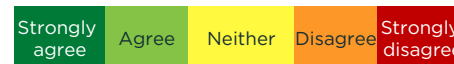
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

	HIGH PERFORMANCE				59% AGGREGATE SCORE	AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1a. I understand what is expected of me to do well in my role	29	56	10		84%	73%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	32	47	11		80%	70%	79%	
Q3f. I have received appropriate training and development to do my job well	13	41	22	19	54%	52%	65%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	48	12		79%	68%	74%	
Q5f. I have confidence in the decisions my manager makes	28	40	19	7	68%	65%	68%	
Q6d. Senior managers encourage innovation by employees	10	29	29	25	40%	35%	50%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	28	35	18	37%	33%	52%	
Q7a. My organisation focuses on improving the work we do	15	49	21	11	64%	47%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	14	38	34	10	52%	38%	57%	

KEY

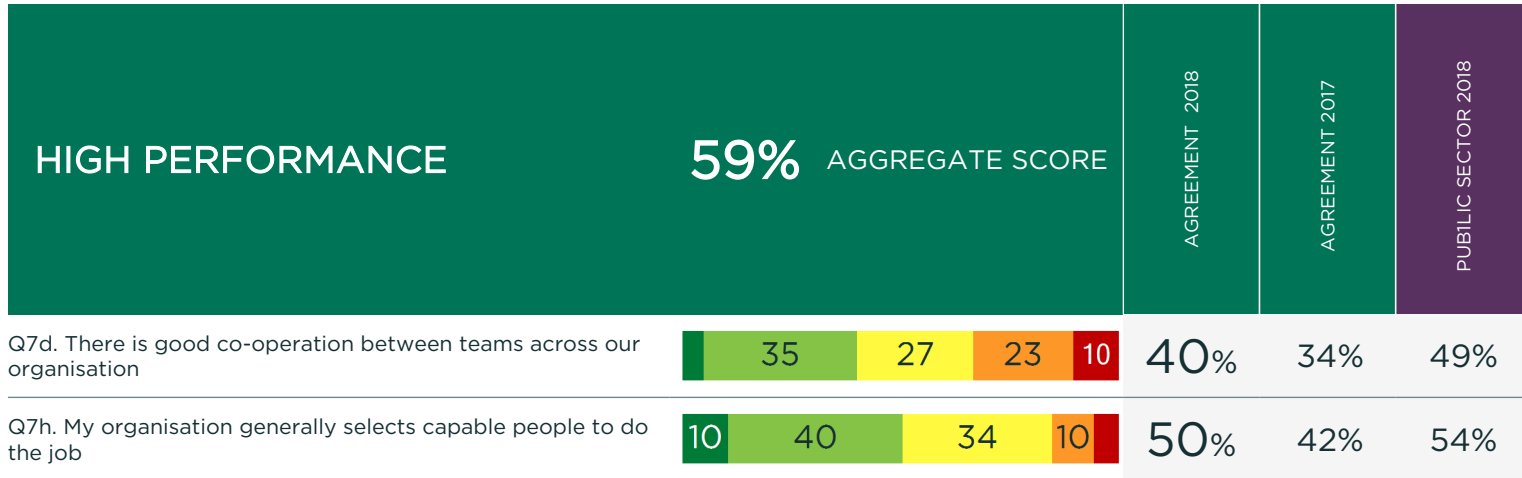




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY





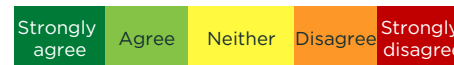
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Questions are grouped by topics in this report.

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	AGREEMENT 2017	PUBLIC SECTOR 2018
Q2a. My workgroup strives to achieve customer/client satisfaction	37	50	10			87%	78%	86%
Q2e. People in my workgroup treat each other with respect	41	38	10			79%	73%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	48	12			79%	68%	74%
Q5b. My manager listens to what I have to say	31	43	14			74%	73%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	10	28	33	19	9	38%	33%	49%
Q6c. I feel that senior managers model the values of my organisation	7	24	32	19	17	31%	29%	50%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	26	52	15			78%	67%	62%
Q6g. I feel that senior managers keep employees informed about what's going on		24	33	23	14	30%	37%	47%
Q6h. I feel that senior managers listen to employees	8	17	35	25	16	25%	25%	43%

