



2019 | NSW Public Sector
Employee Survey

AGENCY REPORT

Sydney Water



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RESPONSE RATE

19%

505 OF 2,642 RESPONDENTS

RESPONSE RATE 2018: 10%

EMPLOYEE ENGAGEMENT

65%

DIFFERENCE FROM 2018 **+6**
(59%)

DIFFERENCE FROM PUBLIC SECTOR **-1**
(66%)

ENGAGEMENT WITH WORK

68%

DIFFERENCE FROM 2018 **+6**
(62%)

DIFFERENCE FROM PUBLIC SECTOR **-5**
(73%)

SENIOR MANAGERS

47%

DIFFERENCE FROM 2018 **+8**
(39%)

DIFFERENCE FROM PUBLIC SECTOR **-3**
(50%)

COMMUNICATION

63%

DIFFERENCE FROM 2018 **+6**
(57%)

DIFFERENCE FROM PUBLIC SECTOR **+1**
(62%)

HIGH PERFORMANCE

64%

DIFFERENCE FROM 2018 **+5**
(59%)

DIFFERENCE FROM PUBLIC SECTOR **-1**
(65%)

PUBLIC SECTOR VALUES

62%

DIFFERENCE FROM 2018 **+5**
(57%)

DIFFERENCE FROM PUBLIC SECTOR **0**
(62%)

DIVERSITY & INCLUSION

72%

DIFFERENCE FROM 2018 **+4**
(68%)

DIFFERENCE FROM PUBLIC SECTOR **+3**
(69%)

FLEXIBLE WORKING SATISFACTION

66%

DIFFERENCE FROM 2018 **+4**
(62%)

DIFFERENCE FROM PUBLIC SECTOR **+7**
(59%)

ACTION ON RESULTS

32%

DIFFERENCE FROM 2018 **+5**
(27%)

DIFFERENCE FROM PUBLIC SECTOR **-8**
(39%)



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
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
1h. I am comfortable notifying my manager if I become aware of any risks at work	90%	-
1g. I know how to address a health and safety issue I have identified	88%	84%
2a. My workgroup strives to achieve customer/client satisfaction	87%	86%
1a. I understand what is expected of me to do well in my role	85%	83%
2c. I receive help and support from other members of my workgroup	84%	82%
8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	81%	76%
2e. People in my workgroup treat each other with respect	80%	79%
5b. My manager listens to what I have to say	79%	76%
2b. My workgroup works collaboratively to achieve its objectives	79%	74%
5a. My manager encourages people in my workgroup to keep improving the work they do	77%	73%

- LOWEST SCORING AGREEMENT QUESTIONS

AGREEMENT
2019
AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7c. I feel that change is managed well in my organisation	30%	18%
10a. I believe action will be taken on the results from this survey by my organisation	32%	27%
7g. I have confidence in the way recruitment decisions are made	35%	24%
11a. I have confidence in the ways my organisation resolves grievances	36%	33%
6h. I feel that senior managers listen to employees	39%	27%
6b. I feel that senior managers effectively lead and manage change	40%	32%
7d. There is good co-operation between teams across our organisation	41%	32%
7e. People in my organisation take responsibility for their own actions	44%	37%
6g. I feel that senior managers keep employees informed about what's going on	44%	39%
3g. I am satisfied with the opportunities available for career development in my organisation	47%	37%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

The highest and lowest scoring agreement questions based on respondents who have selected 'Strongly agree' and 'Agree'.

MOST AND LEAST IMPROVED QUESTIONS

+ MOST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
7f. My organisation is committed to developing its employees	50%	34%
6h. I feel that senior managers listen to employees	39%	27%
7l. My organisation motivates me to help it achieve its objectives	59%	47%
7m. My organisation inspires me to do the best in my job	57%	45%
7c. I feel that change is managed well in my organisation	30%	18%
5h. My manager deals appropriately with employees who perform poorly	48%	37%
7g. I have confidence in the way recruitment decisions are made	35%	24%
6a. I believe senior managers provide clear direction for the future of the organisation	49%	39%
6d. Senior managers encourage innovation by employees	52%	42%
3g. I am satisfied with the opportunities available for career development in my organisation	47%	37%

- LEAST IMPROVED AGREEMENT QUESTIONS

AGREEMENT
2019

AGREEMENT
2018

	AGREEMENT 2019	AGREEMENT 2018
3e. My performance is assessed against clear criteria	55%	56%
6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	71%	72%



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

Q11a. I have confidence in the ways my organisation resolves grievances



Q10a. I believe action will be taken on the results from this survey by my organisation



Q5h. My manager deals appropriately with employees who perform poorly



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



Q7e. People in my organisation take responsibility for their own actions



HIGHEST NEUTRAL SCORING QUESTIONS

% NEUTRAL

Q11a. I have confidence in the ways my organisation resolves grievances



Q10a. I believe action will be taken on the results from this survey by my organisation



Q5h. My manager deals appropriately with employees who perform poorly



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



Q7e. People in my organisation take responsibility for their own actions



DISAGREEMENT SCORES FOR HIGHEST NEUTRAL

% NEGATIVE

Q11a. I have confidence in the ways my organisation resolves grievances



Q10a. I believe action will be taken on the results from this survey by my organisation



Q5h. My manager deals appropriately with employees who perform poorly



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



Q7e. People in my organisation take responsibility for their own actions



FIND YOUR HIGHEST NEUTRAL SCORES

Results are rounded and may not add up to 100%

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)**

RESPONDENT PROFILE

This data shows the proportion of people who completed the survey.

Survey responses: 505

Gender	Survey %	Employment Status	Survey %	Type of work	Survey %
Male	55	Senior Executive (ongoing/permanent or term)	4	Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	9
Female	42	Ongoing/Permanent (other than senior executive)	79	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)	31
Other	2	Temporary (including temporary teachers and graduates)	1	Administrative support (e.g. executive/personal assistant, receptionist)	3
		Casual	1	Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	24
		Contract – Non Executive	14	Policy	2
		Labour hire (staff employed by an external supplier - eg. recruitment agency, generally for a limited term)	1	Research	2
		Other	0	Program and project management support	16
		Don't know	0	Legal (including developing and/or reviewing legislation)	0
				Other	13
Age	Survey %	Manager of managers	Survey %	Organisation Tenure	Survey %
15 - 34 years	20	Yes	7	Less than 1 year	12
35 - 54 years	62	No	93	1 - 2 years	10
55+ years	18			2 - 5 years	18
		Supervisors	Survey %	5 - 10 years	15
		Yes	30	10 - 20 years	22
		No	70	More than 20 years	23
		Working arrangement	Survey %		
		Full-time	94	Salary	Survey %
		Part-time	6	\$83,402 and below	15
				\$83,403 - \$108,043	20
				\$108,044 - \$144,520	28
				\$144,521 and above	25
				Prefer not to say	12
LOTE spoken at home	Survey %				
Yes	24				
No	70				
Prefer not to say	6				
Aboriginal and/or Torres Strait Islanders	Survey %				
Yes	1				
No	95				
Prefer not to say	4				
Disability	Survey %				
Yes	3				
No	93				
Prefer not to say	4				
LGBTI	Survey %				
Yes	5				
No	91				
Prefer not to say	4				

Results are rounded and may not add up to 100%



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.

