

# 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  
Solicitor Cable Joints 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 Jointer  
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 Joints Plant  
Operator Ranger  
Teacher Nurse  
Librarian  
Advisor

### AGENCY REPORT

Premier and Cabinet

### Infrastructure NSW

## RESPONSE RATE

**>100%**

47 OF 32 TOTAL RESPONDENTS

## EMPLOYEE ENGAGEMENT

**76%**

DIFFERENCE FROM 2016 **-12**

DIFFERENCE FROM CLUSTER **+3**

DIFFERENCE FROM PUBLIC SECTOR **+11**

## SENIOR MANAGERS

**76%**

DIFFERENCE FROM 2016 **-21**

DIFFERENCE FROM CLUSTER **+9**

DIFFERENCE FROM PUBLIC SECTOR **+29**

## COMMUNICATION

**82%**

DIFFERENCE FROM 2016 **-14**

DIFFERENCE FROM CLUSTER **+8**

DIFFERENCE FROM PUBLIC SECTOR **+22**



## 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

**75%**

DIFFERENCE FROM CLUSTER **-2**

DIFFERENCE FROM PUBLIC SECTOR **+3**

## HIGH PERFORMANCE

**76%**

DIFFERENCE FROM CLUSTER **+1**

DIFFERENCE FROM PUBLIC SECTOR **+13**

## PUBLIC SECTOR VALUES

**79%**

DIFFERENCE FROM CLUSTER **+3**

DIFFERENCE FROM PUBLIC SECTOR **+19**

## DIVERSITY & INCLUSION

**85%**

DIFFERENCE FROM CLUSTER **+5**

DIFFERENCE FROM PUBLIC SECTOR **+18**

# 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>Q6a.</b> I believe senior managers provide clear direction for the future of the organisation	<b>74%</b>	100%	67%	48%
2	<b>Q7f.</b> My organisation is committed to developing its employees	<b>63%</b>	94%	70%	50%
3	<b>Q7d.</b> There is good co-operation between teams across our organisation	<b>67%</b>	94%	65%	47%
4	<b>Q6h.</b> I feel that senior managers listen to employees	<b>76%</b>	94%	63%	41%
5	<b>Q8c.</b> I am able to speak up and share a different view to my colleagues and manager	<b>84%</b>	94%	78%	66%
6	<b>Q3d.</b> In the last 12 months I received useful feedback on my work to enable me to deliver required results	<b>76%</b>	79%	76%	63%

# HIGHEST AND LOWEST QUESTIONS

## + HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

8b.	Personal background is not a barrier to success in my organisation	96%
6i.	Senior managers in my organisation support the career advancement of women	93%
8a.	My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	89%
1a.	I understand what is expected of me to do well in my role	87%
2c.	I receive help and support from other members of my workgroup	87%
5g.	My manager provides acknowledgement or other recognition for the work I do	87%
7a.	My organisation focuses on improving the work we do	87%
5f.	I have confidence in the decisions my manager makes	85%
6g.	I feel that senior managers keep employees informed about what's going on	85%
8c.	I am able to speak up and share a different view to my colleagues and manager	84%

## - LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT  
2017

3f.	I have received appropriate training and development to do my job well	40%
3g.	I am satisfied with the opportunities available for career development in my organisation	49%
3e.	My performance is assessed against clear criteria	51%
9a.	I have confidence in the ways my organisation resolves grievances	58%
7g.	I have confidence in the way recruitment decisions are made	59%
7c.	I feel that change is managed well in my organisation	61%
7f.	My organisation is committed to developing its employees	63%
1f.	I am able to keep my work stress at an acceptable level	64%
5h.	My manager appropriately deals with employees who perform poorly	65%
7d.	There is good co-operation between teams across our organisation	67%



