

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 Electrician Linesworker
Solicitor Cable Jointer 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 Jointer Plant
Operator Ranger
Teacher Nurse
Librarian
Advisor

AGENCY REPORT

Premier and Cabinet

Natural Resources Commission

RESPONSE RATE

100%

16 OF 16 TOTAL RESPONDENTS

EMPLOYEE ENGAGEMENT

67%

DIFFERENCE FROM 2016 +4

DIFFERENCE FROM CLUSTER -6

DIFFERENCE FROM PUBLIC SECTOR +3

SENIOR MANAGERS

71%

DIFFERENCE FROM 2016 +10

DIFFERENCE FROM CLUSTER +4

DIFFERENCE FROM PUBLIC SECTOR +24

COMMUNICATION

78%

DIFFERENCE FROM 2016 +16

DIFFERENCE FROM CLUSTER +5

DIFFERENCE FROM PUBLIC SECTOR +18



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

69%

DIFFERENCE FROM CLUSTER -8

DIFFERENCE FROM PUBLIC SECTOR -3

HIGH PERFORMANCE

83%

DIFFERENCE FROM CLUSTER +8

DIFFERENCE FROM PUBLIC SECTOR +20

PUBLIC SECTOR VALUES

78%

DIFFERENCE FROM CLUSTER +2

DIFFERENCE FROM PUBLIC SECTOR +17

DIVERSITY & INCLUSION

88%

DIFFERENCE FROM CLUSTER +8

DIFFERENCE FROM PUBLIC SECTOR +20

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.

** As your organisation received less than 30 responses, the key drivers are taken from the questions for Premier and Cabinet.

		AGREEMENT	% AGREEMENT 2016	AGREEMENT CLUSTER	% AGREEMENT PUBLIC SECTOR
1	Q7f. My organisation is committed to developing its employees	100%	78%	70%	50%
2	Q7h. My organisation generally selects capable people to do the job	94%	78%	74%	52%
3	Q7a. My organisation focuses on improving the work we do	94%	94%	82%	69%
4	Q7b. My organisation is making the necessary improvements to meet our future challenges	75%	72%	69%	57%
5	Q1c. My job gives me a feeling of personal accomplishment	69%	61%	78%	75%
6	Q3g. I am satisfied with the opportunities available for career development in my organisation	67%	39%	52%	48%

HIGHEST AND LOWEST QUESTIONS

+ HIGHEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

7f. My organisation is committed to developing its employees	100%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	100%
8c. I am able to speak up and share a different view to my colleagues and manager	94%
7h. My organisation generally selects capable people to do the job	94%
7a. My organisation focuses on improving the work we do	94%
1a. I understand what is expected of me to do well in my role	94%
2d. There is good team spirit in my workgroup	94%
2a. My workgroup strives to achieve customer/client satisfaction	94%
5b. My manager listens to what I have to say	94%
5g. My manager provides acknowledgement or other recognition for the work I do	94%

- LOWEST AGREEMENT SCORING QUESTIONS

AGREEMENT
2017

3e. My performance is assessed against clear criteria	44%
9a. I have confidence in the ways my organisation resolves grievances	44%
5h. My manager appropriately deals with employees who perform poorly	50%
6b. I feel that senior managers effectively lead and manage change	56%
7d. There is good co-operation between teams across our organisation	56%
7l. My organisation motivates me to help it achieve its objectives	56%
7m. My organisation inspires me to do the best in my job	56%
7c. I feel that change is managed well in my organisation	63%
7k. I feel a strong personal attachment to my organisation	63%
7e. People in my organisation take responsibility for their own actions	63%



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

	AGREEMENT 2017	AGREEMENT 2016
2d. There is good team spirit in my workgroup	94%	56%
6h. I feel that senior managers listen to employees	69%	39%
3g. I am satisfied with the opportunities available for career development in my organisation	67%	39%
1b. I am provided with the support I need to do my best at work	81%	56%
14. I believe action will be taken on the results from this survey by my organisation	80%	56%
7f. My organisation is committed to developing its employees	100%	78%
8d. How satisfied are you with your ability to access and use flexible working arrangements?	100%	78%
2e. People in my workgroup treat each other with respect	81%	61%
7j. I am proud to tell others I work for my organisation	81%	61%
6g. I feel that senior managers keep employees informed about what's going on	75%	56%