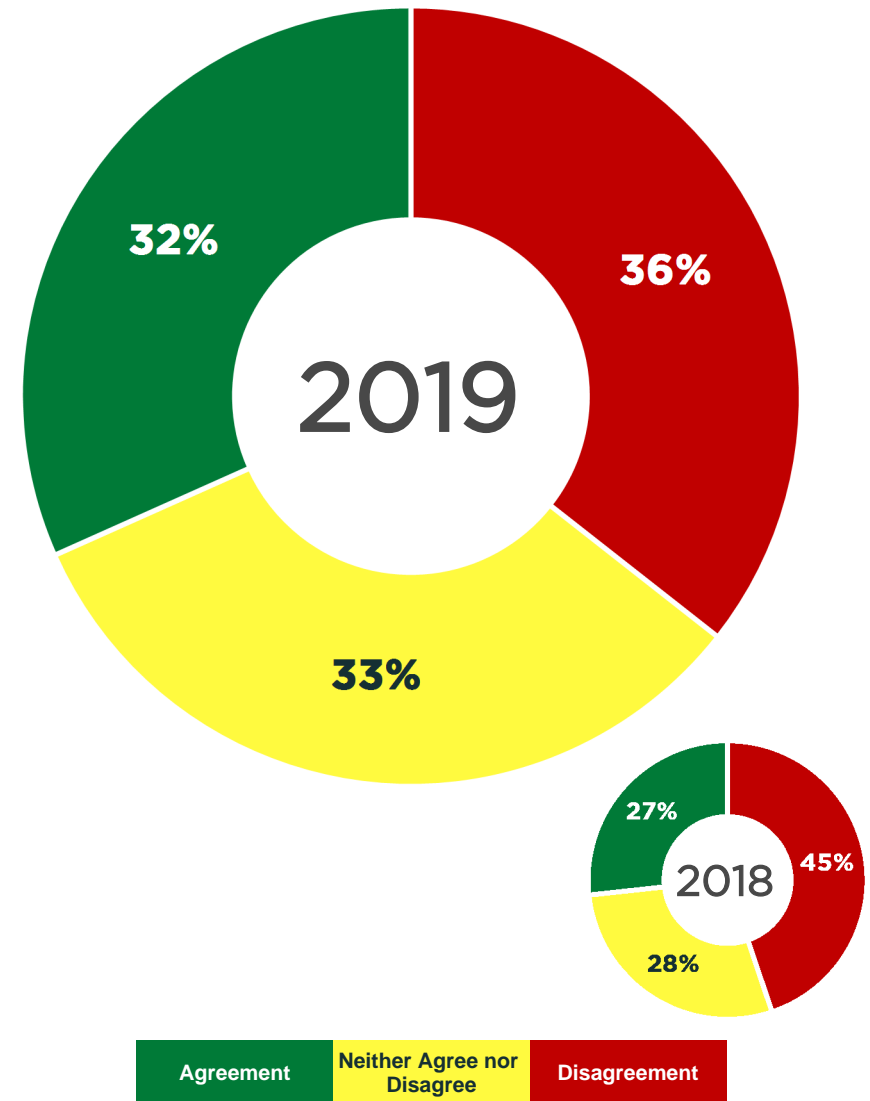
Results are rounded and may not add up to 100%

32%

of employees replied favourably to:

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

39%	0%	27%
SECTOR	CLUSTER	2018



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 2019	% AGREEMENT 2018	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	50%	34%	53%
2	Q3g. I am satisfied with the opportunities available for career development in my organisation	47%	37%	51%
3	Q1b. I am provided with the support I need to do my best at work	64%	62%	67%
4	Q7a. My organisation focuses on improving the work we do	69%	63%	69%
5	Q6b. I feel that senior managers effectively lead and manage change	40%	32%	47%
6	Q6a. I believe senior managers provide clear direction for the future of the organisation	49%	39%	51%

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 Business	Finance Services	Liveable City Solutions	People & Corporate Services
NUMBER OF RESPONDENTS	505	184	29	62	51	104	74
EMPLOYEE ENGAGEMENT	65%	66%	66%	65%	57%	64%	68%
ENGAGEMENT WITH WORK	68%	69%	66%	71%	59%	65%	73%
SENIOR MANAGERS	47%	46%	53%	49%	32%	53%	49%
COMMUNICATION	63%	60%	71%	65%	53%	65%	68%
HIGH PERFORMANCE	64%	64%	68%	66%	55%	63%	68%
PUBLIC SECTOR VALUES	62%	61%	66%	64%	52%	66%	66%
DIVERSITY & INCLUSION	72%	70%	77%	76%	61%	75%	76%

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

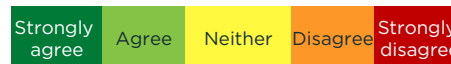
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%

EMPLOYEE ENGAGEMENT	65% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q7i. I would recommend my organisation as a great place to work	19	42	20	11		61%	51%	62%
Q7j. I am proud to tell others I work for my organisation	24	42	20	9		67%	59%	70%
Q7k. I feel a strong personal attachment to my organisation	22	44	16	13		66%	56%	64%
Q7l. My organisation motivates me to help it achieve its objectives	17	42	22	13		59%	47%	56%
Q7m. My organisation inspires me to do the best in my job	17	40	24	13		57%	45%	56%

KEY





EXPLORE THE FULL RESULTS

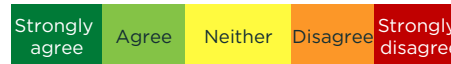
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	68% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
Q1c. My job gives me a feeling of personal accomplishment	27	45	13	11	72%	68%	76%
Q1d. I feel motivated to contribute more than what is normally required at work	26	41	16	11	67%	62%	72%
Q1e. I am satisfied with my job	21	44	18	12	65%	56%	69%

KEY





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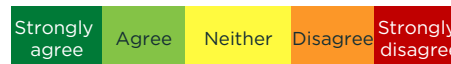
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SENIOR MANAGERS	47% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	38	25	17	8	49%	39%	51%
Q6b. I feel that senior managers effectively lead and manage change	10	30	28	20	12	40%	32%	47%
Q6c. I feel that senior managers model the values of my organisation	13	34	26	18	9	47%	37%	52%
Q6d. Senior managers encourage innovation by employees	12	40	28	14		52%	42%	51%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	39	29	14		51%	44%	53%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	52	18			71%	72%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	11	33	28	19	9	44%	39%	48%
Q6h. I feel that senior managers listen to employees	9	30	29	18	13	39%	27%	44%
Q7c. I feel that change is managed well in my organisation	8	22	29	28	13	30%	18%	42%

