

# PEOPLE MATTER 2017

## NSW Public Sector Employee Survey

Nurse  
Teacher  
Librarian  
Accountant  
Police Officer  
Doctor Policy Analyst Surveyor Scientist Barrister Solicitor Social Worker Welfare  
Worker Laboratory Technician Turner Plumber Electrician Zookeeper Cleaner  
Ambulance Officer Fitter Youth Worker Hospital Orderly Cleaner Fire Fighter Clerk  
Engineer Receptionist Supervisor Ship's Engineer  
Nurse Police Officer Museum Guide Conservator Fitter  
Museum Guide Conservator Fitter  
Solicitor Cable Joiner Nurse Librarian Advisor  
Warden Prison Officer Technician Administrator  
Train Driver Bus Driver Policy Analyst Fitter  
Surveyor Scientist Nurse Welfare Worker  
Laboratory Turner Plumber Ambulance Officer Youth  
Worker Hospital Orderly Fitter Receptionist Labourer Joiner  
Solicitor Caretaker Cross Bench Engineer Ship's Officer Ship's  
Master Marine Transport Professional Showright Curator Museum Guide  
Conservator Plant Operator Cable Engineer  
Plant Operator Nurse Doctor Teacher Train Driver Accountant Librarian  
Policy Analyst Supervisor Social Worker  
Welfare Worker Laboratory Technician Turner Plumber  
Electrician Social Worker Cleaner Fitter Fire Fighter  
Curator Fitter Museum Guide Conservator Plant  
Operator Engineer Electrical Linesworker  
Cable Joiner Plant  
Operator Ranger  
Teacher Nurse  
Librarian  
Advisor

### AGENCY REPORT

Health

## Northern NSW Local Health District

## RESPONSE RATE

# 17%

931 OF 5,444 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

# 57%

DIFFERENCE FROM 2016 -1

DIFFERENCE FROM CLUSTER -7

DIFFERENCE FROM PUBLIC SECTOR -7

## SENIOR MANAGERS

# 32%

DIFFERENCE FROM 2016 +1

DIFFERENCE FROM CLUSTER -13

DIFFERENCE FROM PUBLIC SECTOR -15

## COMMUNICATION

# 47%

DIFFERENCE FROM 2016 -1

DIFFERENCE FROM CLUSTER -11

DIFFERENCE FROM PUBLIC SECTOR -13



## QUESTIONS ARE GROUPED INTO THEMES IN THIS REPORT.

This page compares the aggregate scores for key themes. The individual questions in each group are listed in the All Questions section. Comparisons with 2016 are not included where the number of questions were reduced for 2017.

The Employee Engagement score 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 or closing a partially completed survey then needing to start a new one if their password is forgotten or lost.

## ENGAGEMENT WITH WORK

# 67%

DIFFERENCE FROM CLUSTER -5

DIFFERENCE FROM PUBLIC SECTOR -4

## HIGH PERFORMANCE

# 54%

DIFFERENCE FROM CLUSTER -8

DIFFERENCE FROM PUBLIC SECTOR -9

## PUBLIC SECTOR VALUES

# 49%

DIFFERENCE FROM CLUSTER -9

DIFFERENCE FROM PUBLIC SECTOR -11

## DIVERSITY & INCLUSION

# 56%

DIFFERENCE FROM CLUSTER -9

DIFFERENCE FROM PUBLIC SECTOR -11

# KEY DRIVERS OF ENGAGEMENT



## WHAT TO FOCUS ON?

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 reporting level.

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

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	<b>Q7f.</b> My organisation is committed to developing its employees	<b>34%</b>	37%	49%	50%
2	<b>Q6b.</b> I feel that senior managers effectively lead and manage change	<b>28%</b>	29%	43%	44%
3	<b>Q6h.</b> I feel that senior managers listen to employees	<b>24%</b>	23%	38%	41%
4	<b>Q7a.</b> My organisation focuses on improving the work we do	<b>59%</b>	67%	67%	69%
5	<b>Q7c.</b> I feel that change is managed well in my organisation	<b>27%</b>	31%	41%	39%
6	<b>Q6d.</b> Senior managers encourage innovation by employees	<b>32%</b>	29%	46%	48%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

1a.	I understand what is expected of me to do well in my role	91%
2a.	My workgroup strives to achieve customer/client satisfaction	84%
2c.	I receive help and support from other members of my workgroup	76%
1c.	My job gives me a feeling of personal accomplishment	73%
2b.	My workgroup works collaboratively to achieve its objectives	73%
1d.	I feel motivated to contribute more than what is normally required at work	67%
2e.	People in my workgroup treat each other with respect	67%
8b.	Personal background is not a barrier to success in my organisation	67%
5a.	My manager encourages people in my workgroup to keep improving the work they do	65%
5b.	My manager listens to what I have to say	64%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