KEY

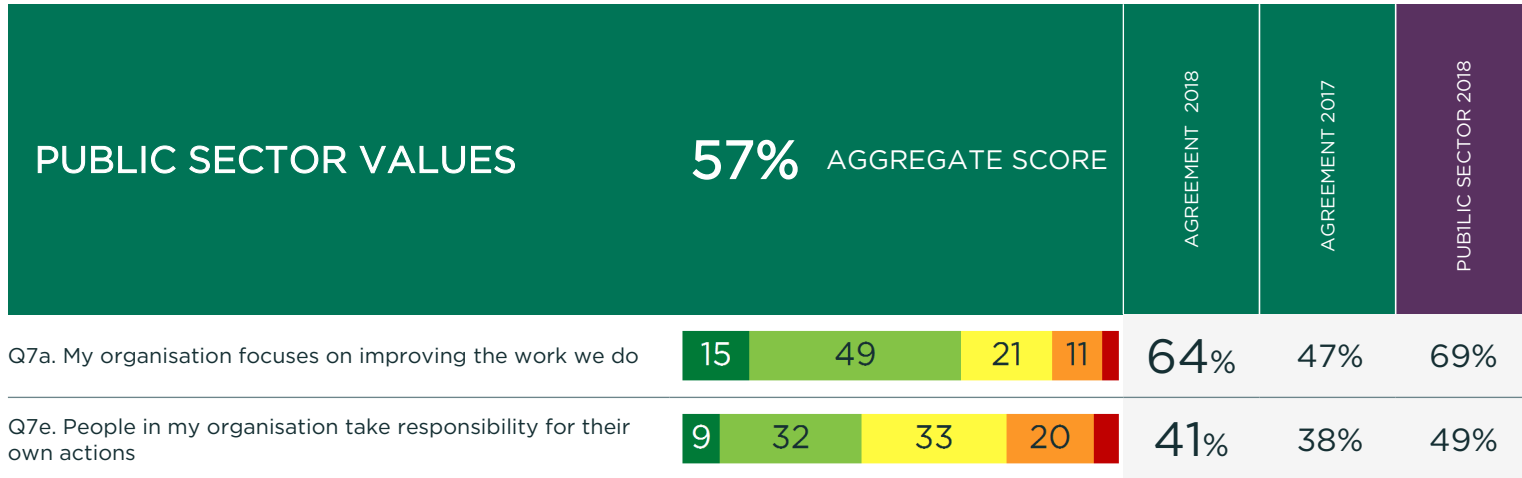




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KEY





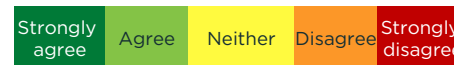
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

DIVERSITY & INCLUSION	69% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	19	41	12	24	60%	50%	65%
Q5b. My manager listens to what I have to say	31	43	14		74%	73%	76%
Q5d. My manager encourages and values employee input	34	38	15		72%	70%	72%
Q6i. Senior managers in my organisation support the career advancement of women	15	34	42		50%	31%	60%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	18	51	21		69%	58%	76%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	19	53	17		73%	62%	75%
Q8c. I am able to speak up and share a different view to my colleagues and manager	21	46	13	13	67%	60%	67%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	29	48	11	8	76%	69%	59%
Q8e. My manager supports flexible working in my team	30	51	10		82%	-	63%