KEY





EXPLORE THE FULL RESULTS

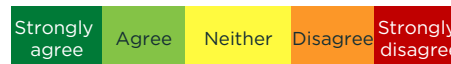
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COMMUNICATION	63% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019	
Q5c. My manager communicates effectively with me	33	41	15	8	74%	70%	72%	
Q5d. My manager encourages and values employee input	36	40	13	8	76%	71%	73%	
Q5e. My manager involves my workgroup in decisions about our work	32	38	17	9	70%	66%	68%	
Q6g. I feel that senior managers keep employees informed about what's going on	11	33	28	19	9	44%	39%	48%
Q6h. I feel that senior managers listen to employees	9	30	29	18	13	39%	27%	44%
Q8c. I am able to speak up and share a different view to my colleagues and manager	28	47	12	8		75%	67%	69%

KEY





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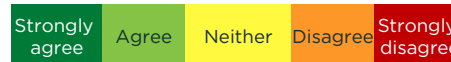
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Results are rounded and may not add up to 100%

	HIGH PERFORMANCE				64% AGGREGATE SCORE	AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1a. I understand what is expected of me to do well in my role	34	52	7		85%	83%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	35	44	11	7	79%	74%	79%	
Q3f. I have received appropriate training and development to do my job well	19	43	22	11	62%	61%	66%	
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	46	15		77%	73%	75%	
Q5f. I have confidence in the decisions my manager makes	32	36	19	9	68%	64%	69%	
Q6d. Senior managers encourage innovation by employees	12	40	28	14	52%	42%	51%	
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	12	39	29	14	51%	44%	53%	
Q7a. My organisation focuses on improving the work we do	16	52	20	8	69%	63%	69%	
Q7b. My organisation is making the necessary improvements to meet our future challenges	16	50	19	12	66%	60%	57%	

KEY



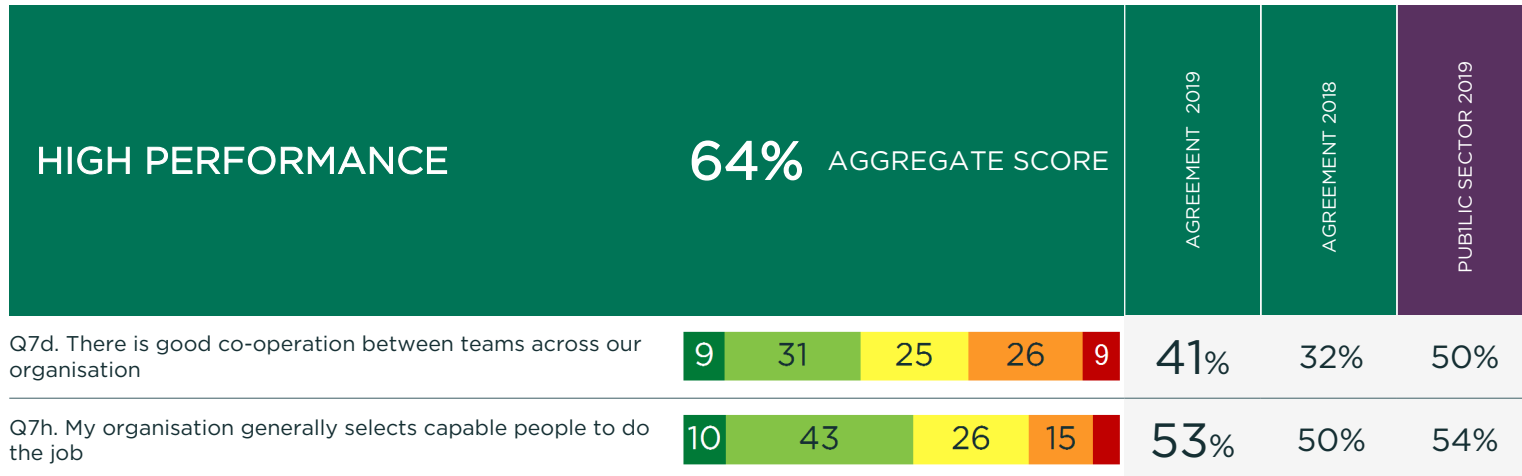


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KEY





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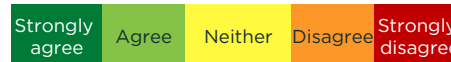
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PUBLIC SECTOR VALUES	62% AGGREGATE SCORE					AGREEMENT 2019	AGREEMENT 2018	PUBLIC SECTOR 2019
	Strongly agree	Agree	Neither	Disagree	Strongly disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	36	51	8			87%	86%	86%
Q2e. People in my workgroup treat each other with respect	40	40	12			80%	79%	75%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	31	46	15			77%	73%	75%
Q5b. My manager listens to what I have to say	35	44	11			79%	76%	76%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	38	25	17	8	49%	39%	51%
Q6c. I feel that senior managers model the values of my organisation	13	34	26	18	9	47%	37%	52%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	20	52	18			71%	72%	61%
Q6g. I feel that senior managers keep employees informed about what's going on	11	33	28	19	9	44%	39%	48%
Q6h. I feel that senior managers listen to employees	9	30	29	18	13	39%	27%	44%

KEY



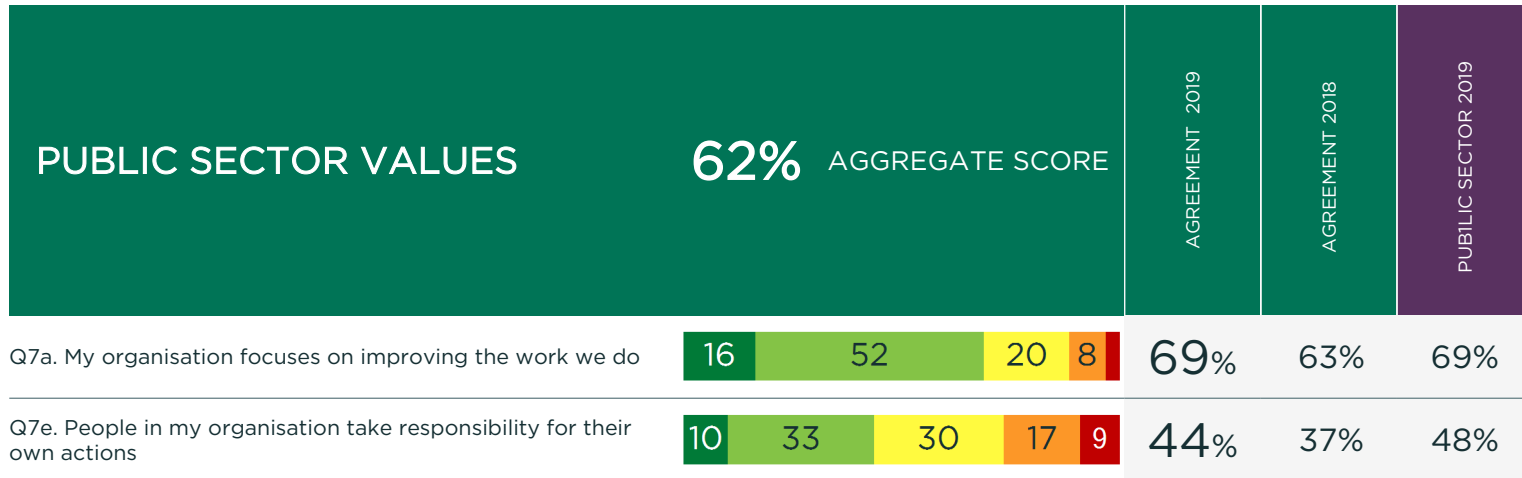


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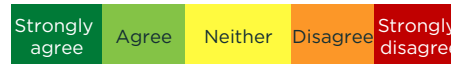
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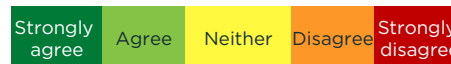
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Results are rounded and may not add up to 100%