14.	I believe action will be taken on the results from this survey by my organisation	22%
6h.	I feel that senior managers listen to employees	24%
7g.	I have confidence in the way recruitment decisions are made	24%
9a.	I have confidence in the ways my organisation resolves grievances	25%
7c.	I feel that change is managed well in my organisation	27%
6b.	I feel that senior managers effectively lead and manage change	28%
6g.	I feel that senior managers keep employees informed about what's going on	29%
6a.	I believe senior managers provide clear direction for the future of the organisation	31%
6c.	I feel that senior managers model the values of my organisation	32%
6d.	Senior managers encourage innovation by employees	32%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# MOST AND LEAST IMPROVED QUESTIONS

## + MOST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

1e.	I am satisfied with my job	61%	56%
6i.	Senior managers in my organisation support the career advancement of women	41%	36%
6f.	Senior managers communicate the importance of customers/clients in achieving our business objectives	46%	41%
3g.	I am satisfied with the opportunities available for career development in my organisation	39%	35%
3d.	In the last 12 months I received useful feedback on my work to enable me to deliver required results	55%	52%
2e.	People in my workgroup treat each other with respect	67%	64%
8d.	How satisfied are you with your ability to access and use flexible working arrangements?	50%	47%
6d.	Senior managers encourage innovation by employees	32%	29%
14.	I believe action will be taken on the results from this survey by my organisation	22%	19%
6e.	Senior managers promote collaboration between my organisation and other organisations we work with	37%	34%

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

7a.	My organisation focuses on improving the work we do	59%	67%
7b.	My organisation is making the necessary improvements to meet our future challenges	41%	48%
8c.	I am able to speak up and share a different view to my colleagues and manager	54%	60%
7c.	I feel that change is managed well in my organisation	27%	31%
9a.	I have confidence in the ways my organisation resolves grievances	25%	28%
7k.	I feel a strong personal attachment to my organisation	52%	56%
5b.	My manager listens to what I have to say	64%	67%
7f.	My organisation is committed to developing its employees	34%	37%
1d.	I feel motivated to contribute more than what is normally required at work	67%	70%
7l.	My organisation motivates me to help it achieve its objectives	39%	41%



### YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

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

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Northern NSW Local Health District

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Northern NSW Local Health District	Ballina Hospital	Byron Central Hospital	Casino Hospital	Chief of Staff	Clarence Primary and Community Health	Clinical Governance Finance Nursing Midwifery	Drug and Alcohol	Grafton Base Hospital	Kyogle Hospital	Lismore Base Hospital	Maclean Hospital	Mental Health Services	Murwillumbah Hospital
NUMBER OF RESPONDENTS	931	54	40	26	38	20	19	26	87	15	224	25	39	25
EMPLOYEE ENGAGEMENT	57%	55%	62%	64%	73%	70%	59%	59%	54%	57%	55%	52%	53%	66%
ENGAGEMENT WITH WORK	67%	69%	73%	67%	80%	92%	67%	81%	59%	69%	65%	73%	74%	75%
SENIOR MANAGERS	32%	28%	51%	37%	65%	27%	39%	33%	33%	30%	25%	29%	30%	20%
COMMUNICATION	47%	46%	59%	50%	75%	60%	50%	46%	38%	43%	43%	30%	55%	44%
HIGH PERFORMANCE	54%	55%	68%	57%	76%	65%	58%	57%	49%	52%	49%	47%	55%	55%
PUBLIC SECTOR VALUES	49%	46%	63%	53%	73%	54%	50%	49%	45%	47%	45%	42%	52%	48%
DIVERSITY & INCLUSION	56%	57%	68%	60%	79%	70%	56%	56%	49%	58%	53%	42%	60%	62%

### 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

# BUSINESS UNIT COMPARISON



## COMPARISON OF LOWER LEVEL BUSINESS UNITS

This page compares key question group scores for Northern NSW Local Health District

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

Significant differences have been highlighted to demonstrate best practice and areas that require attention.

	Northern NSW Local Health District	Nimbin Hospital	Richmond Primary Community Health	The Tweed Hospital	Tweed Byron Primary and Community Health
NUMBER OF RESPONDENTS	931	10	38	149	18
EMPLOYEE ENGAGEMENT	57%	64%	57%	55%	54%
ENGAGEMENT WITH WORK	67%	70%	63%	64%	76%
SENIOR MANAGERS	32%	39%	37%	26%	28%
COMMUNICATION	47%	68%	45%	42%	56%
HIGH PERFORMANCE	54%	70%	58%	50%	59%
PUBLIC SECTOR VALUES	49%	65%	54%	45%	52%
DIVERSITY & INCLUSION	56%	70%	53%	50%	63%