KEY

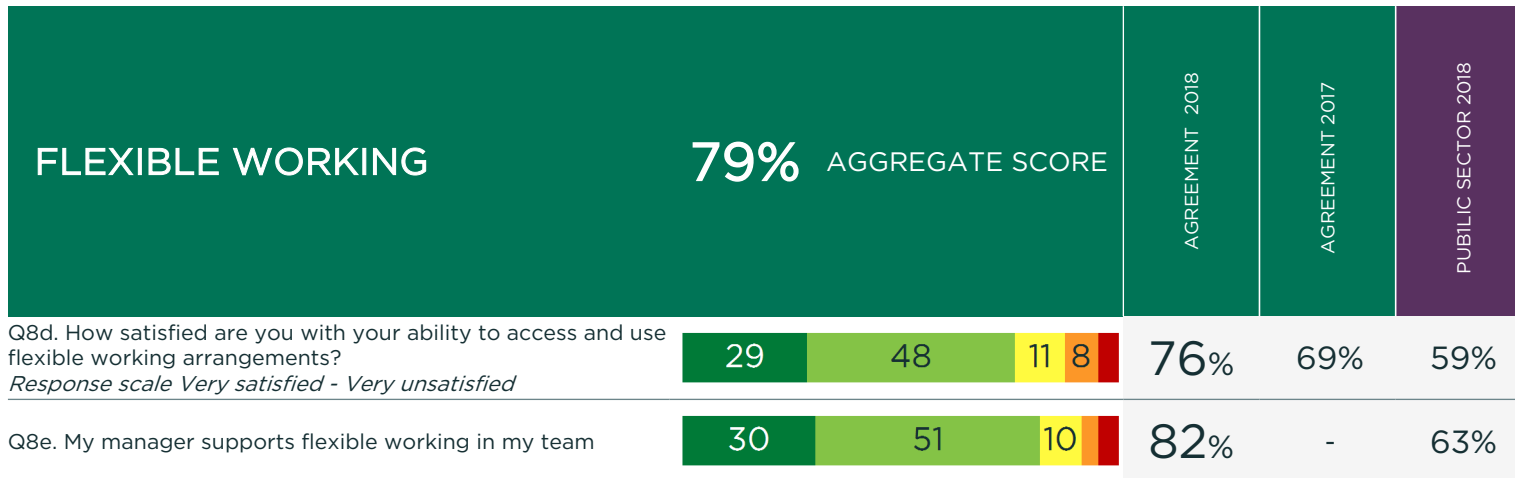




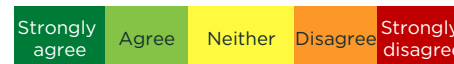
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



KEY

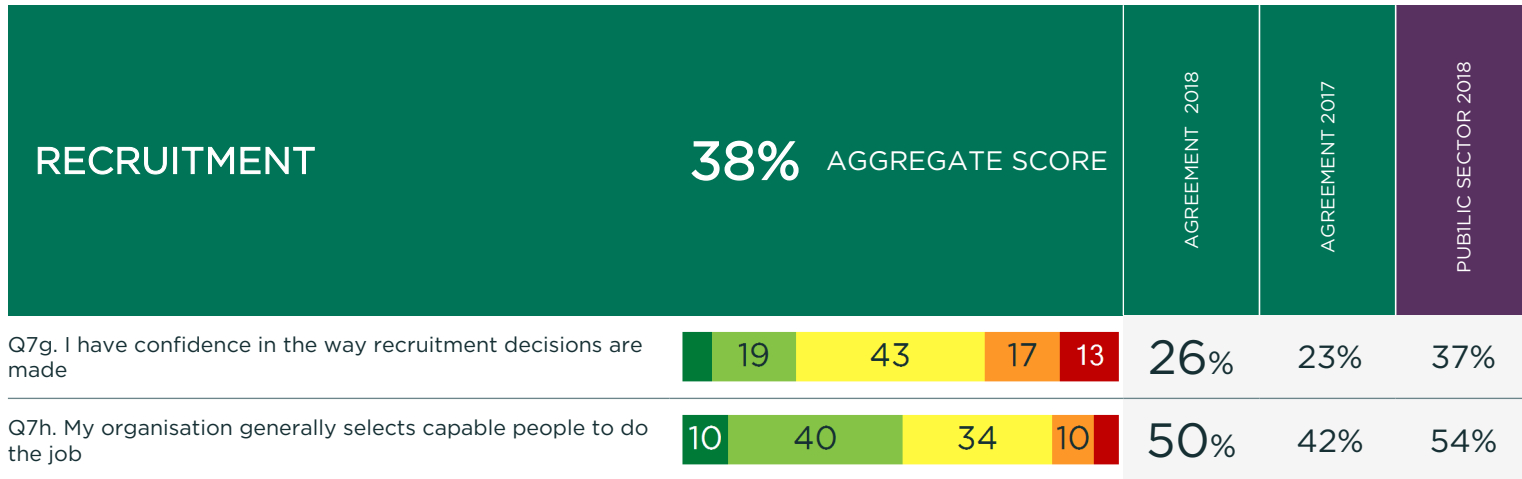




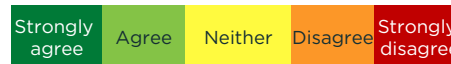
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KEY