DIVERSITY & INCLUSION	72% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	23	41	20	10	64%	62%	67%
Q5b. My manager listens to what I have to say	35	44	11		79%	76%	76%
Q5d. My manager encourages and values employee input	36	40	13	8	76%	71%	73%
Q6i. Senior managers in my organisation support the career advancement of women	23	42	26		64%	62%	61%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	28	53	12		81%	76%	77%
Q8b. Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender etc.)	29	45	16		74%	69%	76%
Q8c. I am able to speak up and share a different view to my colleagues and manager	28	47	12	8	75%	67%	69%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	28	38	19	9	66%	62%	59%
Q8e. My manager supports flexible working in my team	31	42	13	8	73%	70%	63%

KEY



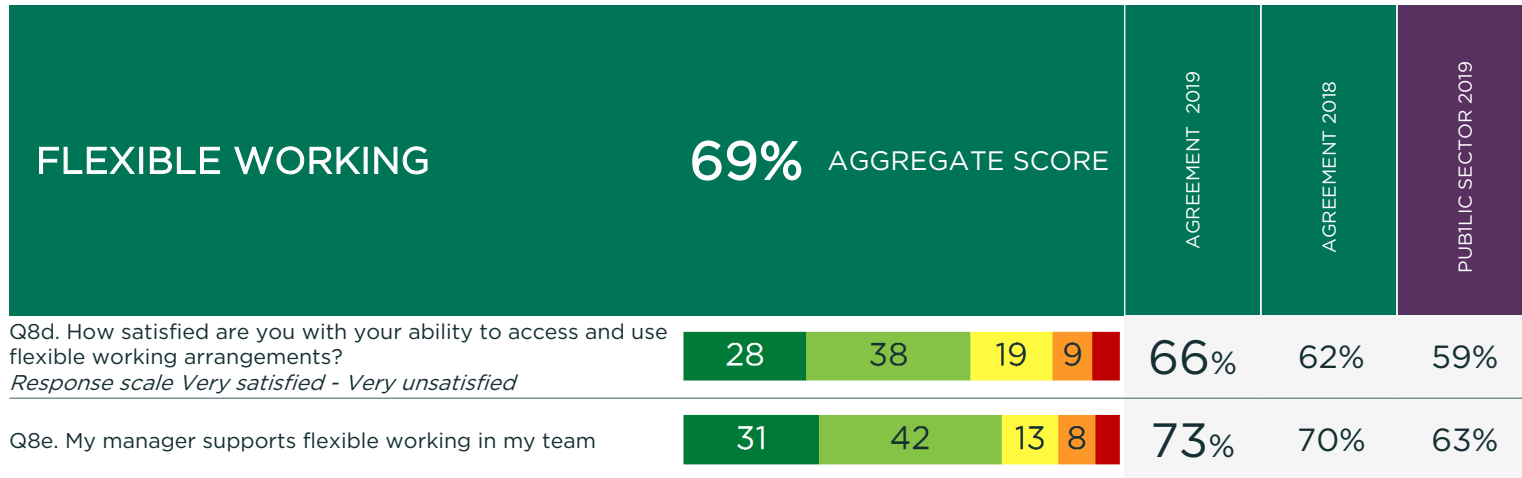


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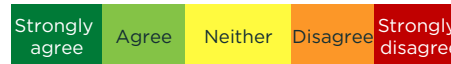
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Results are rounded and may not add up to 100%



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.

Results are rounded and may not add up to 100%



KEY





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Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

56% AGGREGATE SCORE

		AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		65%	64%	66%
Q3e. My performance is assessed against clear criteria		55%	56%	57%
Q3g. I am satisfied with the opportunities available for career development in my organisation		47%	37%	51%
Q5g. My manager provides acknowledgement or other recognition for the work I do		70%	64%	69%
Q5h. My manager deals appropriately with employees who perform poorly		48%	37%	48%
Q7f. My organisation is committed to developing its employees		50%	34%	53%

KEY





EXPLORE THE FULL RESULTS

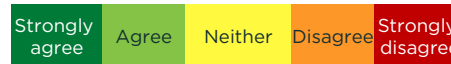
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Results are rounded and may not add up to 100%

	73% AGGREGATE SCORE				AGREEMENT 2019	AGREEMENT 2018	PUBLIC LIC SECTOR 2019
Q1b. I am provided with the support I need to do my best at work	23	41	20	10	64%	62%	67%
Q1f. I am able to keep my work stress at an acceptable level	15	53	12	14	68%	59%	61%
Q2c. I receive help and support from other members of my workgroup	36	48	11		84%	82%	81%
Q2d. There is good team spirit in my workgroup	35	40	11	10	75%	70%	70%

