

people matter survey 2009

Trend Over Time Report

Heywood Rural Health

September 2009

stateservicesauthority



The Victorian Government has vested the State Services Authority with functions designed to foster the development of an efficient, integrated and responsive public sector which is highly ethical, accountable and professional in the ways it delivers services to the Victorian community.

The key functions of the Authority are to:

- identify opportunities to improve the delivery and integration of government services and report on service delivery outcomes and standards;
- promote high standards of integrity and conduct in the public sector;
- strengthen the professionalism and adaptability of the public sector; and
- promote high standards of governance, accountability and performance for public entities.

The Authority seeks to achieve its charter by working closely and collaboratively with public sector departments and agencies.

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About the People Matter Survey

The People Matter Survey is a climate and opinion survey that collects data on employee perceptions of the values and principles underpinning their workplace's culture. As such, the survey can assist your organisation in further developing a strong values-based culture.

Having a values-based culture can offer significant benefits for organisations, such as improvements in the quality of service delivery, a greater capacity to manage risk, and the protection of the organisation's reputation in the community. In the Victorian public sector, a set of values and employment principles have been outlined in the Public Administration Act 2004. These values establish the nature of our relationship with Government, the community and our work colleagues and extend to everything we do. The principles reinforce the values. The survey is framed around the values and employment principles but measures the broad underlying concepts.

Most organisations participating in the survey will have their own organisational values and behaviours, which reflect the particular nature of their industry and core business activities (eg. health, water, education). Our research suggests that the concepts and behaviours captured by the public sector values and employment principles are so broad as to be universally applicable to the diversity of contexts in which Victorian public sector organisations operate.

As well as providing organisations with individual reports on their results, the survey is used by the SSA to identify overall areas of strength and weakness in the culture of public sector organisations. We use the information we collect to develop a wide range of products and services. Some recent examples are the "Conflict of Interest Policy Framework" and the "Managing Poor Behaviour in the Workplace" guide.

Changes since the 2008 survey

The survey is being redeveloped to make it more useful to all participants. Significant improvements have already been achieved, including: more flexibility in the administration of the survey; a reduction in the number of questions; and improved and timelier provision of reports.

This report

This report presents the 2009 survey results for your organisation. It summarises your organisation's employees' responses to each of the core questionnaire items. The report compares this year's results with those of 2008 and/or 2007 (or your next most recent participation in the survey).

For the values, employment principles and the work environment sections, comparisons are made using a 'percentage agreement' measure. This sums the 'agree' and 'strongly agree' responses as a percentage of all responses, excluding 'don't knows'.

Job satisfaction is measured using a five point scale (very dissatisfied, dissatisfied, neither satisfied nor dissatisfied, satisfied and very satisfied). To compare job satisfaction results over time, this report uses a 'percentage satisfied' measure which sums 'satisfied' plus 'strongly satisfied' responses as a percentage of total responses.

The report is divided into three main sections:

- Executive summary: it shows average results for each section of the questionnaire and comparisons over time. This section also shows your top and lowest results for 2009, and results where your organisation recorded significant change over time.
- How representative your results are: it provides information on response rate and profile of respondents to assist you in assessing how representative your survey results are.
- Detailed results: it shows detailed results per question, including comparisons over time.

A Final Report, showing further breakdown of results by employee groups and comparisons to other like organisations, will be provided to you in October. A copy of the research report "Trends in Bullying and Harassment in the Victorian Public Sector - People Matter Survey 2004-2008" will also be distributed with the Final Report.

Significance of changes

To assist you in assessing your organisation's results, this report provides indicators of the importance of changes between your 2009 and 2008 results (or your next most recent participation in the survey):

A single upwards arrow identifies results which are substantially higher in 2009. Although important in size, these changes cannot be tested for statistical significance;

These double upwards arrows identify results which are substantially higher in 2009 and statistically significant;

A single downwards arrow identifies results which are substantially lower in 2009. Although important in size, these changes cannot be tested for statistical significance;

These double downwards arrows identify results which are substantially lower in 2009 and statistically significant.

Where there are no arrows, any changes in your organisation's results between years are unlikely to be important in size or statistically significant.