### 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



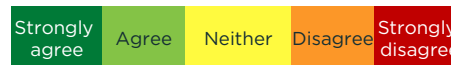
## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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	57% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	11	37	29	14	8	48%	48%	59%	60%
Q7j. I am proud to tell others I work for my organisation	15	39	30	10		55%	56%	67%	68%
Q7k. I feel a strong personal attachment to my organisation	16	37	27	13	8	52%	56%	61%	63%
Q7l. My organisation motivates me to help it achieve its objectives	11	28	34	17	10	39%	41%	52%	53%
Q7m. My organisation inspires me to do the best in my job	11	28	33	17	10	39%	41%	53%	53%

KEY







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ENGAGEMENT WITH WORK	67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	27	47	14	9	73%	73%	76%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	28	40	14	12	67%	70%	72%	72%
Q1e. I am satisfied with my job	21	41	19	13	61%	56%	68%	68%

KEY





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SENIOR MANAGERS	32% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q6a. I believe senior managers provide clear direction for the future of the organisation	8	23	31	21	16	31%	30%	45%	48%
Q6b. I feel that senior managers effectively lead and manage change	8	21	30	23	19	28%	29%	43%	44%
Q6c. I feel that senior managers model the values of my organisation	8	24	31	19	18	32%	29%	45%	48%
Q6d. Senior managers encourage innovation by employees	7	25	32	21	14	32%	29%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	29	35	16	11	37%	34%	47%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	11	35	32	13	10	46%	41%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		22	26	25	19	29%	27%	42%	45%
Q6h. I feel that senior managers listen to employees		18	30	24	22	24%	23%	38%	41%
Q7c. I feel that change is managed well in my organisation		22	32	26	15	27%	31%	41%	39%

KEY





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COMMUNICATION	47% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me	24	36	19	13	8	60%	61%	68%	70%
Q5d. My manager encourages and values employee input	25	35	20	13	8	59%	60%	68%	71%
Q5e. My manager involves my workgroup in decisions about our work	21	34	21	15	10	55%	56%	63%	65%
Q6g. I feel that senior managers keep employees informed about what's going on	22	26	25	19		29%	27%	42%	45%
Q6h. I feel that senior managers listen to employees	18	30	24	22		24%	23%	38%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	13	40	22	15	10	54%	60%	65%	66%

KEY





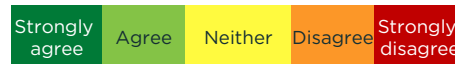
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	HIGH PERFORMANCE		54% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1a. I understand what is expected of me to do well in my role	42	49		91%	91%	91%	90%
Q2b. My workgroup works collaboratively to achieve its objectives	30	43	12 11	73%	70%	77%	78%
Q3f. I have received appropriate training and development to do my job well	16	45	19 14	61%	62%	68%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	22	42	19 11	65%	63%	70%	72%
Q5f. I have confidence in the decisions my manager makes	23	33	22 12 10	55%	57%	64%	67%
Q6d. Senior managers encourage innovation by employees	7	25	32 21 14	32%	29%	46%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	8	29	35 16 11	37%	34%	47%	51%
Q7a. My organisation focuses on improving the work we do	11	48	25 11	59%	67%	67%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	9	32	32 19 8	41%	48%	55%	57%

KEY





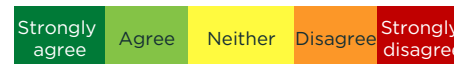
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HIGH PERFORMANCE		54% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation		33	31	21	9	39%	41%	48%	47%
Q7h. My organisation generally selects capable people to do the job		37	30	19	8	42%	43%	53%	52%

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.

PUBLIC SECTOR VALUES		49% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction				84%	86%	86%	85%
Q2e. People in my workgroup treat each other with respect				67%	64%	70%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do				65%	63%	70%	72%
Q5b. My manager listens to what I have to say				64%	67%	71%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation				31%	30%	45%	48%
Q6c. I feel that senior managers model the values of my organisation				32%	29%	45%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives				46%	41%	56%	60%
Q6g. I feel that senior managers keep employees informed about what's going on				29%	27%	42%	45%
Q6h. I feel that senior managers listen to employees				24%	23%	38%	41%

KEY





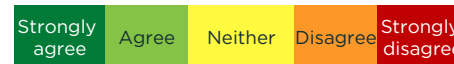
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PUBLIC SECTOR VALUES		49% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do		59%	67%	67%	69%				
Q7e. People in my organisation take responsibility for their own actions		40%	40%	47%	47%				

KEY





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Questions are grouped by themes 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		56% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		15	36	22	19	8	51%	49%	64%	63%
Q5b. My manager listens to what I have to say		26	38	18	10	8	64%	67%	71%	75%
Q5d. My manager encourages and values employee input		25	35	20	13	8	59%	60%	68%	71%
Q6i. Senior managers in my organisation support the career advancement of women		12	29	42	8	9	41%	36%	52%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		13	49	26	7	5	62%	61%	72%	74%
Q8b. Personal background is not a barrier to success in my organisation		16	51	23	8	2	67%	-	73%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager		13	40	22	15	10	54%	60%	65%	66%
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		13	38	23	15	12	50%	47%	55%	57%

KEY







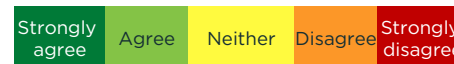
## EXPLORE THE FULL RESULTS

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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.