KEY



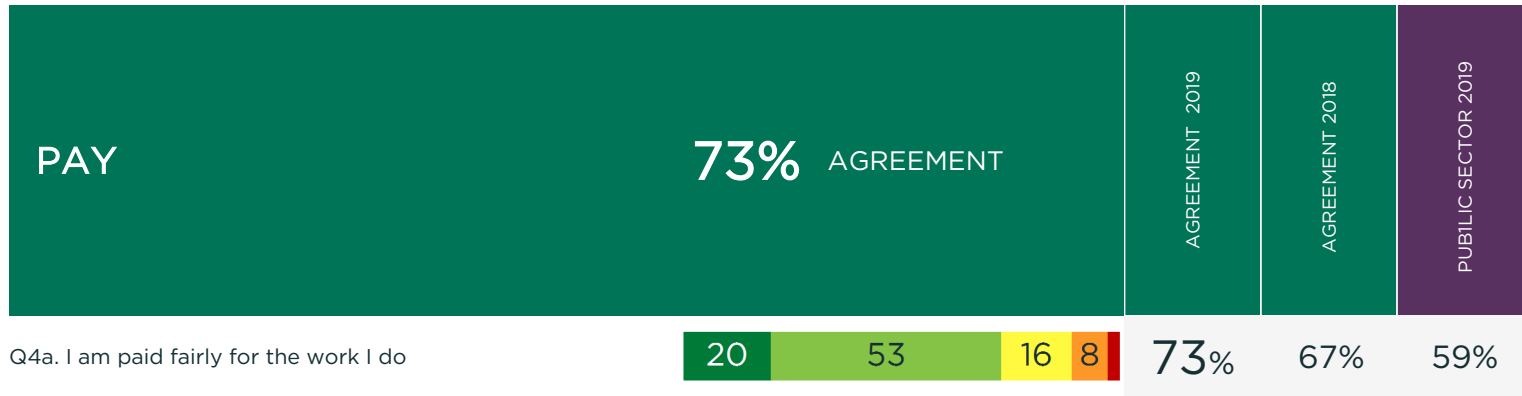


EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



KEY



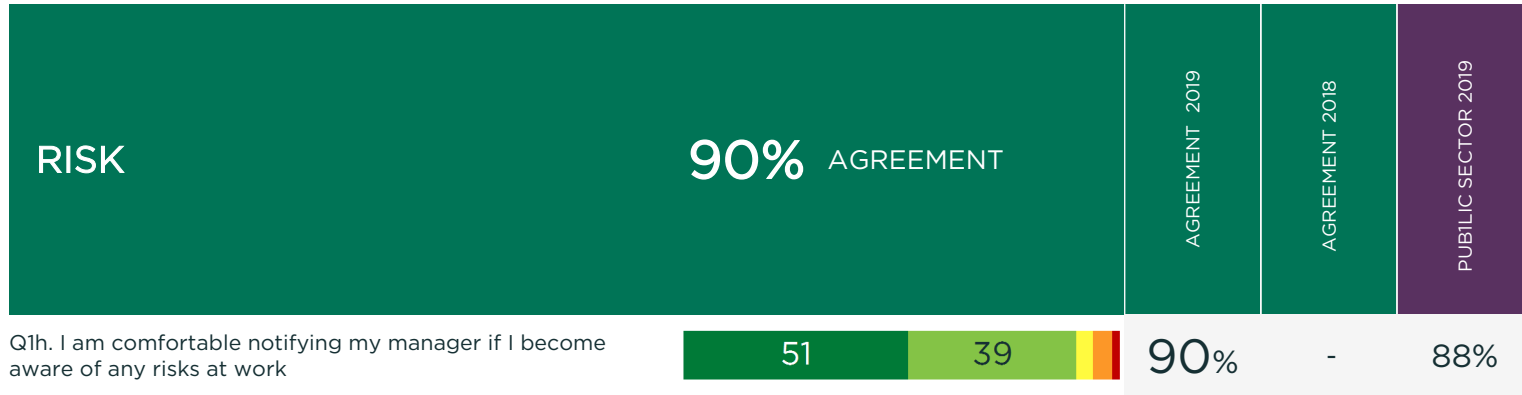


EXPLORE THE FULL RESULTS

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.

Results are rounded and may not add up to 100%



KEY



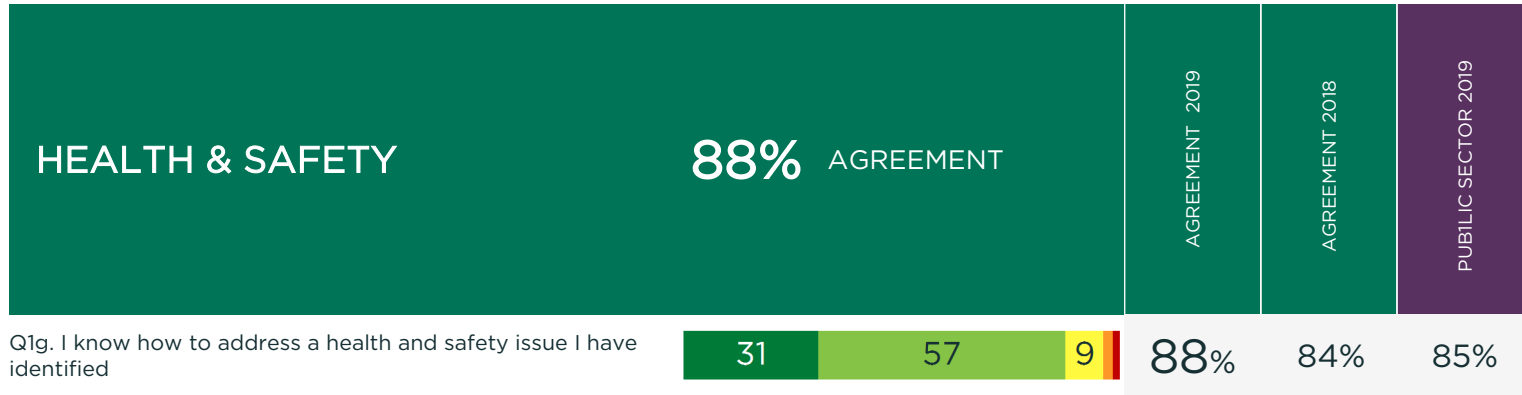


EXPLORE THE FULL RESULTS

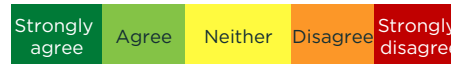
Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%



KEY





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

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Results are rounded and may not add up to 100%

ACTION ON RESULTS

32% AGREEMENT

Q10a. I believe action will be taken on the results from this survey by my organisation



32%

27%

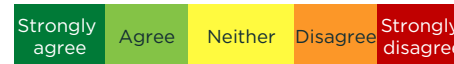
39%

AGREEMENT 2019

AGREEMENT 2018

PUBLIC SECTOR 2019

KEY



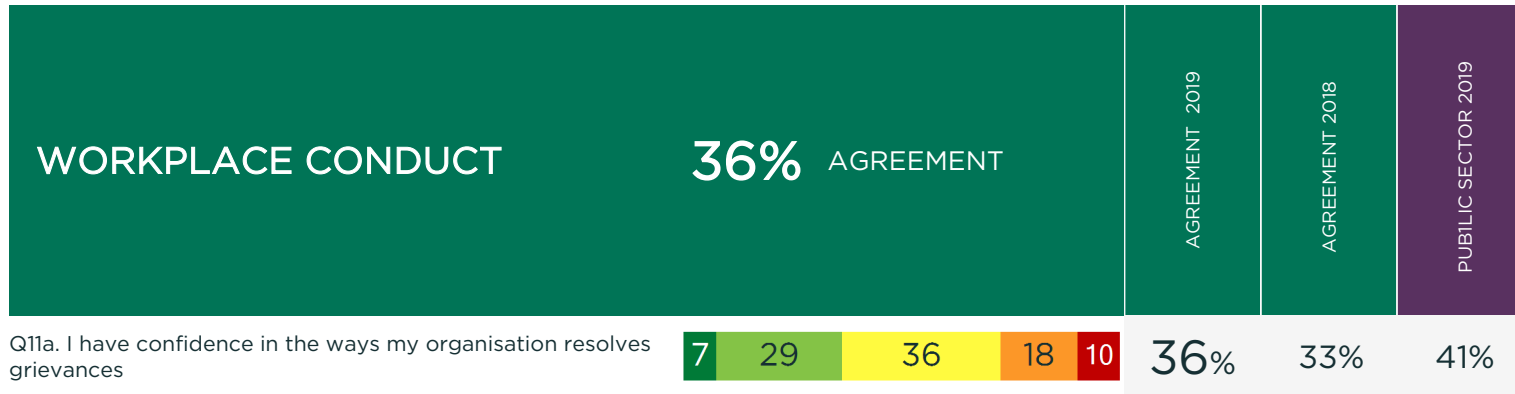


EXPLORE THE FULL RESULTS

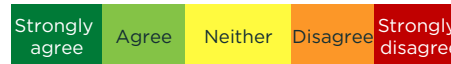
Questions are grouped by topics in this report.