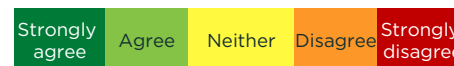
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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

PERFORMANCE FRAMEWORK & DEVELOPMENT	50% AGGREGATE SCORE				AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018	
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	19	47	19	9	66%	51%	65%	
Q3e. My performance is assessed against clear criteria	14	42	23	14	7	56%	41%	56%
Q3g. I am satisfied with the opportunities available for career development in my organisation	9	23	22	23	22	32%	30%	50%
Q5g. My manager provides acknowledgement or other recognition for the work I do	29	40	18	7		69%	69%	69%
Q5h. My manager appropriately deals with employees who perform poorly	18	20	42	11	9	38%	35%	46%
Q7f. My organisation is committed to developing its employees	8	34	32	20		42%	35%	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.

	65% AGGREGATE SCORE					AGREEMENT 2018	AGREEMENT 2017	PUBLIC LIC SECTOR 2018
Q1b. I am provided with the support I need to do my best at work	19	41	12	24		60%	50%	65%
Q1f. I am able to keep my work stress at an acceptable level	9	49	19	13	9	58%	48%	60%
Q2c. I receive help and support from other members of my workgroup	34	43	13	7		77%	76%	81%
Q2d. There is good team spirit in my workgroup	32	33	16	11	7	66%	60%	70%