RECRUITMENT	33% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	20	32	23	21	24%	-	38%	35%
Q7h. My organisation generally selects capable people to do the job	37	30	19	8	42%	43%	53%	52%

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	45% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	19	37	20	16	8	55%	52%	63%	63%
Q3e. My performance is assessed against clear criteria	14	37	25	17	8	51%	50%	57%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	10	29	25	21	15	39%	35%	51%	48%
Q5g. My manager provides acknowledgement or other recognition for the work I do	22	35	18	14	11	57%	59%	64%	67%
Q5h. My manager appropriately deals with employees who perform poorly	10	25	34	18	13	35%	36%	44%	44%
Q7f. My organisation is committed to developing its employees		28	31	22	12	34%	37%	49%	50%

KEY

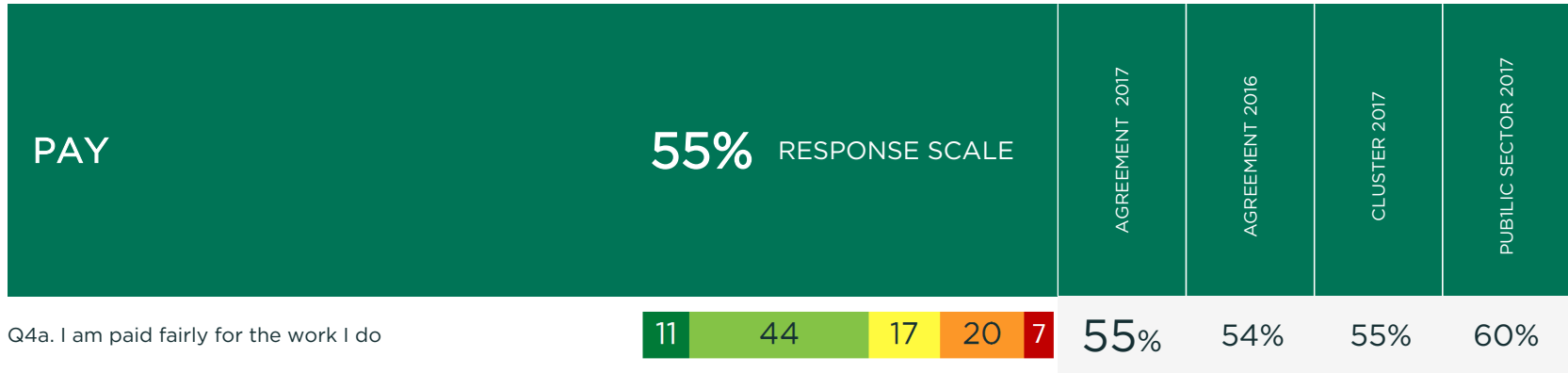




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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.



### KEY





## EXPLORE THE FULL RESULTS

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WORKPLACE SUPPORT		60% RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1b. I am provided with the support I need to do my best at work		15	36	22	19	8	51%	49%	64%	63%
Q1f. I am able to keep my work stress at an acceptable level		10	41	23	18	9	51%	53%	61%	59%
Q2c. I receive help and support from other members of my workgroup		28	48	13	7		76%	75%	79%	81%
Q2d. There is good team spirit in my workgroup		25	34	17	14	9	60%	60%	66%	69%

KEY





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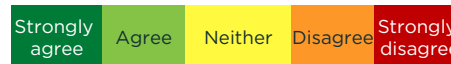
## ACTION ABOUT SURVEY RESULTS

22% RESPONSE SCALE

Q14. I believe action will be taken on the results from this survey by my organisation