- LEAST IMPROVED QUESTIONS

AGREEMENT
2017

AGREEMENT
2016

	AGREEMENT 2017	AGREEMENT 2016
3e. My performance is assessed against clear criteria	44%	67%
5a. My manager encourages people in my workgroup to keep improving the work they do	81%	89%
6e. Senior managers promote collaboration between my organisation and other organisations we work with	81%	89%
9a. I have confidence in the ways my organisation resolves grievances	44%	50%
6a. I believe senior managers provide clear direction for the future of the organisation	63%	67%
2c. I receive help and support from other members of my workgroup	81%	83%
4a. I am paid fairly for the work I do	81%	83%
7a. My organisation focuses on improving the work we do	94%	94%



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'.



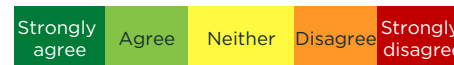
EXPLORE THE FULL RESULTS

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	67% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7i. I would recommend my organisation as a great place to work	19	50	25		69%	50%	75%	60%
Q7j. I am proud to tell others I work for my organisation	25	56	13		81%	61%	84%	68%
Q7k. I feel a strong personal attachment to my organisation	19	44	19	13	63%	50%	64%	63%
Q7l. My organisation motivates me to help it achieve its objectives	19	38	38		56%	56%	70%	53%
Q7m. My organisation inspires me to do the best in my job	13	44	38		56%	56%	70%	53%

KEY





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ENGAGEMENT WITH WORK	69% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q1c. My job gives me a feeling of personal accomplishment	13	56	25		69%	61%	78%	75%
Q1d. I feel motivated to contribute more than what is normally required at work	13	56	25		69%	61%	80%	72%
Q1e. I am satisfied with my job		63	25		69%	50%	72%	68%

KEY





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SENIOR MANAGERS	71% 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	13	50	31		63%	67%	67%	48%
Q6b. I feel that senior managers effectively lead and manage change	13	44	31		56%	39%	64%	44%
Q6c. I feel that senior managers model the values of my organisation		56	25		63%	44%	70%	48%
Q6d. Senior managers encourage innovation by employees	38	50			88%	72%	63%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with	31	50	13		81%	89%	75%	51%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives	31	50	19		81%	78%	77%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	63	25		75%	56%	69%	45%
Q6h. I feel that senior managers listen to employees	25	44	19	13	69%	39%	63%	41%
Q7c. I feel that change is managed well in my organisation	19	44	19	19	63%	61%	54%	39%

KEY





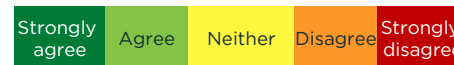
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COMMUNICATION	78% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017		
Q5c. My manager communicates effectively with me	25	50	19	75%	67%	76%	70%	
Q5d. My manager encourages and values employee input	38	44	13	81%	67%	80%	71%	
Q5e. My manager involves my workgroup in decisions about our work	25	50	19	75%	71%	75%	65%	
Q6g. I feel that senior managers keep employees informed about what's going on	13	63	25	75%	56%	69%	45%	
Q6h. I feel that senior managers listen to employees	25	44	19	13	69%	39%	63%	41%
Q8c. I am able to speak up and share a different view to my colleagues and manager	44	50		94%	78%	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		83% 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		19	75	94%	78%	87%	90%
Q2b. My workgroup works collaboratively to achieve its objectives		25	63	88%	78%	87%	78%
Q3f. I have received appropriate training and development to do my job well		13	69	81%	67%	64%	62%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		38	44	81%	89%	82%	72%
Q5f. I have confidence in the decisions my manager makes		31	50	81%	67%	78%	67%
Q6d. Senior managers encourage innovation by employees		38	50	88%	72%	63%	48%
Q6e. Senior managers promote collaboration between my organisation and other organisations we work with		31	50	81%	89%	75%	51%
Q7a. My organisation focuses on improving the work we do		38	56	94%	94%	82%	69%
Q7b. My organisation is making the necessary improvements to meet our future challenges		31	44	75%	72%	69%	57%

