



**People Matter
2012 NSW Public Sector
Employee Survey**

(Small text around the logo lists various professions such as Doctor, Teacher, Accountant, Librarian, etc.)

People Matter Employee Survey 2012

Agency report for Far West LHD

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1 Introduction

1.1 About this report

The People Matter Employee Survey 2012 was the first of its kind in the NSW public sector and allowed the Public Service Commission (PSC) to capture employees' perceptions of how well they thought the public sector values are applied across the sector as well as their views on – and experiences in – their workplaces. In this inaugural year of the survey it is creating a baseline for the NSW public sector as a whole and in following years results will be tracked against this baseline.

This year, over 130 agencies participated and more than 60,000 employees voluntarily participated. Sector-wide results have been incorporated into the inaugural State of the NSW Public Sector Report 2012 with more detailed results in the accompanying People Matter Employee Survey 2012 Main Findings Report. Individual reports have been produced for each cluster and for each agency, where the agencies' responses are sufficient to satisfy confidentiality criteria.

This is a companion report developed as part of The State of the NSW Public Sector Report 2012 and readers are encouraged to read the latter report first as it presents the Public Service Commissioner's independent review of the performance of the NSW public sector and includes commentary and high-level analysis of the survey results at a sector level together with additional research undertaken by the PSC. Both The State of the NSW Public Sector Report 2012 and the NSW People Matter Employee Survey 2012 Main Findings Report can be found at www.psc.nsw.gov.au.

1.2 Report overview

Survey methodology

Employee surveys are a good human resource practice in measuring employees' adoption of organisational values, wellbeing, job satisfaction and engagement. The survey question-set was sourced from a number of areas including the Victorian SSA People Matter Survey and the United Kingdom (UK) Civil Service People Survey. Items were further refined through PSC stakeholder discussion, Australian Survey Research (ASR) input and a pilot test with NSW public sector employees.

Delivery

The survey was open from mid-July to mid-August 2012 to all public sector employees across NSW. Employees were given the opportunity to participate either online or by completing a paper survey. Participation was strongly encouraged, though not mandatory. Survey champions were identified in each cluster and agency. The PSC provided a link to the online survey to each of the agency survey champions who subsequently distributed it to employees within their agency. An identical version of the online survey was produced in scannable paper form.

Privacy and confidentiality

The People Matter Employee Survey 2012 was managed by the PSC across the whole of the public sector. PSC engaged ASR to deliver the survey and to analyse the results which form the basis of the Main Findings Report. ASR is a member of the Association of Market and Social Research Organisations (AMSRO) and is bound by AMSRO's strict code of conduct and privacy principles which exceed Australia's National Privacy Principles.

No personalised or individual links were created for the online survey and employees were not tracked when answering online or by paper. Only generic web addresses and forms were used. ASR has produced analysis and reports at summary and aggregate levels. ASR has only provided the PSC with de-identified data.

1.3 Reading the results

Comparisons

All comparisons are from the NSW People Matter Employee Survey 2012 sector-wide and cluster level results. Further information on comparisons is provided in the Technical Information section of this report.

Rounding

Throughout the report, percentages have been rounded to whole numbers. When looking at charts and tables, figures may not always add up to 100%. However, if more decimal places were used, additions would be correct.