An explanatory note about the measure of statistical significance is at the end of this report.

Interpreting the results

The State Services Authority is very committed to assisting your organisation in interpreting the results of the survey. If you are interested in talking/meeting with us to discuss your results, please contact:

Dr Jose Alvarado, Senior Project Officer, on (03) 9651 0849 or via email: jose.alvarado@ssa.vic.gov.au

OR

Mr Tony Nippard, Executive Director Knowledge Management and Governance, on (03) 9651 2040 or via email: tony.nippard@ssa.vic.gov.au.

Executive Summary

Summary results and overall comparisons over time

This section uses a summary measure to compare your results over time. This summary measure is the average percentage agreement for each of the values, employment principles, and work environment sections of the survey e.g. the summary measure for the integrity value is the average percentage agreement of all the five questions measuring employee perceptions of the application of the integrity value.

Note that because the 2009 questionnaire had fewer questions than the questionnaire used in previous surveys, your average percentage agreements from past surveys have been recalculated to include only results from questions similar to those used in the 2009 survey e.g. the integrity value section in the 2008 and 2007 surveys included seven questions but in 2009 it had only five questions, therefore, your 2008 and 2007 average results for the integrity value in this report are based only on the five questions which are comparable to the questions used in the 2009 survey.

	Average Percentage Agreement (%)		
	Your 2009 Results	Your 2008 Results	Your 2007 Results
Values			
Providing the best standards of service and advice (Responsiveness)	93 %	92 %	90 %
Earning and sustaining public trust (Integrity)	83 %	76 %	75 %
Acting objectively (Impartiality)	92 %	79 %	81 %
Accepting responsibility for decisions and actions (Accountability)	89 %	77 %	78 %
Treating others fairly and objectively (Respect)	84 %	68 %	76 %
Actively implementing, promoting and supporting the values (Leadership)	74 %	65 %	74 %
Respecting and upholding human rights of the public (Human rights)	94 %	96 %	
Principles			
Choosing people for the right reasons (Merit)	84 %	75 %	80 %
Respecting and balancing people's needs (Fair and reasonable treatment)	85 %	75 %	71 %
Providing a fair go for all (Equal employment opportunity)	96 %	89 %	93 %
Resolving issues fairly (Reasonable avenues of redress)	80 %	72 %	71 %
Respecting and upholding human rights of staff (Human rights)	93 %	81 %	
Workplace wellbeing and commitment			
Workplace wellbeing	92 %	79 %	85 %
Employee commitment	92 %	87 %	93 %

Executive Summary (continued)

Your top results

This table shows the questions in the values, employment principles, and work environment sections of the survey with the highest level of employee agreement.

	Percentage Agreement (%)
	Your 2009 Results
My organisation ensures Government policies and programs affecting the community are implemented equitably	100 %
I consider human rights when making decisions and providing advice	100 %
Equal employment opportunity is provided in my organisation	100 %
Cultural background is not a barrier to success in my workgroup	100 %
I understand how the Charter of Human Rights and Responsibilities affects me as an employee	100 %
Gender is not a barrier to success in my workgroup	96 %
Age is not a barrier to success in my workgroup	96 %
My organisation always tries to improve its performance	96 %
My manager is committed to ensuring customers receive a high standard of service	96 %
My organisation actively supports better practice as the basis for more effective programs	96 %
My organisation strives to earn and sustain a high level of public trust	96 %
My organisation is committed to creating a diverse workforce (for example age, gender, cultural background)	96 %

Your lowest results

This table shows the questions in the values, employment principles, and work environment sections of the survey with the lowest level of employee agreement.

	Percentage Agreement (%)
	Your 2009 Results
In my organisation behaviour consistent with the values is acknowledged and rewarded	63 %
I am confident that if I lodge a grievance I would not suffer any negative consequences	64 %
I am confident that I would be protected from reprisal for reporting improper conduct	69 %
People in my workgroup are honest, open and transparent in their dealings	73 %
In my organisation employees who achieve goals through unethical means are not rewarded	73 %
In my organisation there is confidence in the procedures and processes for resolving grievances	75 %
My manager talks to employees about how the values apply to their work	78 %
My manager is sufficiently skilled to resolve grievances	78 %
Members of my workgroup treat each other with respect	79 %
My manager keeps me informed about what's going on	79 %

Executive Summary (continued)

Greatest change over time

Your organisation recorded significant change over time on the following questions in the values, employment principles, and work environment sections of the survey.