KEY





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	83% RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7d. There is good co-operation between teams across our organisation	13	44	38		56%	56%	65%	47%
Q7h. My organisation generally selects capable people to do the job	38	56			94%	78%	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		78% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q2a. My workgroup strives to achieve customer/client satisfaction		44	50	94%	83%	92%	85%
Q2e. People in my workgroup treat each other with respect		31	50	81%	61%	83%	74%
Q5a. My manager encourages people in my workgroup to keep improving the work they do		38	44	81%	89%	82%	72%
Q5b. My manager listens to what I have to say		31	63	94%	78%	84%	75%
Q6a. I believe senior managers provide clear direction for the future of the organisation		13	50	63%	67%	67%	48%
Q6c. I feel that senior managers model the values of my organisation		56	25	63%	44%	70%	48%
Q6f. Senior managers communicate the importance of customers/clients in achieving our business objectives		31	50	81%	78%	77%	60%
Q6g. I feel that senior managers keep employees informed about what's going on		13	63	75%	56%	69%	45%
Q6h. I feel that senior managers listen to employees		25	44	69%	39%	63%	41%

KEY





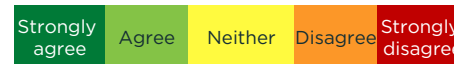
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Results show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) and those who are neutral.

PUBLIC SECTOR VALUES		78% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7a. My organisation focuses on improving the work we do				94%	94%	82%	69%
Q7e. People in my organisation take responsibility for their own actions				63%	56%	68%	47%

KEY





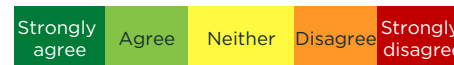
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DIVERSITY & INCLUSION		88% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017	
Q1b. I am provided with the support I need to do my best at work		19	63	13	81%	56%	75%	63%
Q5b. My manager listens to what I have to say		31	63	6	94%	78%	84%	75%
Q5d. My manager encourages and values employee input		38	44	13	81%	67%	80%	71%
Q6i. Senior managers in my organisation support the career advancement of women		31	44	25	75%	61%	75%	58%
Q8a. My organisation respects individual differences (e.g. cultures, working styles, backgrounds, ideas)		38	50	13	88%	83%	81%	74%
Q8b. Personal background is not a barrier to success in my organisation		38	50	13	88%	-	83%	74%
Q8c. I am able to speak up and share a different view to my colleagues and manager		44	50	6	94%	78%	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>		50	50	0	100%	78%	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	84% RESPONSE SCALE			AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017
Q7g. I have confidence in the way recruitment decisions are made	31	44	25	75%	-	47%	35%
Q7h. My organisation generally selects capable people to do the job	38	56		94%	78%	74%	52%

KEY





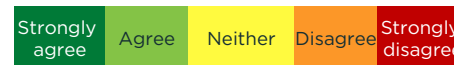
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PERFORMANCE FRAMEWORK & DEVELOPMENT	73% RESPONSE SCALE		AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017	PUBLIC SECTOR 2017			
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	25	56	13	81%	78%	76%	63%		
Q3e. My performance is assessed against clear criteria	13	31	38	19	44%	67%	63%	54%	
Q3g. I am satisfied with the opportunities available for career development in my organisation	60	33		67%	39%	52%	48%		
Q5g. My manager provides acknowledgement or other recognition for the work I do	31	63		94%	89%	80%	67%		
Q5h. My manager appropriately deals with employees who perform poorly	13	38	25	13	13	50%	33%	51%	44%
Q7f. My organisation is committed to developing its employees	38	63		100%	78%	70%	50%		

