

**voice**  
project

improving organisations by giving people a voice



**UOWD**  
**climate survey**  
**September - October 2008**  
**high-level results**



**voice**  
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improving organisations by giving people a voice

## **paper version of the survey**

# voice project

improving organisations by giving people a voice

# UOWD



University of Wollongong in Dubai

Thank you for taking the time to fill in the Voice Climate Survey. It gives you a chance to “voice” your opinions about how the University of Wollongong in Dubai (UOWD) is going, and will help us identify areas we need to work on together.

The survey is anonymous and confidential; it will take most people about 20 minutes to complete.

All answers will go straight to the Voice Project who are analysing the results for us. To ensure anonymity, only questions answered by 8 or more people will be reported back to us; and answers from individual surveys will NOT be reported.

Once the information has been analysed, these results will be presented to senior management and staff, and a report will be available on our intranet later this year. Further discussions and action planning is scheduled for early 2009. Voice Project may also use the raw data in research and benchmarking but at no time will any individual or organisation be directly or indirectly identified in the published research.

## How to fill in the survey

- > If a question asks if you agree or disagree with something, use the rating scale at the top of each page to show your answer (e.g., put a “5” if you strongly agree or a “2” if you tend to disagree).
- > When you don’t feel as though a question is appropriate for you, don’t have an opinion, or don’t know the answer, give that question a “0”.
- > There are open questions at the end where you can give more information about your previous answers or bring things up that aren’t covered in other places in the survey.
- > **Answer the questions based on your personal experience in your own workplace. Don’t try to think how other people might answer the questions, or what might be happening in other parts of the UOWD.**

## Definitions

- > “Senior management” = UOWD Executive and senior managers
- > “Manager” = The person you report directly to

## Questions?

If you have any questions about this survey please contact:

- > Jacqueline Forst [jforst@uow.edu.au](mailto:jforst@uow.edu.au) or +612 4252 88899, or
- > Zulfi Sama on +9714 3672449 or [ZulfiSama@uowdubai.ac.ae](mailto:ZulfiSama@uowdubai.ac.ae), or
- > Louise Parkes at Voice Project on +612 88752803 or [louise.parkes@voiceproject.com.au](mailto:louise.parkes@voiceproject.com.au).

Please complete and return this survey in the envelope provided by **Friday 17<sup>th</sup> October**,

OR respond to the survey online at: <http://www.voiceproject.com.au/uowd.aspx>

To show our appreciation for your time we invite you to go into a draw to win a **Gift Voucher to the Value of 300, 600, or 900 Dirhams**. Find details on how to be part of this draw at the completion of the survey.

<b>Not Applicable/ Don't Know</b>
<b>0</b>

<b>Strongly Disagree</b>	<b>Tend to Disagree</b>	<b>Mixed Feelings/ Neutral</b>	<b>Tend To Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

		Score			Score		
Organisation Direction	1.	I am aware of the vision senior management has for the future of UOWD	___	Safety	32.	Keeping high levels of health and safety is a priority of UOWD	___
	2.	I am aware of the values of UOWD	___		33.	We are given all necessary safety equipment and training	___
	3.	I am aware of the overall strategy senior management has for UOWD	___		34.	Staff are aware of their occupational health and safety responsibilities	___
Results Focus	4.	Staff are encouraged to continually improve their performance	___	Facilities	35.	Supervisors and management engage in good safety behaviour	___
	5.	High standards of performance are expected	___		36.	The buildings, grounds and facilities I use are in good condition	___
	6.	UOWD has a strong focus on achieving positive results	___		37.	The condition of the buildings, grounds and facilities I use is regularly reviewed	___
Mission & Values	7.	I believe in the overall purpose of UOWD	___	Leadership	38.	The buildings, grounds and facilities I use are regularly upgraded	___
	8.	I believe in the values of UOWD	___		39.	I have confidence in the ability of senior management	___
	9.	I believe in the work done by UOWD	___		40.	Senior management are good role models for staff	___
Ethics	10.	UOWD is ethical	___	41.	Senior management keep people informed about what's going on	___	
	11.	UOWD is socially responsible	___	42.	Senior management listen to other staff	___	
	12.	UOWD is environmentally responsible	___	Recruitment & Selection	43.	UOWD is good at selecting the right people for the right jobs	___
Role Clarity	13.	I understand my goals and objectives and what is required of me in my job	___		44.	Managers in UOWD know the benefits of employing the right people	___
	14.	I understand how my job contributes to the overall success of UOWD	___		45.	Managers in UOWD are clear about the type of people we need to employ	___
	15.	During my day-to-day duties I understand how well I am doing	___	Cross-Unit Cooperation	46.	There is good communication across all sections of UOWD	___
Diversity	16.	Harassment is prevented and discouraged	___		47.	Knowledge and information are shared throughout UOWD	___
	17.	Discrimination is prevented and discouraged	___		48.	There is cooperation between different sections in UOWD	___
	18.	There is equal opportunity for all staff in UOWD	___	49.	I feel part of UOWD as a whole	___	
Resources	19.	Bullying and abusive behaviours are prevented and discouraged	___	Learning & Development	50.	There are career paths across different parts of UOWD	___
	20.	I have access to the right equipment and resources to do my job well	___		51.	When people start in new jobs here they are given enough guidance and training	___
	21.	I have easy access to all the information I need to do my job well	___		52.	There is a commitment to ongoing training and development of staff	___
Processes	22.	We can get access to additional resources when we need to	___	53.	The training and development I've received has improved my performance	___	
	23.	There are clear policies and procedures for how work is to be done	___	54.	Staff expertise is developed in line with changing business needs	___	
	24.	In UOWD it is clear who has responsibility for what	___	Involvement	55.	I have input into everyday decision-making in UOWD	___
25.	Our policies and procedures are efficient and well-designed	___	56.		I am encouraged to give feedback about things that concern me	___	
26.	Processes you use are up to date and relevant	___	57.		I am consulted before decisions that affect me are made	___	
Technology	27.	We have enough processes at UOWD	___	Rewards & Recognition	58.	The rewards and recognition I receive from this job are fair	___
	28.	The various committees at UOWD are effective	___		59.	UOWD fulfils its obligations to me	___
	29.	The technology used in UOWD is kept up-to-date	___		60.	I am satisfied with the income I receive	___
	30.	UOWD makes good use of technology	___				
	31.	Staff in UOWD have good skills at using the technology we have	___				

Not Applicable/ Don't Know
0

Strongly Disagree	Tend to Disagree	Mixed Feelings/ Neutral	Tend To Agree	Strongly Agree
1	2	3	4	5