	Percentage Agreement (%)		Difference
	Your 2009 Results	Your 2008 Results	
There is a good team spirit in my workgroup	89 %	52 %	37 %
Bullying and harassment are not tolerated in my organisation	86 %	54 %	32 %
My manager takes into account the differing needs and circumstances of employees when making decisions	88 %	58 %	30 %
My manager would take appropriate action if decision-making processes were found not to be objective	93 %	65 %	28 %
Generally I do not feel too stressed at work	86 %	61 %	25 %
My manager provides adequate thanks or other recognition for the work I do	82 %	58 %	24 %
Change is handled well in my organisation	79 %	56 %	23 %
Members of my workgroup treat each other with respect	79 %	57 %	22 %
I receive adequate feedback on my performance to enable me to deliver required results	93 %	74 %	19 %

How representative your results are

Whether your results are representative of the views of your total workforce is dependent upon the response rate and the profile of respondents compared to the entire workforce. The higher your response rate (ideally 30% or higher) and the closer the profile of survey respondents is to the profile of your total workforce, the more representative your results will be. The information in this section can assist you to assess how representative your results are.

Number of respondents and response rate

	No. staff invited to participate	No. completed questionnaires	Response rate
Heywood Rural Health	150	28	19 %

Profile of People Matter respondents against workforce profile

The following table compares People Matter respondents to your workforce in relation to gender, age, length of service, employment status, working arrangements and annual salary. The workforce profile figures were extracted from the June 2009 Workforce Data Collection.

	People Matter respondents	Workforce profile
Age		
<30 years	0 %	7 %
30-49 years	46 %	45 %
50+ years	54 %	47 %
Gender		
Female	86 %	92 %
Male	14 %	8 %
Employment status		
Executive contract	4 %	0 %
Fixed Term Temporary	29 %	0 %
Ongoing	64 %	91 %
Casual	4 %	9 %
Gross base annual salary		
<\$35,000	46 %	18 %
\$35,000 - \$44,999	27 %	44 %
\$45,000 - \$54,999	4 %	8 %
\$55,000 - \$64,999	12 %	4 %
\$65,000 - \$74,999	0 %	20 %
\$75,000+	12 %	6 %
Length of service (in organisation)		
2 years or less	38 %	37 %
Over 2 years to 5 years	19 %	19 %
Over 5 years to 10 years	23 %	16 %
Over 10 years to 20 years	19 %	23 %
20+ years	0 %	4 %
Working arrangements		
Part Time	79 %	82 %
Full Time	21 %	18 %

Gross base annual salary is based on those who are ongoing or fixed term.

*'Don't Know' responses or responses with missing values are not included in these counts.

Detailed Results

Values

	2009 Results Percentage of respondents (%)					Percentage Agreement (%)		
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2009 Results	Your 2008 Results	Your 2007 Results
Providing the best standards of service and advice (Responsiveness)								
My workgroup strives to achieve customer satisfaction	4 %	7 %	32 %	50 %	7 %	88 %	93 %	100 %
My organisation strives to match services to customer needs	4 %	4 %	39 %	46 %	7 %	92 %	89 %	95 %
My manager is committed to ensuring customers receive a high standard of service	4 %	0 %	43 %	46 %	7 %	96 %	93 %	95 %
My organisation provides high quality services to the Victorian community	4 %	4 %	36 %	50 %	7 %	92 %	93 %	90 %
My organisation actively supports better practice as the basis for more effective programs	4 %	0 %	32 %	57 %	7 %	96 %	93 %	85 %
My workgroup uses research and expertise to identify better practice	4 %	4 %	39 %	39 %	14 %	92 %	93 %	78 %
Earning and sustaining public trust (Integrity)								
People in my workgroup are honest, open and transparent in their dealings	7 %	18 %	46 %	21 %	7 %	73 %	79 %	60 %
My organisation provides procedures and systems that ensure employees avoid conflicts of interest	4 %	7 %	61 %	21 %	7 %	88 %	75 %	72 %
My manager encourages employees to avoid conflicts of interest	0 %	11 %	57 %	25 %	7 %	88 %	74 %	80 %
I am confident that I would be protected from reprisal for reporting improper conduct	11 %	18 %	36 %	29 %	7 %	69 %	56 %	67 %
My organisation strives to earn and sustain a high level of public trust	4 %	0 %	43 %	46 %	7 %	96 %	96 %	95 %