KEY

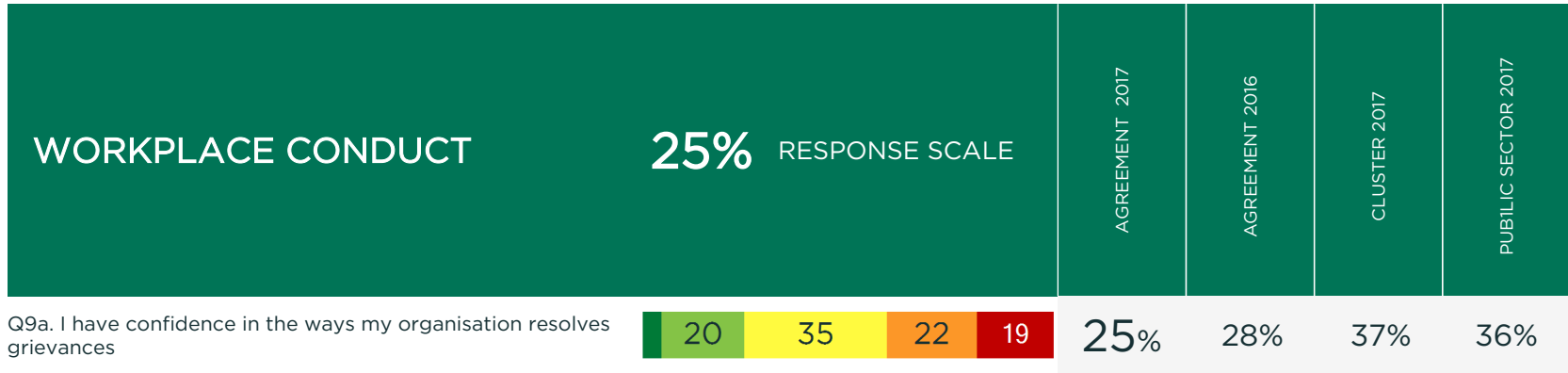




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Questions are grouped by themes in this report.

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 themes in this report.

PERFORMANCE FRAMEWORK & DEVELOPMENT		RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3a.</b> I have a current performance and development plan that sets out my individual objectives					
Yes			55%	67%	67%
No			45%	33%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager					
Yes			67%	73%	75%
No			33%	27%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager					
Yes			46%	56%	57%
No			54%	44%	43%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3h.</b> Are you currently looking, or thinking about looking, for a new role within the NSW Public Sector but outside of your current workplace in order to broaden your experience?				
Yes		43%	40%	41%
No		57%	60%	59%





## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q3i. Are there any barriers preventing you from moving to another role?</b>				
There are no major barriers to my career progression		22%	32%	30%
Lack of visible opportunities		39%	30%	31%
Lack of promotion opportunities		33%	27%	30%
Lack of support from my manager / supervisor		19%	15%	14%
Geographic location considerations		35%	24%	28%
Personal / family considerations		33%	32%	33%
Insufficient training and development		18%	14%	16%
Lack of required capabilities or experience		9%	10%	11%
Lack of support for temporary assignments/secondments		22%	14%	15%
The application/recruitment process is too cumbersome or time consuming		23%	16%	23%
Other		8%	8%	9%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10a.</b> In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		34%	30%	25%
No		53%	57%	62%
Don't know		13%	13%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		67%	66%	63%
No		32%	33%	35%
Don't know		1%	2%	2%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10c.</b> In the last 12 months I have witnessed bullying at work				
Yes		51%	40%	33%
No		39%	51%	58%
Don't know		10%	9%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		29%	22%	18%
No		66%	72%	76%
Don't know		5%	6%	6%



## EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
<b>Q10e.</b> Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		23%	19%	22%
Your immediate manager/supervisor		21%	24%	24%
A fellow worker at your level		30%	31%	27%
A subordinate		10%	6%	8%
A client or customer		3%	2%	2%
A member of the public other than a client or customer	(r)			
Other		4%	5%	4%
Prefer not to say		8%	12%	13%



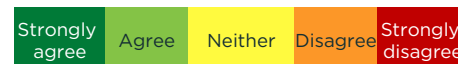
## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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 QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q1. Morale is good in my team	12	38	19	21	10	50%	52%	60%
Q2. I believe I am valued for what I can offer at my workplace	16	45	18	11	9	62%	64%	69%
Q3. In my workplace, we recognise our successes and innovations	13	42	25	14		55%	55%	64%
Q4. Staff are treated respectfully regardless of their job	16	43	21	13	7	59%	61%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	10	25	28	21	16	35%	35%	51%
Q6. Overall, I have confidence in the decisions made by my senior managers	10	26	28	19	16	37%	35%	51%

KEY





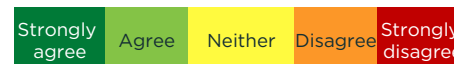
## EXPLORE THE FULL RESULTS

Questions are grouped by themes 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 QUESTIONS	RESPONSE SCALE					AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
Q7. I have a say in decisions which affect my work	8	36	27	20	9	44%	42%	54%
Q8. Where I work, we share the lessons learnt when mistakes are made	11	49	20	13		61%	57%	67%
Q9. My team's objectives/work plans are clearly outlined	11	46	25	14		56%	57%	64%
Q10. Our objectives/work plans help us to deliver a quality service	10	47	27	11		57%	59%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	8	23	31	21	18	31%	30%	41%

KEY



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Gender		
Male		20%
Female		79%
Other		1%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Age		
15 - 19		0%
20 - 24		2%
25 -29	█	5%
30 - 34	█	5%
35 - 39	█	8%
40 - 44	█	11%
45 - 49	█	17%
50 - 54	█	17%
55 - 59	█	20%
60 - 64	█	12%
65+		3%



# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

	RESPONSE SCALE	PERCENTAGE
Do you speak a language other than English at home?		
Yes		8%
No		91%
Prefer not to say		2%
Are you of Aboriginal and/or Torres Strait Islander origin?		
Yes		2%
No		95%
Prefer not to say		3%

# PROFILE OF RESPONDENTS



## PERSONAL PROFILES

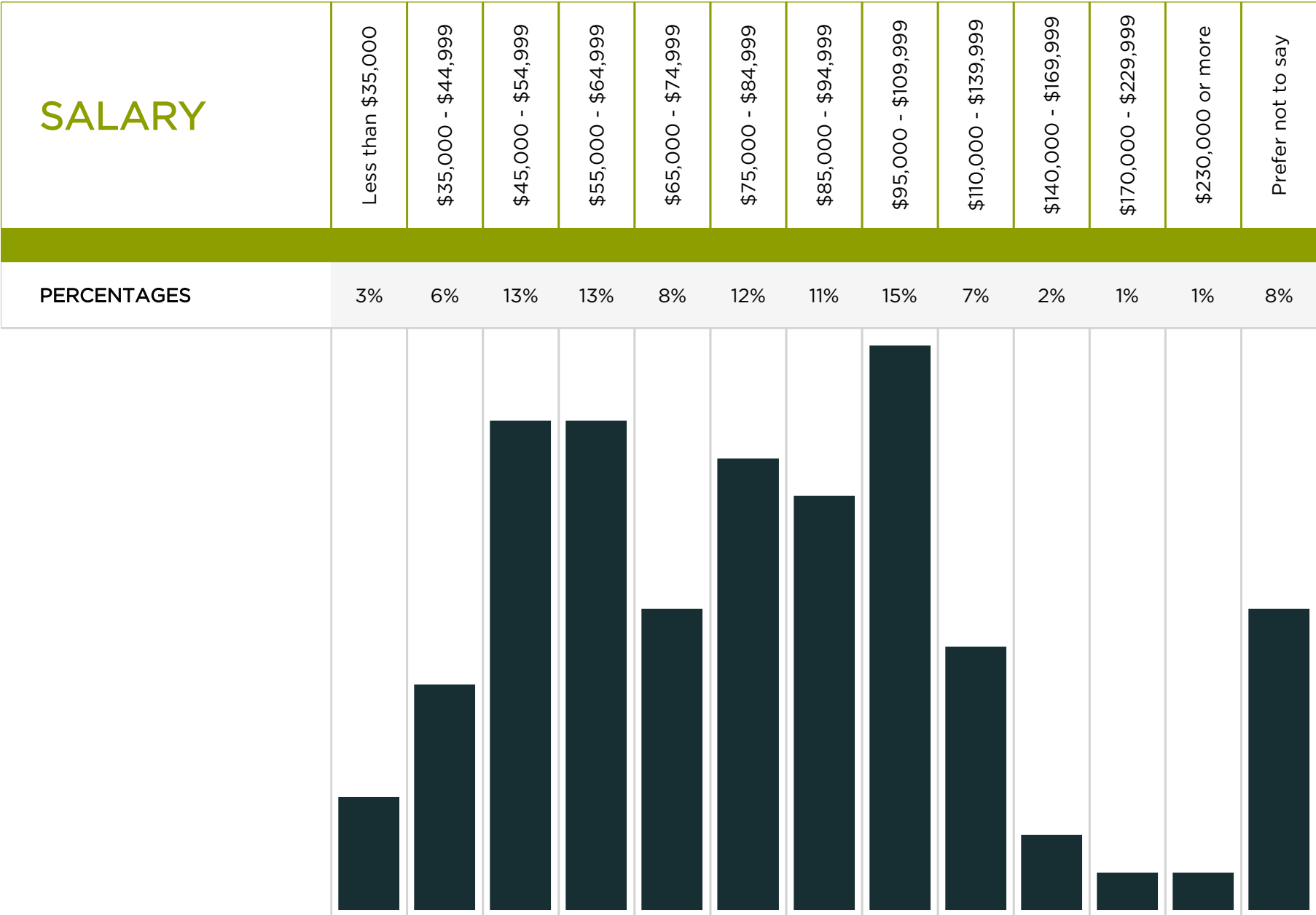
	RESPONSE SCALE	PERCENTAGE
Do you have a disability?		
Yes		3%
No		93%
Prefer not to say		3%
Do you identify as lesbian, gay, bisexual, transgender, intersex or as gender diverse?		
Yes		3%
No		93%
Prefer not to say		4%