Introduction

Handling of no answers and *Don't know* responses

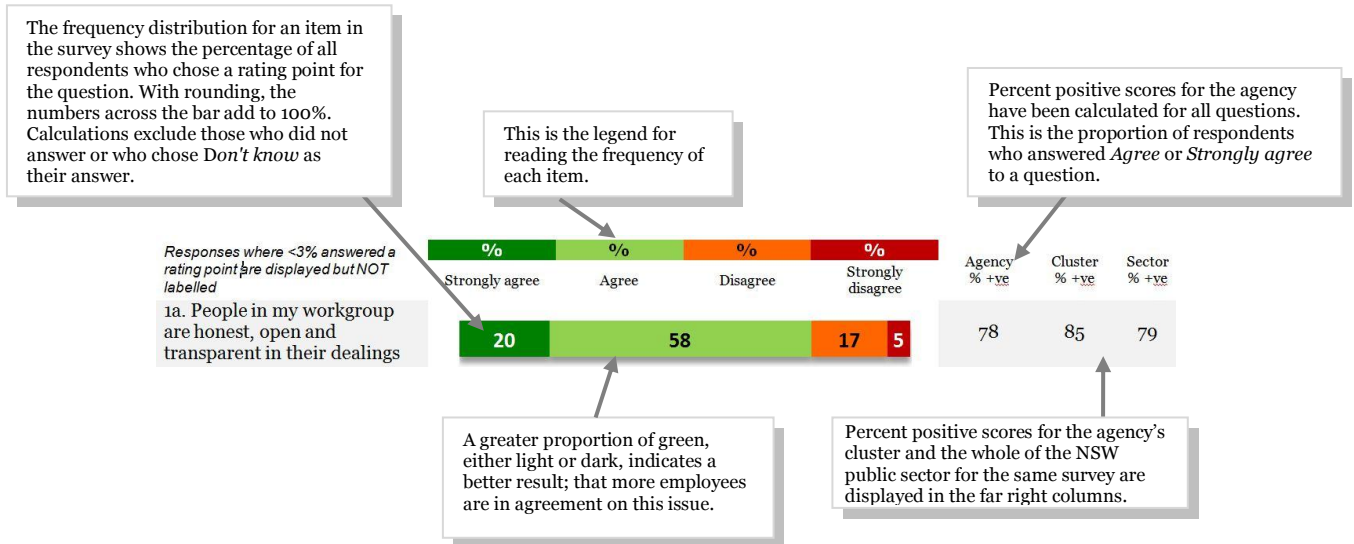
Respondents who did not answer a question or who chose *Don't know* as their response were excluded from all percent positive calculations. Please see the Main Findings Report for more information on questions that had a high proportion of no answers or *Don't know* responses for the sector as a whole.

Negatively worded question

In the People Matter Employee Survey 2012, there was one negatively phrased item: 7j) *In my workgroup there is frequently too much work to do*. To align with the other items in the survey and to assist with the reading of this report, it has been reworded as a positively phrased item with the responses coded accordingly. For example, if there was 20% agreement to the original statement *In my workgroup, there is frequently too much work to do*, in this report, the result is presented as 80% agreement to the statement *In my workgroup there is **not** frequently too much work to do*.

How to interpret the results

Respondents who did not answer a question or who chose *Don't know* as their response were excluded from all percent positive calculations.



1.4 Using the results

The People Matter Employee Survey 2012 provides an important source of information which will be used by the PSC in a number of ways, now as well as in the future.

First, the People Matter Employee Survey 2012 findings support the Commission of Audit recommendations, in particular providing further evidence of the need to focus on leadership and management in the public sector.

Second, the results of the People Matter Employee Survey 2012 have been used by the Public Service Commissioner, Graeme Head, in his inaugural 2012 State of the NSW Public Sector Report when forming his assessment of the performance of the sector. The results of the survey will allow an in-depth exploration of issues facing the sector. The results relating to values for example, were used with an independent Ethics Stocktake to allow the Commissioner to explore the nature of ethics issues, their causes and possible solutions which have been detailed in the State of the NSW Public Sector Report 2012.

Third, sector-wide reporting of employee perceptions can be interpreted alongside statistical data in the workforce profile, giving a powerful insight into the state of the NSW public sector, its strengths and weaknesses and feasible public sector performance improvement strategies.

Fourth, by providing a unique insight into the culture, systems and practices of the NSW public sector a benchmark is established to measure future progress. The PSC plans to run the People Matter Employee Survey biennially, with the next survey due to be run in 2014.

Most importantly, the results of the survey can be used throughout the sector by employees, managers, workgroups, agencies and clusters. These results allow for improvement strategies to be evidence based. The PSC encourages all sector employees to engage with the results of the survey and think about how change can be affected at an individual and systems level to improve results over time.

2 Results at a glance

This section outlines the results at a glance for Far West LHD.