	2009 Results Percentage of respondents (%)					Percentage Agreement (%)		
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2009 Results	Your 2008 Results	Your 2007 Results
Acting objectively (Impartiality)								
My organisation has procedures and systems that ensure objectivity in decision-making	4 %	4 %	54 %	39 %	0 %	93 %	85 %	79 %
In my workgroup, people do not show bias in decisions affecting clients	0 %	18 %	43 %	39 %	0 %	82 %	74 %	75 %
My manager emphasises the need for impartiality in decision-making	4 %	4 %	54 %	39 %	0 %	93 %	76 %	75 %
My manager would take appropriate action if decision-making processes were found not to be objective	4 %	4 %	54 %	36 %	4 %	93 %	65 %	81 %
My organisation ensures Government policies and programs affecting the community are implemented equitably	0 %	0 %	54 %	43 %	4 %	100 %	96 %	95 %
Accepting responsibility for decisions and actions (Accountability)								
My organisation always tries to improve its performance	0 %	4 %	37 %	59 %	0 %	96 %	96 %	100 %
My organisation's decisions and actions are open to review	4 %	4 %	29 %	61 %	4 %	93 %	89 %	85 %
I receive adequate feedback on my performance to enable me to deliver required results	4 %	4 %	64 %	29 %	0 %	93 %	74 %	62 %
Senior managers provide clear strategy and direction	4 %	14 %	46 %	36 %	0 %	82 %	63 %	76 %
My manager appropriately deals with employees who perform poorly	7 %	11 %	44 %	33 %	4 %	81 %	69 %	65 %
People in my workgroup use time and resources efficiently	0 %	11 %	57 %	29 %	4 %	89 %	71 %	80 %

	2009 Results Percentage of respondents (%)					Percentage Agreement (%)		
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2009 Results	Your 2008 Results	Your 2007 Results
Treating others fairly and objectively (Respect)								
Members of my workgroup treat each other with respect	7 %	14 %	57 %	21 %	0 %	79 %	57 %	62 %
Bullying and harassment are not tolerated in my organisation	14 %	0 %	46 %	39 %	0 %	86 %	54 %	67 %
Senior managers listen to staff	4 %	11 %	54 %	32 %	0 %	86 %	68 %	85 %
Senior managers keep staff informed about what's going on	11 %	7 %	50 %	32 %	0 %	82 %	64 %	75 %
My manager listens to what I have to say	4 %	4 %	54 %	39 %	0 %	93 %	85 %	86 %
My manager keeps me informed about what's going on	4 %	18 %	46 %	32 %	0 %	79 %	63 %	68 %
My manager encourages people in my workgroup to monitor and improve the quality of what they do	0 %	14 %	50 %	36 %	0 %	86 %	85 %	90 %
Actively implementing, promoting and supporting the values (Leadership)								
Senior managers model the values	4 %	14 %	57 %	25 %	0 %	82 %	67 %	80 %
In my organisation behaviour consistent with the values is acknowledged and rewarded	4 %	32 %	36 %	25 %	4 %	63 %	50 %	50 %
In my organisation employees who achieve goals through unethical means are not rewarded	4 %	21 %	36 %	32 %	7 %	73 %	71 %	94 %
My manager talks to employees about how the values apply to their work	4 %	18 %	46 %	29 %	4 %	78 %	74 %	70 %