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

Results are rounded and may not add up to 100%



KEY





WELLBEING AND ENGAGEMENT

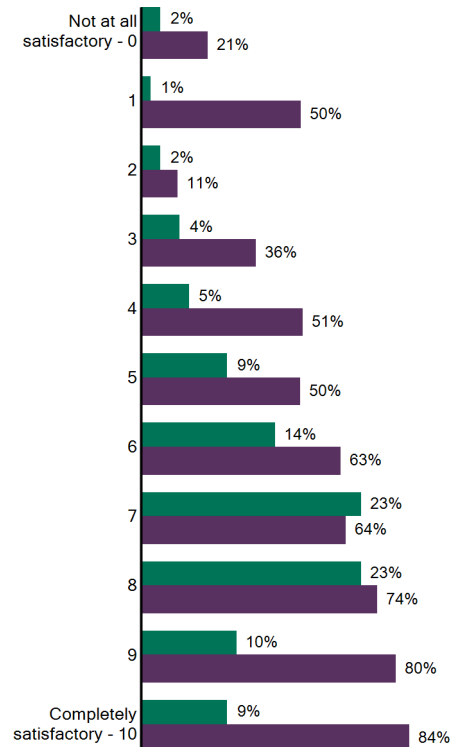
EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

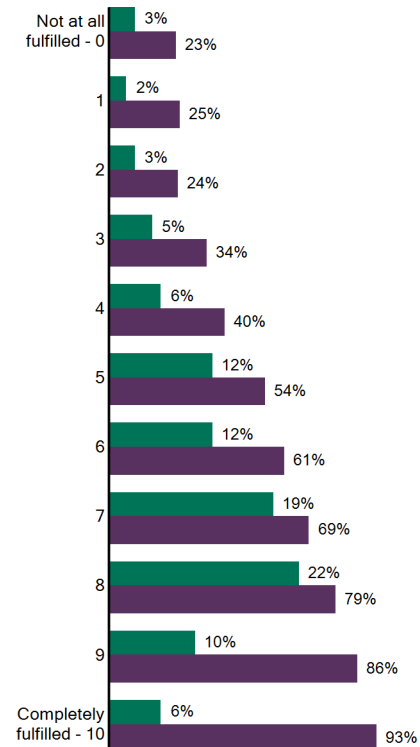
This compares Wellbeing to Engagement.

Q1i. In general, my sense of wellbeing is.....



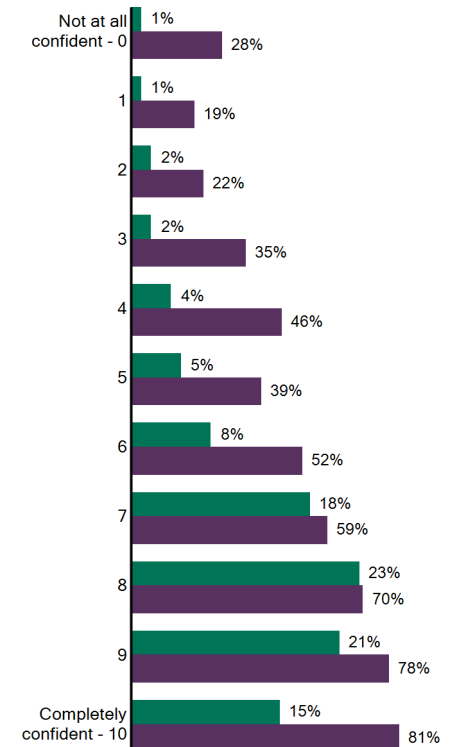
Proportion of respondents answering each response option

Q1j. I find my life at work fulfilling



Employee engagement score

Q1k. I am confident that I am contributing my best at work





EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

PERFORMANCE FRAMEWORK & DEVELOPMENT

2019

2018

PUBLIC SECTOR 2019

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

Yes



85%

86%

71%

No



15%

14%

29%

Q3b. I have informal feedback conversations with my manager

Yes



81%

77%

76%

No



19%

23%

24%

Q3c. I have scheduled feedback conversations with my manager

Yes



77%

75%

60%

No



23%

25%

40%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

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		41%	48%	41%
No		59%	52%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

MOBILITY

2019

2018

PUBLIC SECTOR 2019

Q3i. Are there barriers preventing you from moving to another role? If so, what are they? (select all that apply)

		2019	2018	PUBLIC SECTOR 2019
Lack of visible opportunities		39%	48%	29%
Lack of promotion opportunities		36%	46%	28%
There are no major barriers to my career progression		28%	22%	29%
Personal/family considerations		26%	26%	29%
Geographic location considerations		22%	25%	25%
Lack of support for temporary assignments/secondments		20%	23%	15%
The application/recruitment process is too cumbersome or time consuming		17%	22%	22%
Lack of support from my manager/supervisor		15%	20%	13%
Insufficient training and development		14%	20%	15%
Lack of required capabilities or experience		13%	13%	11%
Other		9%	8%	9%

% are calculated with the number of unique respondents (N = 484 to this question)



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q12a. In the last 12 months I have witnessed misconduct/wrongdoing at work

Yes		23%	23%	27%
No		59%	59%	56%
Don't know		18%	19%	17%

Q12b. If yes to 12a, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?

Yes		62%	69%	65%
No		35%	31%	32%
Don't know		4%	-	4%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q13a. In the last 12 months I have witnessed bullying at work

Yes		28%	31%	33%
No		61%	58%	57%
Don't know		11%	11%	10%

Q13b. In the last 12 months I have been subjected to bullying at work

Yes		14%	16%	18%
No		80%	79%	75%
Don't know		6%	5%	7%



EXPLORE THE FULL RESULTS

Questions are grouped by topics in this report.