2.1 Agency response

	Far West LHD	Health	NSW public sector
Number of responses	220	17,045	60,779
Response rate	35%	13%	16%
Confidence interval*	± 5%	± 1%	±0.4%
Interpretation*	Statistically representative	Statistically representative	Statistically representative
Web response	99%	94%	94%
Paper response	1%	6%	6%

*See technical information section for more information on statistical confidence.

Results at a glance

2.2 Highlights and lowlights

Respondents were asked to rate 86 questions using a four point rating scale ranging from *strongly agree* to *strongly disagree* whilst other questions in the survey required a yes or no response. The tables below display the agency's five highest and five lowest scoring questions which used the four point rating scale based on the percent positive score.

Far West LHD highest scoring questions	
Question	% +ve score
7g. I have the skills to do my job effectively	97
12e. Cultural background is not a barrier to success in my workgroup	96
12b. Gender is not a barrier to success in my workgroup	95
7c. I understand how my work contributes to my organisation's objectives	95
3a. My workgroup strives to achieve customer/client satisfaction	94

Far West LHD lowest scoring questions	
Question	% +ve score
7j. In my workgroup there is not frequently too much work to do	25
2i. I feel that senior managers keep employees informed about what's going on	48
14a. My organisation has good procedures and processes for recruiting employees	50
11a. Generally I do not feel stressed at work	51
10b. I receive regular feedback on my performance	52

Results at a glance

2.3 Above and below

The first two tables show where the agency results are above and below its cluster. The following two tables show where the agency results are above and below the NSW sector-wide results. Only items where the agency is **±5% different** to the cluster or the sector as a whole are included and a maximum of 10 items is presented in each table. Where there are no items in a table, this means that no questions at the agency level were **±5%** from the cluster or NSW sector-wide results.

Above and below agency results against the cluster results

Where Far West LHD scored ABOVE its cluster		
Question	Agency % +ve score	Cluster % +ve score
3h. I feel that the NSW public sector is innovative	68	49
10f. I am satisfied with the opportunities available for career development	70	52
5c. My organisation is making the necessary improvements to meet our future challenges	74	57
1h. My organisation provides frank, impartial and timely advice to the Government	85	69
10c. My organisation is committed to developing its employees	72	56
8a. I would recommend my organisation as a great place to work	84	69
5b. My organisation involves employees in decisions about their work	58	43
10g. I am able to access the right learning and development opportunities when I need to	75	60
11b. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	69	55
13e. I have confidence in the ways my organisation resolves grievances	61	48

Where Far West LHD scored BELOW its cluster		
Question	Agency % +ve score	Cluster % +ve score
Not applicable		

Results at a glance

Above and below agency results against sector-wide results

Where Far West LHD scored ABOVE the sector		
Question	Agency % +ve score	Sector % +ve score
9c. I feel my job is secure	79	51
10f. I am satisfied with the opportunities available for career development	70	51
3h. I feel that the NSW public sector is innovative	68	50
10h. Learning and development activities I have completed in the past 12 months have helped to improve my performance	86	69
5b. My organisation involves employees in decisions about their work	58	42
5c. My organisation is making the necessary improvements to meet our future challenges	74	58
10g. I am able to access the right learning and development opportunities when I need to	75	60
8a. I would recommend my organisation as a great place to work	84	71
10a. My performance is assessed against clear criteria	74	61
10c. My organisation is committed to developing its employees	72	59
Where Far West LHD scored BELOW the sector		
Question	Agency % +ve score	Sector % +ve score
14a. My organisation has good procedures and processes for recruiting employees	50	56
4f. People in my workgroup use time and resources efficiently	69	75

Results at a glance

2.4 Engagement Index

Employee engagement is a relatively new term in human resource management literature, becoming more prominent over the last decade. The concept builds on—but goes further than—employee satisfaction, commitment and motivation. According to the UK Chartered Institute of Personnel Development, “engagement is not about driving employees harder, but about providing the conditions under which they will work more effectively—it is about releasing employees’ discretionary behaviour”.¹

While there is no single definition of employee engagement, the concept is generally recognised as an employee's connection and commitment to their organisation, its goals and values as a whole.² Employee engagement has been attributed to achieving improvements in workforce performance, productivity, motivation, satisfaction, commitment, attendance, and retention. It has also been linked to achievement of higher levels of customer service, improved organisational agility, greater efficiency in driving change initiatives and workplace innovation. A focus of the People Matter Employee Survey 2012 was to explore the factors associated with employee engagement, with a view to providing a better understanding of potential strategies that may be employed within the NSW public sector to improve engagement.