	2009 Results Percentage of respondents (%)					Percentage Agreement (%)		
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2009 Results	Your 2008 Results	Your 2007 Results
Respecting and upholding human rights of the public (Human rights)								
I understand how the Charter of Human Rights and Responsibilities applies to my work	4 %	4 %	46 %	43 %	4 %	93 %	89 %	
My organisation considers clients' human rights when designing and delivering policies and programs	0 %	7 %	46 %	39 %	7 %	92 %	100 %	
My organisation has policies that support and encourage employees to make decisions and provide advice consistent with human rights	4 %	4 %	50 %	39 %	4 %	93 %	96 %	
I consider human rights when making decisions and providing advice	0 %	0 %	43 %	54 %	4 %	100 %	100 %	

Principles

	2009 Results Percentage of respondents (%)					Percentage Agreement (%)		
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2009 Results	Your 2008 Results	Your 2007 Results
Choosing people for the right reasons (Merit)								
My organisation has good procedures and processes for selecting employees	4 %	14 %	50 %	25 %	7 %	81 %	73 %	67 %
In my organisation key selection criteria for advertised positions accurately reflect the requirements of the job	0 %	11 %	57 %	29 %	4 %	89 %	85 %	84 %
My manager is sufficiently skilled to make good selection decisions	0 %	14 %	46 %	32 %	7 %	85 %	70 %	76 %
My manager assigns work to people in my workgroup based on their skills and interests	0 %	14 %	54 %	32 %	0 %	86 %	73 %	80 %
My manager considers individual needs and career aspirations when approving development plans	0 %	14 %	46 %	32 %	7 %	85 %	72 %	83 %
People's performance in my workgroup is assessed against clear criteria	0 %	18 %	54 %	29 %	0 %	82 %	77 %	88 %
Respecting and balancing people's needs (Fair and reasonable treatment)								
My organisation involves employees in decisions about their work	0 %	18 %	46 %	36 %	0 %	82 %	82 %	67 %
My manager encourages and values employee input	0 %	18 %	50 %	32 %	0 %	82 %	70 %	71 %
My organisation is committed to developing its employees	0 %	7 %	59 %	33 %	0 %	93 %	81 %	71 %
My manager ensures fair access to developmental opportunities for people in my workgroup	0 %	14 %	46 %	36 %	4 %	85 %	88 %	85 %
My manager treats staff with dignity and respect	0 %	14 %	50 %	36 %	0 %	86 %	81 %	76 %
My manager takes into account the differing needs and circumstances of employees when making decisions	0 %	11 %	48 %	33 %	7 %	88 %	58 %	74 %
My manager provides adequate thanks or other recognition for the work I do	0 %	18 %	50 %	32 %	0 %	82 %	58 %	57 %
My organisation offers practical employment arrangements and conditions to help employees to achieve a work-life balance	0 %	14 %	57 %	29 %	0 %	86 %	79 %	63 %

	2009 Results Percentage of respondents (%)					Percentage Agreement (%)		
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2009 Results	Your 2008 Results	Your 2007 Results
Providing a fair go for all (Equal employment opportunity)								
Equal employment opportunity is provided in my organisation	0 %	0 %	54 %	39 %	7 %	100 %	85 %	89 %
My organisation is committed to creating a diverse workforce (for example age, gender, cultural background)	0 %	4 %	59 %	33 %	4 %	96 %	88 %	89 %
Gender is not a barrier to success in my workgroup	0 %	4 %	54 %	43 %	0 %	96 %	93 %	95 %
Disability is not a barrier to success in my workgroup	4 %	7 %	48 %	37 %	4 %	88 %	84 %	89 %
Age is not a barrier to success in my workgroup	0 %	4 %	57 %	39 %	0 %	96 %	85 %	95 %
Cultural background is not a barrier to success in my workgroup	0 %	0 %	57 %	43 %	0 %	100 %	100 %	100 %
Resolving issues fairly (Reasonable avenues of redress)								
In my organisation there is confidence in the procedures and processes for resolving grievances	0 %	25 %	46 %	29 %	0 %	75 %	75 %	75 %
My organisation has fair procedures and processes for resolving grievances	0 %	7 %	64 %	29 %	0 %	93 %	75 %	75 %
The procedures and processes for resolving grievances are well understood in my organisation	0 %	14 %	54 %	32 %	0 %	86 %	75 %	65 %
I can approach my manager to discuss concerns and grievances	0 %	14 %	57 %	29 %	0 %	86 %	78 %	86 %
My manager is sufficiently skilled to resolve grievances	4 %	18 %	46 %	29 %	4 %	78 %	70 %	62 %
I am confident that if I lodge a grievance I would not suffer any negative consequences	4 %	32 %	39 %	25 %	0 %	64 %	59 %	65 %
Respecting and upholding human rights of staff (Human rights)								
I understand how the Charter of Human Rights and Responsibilities affects me as an employee	0 %	0 %	68 %	25 %	7 %	100 %	96 %	
My organisation informs employees about their human rights and responsibilities	4 %	4 %	61 %	29 %	4 %	93 %	78 %	
My organisation promotes and supports the development of a culture that values human rights	4 %	4 %	64 %	25 %	4 %	93 %	85 %	
My manager treats staff in a manner that respects their human rights	4 %	4 %	68 %	25 %	0 %	93 %	78 %	
People in my workgroup interact with each other in a manner that respects their human rights	0 %	14 %	61 %	25 %	0 %	86 %	68 %	