		Score			Score	
Performance Appraisal	61. I am satisfied with the benefits I receive (leave, training assistance etc)	___	Entrepreneurship	92. I am given enough support to enable me to be entrepreneurial	___	
	62. The income I receive from UOWD is comparable to external firms	___		93. Entrepreneurship is regarded favourably within UOWD	___	
	63. My performance is reviewed and evaluated often enough	___		94. Entrepreneurship within UOWD is of a high quality	___	
	64. The way my performance is evaluated is fair	___		Motivation & Initiative	95. My co-workers put in extra effort whenever necessary	___
	65. The way my performance is evaluated provides me with clear guidelines for improvement	___			96. My co-workers are quick to take advantage of opportunities	___
Supervision	66. I can see a direct connection between my performance and salary increases	___	Talent	97. My co-workers take the initiative in solving problems	___	
	67. I have confidence in the ability of my manager	___		98. I have confidence in the ability of my co-workers	___	
	68. My manager listens to what I have to say	___		99. My co-workers are productive in their jobs	___	
	69. My manager gives me help and support	___		Teamwork	100. My co-workers do their jobs quickly and efficiently	___
70. My manager treats me and my work colleagues fairly	___	101. I have good working relationships with my co-workers	___			
Career Opportunities	71. My manager is approachable	___	Wellness	102. My co-workers give me help and support	___	
	72. I am given clear goals, directions and timelines	___		103. My co-workers and I work well as a team	___	
	73. My manager promotes UOWD as an organisation	___		104. I am given enough time to do my job well	___	
	74. Enough time and effort is spent on career planning	___		105. I feel in control and on top of things at work	___	
	75. I am given opportunities to develop skills needed for career progression	___		106. I feel emotionally well at work	___	
Workload	76. There are enough opportunities for my career to progress in UOWD	___	Work/Life Balance	107. I am able to keep my job stress at an acceptable level	___	
	77. There are enough staff employed to meet work demands in UOWD	___		108. I maintain a good balance between work and other aspects of my life	___	
	78. My workload is manageable	___		109. I am able to stay involved in non-work interests and activities	___	
Research	79. Sufficient time is available to work on high priority projects and activities	___	Flexibility	110. I have a social life outside of work	___	
	80. I am given enough support to achieve my research goals	___		111. I am able to meet my family responsibilities while still doing what is expected of me at work	___	
	81. Research is regarded favourably within UOWD	___		112. UOWD has enough flexible work arrangements to meet my needs	___	
Teaching	82. Research by co-workers within UOWD is of a high quality	___	Decision-Making	113. I can change my working hours if I need to	___	
	83. UOWD encourages its members to engage in collaborative research	___		114. I have a say about my work conditions	___	
	84. I am given enough support to achieve my teaching goals	___		115. I feel empowered to make decisions in my role	___	
	85. Teaching is regarded favourably within UOWD	___		116. I am given autonomy in my role	___	
Community Engagement	86. Teaching by co-workers within UOWD is of a high quality	___	UOWD Leadership	117. Senior management communicate a clear vision of what we are trying to achieve as an organisation	___	
	87. I am encouraged to evaluate my teaching	___		118. In UOWD it is safe to say what you think	___	
	88. I am given enough support to evaluate my teaching effectively	___		119. Senior management demonstrate respect for people with different perspectives and opinions	___	
	89. I am given enough support to achieve my community engagement goals	___		120. The words and actions of senior management communicate a compelling set of values	___	
	90. Community engagement is regarded favourably within UOWD	___		121. Senior management promote constructive relationships and collaboration among team members	___	
	91. Community engagement by co-workers within UOWD is of a high quality	___				

<b>Not Applicable/ Don't Know</b>
<b>0</b>

<b>Strongly Disagree</b>	<b>Tend to Disagree</b>	<b>Mixed Feelings/ Neutral</b>	<b>Tend To Agree</b>	<b>Strongly Agree</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

		<b>Score</b>			<b>Score</b>
ITTS	122. Senior management in UOWD actively build a large network of relationships throughout the ITC Group	___	Change & Innovation	139. Change is handled well in UOWD	___
	123. When introducing change, senior management "walk the talk", that is, serve as a role model for the new behaviours that are needed	___		140. The way UOWD is run has improved over the last year	___
	124. I understand how to access the client services of ITTS	___	Customer Satisfaction	141. UOWD is innovative	___
	125. ITTS understands the technology needs of employees	___		142. UOWD is good at learning from its mistakes and successes	___
126. ITTS responds quickly to requests and questions from employees	___	143. UOWD offers products and/or services that are high quality		___	
HR	127. Overall, I am satisfied with the service I receive from ITTS	___	Organisational Commitment	144. UOWD understands the needs of its customers	___
	128. I understand how to access the client services of HR	___		145. Customers are satisfied with our products and/or services	___
	129. HR understands the needs of employees	___		146. I feel a sense of loyalty and commitment to UOWD	___
	130. HR responds quickly to requests and questions from employees	___		147. I am proud to tell people that I work for UOWD	___
Finance	131. Overall, I am satisfied with the service I receive from HR	___	Job Satisfaction	148. I feel emotionally attached to UOWD	___
	132. I understand how to access the client services of Finance	___		149. I am willing to put in extra effort for UOWD	___
	133. Finance understands the financial needs of employees	___	Intention To Stay	150. My work gives me a feeling of personal accomplishment	___
	134. Finance responds quickly to requests and questions from employees	___		151. I like the kind of work I do	___
Organisation Objectives	135. Overall, I am satisfied with the service I receive from Finance	___	152. Overall, I am satisfied with my job	___	
	136. The goals and objectives of UOWD are being reached	___	153. I am likely to still be working in UOWD in two years time	___	
	137. The future for UOWD is positive	___	154. I would like to still be working in UOWD in five years time	___	
	138. Overall, UOWD is successful	___	155. I can see a future for me in UOWD	___	

Typed copies of your responses to the following "open-ended" questions will be included in the final report. Please don't mention names or provide any information that would enable individuals to be identified.

156. List the three greatest strengths of UOWD.

157. List three ways UOWD could be improved.

158. Please provide some specific suggestions for how we can help different work groups within UOWD to communicate more effectively with each other.

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Your answers to the questions below will NOT be used to identify individuals. UOWD will only see results where 8 or more people have picked the same answer.

159. Which specific area do you work in?

1	2	3	4
CLC	Academic / Faculty	Management	Support Services

160. What is your employment type?

1	2	3	4	3
Full-Time	Part-Time	Fixed-Term	Sessional	Casual

161. Gender

1	2
Male	Female

162. Age:

1	2	3	4	5
Under 30	30-39	40-49	50-59	60 and above

163. Length of service:

1	2	3	4
Less than 2 years	2-5 years	5-10 years	More than 10 years

164. Roughly how many minutes has it taken you to complete this survey? \_\_\_\_\_

**Thank you for completing the 2008 UOWD Voice Climate Survey! Please check that you've answered all the questions before returning the survey using the method described on the instructions page.**

Be sure to spread the word about the survey to your colleagues.  
 If you would like to go into the draw to win a **gift voucher to the value of Gift Voucher to the Value of 300, 600, or 900 Dirhams** please email your full name, your business unit and your contact details to Voice Project at [itcprize@voiceproject.com.au](mailto:itcprize@voiceproject.com.au).  
 Please note that your confidentiality is assured. The details you provide in your email cannot be linked to your survey responses.

## **detailed scale and item results**



**Whole of UOWD**  
**Number of responses:**  
**112**

High **>=80%**  
 Med **50<80%**  
 Low **<50%**

SD D M A SA

**>=80%**  
**50<80%**  
**<50%**

**>=75%**  
**25<75%**  
**<25%**

High  
 Med  
 Low

%N/A Mean % Fav

Distribution

Uni  
 % Fav  
 Bench

All Ind  
 %ile  
 Rank

Impact On  
 PASSION

Impact On  
 PROGRESS

Scale Scores

	%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
<b>PASSION / ENGAGEMENT</b>								
- Organisational Commitment	11%	4.1	75%		71%	83%		
- Job Satisfaction	9%	4.3	82%		73%	83%		
- Intention to Stay	8%	4.2	83%		78%	83%		
- Intention to Stay	15%	3.8	59%		63%	74%		
<b>PROGRESS</b>								
- Organisation Objectives	12%	3.9	70%		53%	61%		
- Change & Innovation	10%	4.1	74%		61%	59%		
- Customer Satisfaction	14%	3.7	62%		39%	71%		
- Customer Satisfaction	11%	3.9	74%		61%	47%		