The table below shows Engagement Indices for the agency, its cluster and the sector as a whole.

	Far West LHD	Health	NSW public sector
Engagement Index	68%	62%	63%

The five items used to generate the Engagement Index for Far West LHD are displayed below, along with the agency’s cluster and sector-wide percent positive scores.

Engagement details							
Responses where <3% answered a rating point are displayed but NOT labelled	%				% +ve Agency	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
8a. I would recommend my organisation as a great place to work	24	60	13	3	84	69	71
8b. I am proud to tell others I work for my organisation	28	58	12		86	78	79
8c. I feel a strong personal attachment to my organisation	24	50	25		74	68	71
8d. My organisation motivates me to help it achieve its objectives	16	51	31		67	54	56
8e. My organisation inspires me to do the best in my job	19	49	30		68	55	56

¹Alfes, K., Truss, C., Soane, E., Rees, C. & Gatenby, M (2010) *Creating an Engaged Workforce*, Research Report, Findings from the Kingston Employee Engagement Consortium Project, CIPD January 2010, p.3

² Scottish Executive Social Research (2007), *Employee Engagement in the Public Sector: A Review of the Literature*, Scottish Executive Social Research, Edinburgh, May 2007

3 Results by theme

3.1 Public sector values and ethics

This section of the report identifies how Far West LHD employees perceive the NSW public sector values are demonstrated in their workplace.

Integrity in detail							
Responses where <3% answered a rating point are displayed but NOT labelled	%				Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
1a. People in my workgroup are honest, open and transparent in their dealings	16	60	19	6	76	75	79
1b. My organisation has procedures and systems that ensure objectivity in decision making	10	64	20	6	74	68	70
1c. My manager emphasises the need for impartiality in decision making	22	57	15	7	79	72	77
1d. In my workgroup, people do not show bias in decisions affecting customers	16	59	20	5	75	73	75
1e. My manager would take appropriate action if decision making processes were found to be biased	24	53	16	7	77	72	77
1f. I feel that senior managers model the values of my organisation	12	51	29	7	64	57	61
1g. My manager talks to me about how the values apply to my work	15	52	26	7	67	56	60
1h. My organisation provides frank, impartial and timely advice to the Government	18	67	12	3	85	69	73

Improper conduct

Within the survey, improper conduct was defined as *behaviour that is unethical or wrong, that breaches your organisation's code of conduct, or that compromises your duties.*

If '-' appears in a cell in the tables below, it indicates that fewer than 10 people selected the option. In this situation, a number has not been displayed to ensure confidentiality.

Results by theme

Improper conduct					
Activity		% total agency respondents	% total cluster respondents	% total sector respondents	
18a. In the last 12 months I witnessed improper conduct at work			32	35	30
		% total agency respondents	% agency respondents who witnessed	% cluster respondents who witnessed	% sector respondents who witnessed
18b. I submitted a formal complaint regarding this conduct		13	40	28	23

Trust in detail							
Responses where <3% answered a rating point are displayed but NOT labelled	%				Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
2a. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15	63	14	7	78	77	80
2b. My manager encourages employees to avoid conflicts of interest	20	61	13	5	82	81	85
2c. I am confident that I would be protected from reprisal for reporting improper conduct	18	49	25	9	66	55	58
2d. My organisation strives to earn and sustain a high level of public trust	24	63	11		86	84	85
2e. Members of my workgroup treat each other with respect	22	52	21	5	74	72	77
2f. My manager treats employees with dignity and respect	29	45	20	6	74	74	78
2g. Members of my workgroup treat customers/clients with respect	32	61	6		93	91	92
2h. I feel that senior managers listen to employees	14	39	32	15	53	46	49
2i. I feel that senior managers keep employees informed about what's going on	11	37	39	13	48	46	48
2j. My manager listens to what I have to say	26	52	17	6	78	75	78
2k. My manager keeps me informed about what's going on	21	47	25	7	68	66	69