Results are rounded and may not add up to 100%

UNACCEPTABLE CONDUCT

2019

2018

PUBLIC SECTOR 2019

Q13c. 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

		2019	2018	PUBLIC SECTOR 2019
Your immediate manager/supervisor		34%	35%	23%
A senior manager		25%	14%	21%
A fellow worker at your level		24%	41%	27%
Prefer not to say		9%	3%	13%
A subordinate		6%	5%	7%
Other		1%	3%	5%
A client or customer		0%	-	3%
A member of the public other than a client or customer		0%	-	1%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
GENDER		
Male		55%
Female		42%
Other		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
AGE		
15-19		0%
20-24		3%
25-29		8%
30-34		9%
35-39		15%
40-44		15%
45-49		18%
50-54		14%
55-59		10%
60-64		6%
65+		2%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

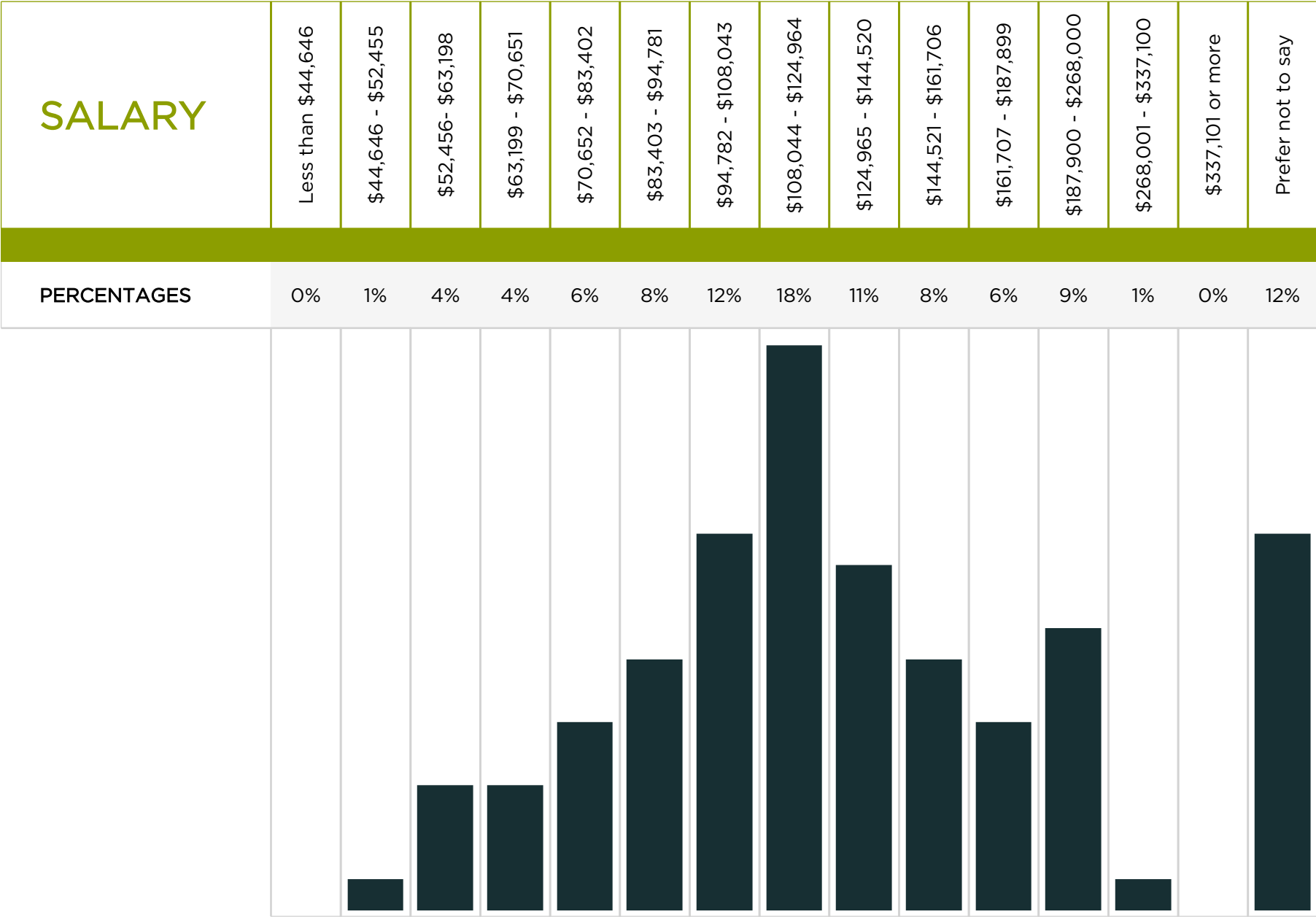
	PERCENTAGE
TYPE OF WORK	
Service delivery involving direct contact with the general public (e.g. teaching, nursing, policing, shopfront/counter service)	9%
Other service delivery work (work that does not involve contact with the public, but it is critical to the delivery of a service, e.g. maintenance, technical support, catering, cleaning/laundry)	31%
Administrative support (e.g. executive/personal assistant, receptionist)	3%
Corporate services (e.g. HR, finance, IT, ministerial or parliamentary processes)	24%
Policy	2%
Research	2%
Program and project management support	16%
Legal (including developing and/or reviewing legislation)	0%
Other	13%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%



PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
TENURE IN ORGANISATION		
Less than 1 year		12%
1 - 2 years		10%
2 - 5 years		18%
5 - 10 years		15%
10 - 20 years		22%
More than 20 years		23%

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

		PERCENTAGE
FLEXIBLE WORKING		
Flexible start and finish times		50%
Working from home		46%
Working from different locations		33%
None of the above		24%
Working additional hours to make up for time off		22%
Working more hours over fewer days		12%
Flexible scheduling for rostered workers		7%

% are calculated with the number of unique respondents (N = 476 to this question)

PROFILE OF RESPONDENTS



PERSONAL AND WORK PROFILES

Results are rounded and may not add up to 100%

	PERCENTAGE
FLEXIBLE WORKING	
Leave without pay	7%
Part-time work	6%
Purchasing annual leave	5%
Study leave	3%
Other	3%
Job sharing	1%

% are calculated with the number of unique respondents (N = 476 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.

Results are rounded and may not add up to 100%

	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	505	43	147	16	114	9	9	76	2	63
EMPLOYEE ENGAGEMENT	65%	69%	63%	(r)	64%	(r)	(r)	64%	(r)	66%
ENGAGEMENT WITH WORK	68%	71%	66%	(r)	70%	(r)	(r)	67%	(r)	69%
SENIOR MANAGERS	47%	53%	42%	(r)	47%	(r)	(r)	53%	(r)	45%
COMMUNICATION	63%	62%	57%	(r)	67%	(r)	(r)	66%	(r)	64%
HIGH PERFORMANCE	64%	64%	60%	(r)	66%	(r)	(r)	66%	(r)	63%
PUBLIC SECTOR VALUES	62%	63%	57%	(r)	64%	(r)	(r)	68%	(r)	62%
DIVERSITY & INCLUSION	72%	67%	70%	(r)	75%	(r)	(r)	74%	(r)	72%

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

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	Sydney Water	Less than \$44,646	\$44,646 - \$52,455	\$52,456 - \$63,198	\$63,199 - \$70,651	\$70,652 - \$83,402	\$83,403 - \$94,781	\$94,782 - \$108,043	\$108,044 - \$124,964	\$124,965 - \$144,520	\$144,521 - \$161,706	\$161,707 - \$187,899	\$187,900 - \$268,000	\$268,001 - \$337,100
NUMBER OF RESPONDENTS	505	1	3	19	19	28	39	59	84	51	40	31	41	5
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	59%	61%	65%	66%	64%	67%	72%	(r)
ENGAGEMENT WITH WORK	68%	(r)	(r)	(r)	(r)	(r)	62%	61%	72%	71%	66%	69%	72%	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	52%	42%	46%	46%	50%	40%	58%	(r)
COMMUNICATION	63%	(r)	(r)	(r)	(r)	(r)	55%	51%	63%	64%	69%	67%	76%	(r)
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)	61%	58%	61%	63%	65%	68%	72%	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	(r)	(r)	61%	56%	62%	63%	64%	61%	72%	(r)
DIVERSITY & INCLUSION	72%	(r)	(r)	(r)	(r)	(r)	70%	65%	72%	70%	74%	81%	85%	(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.