# PROFILE OF RESPONDENTS



## WORK PROFILES

### SALARY



# RESULT BY TYPE OF WORK



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Northern NSW Local Health District	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support (e.g. executive/personal assistant, receptionist)	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	931	569	42	109	45	5	3	21	0	66
EMPLOYEE ENGAGEMENT	57%	56%	51%	61%	60%	(r)	(r)	(r)	(r)	55%
ENGAGEMENT WITH WORK	67%	67%	58%	72%	64%	(r)	(r)	(r)	(r)	61%
SENIOR MANAGERS	32%	28%	35%	38%	37%	(r)	(r)	(r)	(r)	28%
COMMUNICATION	47%	45%	40%	50%	52%	(r)	(r)	(r)	(r)	41%
HIGH PERFORMANCE	54%	53%	47%	58%	53%	(r)	(r)	(r)	(r)	48%
PUBLIC SECTOR VALUES	49%	47%	42%	52%	51%	(r)	(r)	(r)	(r)	42%
DIVERSITY & INCLUSION	56%	55%	50%	60%	60%	(r)	(r)	(r)	(r)	49%

### 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 score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Northern NSW Local Health District	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	931	27	55	112	110	71	98	97	124	57	17	5	7	72
EMPLOYEE ENGAGEMENT	57%	(r)	63%	59%	59%	59%	52%	53%	56%	65%	(r)	(r)	(r)	51%
ENGAGEMENT WITH WORK	67%	(r)	72%	64%	68%	69%	60%	67%	67%	74%	(r)	(r)	(r)	65%
SENIOR MANAGERS	32%	(r)	38%	31%	33%	29%	27%	26%	34%	44%	(r)	(r)	(r)	20%
COMMUNICATION	47%	(r)	51%	43%	46%	48%	43%	42%	49%	60%	(r)	(r)	(r)	38%
HIGH PERFORMANCE	54%	(r)	56%	52%	55%	54%	52%	53%	54%	63%	(r)	(r)	(r)	46%
PUBLIC SECTOR VALUES	49%	(r)	53%	46%	49%	48%	47%	45%	51%	59%	(r)	(r)	(r)	41%
DIVERSITY & INCLUSION	56%	(r)	61%	54%	60%	57%	53%	52%	55%	63%	(r)	(r)	(r)	50%

### 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 score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Northern NSW Local Health District	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	931	56	62	156	161	248	162
EMPLOYEE ENGAGEMENT	57%	69%	62%	58%	57%	55%	54%
ENGAGEMENT WITH WORK	67%	78%	73%	66%	65%	68%	63%
SENIOR MANAGERS	32%	46%	33%	32%	33%	28%	26%
COMMUNICATION	47%	63%	47%	49%	48%	43%	41%
HIGH PERFORMANCE	54%	68%	55%	55%	53%	53%	50%
PUBLIC SECTOR VALUES	49%	64%	49%	50%	49%	46%	44%
DIVERSITY & INCLUSION	56%	75%	56%	58%	56%	52%	53%

### 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 score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Northern NSW Local Health District	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	931	1	14	39	46	68	92	146	145	173	101	26
EMPLOYEE ENGAGEMENT	57%	(r)	(r)	63%	67%	58%	57%	56%	53%	58%	55%	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	68%	78%	67%	62%	68%	60%	69%	71%	(r)
SENIOR MANAGERS	32%	(r)	(r)	38%	43%	33%	30%	30%	31%	30%	30%	(r)
COMMUNICATION	47%	(r)	(r)	50%	61%	52%	45%	45%	43%	46%	46%	(r)
HIGH PERFORMANCE	54%	(r)	(r)	62%	67%	57%	51%	53%	50%	54%	53%	(r)
PUBLIC SECTOR VALUES	49%	(r)	(r)	53%	61%	52%	46%	46%	46%	49%	49%	(r)
DIVERSITY & INCLUSION	56%	(r)	(r)	61%	68%	62%	56%	55%	52%	55%	54%	(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 score is weighted. It cannot be compared to the other scores which are the average of the % agreement results (strongly agree and agree scores).

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

	Northern NSW Local Health District	Male	Female	Other
<b>NUMBER OF RESPONDENTS</b>	<b>931</b>	<b>170</b>	<b>673</b>	<b>11</b>
<b>EMPLOYEE ENGAGEMENT</b>	57%	56%	58%	(r)
ENGAGEMENT WITH WORK	67%	62%	69%	(r)
SENIOR MANAGERS	32%	31%	32%	(r)
COMMUNICATION	47%	48%	47%	(r)
HIGH PERFORMANCE	54%	52%	55%	(r)
PUBLIC SECTOR VALUES	49%	47%	49%	(r)
DIVERSITY & INCLUSION	56%	57%	56%	(r)