Results by theme

Service in detail

Responses where <3% answered a rating point are displayed but NOT labelled	%				Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
3a. My workgroup strives to achieve customer/client satisfaction	40	53	6		94	94	94
3b. My organisation strives to match services to customer/client needs	29	61	9		90	83	84
3c. My manager is committed to ensuring customers/clients receive a high standard of service	29	62	6	3	91	86	88
3d. My organisation provides high quality services to the community	28	60	10		88	86	85
3e. My organisation supports better practice so we can provide better service	28	63	7		91	81	80
3f. My workgroup uses research and expertise to identify better practice	20	63	14		84	79	77
3g. My organisation ensures Government policies and programs affecting the community are implemented equitably	20	70	7	3	90	83	83
3h. I feel that the NSW public sector is innovative	10	57	28	5	68	49	50

Accountability in detail

Responses where <3% answered a rating point are displayed but NOT labelled	%				Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
4a. My organisation always tries to improve its performance	25	64	9		89	80	80
4c. I receive useful feedback on my performance to enable me to deliver required results	13	52	25	9	66	59	61
4d. I believe senior managers provide clear direction for the future of the organisation	9	46	36	9	55	44	46
4e. My manager appropriately deals with employees who perform poorly	11	47	31	10	58	47	50
4f. People in my workgroup use time and resources efficiently	12	57	26	5	69	73	75
4g. My manager encourages people in my workgroup to monitor and improve the quality of what they do	18	62	15	5	80	72	75

Results by theme

3.2 Bullying

The following description was provided to survey respondents to help define what was meant by the term bullying.

Workplace bullying is repeated, unreasonable behaviour directed to an employee or a group of employees that creates a risk to health and safety. Types of behaviour that could be considered bullying include: verbal abuse, excluding or isolating employees, psychological harassment, intimidation, assigning meaningless tasks unrelated to the job, giving employees impossible assignments, deliberately changing work rosters to inconvenience particular employees, deliberately withholding information that is vital to effective work performance.

Bullying should not be confused with legitimate feedback given to staff (including negative comments) on their work performance or work-related behaviour; or other legitimate management decisions and actions undertaken in a reasonable and respectful way.

If '-' appears in a cell in the tables below, it indicates that fewer than 10 people selected the option. In this situation, a number has not been displayed to ensure confidentiality.

Witnessed or experienced bullying at work (% total respondents)			
	% agency	% cluster	% sector
Witnessed bullying at work in the last 12 months	56	59	48
Personally experienced bullying at work in the last 12 months			
Experienced in last 12 months, but not currently	22	23	19
Currently experiencing this behaviour	7	13	10
Have not personally experienced bullying at work in the last 12 months	65	59	66
Not sure that they experienced bullying at work in the last 12 months	5	4	5

IF personally bullied in last 12 months				
Bullied by:	% all agency respondents*	% agency respondents who were bullied *	% cluster respondents who were bullied *	% sector respondents who were bullied *
A fellow worker	16	54	46	40
Your immediate manager / supervisor	9	29	38	38
A senior manager	6	20	35	35
A group of fellow workers	-	-	16	14
A client/customer	-	-	11	11
A subordinate	-	-	8	8
A member of the public	-	-	9	8
Prefer not to specify	-	-	6	6
Other	-	-	3	3

*Respondents could choose multiple options, so percentages may add to more than 100%

Results by theme

The most common forms of bullying are displayed in the table below.

Nature of bullying experienced in last 12 months				
Type:	% all agency respondents*	% agency respondents who were bullied *	% cluster respondents who were bullied *	% sector respondents who were bullied *
Verbal abuse	14	46	45	43
Exclusion/isolation	14	46	43	43
Psychological harassment	11	38	38	39
Intimidation	18	62	62	59
Being assigned meaningless tasks unrelated to the job	-	-	15	17
Given impossible assignments	-	-	10	12
Deliberately changing work rosters to inconvenience you	-	-	12	12
Deliberately withholding information vital to your effective work performance	6	22	28	30
Other	-	-	13	14
Prefer not to specify	-	-	14	17

**Respondents could choose multiple options, so percentages may add to more than 100%*

If personally bullied in last 12 months, have you submitted a formal complaint?			
	% agency	% cluster	% sector
Yes	25	24	21
No	75	76	79

Results by theme

3.3 Your experiences

The following topics are about employees' workplaces, the work they do, their health and wellbeing at work and awareness of various policies and procedures within their agency.