**Whole of UOWD**  
**Number of responses:**  
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**<50%**

**>=75%**  
**25<75%**  
**<25%**

High  
 Med  
 Low

%N/A Mean % Fav

Distribution

Uni  
 % Fav  
 Bench

All Ind  
 %ile  
 Rank

Impact On  
 PASSION

Impact On  
 PROGRESS

		%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
PURPOSE	Organisation Direction	5%	4.0	75%		58%	78%		
	Results Focus	2%	4.1	74%		66%	49%		
	Mission & Values	2%	4.3	85%		78%	79%		
	Ethics	3%	4.0	72%		70%	58%		
	Role Clarity	1%	4.5	92%		80%	91%		
PROPERTY	Diversity	8%	3.8	63%		72%	23%		
	Resources	1%	4.0	76%		59%	71%		
	Processes	6%	3.6	57%					
	Technology	8%	3.9	73%		54%	74%		
	Safety	7%	3.4	52%		67%	19%		
PARTICIPATION	Facilities	6%	3.9	66%		47%	70%		
	Leadership	9%	3.9	70%		42%	75%		
	Recruitment & Selection	11%	3.5	54%		46%	47%		
	Cross-Unit Cooperation	5%	3.3	45%					
	Learning & Development	10%	3.4	47%					
UNIVERSITY	Involvement	10%	3.3	51%		44%	48%		
	Rewards & Recognition	6%	2.5	22%					
	Performance Appraisal	17%	3.0	38%					
	Supervision	10%	4.2	78%					
	Career Opportunities	13%	3.0	36%		35%	42%		
PEOPLE	Workload	8%	3.1	45%		38%			
	Research	49%	3.6	62%		58%			
	Teaching	50%	3.7	63%		62%			
	Community Engagement	38%	3.5	51%		51%			
	Entrepreneurship	52%	3.0	25%		40%			
PEACE	Motivation & Initiative	14%	3.7	64%		71%	45%		
	Talent	11%	3.9	71%		75%	55%		
	Teamwork	8%	4.4	91%		85%	73%		
UOWD	Wellness	8%	3.9	72%		53%	65%		
	Work/Life Balance	9%	3.6	63%		67%	19%		
	Flexibility	11%	3.4	56%			28%		
UOWD	Decision-Making	11%	3.8	68%					
	UOWD Leadership	20%	3.6	57%					
	ITTS	18%	4.1	79%					
	HR	13%	3.9	71%					
	Finance	24%	3.6	58%					

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 Med  
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%N/A Mean % Fav Distribution Uni % Fav Bench All Ind %ile Rank Impact On PASSION Impact On PROGRESS

**Item Scores**

Item	%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
<b>Organisation Direction</b>								
1 I am aware of the vision senior management has for the future of UOWD	5%	4.0	78%		56%	83%		
2 I am aware of the values of UOWD	4%	4.2	83%		69%	75%		
3 I am aware of the overall strategy senior management has for UOWD	6%	3.8	64%		49%	70%		
<b>Results Focus</b>								
4 Staff are encouraged to continually improve their performance	0%	3.9	70%		62%	54%		
5 High standards of performance are expected	1%	4.2	76%		70%	50%		
6 UOWD has a strong focus on achieving positive results	4%	4.1	77%		67%	49%		
<b>Mission &amp; Values</b>								
7 I believe in the overall purpose of UOWD	4%	4.3	86%		79%	78%		
8 I believe in the values of UOWD	2%	4.3	85%		74%	81%		
9 I believe in the work done by UOWD	2%	4.3	84%		80%	70%		

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%N/A Mean % Fav Distribution Uni % Fav Bench All Ind %ile Rank Impact On PASSION Impact On PROGRESS

		%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
<b>Ethics</b>	10 UOWD is ethical	3%	3.9	66%		71%	49%		
	11 UOWD is socially responsible	3%	3.9	71%		74%	47%		
	12 UOWD is environmentally responsible	3%	4.1	79%		64%	77%		
<b>Role Clarity</b>	13 I understand my goals and objectives and what is required of me in my job	1%	4.5	92%		82%	86%		
	14 I understand how my job contributes to the overall success of UOWD	0%	4.7	94%		85%	91%		
	15 During my day-to-day duties I understand how well I am doing	1%	4.4	89%		74%	91%		
<b>Diversity</b>	16 Harassment is prevented and discouraged	9%	4.1	74%		87%	34%		
	17 Discrimination is prevented and discouraged	6%	3.6	57%		79%	10%		
	18 There is equal opportunity for all staff in UOWD	6%	3.3	43%		57%	13%		
	19 Bullying and abusive behaviours are prevented and discouraged	9%	4.1	79%		64%	51%		

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		%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
<b>Resources</b>	20 I have access to the right equipment and resources to do my job well	0%	4.0	75%		62%	68%		
	21 I have easy access to all the information I need to do my job well	0%	4.0	78%		62%	74%		
	22 We can get access to additional resources when we need to	3%	3.9	74%		52%	75%		
<b>Processes</b>	23 There are clear policies and procedures for how work is to be done	1%	3.8	67%		51%	58%		
	24 In UOWD it is clear who has responsibility for what	2%	3.6	62%		37%	52%		
	25 Our policies and procedures are efficient and well-designed	4%	3.5	60%		33%	56%		
	26 Processes you use are up to date and relevant	4%	3.6	59%					
	27 We have enough processes at UOWD	11%	3.6	58%					
	28 The various committees at UOWD are effective	16%	3.2	34%					
<b>Technology</b>	29 The technology used in UOWD is kept up-to-date	6%	3.9	77%		54%	74%		
	30 UOWD makes good use of technology	7%	4.0	75%		53%	73%		
	31 Staff in UOWD have good skills at using the technology we have	9%	3.8	68%		54%	68%		

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		%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
<b>Safety</b>	32 Keeping high levels of health and safety is a priority of UOWD	5%	3.8	68%		72%	38%		
	33 We are given all necessary safety equipment and training	7%	3.1	41%		63%	14%		
	34 Staff are aware of their occupational health and safety responsibilities	5%	3.1	42%		67%	12%		
	35 Supervisors and management engage in good safety behaviour	10%	3.5	56%		68%	24%		
<b>Facilities</b>	36 The buildings, grounds and facilities I use are in good condition	0%	4.0	72%		57%	64%		
	37 The condition of the buildings, grounds and facilities I use is regularly reviewed	11%	4.0	68%		45%	72%		
	38 The buildings, grounds and facilities I use are regularly upgraded	8%	3.7	58%		39%	69%		
<b>Leadership</b>	39 I have confidence in the ability of senior management	8%	4.1	78%		49%	75%		
	40 Senior management are good role models for staff	5%	4.0	69%		41%	78%		
	41 Senior management keep people informed about what's going on	6%	3.9	70%		44%	76%		
	42 Senior management listen to other staff	19%	3.8	63%		35%	66%		

**Whole of UOWD**  
**Number of responses:**  
**112**

High  
Med  
Low

>=80%  
50<80%  
<50%

SD D M A SA

>=80%  
50<80%  
<50%

>=75%  
25<75%  
<25%

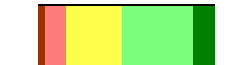
High  
Med  
Low



%N/A Mean % Fav Distribution Uni % Fav Bench All Ind %ile Rank Impact On PASSION Impact On PROGRESS

**Recruitment & Selection**

43 UOWD is good at selecting the right people for the right jobs 10% 3.4 52%

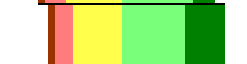


37%

53%



44 Managers in UOWD know the benefits of employing the right people 10% 3.6 58%

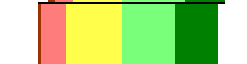


55%

43%



45 Managers in UOWD are clear about the type of people we need to employ 14% 3.6 53%



45%

45%



**Cross-Unit Cooperation**

46 There is good communication across all sections of UOWD 4% 3.0 32%



23%

40%



47 Knowledge and information are shared throughout UOWD 3% 3.1 35%



28%

40%



48 There is cooperation between different sections in UOWD 5% 3.2 38%

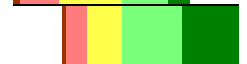


31%

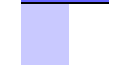
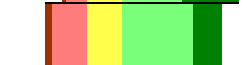
32%