KEY

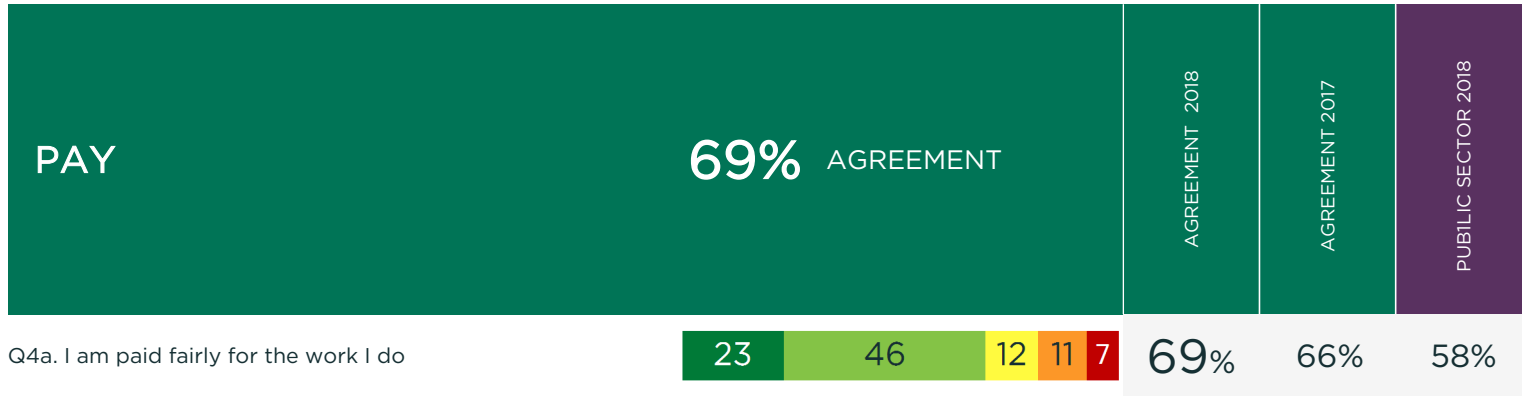




EXPLORE THE FULL RESULTS

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KEY

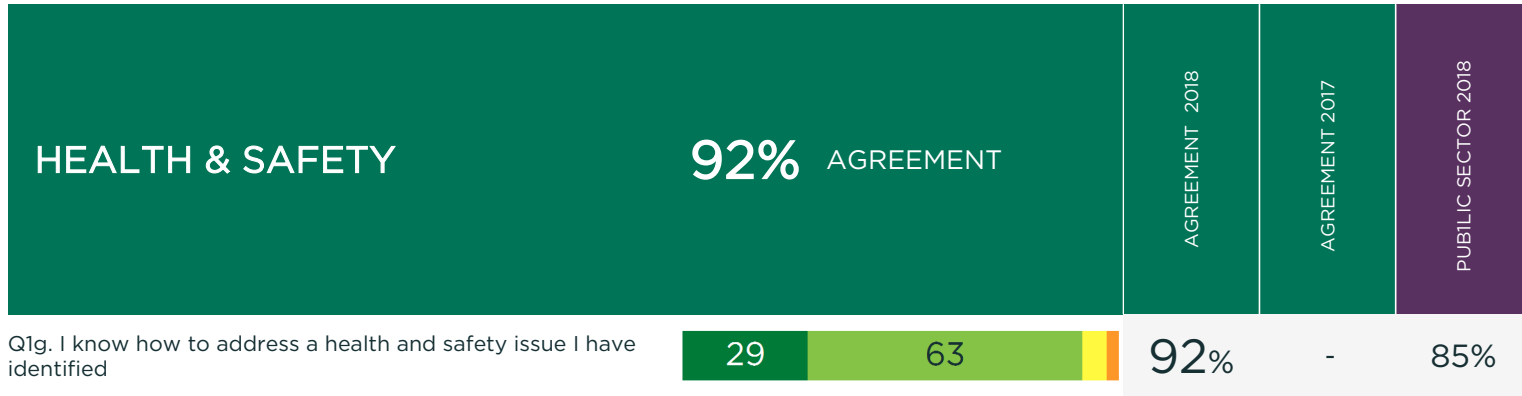




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KEY

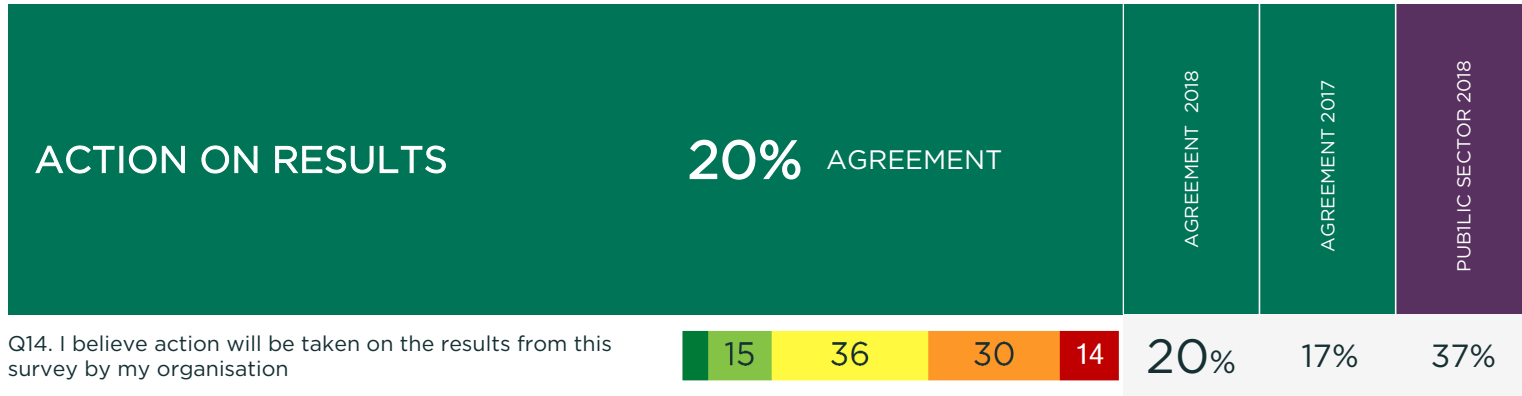




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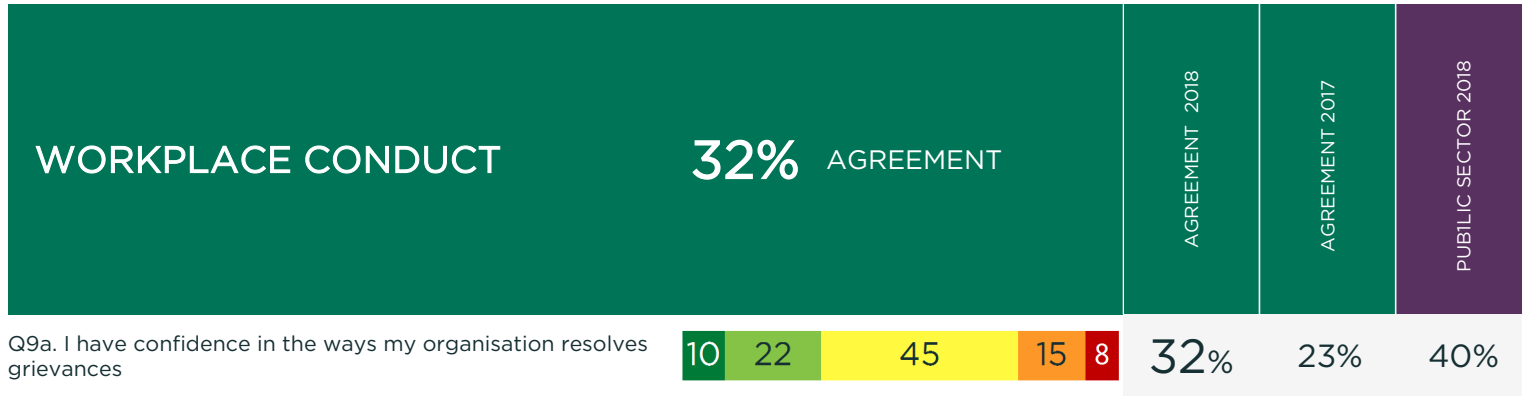




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KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT

2018

2017

PUBLIC SECTOR 2018

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

Yes



79%

73%

71%

No



21%

27%

29%

Q3b. I have informal feedback conversations with my manager

Yes



79%

70%

76%

No



21%

30%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



70%

63%

58%

No



30%

37%

42%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
Q3h. Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		48%	55%	41%
No		52%	45%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

MOBILITY

		2018	2017	PUBLIC SECTOR 2018
Q3i. Are there barriers preventing you from moving to another role?				
Lack of promotion opportunities		44%	48%	29%
Geographic location considerations		42%	50%	26%
Lack of visible opportunities		38%	48%	30%
Personal/family considerations		37%	44%	30%
Lack of support for temporary assignments/secondments		30%	33%	15%
There are no major barriers to my career progression		29%	17%	32%
Insufficient training and development		19%	19%	16%
The application/recruitment process is too cumbersome or time consuming		18%	16%	23%
Lack of support from my manager/supervisor		13%	14%	14%