My organisation							
Responses where <3% answered a rating point are displayed but NOT labelled	%	%	%	%	Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
5a. I feel that change is handled well in my organisation	7	46	39	8	53	44	42
5b. My organisation involves employees in decisions about their work	9	49	31	11	58	43	42
5c. My organisation is making the necessary improvements to meet our future challenges	10	64	22	5	74	57	58
5d. I feel I make a contribution to achieving the organisation's objectives	19	70	10		89	84	84
5e. My organisation's involvement in the community helps motivate staff	11	59	27	4	69	59	62
5f. My organisation's involvement in the community is strongly linked to its purpose	15	62	21		77	73	75

My manager							
Responses where <3% answered a rating point are displayed but NOT labelled	%	%	%	%	Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
6a. My manager assigns work to people in my workgroup based on their skills and expertise	23	58	12	7	81	72	74
6b. My manager encourages and values employee input	21	56	18	5	77	70	73
6c. My manager communicates effectively with me	26	46	21	7	72	69	72
6d. My manager provides acknowledgement or other recognition for the work I do	22	44	26	8	66	64	68
6e. My manager encourages me to be more effective in my job	20	56	19	5	76	68	71
6f. My manager involves my workgroup in decisions about our work	19	54	18	8	73	64	66

Results by theme

My work in the public sector

Responses where <3% answered a rating point are displayed but NOT labelled	%				Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
7a. I am proud to work for the NSW public sector	24	67	9		91	84	86
7b. I view the NSW public sector as an employer of choice	22	63	14		85	76	79
7c. I understand how my work contributes to my organisation's objectives	28	67	5		95	91	92
7d. I receive help and support from other members of my workgroup	27	60	12		87	86	88
7e. There is good team spirit in my workgroup	25	46	24	5	71	71	75
7f. I am encouraged to be innovative in my work	20	52	24	4	72	65	68
7g. I have the skills to do my job effectively	33	64	3		97	96	96
7h. I have the tools I need to do my job effectively	22	63	14		85	72	74
7i. I get the information I need to do my job well	17	61	21		78	73	74
7j. In my workgroup there is not frequently too much work to do	24	42	33		25	20	21

Pay and job satisfaction

Responses where <3% answered a rating point are displayed but NOT labelled	%				Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
9a. I am fairly paid for the work I do	11	60	23	6	71	59	65
9b. I am satisfied with my total benefits package	12	56	28	3	69	61	63
9c. I feel my job is secure	13	66	13	8	79	69	51
9d. I am satisfied with my job	18	67	12	3	85	73	74

Results by theme

Performance and development

Responses where <3% answered a rating point are displayed but NOT labelled	%				Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
10a. My performance is assessed against clear criteria	14	61	22	4	74	64	61
10b. I receive regular feedback on my performance	11	41	42	6	52	51	52
10c. My organisation is committed to developing its employees	13	59	23	5	72	56	59
10d. My manager ensures fair access to developmental opportunities for people in my workgroup	19	58	17	6	77	66	69
10e. My manager considers my needs and career aspirations when approving development plans	17	52	23	8	69	60	62
10f. I am satisfied with the opportunities available for career development	16	54	26	4	70	52	51
10g. I am able to access the right learning and development opportunities when I need to	17	57	21	5	75	60	60
10h. Learning and development activities I have completed in the past 12 months have helped to improve my performance	22	64	11	3	86	73	69
	%		%				
	Yes		No		Agency % yes	Cluster % yes	Sector % yes
10i. In the last 12 months I have received a formal performance appraisal/review	40	60			40	51	49
10j. In the last 12 months I have received informal feedback on my performance	65		35		65	62	66