49 I feel part of UOWD as a whole 1% 3.8 66%



50 There are career paths across different parts of UOWD 14% 3.5 56%



**Learning & Development**

51 When people start in new jobs here they are given enough guidance and training 11% 3.1 39%



42%

28%



52 There is a commitment to ongoing training and development of staff 6% 3.4 52%



57%

43%



53 The training and development I've received has improved my performance 10% 3.6 56%

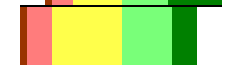


57%

49%



54 Staff expertise is developed in line with changing business needs 13% 3.3 42%



**Whole of UOWD**  
**Number of responses:**  
**112**

High

>=80%

Med

50<80%

Low

<50%

SD

D

M

A

SA

>=80%

50<80%

<50%

>=75%

25<75%

<25%

High

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Low

%N/A

Mean

% Fav

Distribution

Uni  
% Fav  
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Rank

Impact On  
PASSION

Impact On  
PROGRESS

**Involvement**

55 I have input into everyday decision-making in UOWD 14% 2.9 39%



38%

37%



56 I am encouraged to give feedback about things that concern me 5% 3.6 61%



56%

48%



57 I am consulted before decisions that affect me are made 10% 3.4 53%



37%

59%



**Rewards & Recognition**

58 The rewards and recognition I receive from this job are fair 6% 2.8 30%



43%

18%



59 UOWD fulfils its obligations to me 6% 3.3 41%



56%

26%



60 I am satisfied with the income I receive 4% 2.2 11%



46%

4%



61 I am satisfied with the benefits I receive (leave, training assistance etc) 5% 2.6 24%



75%

7%



62 The income I receive from UOWD is comparable to external firms 7% 1.9 5%



**Performance Appraisal**

63 My performance is reviewed and evaluated often enough 12% 3.2 48%

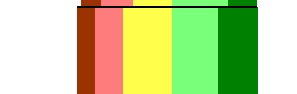


58%

35%



64 The way my performance is evaluated is fair 19% 3.3 47%



57%

35%



65 The way my performance is evaluated provides me with clear guidelines for improvement 17% 3.3 44%



47%

39%



66 I can see a direct connection between my performance and salary increases 20% 2.2 14%





**Whole of UOWD**  
**Number of responses:**  
**112**

High **>=80%**  
 Med **50<80%**  
 Low **<50%**

SD D M A SA

**>=80%**  
**50<80%**  
**<50%**

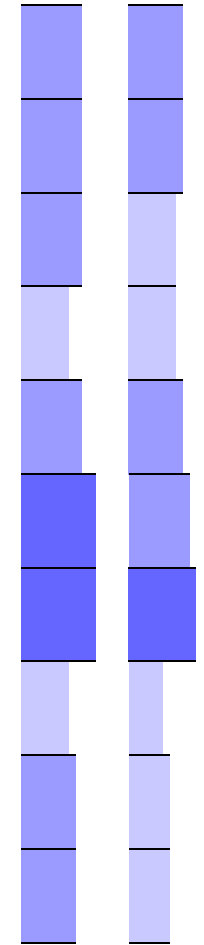
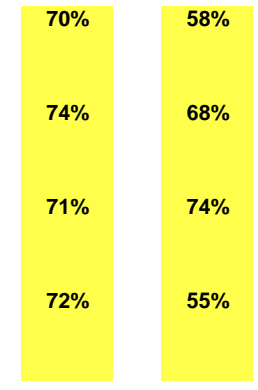
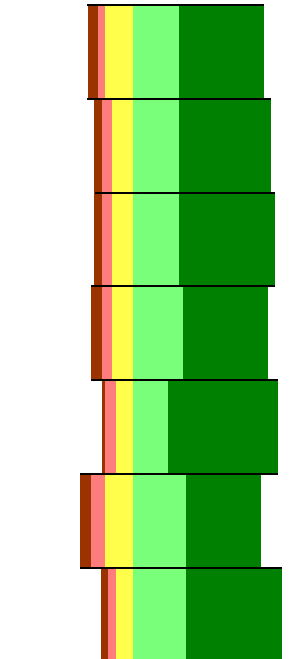
**>=75%**  
**25<75%**  
**<25%**

High  
 Med  
 Low

%N/A Mean % Fav Distribution Uni % Fav Bench All Ind %ile Rank Impact On PASSION Impact On PROGRESS

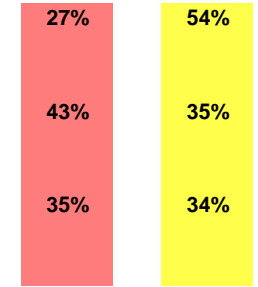
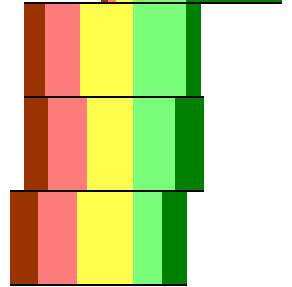
**Supervision**

67	I have confidence in the ability of my manager	9%	4.1	75%
68	My manager listens to what I have to say	9%	4.1	78%
69	My manager gives me help and support	10%	4.2	79%
70	My manager treats me and my work colleagues fairly	10%	4.1	76%
71	My manager is approachable	10%	4.3	82%
72	I am given clear goals, directions and timelines	10%	4.0	71%
73	My manager promotes UOWD as an organisation	15%	4.3	83%



**Career Opportunities**

74	Enough time and effort is spent on career planning	19%	3.0	39%
75	I am given opportunities to develop skills needed for career progression	9%	3.1	39%
76	There are enough opportunities for my career to progress in UOWD	12%	2.9	31%



**Whole of UOWD**  
**Number of responses:**  
**112**

High **>=80%**  
 Med **50<80%**  
 Low **<50%**

SD D M A SA

**>=80%**  
**50<80%**  
**<50%**

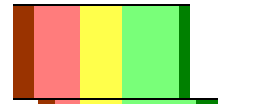
**>=75%**  
**25<75%**  
**<25%**

High  
 Med  
 Low

%N/A Mean % Fav Distribution Uni % Fav Bench All Ind %ile Rank Impact On PASSION Impact On PROGRESS

**Workload**

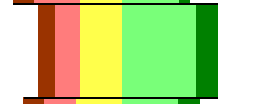
77 There are enough staff employed to meet work demands in UOWD 8% 2.9 38%



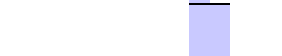
34%



78 My workload is manageable 5% 3.3 53%



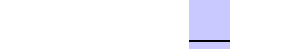
44%



79 Sufficient time is available to work on high priority projects and activities 12% 3.2 45%



35%



**Research**

80 I am given enough support to achieve my research goals 50% 3.3 47%



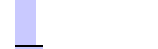
35%



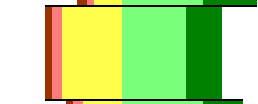
81 Research is regarded favourably within UOWD 47% 3.9 75%



73%



82 Research by co-workers within UOWD is of a high quality 54% 3.6 56%



63%



83 UOWD encourages its members to engage in collaborative research 47% 3.8 69%



61%



**Teaching**

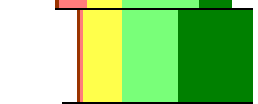
84 I am given enough support to achieve my teaching goals 48% 3.6 62%