### 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

## - LEAST IMPROVED QUESTIONS

AGREEMENT  
2017

AGREEMENT  
2016

7c.	I feel that change is managed well in my organisation	61%	94%
7f.	My organisation is committed to developing its employees	63%	94%
6b.	I feel that senior managers effectively lead and manage change	72%	100%
7d.	There is good co-operation between teams across our organisation	67%	94%
1f.	I am able to keep my work stress at an acceptable level	64%	89%
1c.	My job gives me a feeling of personal accomplishment	74%	100%
6a.	I believe senior managers provide clear direction for the future of the organisation	74%	100%
7m.	My organisation inspires me to do the best in my job	76%	100%
7l.	My organisation motivates me to help it achieve its objectives	76%	100%
1e.	I am satisfied with my job	72%	95%



### 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'.



## 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	76% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	36	44	20	80%	100%	75%	60%
Q7j. I am proud to tell others I work for my organisation	43	39	17	83%	100%	84%	68%
Q7k. I feel a strong personal attachment to my organisation	26	43	26	70%	88%	64%	63%
Q7l. My organisation motivates me to help it achieve its objectives	28	48	22	76%	100%	70%	53%
Q7m. My organisation inspires me to do the best in my job	22	53	18	76%	100%	70%	53%

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.

ENGAGEMENT WITH WORK	75% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q1c. My job gives me a feeling of personal accomplishment	32	43	17	74%	100%	78%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	45	34	17	79%	100%	80%	72%
Q1e. I am satisfied with my job	30	43	19	72%	95%	72%	68%

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.

SENIOR MANAGERS	76% 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	38	36	15	9	74%	100%	67%	48%
Q6b. I feel that senior managers effectively lead and manage change	34	38	15	9	72%	100%	64%	44%
Q6c. I feel that senior managers model the values of my organisation	40	40	9	9	81%	100%	70%	48%
Q6d. Senior managers encourage innovation by employees	28	46	20		74%	94%	63%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	43	37	15		80%	100%	75%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	43	37	13		80%	94%	77%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	33	52	9		85%	94%	69%	45%
Q6h. I feel that senior managers listen to employees	24	52	15		76%	94%	63%	41%
Q7c. I feel that change is managed well in my organisation	17	43	22	13	61%	94%	54%	39%

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.

COMMUNICATION	82% RESPONSE SCALE	AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q5c. My manager communicates effectively with me		81%	94%	76%	70%
Q5d. My manager encourages and values employee input		83%	100%	80%	71%
Q5e. My manager involves my workgroup in decisions about our work		81%	94%	75%	65%
Q6g. I feel that senior managers keep employees informed about what's going on		85%	94%	69%	45%
Q6h. I feel that senior managers listen to employees		76%	94%	63%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager		84%	94%	78%	66%

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		76% 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	38	49		87%	95%	87%	90%	
Q2b. My workgroup works collaboratively to achieve its objectives	47	32	11	79%	89%	87%	78%	
Q3f. I have received appropriate training and development to do my job well	19	21	47	9	40%	47%	64%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do	38	40	15		79%	100%	82%	72%
Q5f. I have confidence in the decisions my manager makes	49	36	11		85%	94%	78%	67%
Q6d. Senior managers encourage innovation by employees	28	46	20		74%	94%	63%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	43	37	15		80%	100%	75%	51%
Q7a. My organisation focuses on improving the work we do	39	48	13		87%	100%	82%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges	30	48	17		78%	100%	69%	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.

	76% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	18	49	22	9	67%	94%	65%	47%
Q7h. My organisation generally selects capable people to do the job	30	52	17		83%	94%	74%	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		79% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017			
Q2a. My workgroup strives to achieve customer/client satisfaction		49	34	11	0	0	83%	95%	92%	85%
Q2e. People in my workgroup treat each other with respect		43	30	9	13	5	72%	89%	83%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		38	40	15	7	0	79%	100%	82%	72%
Q5b. My manager listens to what I have to say		48	35	13	4	0	83%	94%	84%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		38	36	15	9	2	74%	100%	67%	48%
Q6c. I feel that senior managers model the values of my organisation		40	40	9	9	2	81%	100%	70%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		43	37	13	7	0	80%	94%	77%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		33	52	9	6	0	85%	94%	69%	45%
Q6h. I feel that senior managers listen to employees		24	52	15	9	0	76%	94%	63%	41%

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.