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Results are rounded and may not add up to 100%

	Sydney Water	\$337,101 or more	Prefer not to say
NUMBER OF RESPONDENTS	505	2	57
EMPLOYEE ENGAGEMENT	65%	(r)	54%
ENGAGEMENT WITH WORK	68%	(r)	58%
SENIOR MANAGERS	47%	(r)	37%
COMMUNICATION	63%	(r)	56%
HIGH PERFORMANCE	64%	(r)	57%
PUBLIC SECTOR VALUES	62%	(r)	55%
DIVERSITY & INCLUSION	72%	(r)	68%

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

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	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	505	59	46	86	71	106	107
EMPLOYEE ENGAGEMENT	65%	75%	64%	65%	63%	62%	61%
ENGAGEMENT WITH WORK	68%	73%	60%	67%	68%	69%	66%
SENIOR MANAGERS	47%	61%	48%	49%	43%	41%	48%
COMMUNICATION	63%	80%	66%	66%	59%	58%	58%
HIGH PERFORMANCE	64%	76%	61%	64%	61%	61%	63%
PUBLIC SECTOR VALUES	62%	75%	62%	65%	59%	57%	62%
DIVERSITY & INCLUSION	72%	80%	74%	76%	68%	69%	70%

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

RESULTS BY TYPES OF FLEXIBLE WORKING



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	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	505	240	56	105	34	29	4	155	219	22	33	15	14	113
EMPLOYEE ENGAGEMENT	65%	66%	66%	71%	65%	(r)	(r)	66%	66%	(r)	69%	(r)	(r)	61%
ENGAGEMENT WITH WORK	68%	71%	73%	77%	67%	(r)	(r)	71%	70%	(r)	72%	(r)	(r)	59%
SENIOR MANAGERS	47%	47%	53%	50%	42%	(r)	(r)	47%	49%	(r)	48%	(r)	(r)	44%
COMMUNICATION	63%	65%	66%	68%	61%	(r)	(r)	68%	68%	(r)	69%	(r)	(r)	56%
HIGH PERFORMANCE	64%	66%	67%	67%	61%	(r)	(r)	66%	67%	(r)	68%	(r)	(r)	57%
PUBLIC SECTOR VALUES	62%	63%	66%	66%	60%	(r)	(r)	65%	66%	(r)	67%	(r)	(r)	57%
DIVERSITY & INCLUSION	72%	76%	77%	81%	73%	(r)	(r)	80%	80%	(r)	77%	(r)	(r)	60%

*multiple types may be chosen.

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Sydney Water	Sydney East	Sydney West	Sydney - Parramatta	Sydney - Inner South West	Sydney - Ryde	Sydney - South West	Sydney - City and Inner South	Sydney - Outer West and Blue Mountains	Sydney - Blacktown	Sydney - North Sydney and Hornsby	Illawarra	Sydney - Eastern Suburbs	Sydney - Northern Beaches
NUMBER OF RESPONDENTS	505	101	319	282	46	34	24	8	6	5	5	3	3	3
EMPLOYEE ENGAGEMENT	65%	63%	65%	63%	57%	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	68%	66%	69%	68%	56%	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	44%	47%	46%	38%	45%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	63%	57%	65%	64%	53%	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	61%	64%	64%	56%	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	59%	63%	63%	53%	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	72%	70%	74%	74%	65%	72%	(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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CUT OFF LIMIT OF 30 RESPONDENTS



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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	Sydney Water	Sydney - Inner West	Sydney - Outer South West	Hunter Valley exc Newcastle	Outside NSW	Capital Region	Central Coast	Central West	Coffs Harbour - Grafton	Far West and Orana	Mid North Coast	Murray	New England and North West	Newcastle and Lake Macquarie
NUMBER OF RESPONDENTS	505	2	2	1	1	0	0	0	0	0	0	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	72%	(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
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EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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Results are rounded and may not add up to 100%

	Sydney Water	Richmond - Tweed	Riverina	Southern Highlands and Shoalhaven	Sydney - Baulkham Hills and Hawkesbury	Sydney - Sutherland
NUMBER OF RESPONDENTS	505	0	0	0	0	0
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	68%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	63%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	72%	(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 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.

Results are rounded and may not add up to 100%

	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	505	1	13	40	41	71	69	87	67	48	27	9
EMPLOYEE ENGAGEMENT	65%	(r)	(r)	74%	62%	62%	68%	64%	61%	63%	(r)	(r)
ENGAGEMENT WITH WORK	68%	(r)	(r)	73%	72%	67%	70%	65%	67%	69%	(r)	(r)
SENIOR MANAGERS	47%	(r)	(r)	49%	44%	45%	47%	47%	48%	53%	(r)	(r)
COMMUNICATION	63%	(r)	(r)	70%	62%	61%	65%	65%	64%	59%	(r)	(r)
HIGH PERFORMANCE	64%	(r)	(r)	71%	62%	60%	66%	65%	66%	59%	(r)	(r)
PUBLIC SECTOR VALUES	62%	(r)	(r)	68%	60%	60%	63%	64%	64%	63%	(r)	(r)
DIVERSITY & INCLUSION	72%	(r)	(r)	81%	75%	65%	75%	76%	71%	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 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.

Results are rounded and may not add up to 100%

	Sydney Water	Male	Female	Other
NUMBER OF RESPONDENTS	505	264	202	11
EMPLOYEE ENGAGEMENT	65%	64%	67%	(r)
ENGAGEMENT WITH WORK	68%	67%	72%	(r)
SENIOR MANAGERS	47%	46%	51%	(r)
COMMUNICATION	63%	62%	66%	(r)
HIGH PERFORMANCE	64%	63%	67%	(r)
PUBLIC SECTOR VALUES	62%	62%	66%	(r)
DIVERSITY & INCLUSION	72%	72%	75%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

GUIDE TO THIS REPORT

SURVEY TIME FRAME

This report contains results from the 2019 People Matter Employee Survey which was open from 30 May to 28 June 2019.

PRIVACY

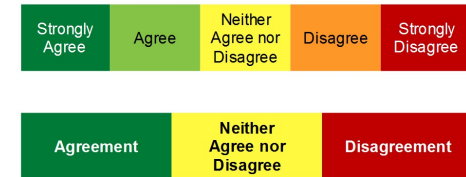
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.

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.



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%.

MORE DETAILS ABOUT METHODOLOGY

See the 2018 Main Findings report on the Public Service Commission web site.