49%



85 Teaching is regarded favourably within UOWD 49% 4.1 74%



68%



86 Teaching by co-workers within UOWD is of a high quality 53% 3.8 66%



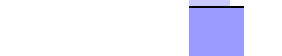
69%



87 I am encouraged to evaluate my teaching 52% 3.7 63%



72%



88 I am given enough support to evaluate my teaching effectively 49% 3.4 49%



55%



**Whole of UOWD**  
**Number of responses:**  
**112**

High **>=80%**  
 Med **50<80%**  
 Low **<50%**

SD D M A SA

**>=80%**  
**50<80%**  
**<50%**

**>=75%**  
**25<75%**  
**<25%**

High  
 Med  
 Low

%N/A

Mean

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Distribution

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Impact On  
 PROGRESS

**Community Engagement**

89 I am given enough support to achieve my community engagement goals **39%** **3.3** **44%**

90 Community engagement is regarded favourably within UOWD **37%** **3.7** **65%**

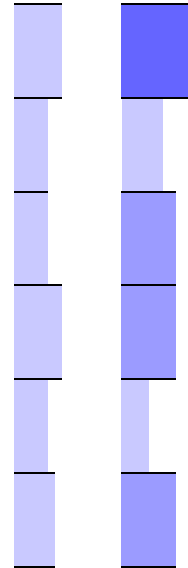
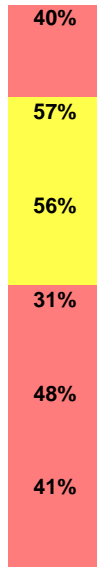
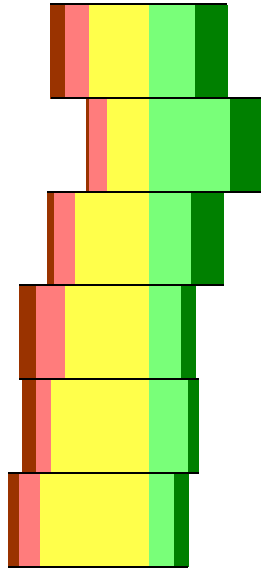
91 Community engagement by co-workers within UOWD is of a high quality **39%** **3.4** **43%**

**Entrepreneurship**

92 I am given enough support to enable me to be entrepreneurial **51%** **2.9** **26%**

93 Entrepreneurship is regarded favourably within UOWD **53%** **3.1** **29%**

94 Entrepreneurship within UOWD is of a high quality **54%** **3.1** **21%**



**Whole of UOWD**  
**Number of responses:**  
**112**

High **>=80%**  
 Med **50<80%**  
 Low **<50%**

SD D M A SA

**>=80%**  
**50<80%**  
**<50%**

**>=75%**  
**25<75%**  
**<25%**

High  
 Med  
 Low

%N/A Mean % Fav Distribution Uni % Fav Bench All Ind %ile Rank Impact On PASSION Impact On PROGRESS

**Motivation & Initiative**

95 My co-workers put in extra effort whenever necessary 13% 3.9 72%

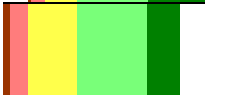


77%

52%



96 My co-workers are quick to take advantage of opportunities 19% 3.6 58%



68%

36%



97 My co-workers take the initiative in solving problems 12% 3.6 61%



69%

46%



**Talent**

98 I have confidence in the ability of my co-workers 9% 4.0 76%



79%

57%



99 My co-workers are productive in their jobs 13% 3.9 71%



76%

53%



100 My co-workers do their jobs quickly and efficiently 13% 3.9 67%



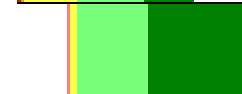
71%

62%



**Teamwork**

101 I have good working relationships with my co-workers 7% 4.5 95%

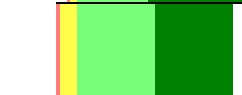


89%

82%



102 My co-workers give me help and support 7% 4.3 88%

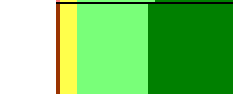


83%

63%



103 My co-workers and I work well as a team 9% 4.3 88%



82%

69%



**Whole of UOWD**  
**Number of responses:**  
**112**

High **>=80%**  
Med **50<80%**  
Low **<50%**

SD D M A SA

**>=80%**  
**50<80%**  
**<50%**

**>=75%**  
**25<75%**  
**<25%**

High  
Med  
Low

%N/A Mean % Fav Distribution Uni % Fav Bench All Ind %ile Rank Impact On PASSION Impact On PROGRESS

		%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
<b>Wellness</b>	104 I am given enough time to do my job well	8%	3.9	75%		48%	66%		
	105 I feel in control and on top of things at work	7%	3.9	71%		51%	61%		
	106 I feel emotionally well at work	10%	4.0	71%		58%	63%		
	107 I am able to keep my job stress at an acceptable level	7%	3.9	71%		55%	59%		
<b>Work/Life Balance</b>	108 I maintain a good balance between work and other aspects of my life	8%	3.7	63%		60%	32%		
	109 I am able to stay involved in non-work interests and activities	10%	3.5	58%		66%	19%		
	110 I have a social life outside of work	8%	3.7	68%		76%	18%		
	111 I am able to meet my family responsibilities while still doing what is expected of me at work	10%	3.6	65%		67%	20%		
<b>Flexibility</b>	112 UOWD has enough flexible work arrangements to meet my needs	8%	3.7	64%			33%		
	113 I can change my working hours if I need to	12%	3.2	49%			25%		
	114 I have a say about my work conditions	12%	3.4	54%			39%		

**Whole of UOWD**  
**Number of responses:**  
**112**

High **>=80%**  
Med **50<80%**  
Low **<50%**

SD D M A SA

**>=80%** **>=75%** High  
**50<80%** **25<75%** Med  
**<50%** **<25%** Low

%N/A Mean % Fav Distribution Uni % Fav Bench All Ind %ile Rank Impact On PASSION Impact On PROGRESS

		%N/A	Mean	% Fav	Distribution	Uni % Fav Bench	All Ind %ile Rank	Impact On PASSION	Impact On PROGRESS
<b>Decision-Making</b>	115 I feel empowered to make decisions in my role	12%	3.8	67%					
	116 I am given autonomy in my role	11%	3.8	69%					
<b>UOWD Leadership</b>	117 Senior management communicate a clear vision of what we are trying to achieve as an organisation	13%	3.9	70%					
	118 In UOWD it is safe to say what you think	13%	3.4	47%					
	119 Senior management demonstrate respect for people with different perspectives and opinions	18%	3.6	57%					
	120 The words and actions of senior management communicate a compelling set of values	17%	3.7	63%					
	121 Senior management promote constructive relationships and collaboration among team members	20%	3.7	58%					
	122 Senior management in UOWD actively build a large network of relationships throughout the ITC Group	33%	3.5	48%					
	123 When introducing change, senior management "walk the talk", that is, serve as a role model for the new behaviours that are needed	22%	3.6	55%					

**Whole of UOWD**  
**Number of responses:**  
**112**

High **>=80%**  
Med **50<80%**  
Low **<50%**

SD D M A SA

**>=80%**  
**50<80%**  
**<50%**

**>=75%**  
**25<75%**  
**<25%**

High  
Med  
Low

%N/A

Mean

% Fav

Distribution

Uni  
% Fav  
Bench

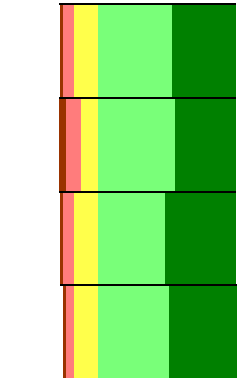
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Rank

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PROGRESS

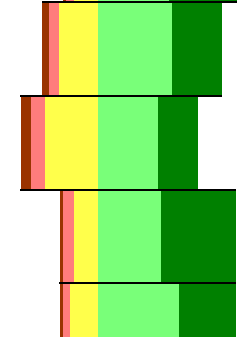
**ITTS**

124	I understand how to access the client services of ITTS	21%	4.1	79%
125	ITTS understands the technology needs of employees	17%	4.0	79%
126	ITTS responds quickly to requests and questions from employees	17%	4.1	79%
127	Overall, I am satisfied with the service I receive from ITTS	17%	4.1	81%