KEY

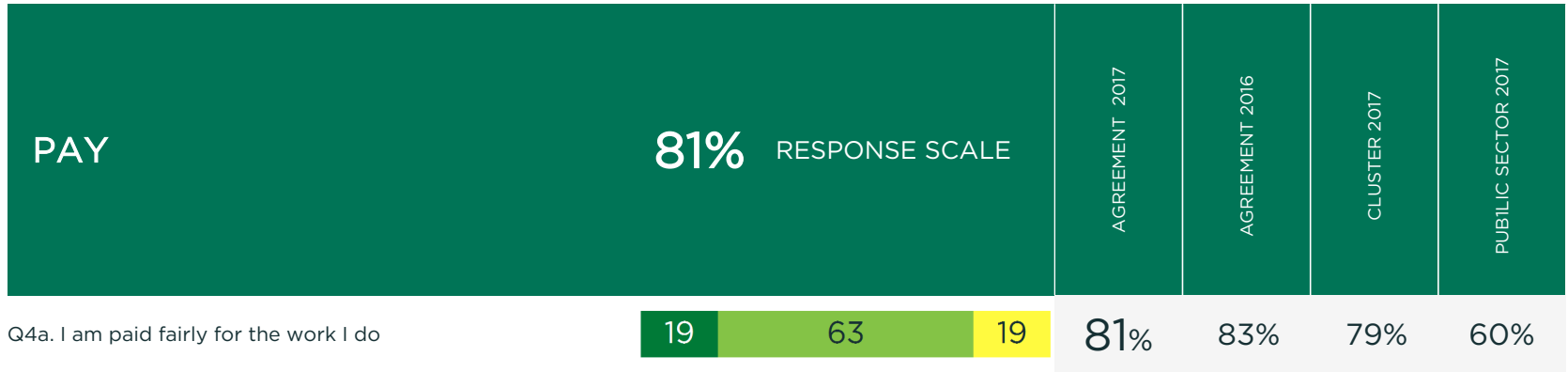




EXPLORE THE FULL RESULTS

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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.



KEY





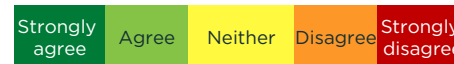
EXPLORE THE FULL RESULTS

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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.

WORKPLACE SUPPORT		83% 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		19	63	13	81%	56%	75%	63%
Q1f. I am able to keep my work stress at an acceptable level		13	63	19	75%	61%	70%	59%
Q2c. I receive help and support from other members of my workgroup		38	44	13	81%	83%	85%	81%
Q2d. There is good team spirit in my workgroup		38	56		94%	56%	79%	69%

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.

ACTION ABOUT SURVEY RESULTS

80% RESPONSE SCALE

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



KEY

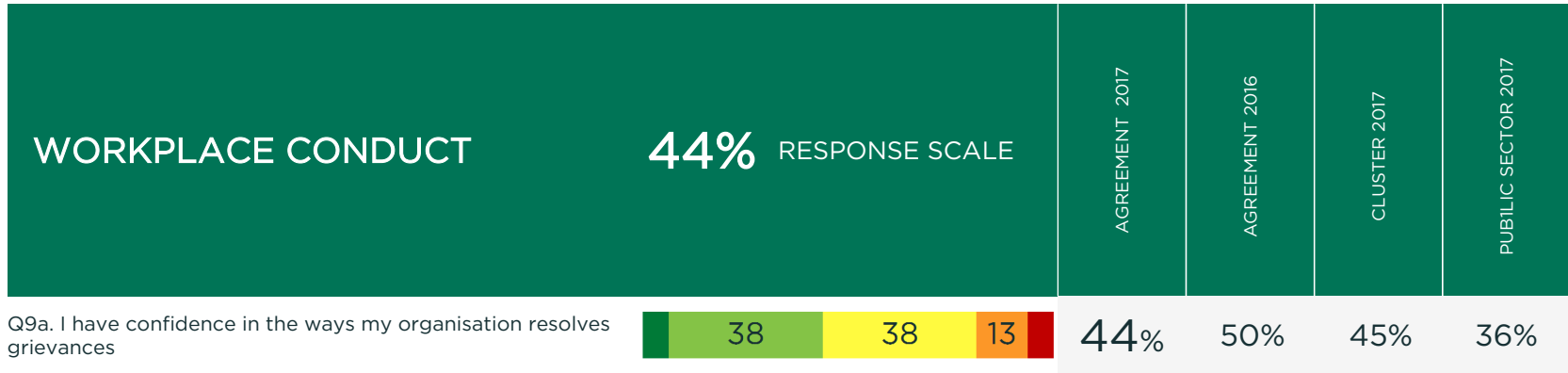




EXPLORE THE FULL RESULTS

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
Q3a. I have a current performance and development plan that sets out my individual objectives				
Yes		81%	70%	67%
No		19%	30%	33%
Q3b. I have informal feedback conversations with my manager				
Yes		81%	81%	75%
No		19%	19%	25%
Q3c. I have scheduled feedback conversations with my manager				
Yes		88%	68%	57%
No		13%	32%	43%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
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		69%	46%	41%
No		31%	54%	59%



EXPLORE THE FULL RESULTS

Questions are grouped by themes in this report.