PUBLIC SECTOR VALUES		79% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q7a. My organisation focuses on improving the work we do		39	48	13	87%	100%	82%	69%	
Q7e. People in my organisation take responsibility for their own actions		22	52	15	11	74%	94%	68%	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	85% 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	32	47	15	79%	100%	75%	63%	
Q5b. My manager listens to what I have to say	48	35	13	83%	94%	84%	75%	
Q5d. My manager encourages and values employee input	40	43	11	83%	100%	80%	71%	
Q6i. Senior managers in my organisation support the career advancement of women	67	27		93%	100%	75%	58%	
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	43	46	9	89%	100%	81%	74%	
Q8b. Personal background is not a barrier to success in my organisation	56	40		96%	-	83%	74%	
Q8c. I am able to speak up and share a different view to my colleagues and manager	35	49	12	84%	94%	78%	66%	
Q8d. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	39	34	14	11	73%	88%	80%	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.

RECRUITMENT	71% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	20	39	33	9	59%	-	47%	35%
Q7h. My organisation generally selects capable people to do the job	30	52	17		83%	94%	74%	52%

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.

PERFORMANCE FRAMEWORK & DEVELOPMENT	65% 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	28	48	13	9	76%	79%	76%	63%	
Q3e. My performance is assessed against clear criteria	13	38	20	20	9	51%	53%	63%	54%
Q3g. I am satisfied with the opportunities available for career development in my organisation	13	36	42	9	49%	58%	52%	48%	
Q5g. My manager provides acknowledgement or other recognition for the work I do	55	32	11		87%	94%	80%	67%	
Q5h. My manager appropriately deals with employees who perform poorly	28	37	22	13	65%	76%	51%	44%	
Q7f. My organisation is committed to developing its employees	17	46	24	13	63%	94%	70%	50%	

KEY



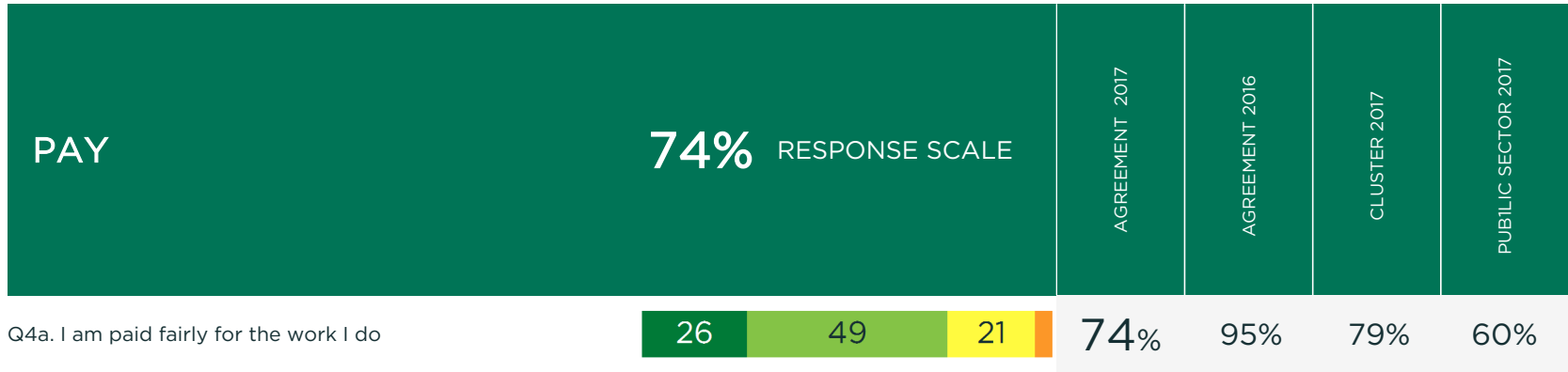




## EXPLORE THE FULL RESULTS

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.