Results by theme

Health and well being

	Responses where <3% answered a rating point are displayed but NOT labelled				Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
11a. Generally I do not feel stressed at work	7	44	36	13	51	47	50
11b. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	12	57	23	7	69	55	62
11c. My manager takes into account the differing needs and circumstances of employees when making decisions	17	55	21	7	72	66	70
11d. I am encouraged to report health & safety incidents & injuries	36	55	5	4	91	90	90

Equal employment opportunity

	Responses where <3% answered a rating point are displayed but NOT labelled				Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
12a. Equal employment opportunity is provided in my organisation	32	60	7		91	85	85
12b. Gender is not a barrier to success in my workgroup	30	65	4		95	91	88
12c. Disability is not a barrier to success in my workgroup	25	66	6	3	91	86	86
12d. Age is not a barrier to success in my workgroup	25	69	33		93	89	86
12e. Cultural background is not a barrier to success in my workgroup	28	68			96	92	91
12f. My organisation is committed to creating a diverse workforce	26	66	5		92	89	88

Results by theme

Awareness of organisational policies and procedures

Responses where <3% answered a rating point are displayed but NOT labelled	%				Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
13e. I have confidence in the ways my organisation resolves grievances	13	48	28	10	61	48	50
	%		%				
	Yes		No		Agency % yes	Cluster % yes	Sector %yes
13a. I am aware of my organisation's code of conduct	100				100	99	98
13b. In the last 12 months I have read or referred to my organisation's code of conduct	91				91	84	75
13c. I am aware of my organisation's stated values	89				89	92	92
13d. I am aware of the ways to resolve grievances in my organisation	94				94	92	89

Recruitment

Responses where <3% answered a rating point are displayed but NOT labelled	%				Agency % +ve	Cluster % +ve	Sector % +ve
	Strongly agree	Agree	Disagree	Strongly disagree			
14a. My organisation has good procedures and processes for recruiting employees	7	42	35	15	50	52	56
14b. In my organisation the advertised position descriptions accurately reflect the requirements of the job	11	67	17	5	78	76	71
14c. My manager is sufficiently skilled to make good selection decisions	23	61	7	9	84	76	77

4 Technical information

Glossary of key terms

Percent positive % +ve	The percent positive score is the number of respondents who selected a rating point of <i>Agree</i> or <i>Strongly agree</i> divided by the total number of respondents who selected any rating point. This excludes responses of <i>Don't know</i> and no answers.
PSC	NSW Public Service Commission
Cluster	In the NSW Government the various entities and organisations are now grouped into nine clusters. Clusters are groupings around service delivery areas like education, health, human services, transport, economic development and justice. Clusters enable better linkages between organisational subgroups and provide more integrated services to the community.

Exclusion of question 4b

The PSC acknowledges an error in the wording of one statement in the People Matter Employee Survey 2012. Accordingly the results for 4b) *My organisation's decisions and actions are open to review by employees* have been excluded from the report.

Employee Engagement Index

The survey included five questions which were used to calculate an engagement index for each respondent. A score indicates the average level of engagement of all people who responded and ranges from 0 to 100. An index score of zero indicates that all respondents *Strongly disagree* with all five engagement questions, while a score of 100 indicates that all respondents *Strongly agree* with all five engagement questions.

Confidence level and interval

Attitudinal research is normally conducted at a 95% confidence level ($p \leq 0.05$) and aims for a $\pm 5\%$ confidence interval.

Representativeness of a sample is usually assessed at a 95% confidence level (accuracy) and a $\pm 5\%$ confidence interval (precision).

The **confidence level** tells you how sure you can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. The 95% confidence level means you can be 95% certain; the 99% confidence level means you can be 99% certain. Most researchers use the 95% confidence level.

The **confidence interval** is the plus-or-minus figure usually reported in newspaper or television opinion poll results. For example, if you use a confidence interval of 4 and 47% of your sample picks an answer, you can be "sure" that if you had asked the question of the entire relevant population between 43% (47-4) and 51% (47+4) would have picked that answer.

When you put the confidence level and the confidence interval together, you can say that you are 95% sure that the true percentage of the population is between 43% and 51%.

Reference: www.surveysystem.com/sscalc.htm