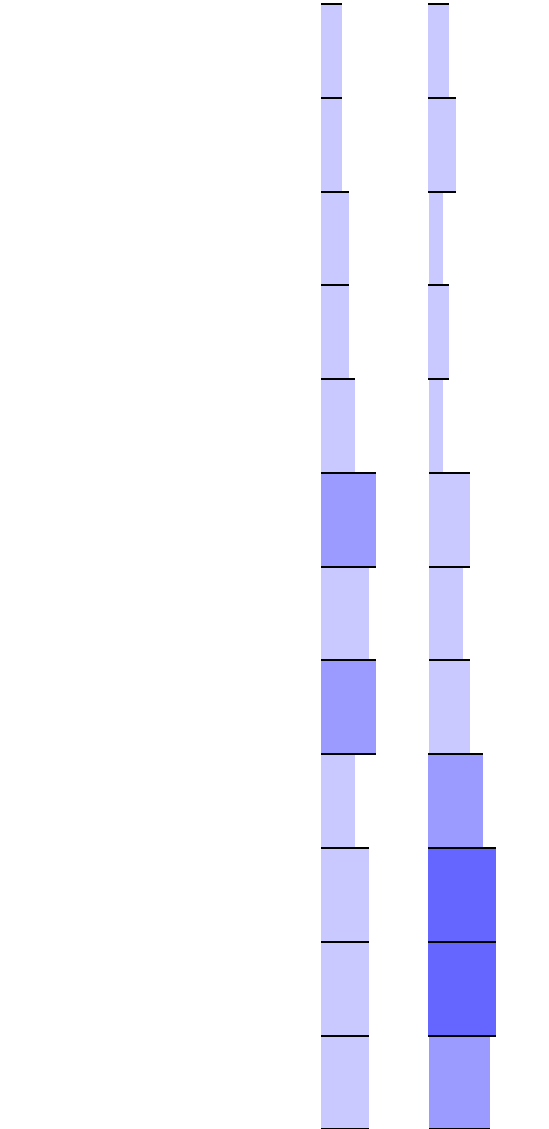
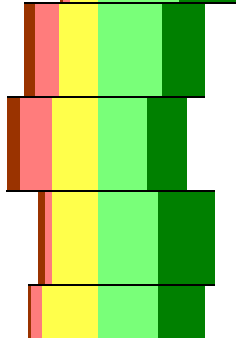
**HR**

128	I understand how to access the client services of HR	13%	3.9	69%
129	HR understands the needs of employees	13%	3.6	56%
130	HR responds quickly to requests and questions from employees	13%	4.1	79%
131	Overall, I am satisfied with the service I receive from HR	11%	4.0	78%



**Finance**

132	I understand how to access the client services of Finance	26%	3.6	59%
133	Finance understands the financial needs of employees	25%	3.4	49%
134	Finance responds quickly to requests and questions from employees	27%	3.9	66%
135	Overall, I am satisfied with the service I receive from Finance	19%	3.7	60%



**Whole of UOWD**  
**Number of responses:**  
**112**

High **>=80%**  
 Med **50<80%**  
 Low **<50%**

SD D M A SA

**>=80%**  
**50<80%**  
**<50%**

**>=75%**  
**25<75%**  
**<25%**

High  
 Med  
 Low

%N/A Mean % Fav Distribution Uni % Fav Bench All Ind %ile Rank Impact On PASSION Impact On PROGRESS

**Organisation Objectives**

136 The goals and objectives of UOWD are being reached 13% 3.8 63%



51%

50%



137 The future for UOWD is positive 10% 4.2 80%



64%

64%



138 Overall, UOWD is successful 8% 4.2 79%



68%

65%



**Change & Innovation**

139 Change is handled well in UOWD 13% 3.7 60%



29%

72%



140 The way UOWD is run has improved over the last year 18% 3.9 71%



41%

78%



141 UOWD is innovative 13% 3.7 63%



50%

68%



142 UOWD is good at learning from its mistakes and successes 13% 3.6 54%



33%

54%



**Customer Satisfaction**

143 UOWD offers products and/or services that are high quality 9% 3.9 76%



66%

48%



144 UOWD understands the needs of its customers 9% 3.9 76%



57%

47%



145 Customers are satisfied with our products and/or services 14% 3.9 72%



59%

46%





**Whole of UOWD**  
**Number of responses:**  
**112**

High **>=80%**  
 Med **50<80%**  
 Low **<50%**

SD D M A SA

**>=80%**  
**50<80%**  
**<50%**

**>=75%**  
**25<75%**  
**<25%**

High  
 Med  
 Low

%N/A

Mean

% Fav

Distribution

Uni  
 % Fav  
 Bench

All Ind  
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 Rank

Impact On  
 PASSION

Impact On  
 PROGRESS

**Organisational Commitment**

146 I feel a sense of loyalty and commitment to UOWD 7% 4.2 80%

147 I am proud to tell people that I work for UOWD 7% 4.4 88%

148 I feel emotionally attached to UOWD 11% 4.1 73%

149 I am willing to put in extra effort for UOWD 10% 4.4 87%

**Job Satisfaction**

150 My work gives me a feeling of personal accomplishment 9% 4.2 83%

151 I like the kind of work I do 7% 4.4 87%

152 Overall, I am satisfied with my job 8% 4.2 81%

**Intention To Stay**

153 I am likely to still be working in UOWD in two years time 13% 4.0 70%

154 I would like to still be working in UOWD in five years time 19% 3.8 58%

155 I can see a future for me in UOWD 13% 3.6 50%



**voice**  
project

improving organisations by giving people a voice

## **detailed weather map results**

	Q159 Area				Q160 Employr Q161 Gender			Q162 Age				
	Whole of UOWD	CLC	Academic _ Faculty	Management	Support Services	Full-Time	Male	Female	Under 30	30-39	40-49	50-59
<b>Responses:</b>	112	11	34	20	31	89	50	50	33	32	23	10
<b>PASSION</b>	75%	70%	76%	81%	71%	77%	77%	74%	65%	76%	82%	95%
- Organisational Commitment	82%	70%	82%	89%	82%	84%	85%	80%	75%	84%	86%	95%
- Job Satisfaction	83%	91%	85%	82%	80%	83%	85%	81%	70%	84%	94%	100%
- Intention to Stay	59%	48%	61%	73%	51%	63%	61%	61%	50%	59%	64%	90%
<b>PROGRESS</b>	70%	73%	65%	72%	77%	70%	72%	70%	69%	69%	75%	76%
- Organisation Objectives	74%	81%	68%	74%	80%	73%	79%	70%	69%	75%	79%	84%
- Change & Innovation	62%	60%	51%	69%	75%	63%	63%	66%	63%	61%	67%	75%
- Customer Satisfaction	74%	78%	77%	72%	75%	74%	75%	74%	76%	70%	80%	71%