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Northern NSW Local Health District	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist, Clinical Nurse/Midwife Consultant,	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management (eg. Librarian, Medical Records and Data Manager)	Clinical Support Executive (eg. Hospital Executive, Local Health Network Executive)
NUMBER OF RESPONDENTS	931	3	3	6	4	1	5	29	238	14	43	45	11	2
EMPLOYEE ENGAGEMENT	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	53%	(r)	65%	63%	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	63%	(r)	75%	77%	(r)	(r)
SENIOR MANAGERS	32%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	25%	(r)	37%	38%	(r)	(r)
COMMUNICATION	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	43%	(r)	53%	50%	(r)	(r)
HIGH PERFORMANCE	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%	(r)	61%	58%	(r)	(r)
PUBLIC SECTOR VALUES	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	44%	(r)	56%	53%	(r)	(r)
DIVERSITY & INCLUSION	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%	(r)	59%	64%	(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

# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Northern NSW Local Health District	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
NUMBER OF RESPONDENTS	931	71	30	16	113	11	17	1	0	4	4	2	2	0
EMPLOYEE ENGAGEMENT	57%	60%	57%	(r)	55%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	73%	56%	(r)	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	32%	36%	28%	(r)	29%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	47%	47%	46%	(r)	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	54%	54%	47%	(r)	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	49%	49%	45%	(r)	51%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	56%	60%	59%	(r)	58%	(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

# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Northern NSW Local Health District	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers (including Educators, DOM, DOCO, Paramedic, AOOC, OCO, SOCO, SO,	Operational Ambulance Managers (incl Zone Managers, Deputy Director Operations, Control Centre	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	931	6	12	1	21	0	2	0	0	4	5	17	0	3
EMPLOYEE ENGAGEMENT	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	32%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	56%	(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

# CURRENT ROLE



## EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

	Northern NSW Local Health District	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
<b>NUMBER OF RESPONDENTS</b>	<b>931</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>29</b>	<b>88</b>
<b>EMPLOYEE ENGAGEMENT</b>	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	50%
ENGAGEMENT WITH WORK	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	62%
SENIOR MANAGERS	32%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	24%
COMMUNICATION	47%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	36%
HIGH PERFORMANCE	54%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	44%
PUBLIC SECTOR VALUES	49%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	38%
DIVERSITY & INCLUSION	56%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	45%

### KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

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## WHAT'S NEXT?

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

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

# 22%

of employees replied favourably to:

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

## 34%

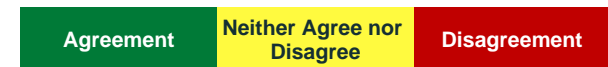
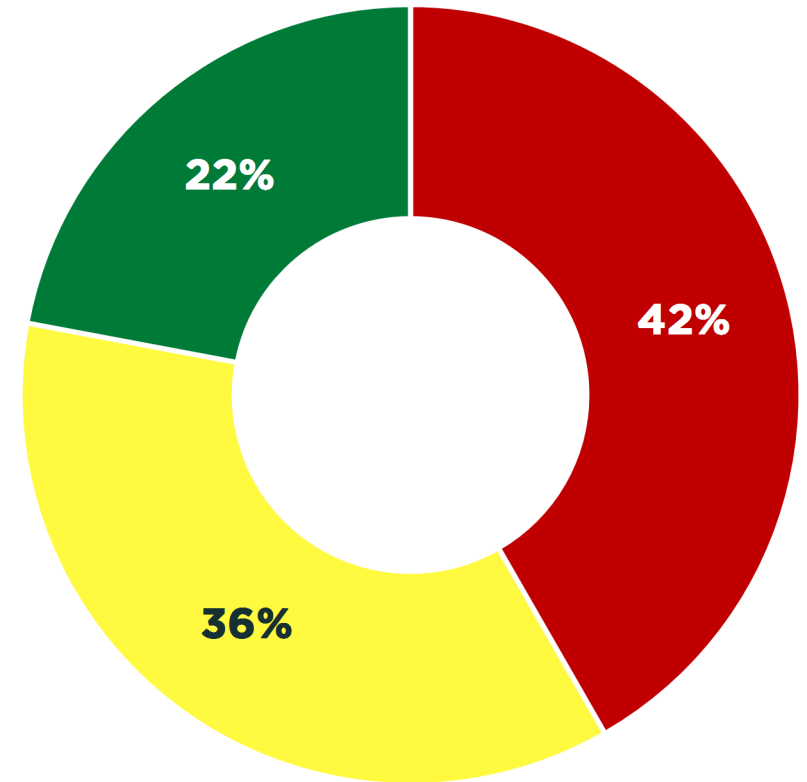
SECTOR

## 35%

CLUSTER

## 19%

2016



# GUIDE TO THIS REPORT

## **i** SURVEY TIME FRAME

This report contains results from the 2017 People Matter Employee Survey which was open from 1 to 30 June 2017.

## **i** PRIVACY

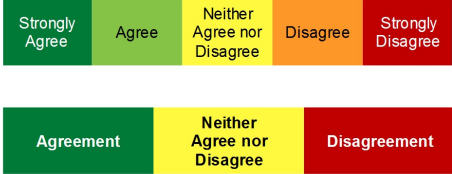
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees).

Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

## **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.