### KEY





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WORKPLACE SUPPORT	76% 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	32	47	15	79%	100%	75%	63%	
Q1f. I am able to keep my work stress at an acceptable level	17	47	21	13	64%	89%	70%	59%
Q2c. I receive help and support from other members of my workgroup	43	45		87%	100%	85%	81%	
Q2d. There is good team spirit in my workgroup	43	30	13	13	72%	84%	79%	69%

KEY





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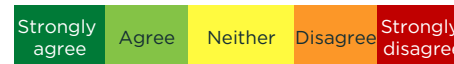
## ACTION ABOUT SURVEY RESULTS

**77%** RESPONSE SCALE

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



KEY

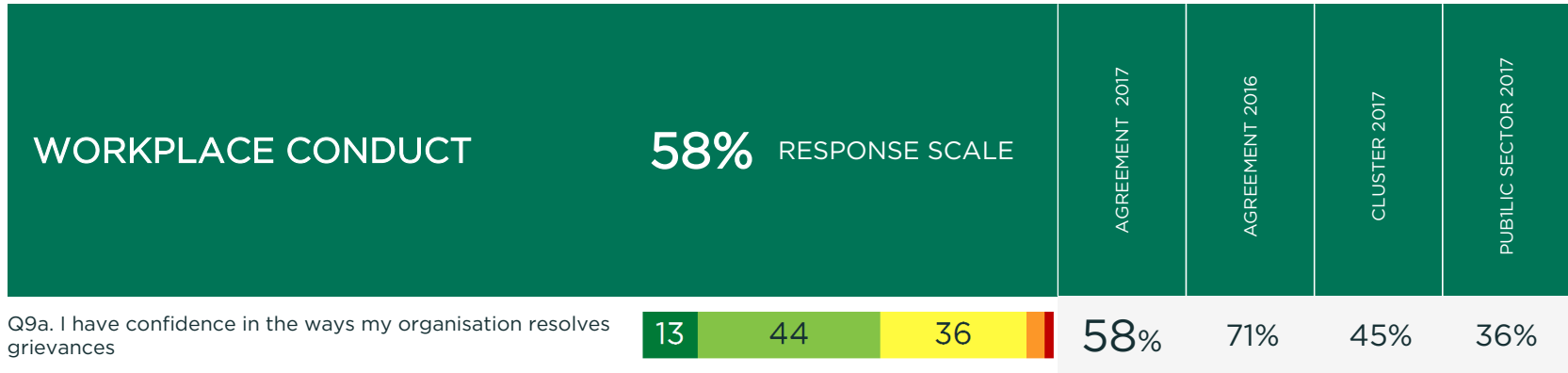




## EXPLORE THE FULL RESULTS

Questions are grouped by 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		38%	70%	67%
No		62%	30%	33%
<b>Q3b.</b> I have informal feedback conversations with my manager				
Yes		83%	81%	75%
No		17%	19%	25%
<b>Q3c.</b> I have scheduled feedback conversations with my manager				
Yes		52%	68%	57%
No		48%	32%	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		19%	46%	41%
No		81%	54%	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		49%	33%	30%
Lack of visible opportunities		29%	33%	31%
Lack of promotion opportunities		17%	33%	30%
Lack of support from my manager / supervisor		5%	10%	14%
Geographic location considerations		10%	22%	28%
Personal / family considerations		20%	24%	33%
Insufficient training and development		5%	11%	16%
Lack of required capabilities or experience		7%	13%	11%
The application/recruitment process is too cumbersome or time consuming		15%	19%	23%
Other		7%	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		16%	11%	25%
No		80%	80%	62%
Don't know		5%	9%	13%
<b>Q10b.</b> If yes, have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes	(r)			
No	(r)			
Don't know	(r)			