Workplace wellbeing and commitment

	2009 Results Percentage of respondents (%)					Percentage Agreement (%)		
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2009 Results	Your 2008 Results	Your 2007 Results
Workplace wellbeing								
I receive help and support from other members of my workgroup	4 %	4 %	57 %	36 %	0 %	93 %	79 %	90 %
In my workgroup there is frequently too much work to do	0 %	11 %	48 %	41 %	0 %	89 %	89 %	71 %
I have enough work to keep me busy	0 %	0 %	39 %	61 %	0 %	100 %	96 %	100 %
I feel I make an important contribution to achieving the organisations objectives	0 %	4 %	39 %	57 %	0 %	96 %	93 %	100 %
I am provided with the opportunity to work to my full potential	0 %	4 %	61 %	36 %	0 %	96 %	86 %	90 %
Change is handled well in my organisation	0 %	21 %	50 %	29 %	0 %	79 %	56 %	70 %
Employees in my organisation are encouraged to report health and safety incidents and injuries	0 %	0 %	43 %	57 %	0 %	100 %	100 %	100 %
There is a good team spirit in my workgroup	4 %	7 %	64 %	25 %	0 %	89 %	52 %	71 %
Generally I do not feel too stressed at work	4 %	11 %	61 %	25 %	0 %	86 %	61 %	70 %

	2009 Results Percentage of respondents (%)					Percentage Agreement (%)		
	Stongly disagree	Disagree	Agree	Strongly agree	Don't know	Your 2009 Results	Your 2008 Results	Your 2007 Results
Working for my organisation makes me proud	0 %	14 %	57 %	25 %	4 %	85 %	75 %	90 %
I view my organisation as an employer of choice	0 %	11 %	57 %	21 %	11 %	88 %	85 %	80 %
Working for my organisation is a good career choice	0 %	11 %	50 %	36 %	4 %	89 %	86 %	95 %
I often think about leaving this organisation	19 %	44 %	30 %	4 %	4 %	35 %	50 %	45 %
I am proud to work for the Victorian public sector	0 %	7 %	61 %	25 %	7 %	92 %	96 %	100 %
I am actively looking for another job outside this organisation	22 %	56 %	11 %	4 %	7 %	16 %		
I view the Victorian public sector as an employer of choice	0 %	4 %	71 %	18 %	7 %	96 %	88 %	100 %
Working in the Victorian public sector is a good career choice	0 %	0 %	71 %	21 %	7 %	100 %	92 %	94 %
I would recommend a career in the Victorian public sector to my friends	0 %	7 %	68 %	18 %	7 %	92 %	88 %	94 %
I often think about leaving the Victorian public sector	21 %	50 %	21 %	4 %	4 %	26 %	37 %	25 %