Lack of required capabilities or experience		10%	11%	11%
Other		7%	9%	9%

% are calculated with the number of unique respondents (N = 105 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

Yes		16%	19%	24%
No		61%	67%	58%
Don't know		23%	14%	18%

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

Yes		50%	48%	66%
No		50%	52%	32%

Don't know

(r)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.


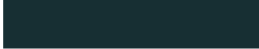

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

Yes		24%	33%	33%
No		65%	60%	57%
Don't know		11%	8%	10%

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

Yes		13%	19%	18%
No		84%	75%	76%
Don't know		3%	6%	6%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

UNACCEPTABLE CONDUCT

2018

2017

PUBLIC SECTOR 2018

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

Your Immediate Manager/Supervisor		31%	39%	23%
A fellow worker at your level		23%	6%	27%
Prefer not to say		15%	16%	14%
A senior manager		8%	29%	21%
A subordinate		8%	10%	7%
A client or customer		8%	-	2%
Other		8%	-	4%
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

2017

PUBLIC SECTOR 2018

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

	2018	2017	PUBLIC SECTOR 2018
Yes	1%	-	3%
No	99%	-	94%
Don't know	0%	-	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		66%
Female		34%
Other		-

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
AGE		
15 - 19		-
20 - 24		-
25 -29		6%
30 - 34		7%
35 - 39		14%
40 - 44		16%
45 - 49		24%
50 - 54		9%
55 - 59		17%
60 - 64		7%
65+		1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