		Q159 Area				Q160 Employn Q161 Gender			Q162 Age				
		Whole of UOWD	CLC	Academic _ Faculty	Management	Support Services	Full-Time	Male	Female	Under 30	30-39	40-49	50-59
Responses:		112	11	34	20	31	89	50	50	33	32	23	10
PURPOSE	Organisation Direction	75%	79%	72%	84%	66%	72%	77%	70%	72%	73%	75%	84%
	Results Focus	74%	76%	73%	77%	74%	75%	75%	75%	71%	79%	77%	77%
	Mission & Values	85%	88%	85%	93%	83%	88%	85%	87%	87%	82%	88%	97%
	Ethics	72%	73%	76%	77%	72%	72%	74%	75%	67%	80%	82%	64%
	Role Clarity	92%	94%	93%	95%	89%	92%	97%	88%	84%	97%	94%	100%
PROPERTY	Diversity	63%	80%	67%	60%	59%	63%	64%	66%	61%	65%	67%	70%
	Resources	76%	70%	78%	72%	81%	77%	74%	80%	77%	74%	79%	77%
	Processes	57%	68%	62%	48%	59%	56%	62%	54%	46%	58%	69%	67%
	Technology	73%	47%	76%	58%	84%	74%	74%	72%	72%	71%	77%	74%
	Safety	52%	55%	61%	25%	64%	52%	55%	52%	50%	56%	55%	50%
PARTICIPATION	Facilities	66%	47%	71%	81%	70%	69%	72%	65%	67%	68%	67%	74%
	Leadership	70%	78%	65%	78%	70%	70%	72%	71%	71%	69%	76%	68%
	Recruitment & Selection	54%	64%	44%	70%	60%	56%	55%	57%	69%	40%	64%	47%
	Cross-Unit Cooperation	45%	56%	51%	48%	44%	47%	53%	43%	46%	40%	54%	64%
	Learning & Development	47%	45%	40%	42%	59%	49%	53%	42%	49%	38%	55%	60%
UNIVERSITY	Involvement	51%	53%	44%	65%	59%	55%	62%	47%	48%	53%	67%	57%
	Rewards & Recognition	22%	24%	16%	28%	28%	24%	28%	20%	18%	18%	31%	42%
	Performance Appraisal	38%	49%	30%	41%	45%	40%	46%	32%	29%	41%	44%	47%
	Supervision	78%	87%	76%	85%	76%	77%	79%	76%	73%	77%	77%	95%
	Career Opportunities	36%	28%	23%	39%	51%	37%	43%	31%	37%	34%	42%	34%
PEOPLE	Workload	45%	47%	36%	41%	66%	44%	44%	51%	53%	37%	55%	40%
	Research	62%		55%	58%	77%	58%	60%	63%	74%	53%	62%	54%
	Teaching	63%	80%	58%	63%	73%	64%	66%	60%	73%	52%	57%	87%
	Community Engagement	51%	89%	37%	46%	71%	48%	53%	49%	70%	43%	38%	57%
	Entrepreneurship	25%	0%	15%	35%	33%	24%	27%	25%	25%	15%	27%	56%
PEACE	Motivation & Initiative	64%	74%	51%	74%	66%	63%	64%	63%	64%	55%	67%	77%
	Talent	71%	76%	71%	75%	70%	71%	76%	65%	61%	71%	77%	90%
	Teamwork	91%	100%	84%	92%	96%	89%	91%	90%	97%	84%	86%	94%
UOWD	Wellness	72%	84%	69%	70%	76%	72%	77%	70%	67%	73%	78%	88%
	Work/Life Balance	63%	71%	61%	63%	67%	60%	65%	63%	60%	66%	61%	83%
	Flexibility	56%	41%	48%	72%	62%	56%	59%	54%	54%	47%	67%	77%
UOWD	Decision-Making	68%	75%	62%	69%	70%	66%	71%	62%	56%	65%	82%	84%
	UOWD Leadership	57%	64%	49%	57%	61%	55%	59%	56%	66%	44%	58%	74%
	ITTS	79%	69%	67%	85%	89%	80%	75%	83%	87%	66%	81%	80%
	HR	71%	79%	67%	70%	72%	71%	70%	71%	70%	60%	75%	89%
	Finance	58%	41%	40%	67%	78%	58%	55%	64%	68%	48%	56%	70%

		Q159 Area				Q160 Employr Q161 Gender			Q162 Age				
		Whole of UOWD	CLC	Academic _ Faculty	Management	Support Services	Full-Time	Male	Female	Under 30	30-39	40-49	50-59
Responses:		112	11	34	20	31	89	50	50	33	32	23	10
<b>Organisation Direction</b>	1 I am aware of the vision senior management has for the future of UOWD	78%	82%	76%	83%	68%	75%	79%	74%	69%	84%	73%	90%
	2 I am aware of the values of UOWD	83%	82%	80%	89%	78%	80%	88%	75%	77%	81%	87%	90%
<b>Results Focus</b>	3 I am aware of the overall strategy senior management has for UOWD	64%	73%	61%	81%	52%	60%	65%	60%	69%	54%	64%	70%
	4 Staff are encouraged to continually improve their performance	70%	64%	74%	75%	68%	72%	74%	68%	61%	78%	78%	70%
	5 High standards of performance are expected	76%	82%	70%	80%	78%	75%	76%	76%	76%	78%	78%	70%
<b>Mission &amp; Values</b>	6 UOWD has a strong focus on achieving positive results	77%	82%	76%	75%	78%	79%	76%	80%	76%	80%	74%	90%
	7 I believe in the overall purpose of UOWD	86%	91%	88%	95%	81%	88%	84%	90%	88%	84%	87%	100%
	8 I believe in the values of UOWD	85%	82%	83%	95%	87%	89%	86%	86%	85%	80%	92%	100%
	9 I believe in the work done by UOWD	84%	91%	85%	90%	81%	86%	84%	86%	88%	81%	87%	90%

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Responses:		112	11	34	20	31	89	50	50	33	32	23	10
Ethics	10 UOWD is ethical	66%	73%	70%	65%	66%	67%	71%	66%	60%	68%	77%	70%
	11 UOWD is socially responsible	71%	73%	70%	80%	74%	70%	71%	76%	65%	81%	78%	60%
	12 UOWD is environmentally responsible	79%	73%	88%	85%	77%	80%	79%	84%	78%	91%	92%	60%
Role Clarity	13 I understand my goals and objectives and what is required of me in my job	92%	100%	97%	95%	84%	93%	96%	88%	79%	97%	100%	100%
	14 I understand how my job contributes to the overall success of UOWD	94%	91%	94%	95%	94%	95%	98%	90%	91%	97%	96%	100%
	15 During my day-to-day duties I understand how well I am doing	89%	91%	88%	95%	91%	89%	96%	84%	82%	97%	87%	100%
Diversity	16 Harassment is prevented and discouraged	74%	75%	78%	69%	74%	73%	73%	76%	75%	75%	72%	70%
	17 Discrimination is prevented and discouraged	57%	67%	63%	55%	54%	57%	61%	58%	52%	55%	68%	70%
	18 There is equal opportunity for all staff in UOWD	43%	78%	47%	37%	39%	44%	44%	48%	35%	50%	48%	60%
	19 Bullying and abusive behaviours are prevented and discouraged	79%	100%	81%	78%	69%	78%	79%	82%	81%	78%	82%	80%

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		Whole of UOWD	CLC	Academic _ Faculty	Management	Support Services	Full-Time	Male	Female	Under 30	30-39	40-49	50-59			
Responses:		112	11	34	20	31	89	50	50	33	32	23	10			
<b>Resources</b>	20 I have access to the right equipment and resources to do my job well	75%	55%	80%	75%	81%	78%	74%	78%	85%	66%	78%	80%			
	21 I have easy access to all the information I need to do my job well	78%	82%	80%	80%	81%	79%	74%	84%	73%	81%	83%	80%			
	22 We can get access to additional resources when we need to	74%	73%	76%	60%	81%	73%	73%	76%	73%	75%	76%	70%			
<b>Processes</b>	23 There are clear policies and procedures for how work is to be done	67%	82%	70%	60%	71%	69%	72%	68%	61%	68%	83%	80%			
	24 In UOWD it is clear who has responsibility for what	62%	64%	72%	45%	71%	63%	68%	60%	55%	65%	65%	90%			
	25 Our policies and procedures are efficient and well-designed	60%	80%	58%	53%	67%	60%	63%	58%	50%	60%	74%	60%			
	26 Processes you use are up to date and relevant	59%	90%	63%	45%	55%	57%	66%	53%	50%	58%	72%	60%			
	27 We have enough processes at UOWD	58%	63%	68%	58%	50%	58%	70%	47%	37%	60%	80%	70%			
<b>Technology</b>	28 The various committees at UOWD are effective	34%	29%	42%	25%	42%	32%	34%	36%	22%	39%	40%	40%			
	29 The technology used in UOWD is kept up-to-date	77%	40%	83%	61%	87%	78%	76%	78%	74%	74%	82%	80%			
	30 UOWD makes good use of technology	75%	50%	80%	53%	84%	75%	77%	71%	67%	74%	81%	80%			
	31 Staff in UOWD have good skills at using the technology we have	68%	50%	66%	59%	81%	69%	70%	66%	76%	64%	67%	60%			