## 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		20%	17%	33%
No		69%	75%	58%
Don't know		11%	8%	9%
<b>Q10d.</b> In the last 12 months I have been subjected to bullying at work				
Yes		11%	9%	18%
No		82%	85%	76%
Don't know		7%	5%	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	(r)			
Your immediate manager/supervisor	(r)			
A fellow worker at your level	(r)			
A subordinate	(r)			
A client or customer	(r)			
A member of the public other than a client or customer	(r)			
Other	(r)			
Prefer not to say	(r)			



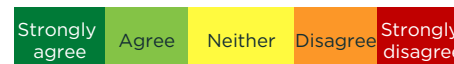
## EXPLORE THE FULL RESULTS

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PREMIER AND CABINET QUESTIONS	RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
	Strongly agree	Agree	Neither	Disagree			
Q1. I received quality feedback in the last performance development cycle	19	26	45	7	45%	0%	60%
Q2. I was not surprised by the feedback offered in my performance discussions	21	26	52	1	48%	0%	65%
Q3. The feedback from the performance development framework has been useful and applicable in my role	24	20	54	2	44%	0%	57%

KEY





## WHAT'S NEXT?

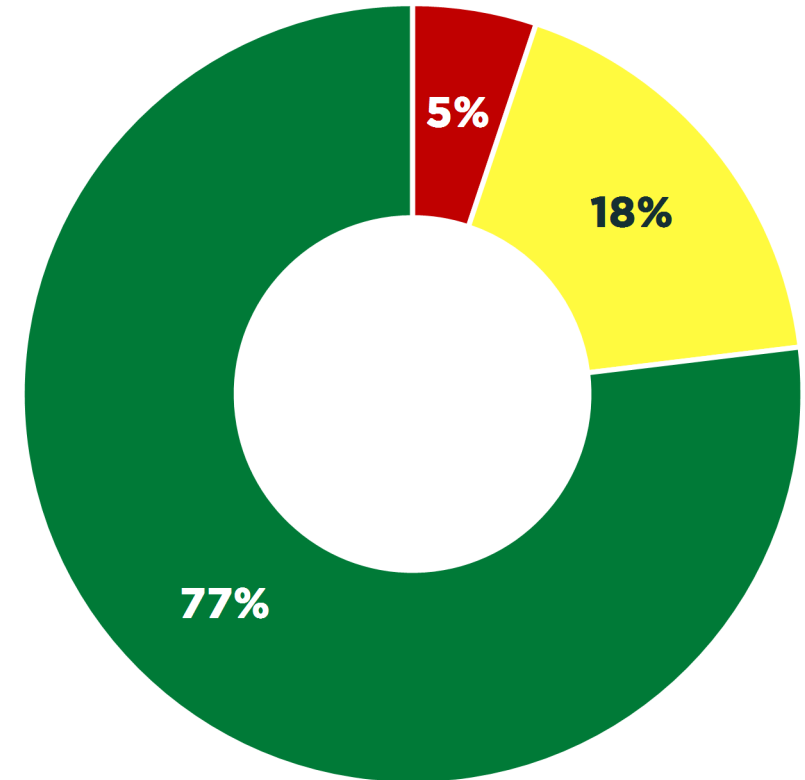
Sector employees have now given their feedback and these results show where actions and improvements are required.

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.

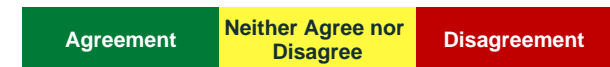
# 77%

of employees replied favourably to:

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



<b>34%</b>	<b>65%</b>	<b>88%</b>
SECTOR	CLUSTER	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

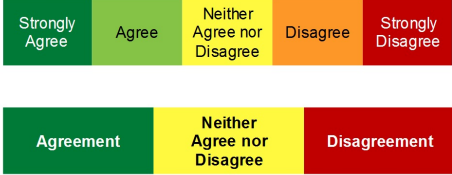
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.