Job Satisfaction

	2009 Results Percentage of respondents (%)					Percentage Satisfied(%)		
	V. Dissatisfi ed	Dissatisfi ed	Neither Sat. nor Dissat.	Satisfied	V. Satisfied	Your 2009 Results	Your 2008 Results	Your 2007 Results
Opportunities for career development	0 %	7 %	29 %	57 %	7 %	64 %	68 %	61 %
Fair pay	4 %	14 %	18 %	54 %	11 %	64 %	68 %	47 %
Job security	0 %	14 %	14 %	61 %	11 %	71 %	71 %	72 %
Relationship with members of your workgroup	0 %	7 %	11 %	71 %	11 %	82 %	61 %	75 %
Relationship with manager	0 %	11 %	14 %	57 %	18 %	75 %	61 %	71 %
Regular feedback/recognition for effort	4 %	11 %	30 %	48 %	7 %	56 %	41 %	33 %
Ability to work on own initiative	0 %	4 %	4 %	64 %	29 %	93 %	79 %	100 %
Interesting/challenging work provided	0 %	4 %	11 %	63 %	22 %	85 %	68 %	70 %
Comfortable working environment	0 %	4 %	18 %	64 %	14 %	79 %	68 %	67 %
Work-life balance	4 %	7 %	11 %	61 %	18 %	79 %	75 %	58 %
Please indicate your level of satisfaction with your present job overall	0 %	4 %	14 %	61 %	21 %	82 %	71 %	78 %

Your experiences

	2009 Results Percentage of respondents (%)			Percentage Yes (%)		
	Yes	No	Don't know	Your 2009 Results	Your 2008 Results	Your 2007 Results
Read or referred to your organisation's Code of Conduct	78 %	22 %		78 %	85 %	57 %
Received a formal individual performance appraisal/review	85 %	15 %		85 %	52 %	55 %
Received informal feedback on individual performance	81 %	19 %		81 %	54 %	52 %

Awareness of organisational policies and processes

I am aware of:	2009 Results Percentage of respondents (%)			Percentage Yes (%)		
	Yes	No	Don't know	Your 2009 Results	Your 2008 Results	Your 2007 Results
My organisation's code of conduct	96 %	4 %		96 %	100 %	95 %
My organisation's stated values	89 %	7 %	4 %	89 %	96 %	81 %
My organisation's processes for reporting improper employee behaviour	96 %	4 %		96 %	96 %	90 %
The organisational processes in place to support the Whistleblowers Protection Act	64 %	14 %	21 %	64 %	74 %	52 %
The Charter of Human Rights and Responsibilities (new question in 2008)	93 %	4 %	4 %	93 %	82 %	

Harassment or Bullying

	2009 Results Percentage of respondents (%)		Percentage Yes (%)		
	Yes	No	Your 2009 Results	Your 2008 Results	Your 2007 Results
Witnessed bullying at work	46 %	54 %	46 %	67 %	65 %
Personally experienced bullying at work	22 %	78 %	22 %	38 %	33 %
Personally experienced bullying and submitted a formal complaint *		100 %		11 %	5 %

Explanatory Note on Statistical Significance

What does 'statistical significance' mean?

In everyday use, 'significant' means important, while in statistics 'significant' means probably true (not due to chance).

How is it calculated?

In this report, the method used to calculate statistical significance relies on a standard formula which has been confirmed by expert advice. Put simply, statistical significance depends on:

- The confidence level chosen: in this report, statistical significance is measured using a 95% confidence level, which is the most common level used for statistical testing. This means that we can be 95% certain that the estimated change in your survey results is a 'true' change (not due to chance).
- The number of respondents: the larger the number of respondents the more likely a relatively small change will be statistically significant. For example, for 500 or more respondents a change of 2% or 3% could be statistically significant.
- The proportion of respondents: the larger the proportion of respondents in relation to your total workforce the more likely a given change will be statistically significant
- Changes in views which are very widely held are most significant: for example, lets say that 99% of your organisation's employees agreed with a proposition in the survey in 2008, and only 95% in 2009. That change is more likely to be statistically significant than a drop from (say) 79% to 75% for another question.
- The significance testing is done on the number of people who answer each question. Where a relatively large number of respondents have not answered particular questions, this too can affect the result of the test.

Statistical significance testing can only be applied where the number of responses in the "agree + strongly agree" and "disagree + strongly disagree" categories is 10 or more.