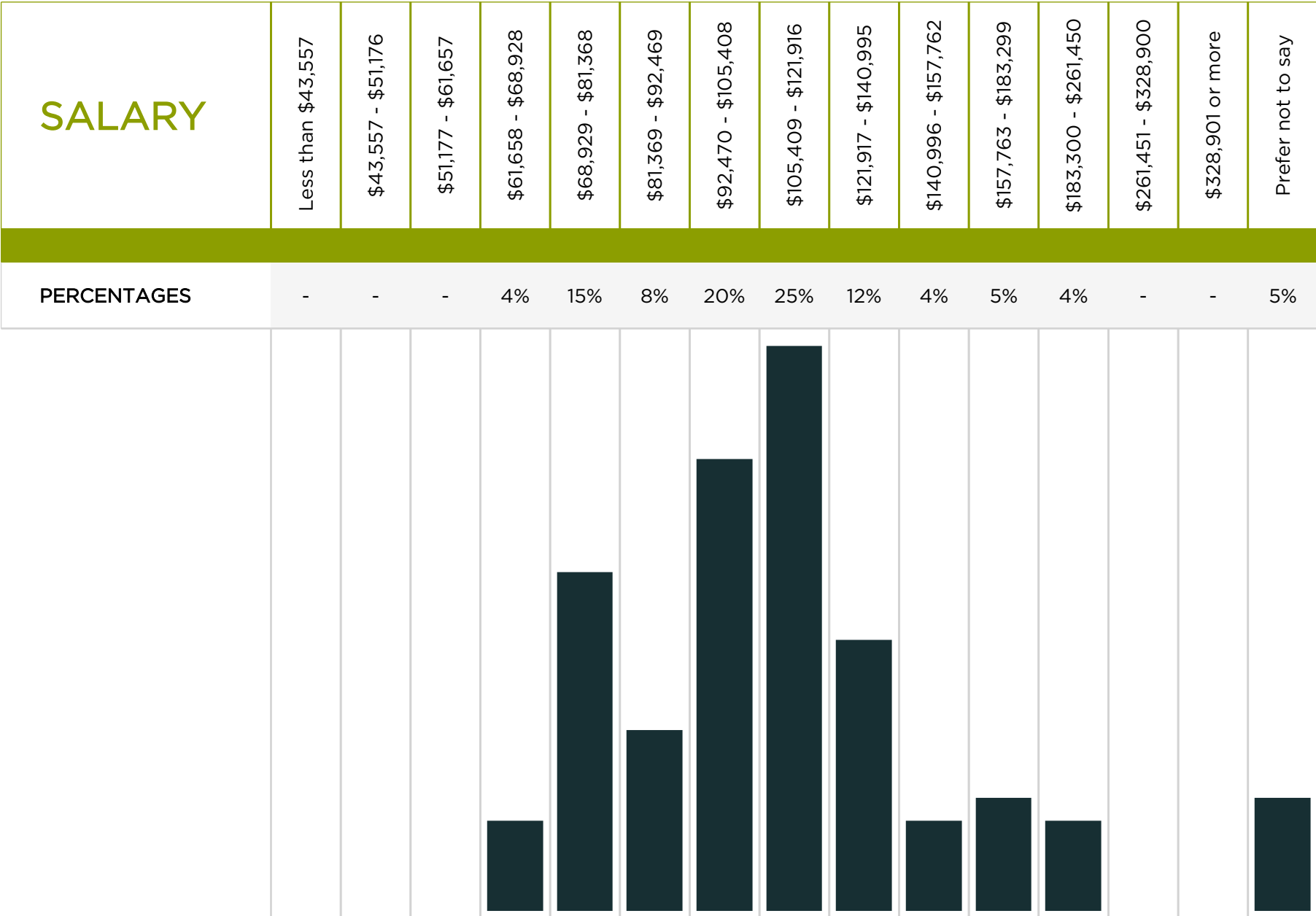
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	19%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	29%
Administrative support (e.g. executive/personal assistant, receptionist)	4%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	17%
Policy	-
Research	2%
Program and project management support	14%
Legal (including developing and/or reviewing legislation)	1%
Other	15%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

SALARY



PROFILE OF RESPONDENTS










PERSONAL AND WORK PROFILES

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		13%
1 - 2 years		25%
2 - 5 years		19%
5 - 10 years		18%
10 - 20 years		16%
More than 20 years		11%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		67%
Working additional hours to make up for time off		26%
Working from different locations		21%
Working from home		20%
None of the above		19%
Working more hours over fewer days		13%
Part-time work		7%

% are calculated with the number of unique respondents (N = 103 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

	PERCENTAGE
FLEXIBLE WORKING	
Flexible scheduling for rostered workers	4%
Purchasing annual leave	4%
Leave without pay	4%
Study leave	3%

% are calculated with the number of unique respondents (N = 103 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.