MOBILITY	RESPONSE SCALE	2017	CLUSTER 2017	PUBLIC SECTOR 2017
Q3i. Are there any barriers preventing you from moving to another role?				
There are no major barriers to my career progression		53%	33%	30%
Lack of visible opportunities		20%	33%	31%
Lack of promotion opportunities		33%	33%	30%
Lack of support from my manager / supervisor		7%	10%	14%
Geographic location considerations		20%	22%	28%
Personal / family considerations		13%	24%	33%
Lack of support for temporary assignments/secondments		7%	13%	15%
The application/recruitment process is too cumbersome or time consuming		13%	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
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		%	11%	25%
No		87%	80%	62%
Don't know		13%	9%	13%
Q10b. 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
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		19%	17%	33%
No		75%	75%	58%
Don't know		6%	8%	9%
Q10d. In the last 12 months I have been subjected to bullying at work				
Yes		6%	9%	18%
No		94%	85%	76%
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
Q10e. 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)			



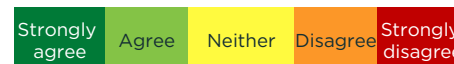
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PREMIER AND CABINET QUESTIONS	RESPONSE SCALE				AGREEMENT 2017	AGREEMENT 2016	CLUSTER 2017
	Strongly agree	Agree	Neither	Disagree			
Q1. I received quality feedback in the last performance development cycle	13	53	27	7	67%	0%	60%
Q2. I was not surprised by the feedback offered in my performance discussions	13	53	20	13	67%	0%	65%
Q3. The feedback from the performance development framework has been useful and applicable in my role	13	33	40	13	47%	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.

80%

of employees replied favourably to:

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

34%

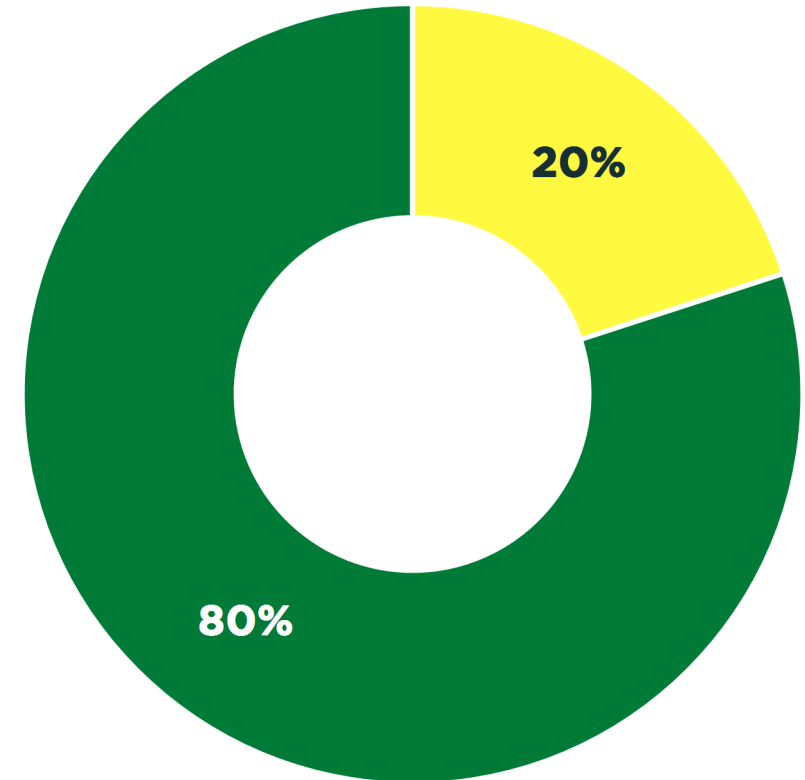
SECTOR

65%

CLUSTER

56%

2016



Agreement

Neither Agree nor Disagree

Disagreement

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

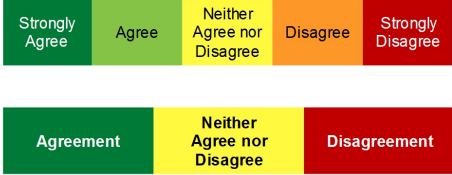
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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.