	Water NSW	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	108	19	30	4	17	0	2	14	1	15
EMPLOYEE ENGAGEMENT	55%	(r)	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	(r)	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(r)	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	(r)	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	57%	(r)	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Water NSW	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	108	0	0	0	4	15	8	20	25	12	4	5	4	0
EMPLOYEE ENGAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(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	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULT BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Water NSW	\$328,901 or more	Prefer not to say
NUMBER OF RESPONDENTS	108	0	5
EMPLOYEE ENGAGEMENT	55%	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	(r)
SENIOR MANAGERS	36%	(r)	(r)
COMMUNICATION	56%	(r)	(r)
HIGH PERFORMANCE	59%	(r)	(r)
PUBLIC SECTOR VALUES	57%	(r)	(r)
DIVERSITY & INCLUSION	69%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Water NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	108	13	25	19	18	16	11
EMPLOYEE ENGAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(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	69%	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

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.

	Water NSW	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	108	69	13	27	4	7	0	22	21	4	4	3	0	20
EMPLOYEE ENGAGEMENT	55%	52%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	59%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	33%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	57%	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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.

	Water NSW	Sydney West	Sydney - Parramatta	Far West and Orana	Murray	Central West	New England and North West	Riverina	Sydney - Outer West and Blue Mountains	Southern Highlands and Shoalhaven	Sydney - Baukham Hills and Hawkesbury	Sydney - Blacktown	Sydney - City and Inner South
NUMBER OF RESPONDENTS	108	52	48	9	8	6	6	5	4	1	0	0	0
EMPLOYEE ENGAGEMENT	55%	59%	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	65%	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	44%	44%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	60%	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	59%	63%	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	57%	61%	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	70%	70%	(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.

	Water NSW	Capital Region	Hunter Valley exc Newcastle	Illawarra	Mid North Coast	Sydney - Eastern Suburbs	Sydney - Inner South West	Sydney - Inner West	Sydney - North Sydney and Hornsby	Sydney - Northern Beaches	Sydney - Outer South West	Sydney - Ryde	Sydney - South West	Sydney - Sutherland
NUMBER OF RESPONDENTS	108	0	0	0	0	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(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	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

*Sydney East and Sydney West are higher level results for the Sydney sub-regions.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY REGION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Water NSW	Sydney East	Central Coast	Coffs Harbour - Grafton	Newcastle and Lake Macquarie	OUTSIDE NSW	Richmond - Tweed
NUMBER OF RESPONDENTS	108	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(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	69%	(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.

	Water NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	108	0	0	6	7	14	16	24	9	17	7	1
EMPLOYEE ENGAGEMENT	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	36%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	56%	(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)
PUBLIC SECTOR VALUES	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

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

RESULT BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Water NSW	Male	Female	Other
NUMBER OF RESPONDENTS	108	67	35	0
EMPLOYEE ENGAGEMENT	55%	55%	56%	(r)
ENGAGEMENT WITH WORK	60%	58%	63%	(r)
SENIOR MANAGERS	36%	35%	42%	(r)
COMMUNICATION	56%	54%	61%	(r)
HIGH PERFORMANCE	59%	57%	62%	(r)
PUBLIC SECTOR VALUES	57%	55%	61%	(r)
DIVERSITY & INCLUSION	69%	70%	69%	(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

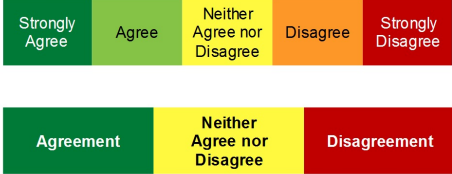
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.