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Responses:		112	11	34	20	31	89	50	50	33	32	23	10
<b>Safety</b>	32 Keeping high levels of health and safety is a priority of UOWD	68%	88%	73%	48%	78%	69%	71%	70%	74%	70%	73%	60%
	33 We are given all necessary safety equipment and training	41%	45%	55%	11%	49%	41%	42%	40%	29%	47%	48%	50%
	34 Staff are aware of their occupational health and safety responsibilities	42%	30%	53%	11%	61%	43%	51%	38%	36%	52%	48%	40%
	35 Supervisors and management engage in good safety behaviour	56%	57%	64%	32%	68%	56%	55%	59%	61%	55%	53%	50%
<b>Facilities</b>	36 The buildings, grounds and facilities I use are in good condition	72%	46%	83%	75%	74%	73%	80%	64%	64%	72%	70%	100%
	37 The condition of the buildings, grounds and facilities I use is regularly reviewed	68%	50%	69%	87%	74%	70%	72%	71%	75%	69%	72%	60%
	38 The buildings, grounds and facilities I use are regularly upgraded	58%	45%	61%	81%	60%	64%	63%	60%	61%	64%	59%	60%
<b>Leadership</b>	39 I have confidence in the ability of senior management	78%	82%	74%	95%	74%	80%	83%	76%	67%	94%	80%	80%
	40 Senior management are good role models for staff	69%	78%	61%	79%	68%	69%	68%	73%	66%	71%	77%	60%
	41 Senior management keep people informed about what's going on	70%	82%	66%	72%	78%	71%	75%	73%	84%	65%	76%	60%
	42 Senior management listen to other staff	63%	72%	60%	65%	59%	62%	64%	62%	68%	48%	70%	70%



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		Whole of UOWD	CLC	Academic _ Faculty	Management	Support Services	Full-Time	Male	Female	Under 30	30-39	40-49	50-59			
Responses:		112	11	34	20	31	89	50	50	33	32	23	10			
Recruitment & Selection	43 UOWD is good at selecting the right people for the right jobs	52%	40%	45%	63%	60%	54%	56%	49%	66%	36%	64%	40%			
	44 Managers in UOWD know the benefits of employing the right people	58%	80%	47%	75%	59%	58%	56%	63%	73%	47%	57%	60%			
	45 Managers in UOWD are clear about the type of people we need to employ	53%	70%	40%	72%	62%	55%	55%	59%	69%	39%	70%	40%			
Cross-Unit Cooperation	46 There is good communication across all sections of UOWD	32%	46%	44%	21%	32%	33%	44%	27%	31%	22%	48%	60%			
	47 Knowledge and information are shared throughout UOWD	35%	55%	35%	30%	36%	35%	38%	34%	40%	25%	34%	50%			
	48 There is cooperation between different sections in UOWD	38%	60%	42%	58%	26%	39%	51%	31%	35%	40%	38%	60%			
	49 I feel part of UOWD as a whole	66%	64%	74%	80%	68%	72%	80%	62%	64%	63%	82%	100%			
	50 There are career paths across different parts of UOWD	56%	57%	58%	50%	60%	55%	54%	63%	61%	52%	69%	50%			
Learning & Development	51 When people start in new jobs here they are given enough guidance and training	39%	37%	44%	12%	47%	38%	50%	29%	43%	30%	39%	60%			
	52 There is a commitment to ongoing training and development of staff	52%	37%	43%	50%	65%	54%	51%	52%	57%	42%	59%	60%			
	53 The training and development I've received has improved my performance	56%	50%	41%	65%	69%	60%	60%	50%	52%	45%	68%	70%			
	54 Staff expertise is developed in line with changing business needs	42%	57%	31%	39%	54%	44%	51%	36%	43%	35%	53%	50%			

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Responses:		112	11	34	20	31	89	50	50	33	32	23	10
Involvement	55 I have input into everyday decision-making in UOWD	39%	45%	28%	42%	46%	41%	54%	29%	38%	37%	50%	40%
	56 I am encouraged to give feedback about things that concern me	61%	64%	58%	85%	66%	67%	72%	60%	56%	61%	81%	80%
	57 I am consulted before decisions that affect me are made	53%	50%	45%	69%	64%	58%	61%	52%	48%	59%	68%	50%
Rewards & Recognition	58 The rewards and recognition I receive from this job are fair	30%	46%	18%	37%	37%	32%	34%	29%	26%	25%	38%	50%
	59 UOWD fulfils its obligations to me	41%	55%	38%	53%	44%	44%	56%	31%	27%	36%	67%	60%
	60 I am satisfied with the income I receive	11%	0%	6%	15%	14%	13%	14%	10%	9%	7%	13%	40%
	61 I am satisfied with the benefits I receive (leave, training assistance etc)	24%	20%	18%	30%	32%	25%	29%	23%	18%	20%	32%	50%
	62 The income I receive from UOWD is comparable to external firms	5%	0%	0%	5%	14%	5%	6%	5%	7%	4%	5%	10%
Performance Appraisal	63 My performance is reviewed and evaluated often enough	48%	64%	41%	50%	54%	51%	60%	37%	35%	49%	60%	56%
	64 The way my performance is evaluated is fair	47%	70%	40%	54%	46%	50%	55%	42%	31%	57%	50%	56%
	65 The way my performance is evaluated provides me with clear guidelines for improvement	44%	60%	34%	40%	54%	46%	51%	38%	37%	45%	50%	56%
	66 I can see a direct connection between my performance and salary increases	14%	0%	4%	19%	24%	14%	19%	10%	13%	14%	15%	22%

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		Whole of UOWD	CLC	Academic _ Faculty	Management	Support Services	Full-Time	Male	Female	Under 30	30-39	40-49	50-59
Responses:		112	11	34	20	31	89	50	50	33	32	23	10
<b>Supervision</b>	67 I have confidence in the ability of my manager	75%	70%	70%	83%	78%	74%	75%	73%	70%	74%	74%	89%
	68 My manager listens to what I have to say	78%	90%	73%	94%	74%	77%	79%	77%	74%	81%	74%	89%
	69 My manager gives me help and support	79%	90%	76%	88%	77%	78%	79%	81%	80%	74%	78%	100%
	70 My manager treats me and my work colleagues fairly	76%	100%	76%	81%	71%	75%	73%	81%	73%	78%	74%	89%
	71 My manager is approachable	82%	90%	85%	88%	77%	81%	85%	79%	77%	87%	78%	100%
	72 I am given clear goals, directions and timelines	71%	80%	63%	83%	71%	70%	75%	65%	60%	70%	74%	100%
	73 My manager promotes UOWD as an organisation	83%	88%	87%	75%	84%	81%	85%	79%	80%	76%	86%	100%
<b>Career Opportunities</b>	74 Enough time and effort is spent on career planning	39%	17%	28%	47%	54%	41%	44%	36%	41%	37%	45%	40%
	75 I am given opportunities to develop skills needed for career progression	39%	46%	19%	48%	54%	37%	50%	31%	35%	36%	50%	40%
	76 There are enough opportunities for my career to progress in UOWD	31%	20%	23%	21%	47%	32%	34%	27%	37%	29%	30%	22%

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Responses:		112	11	34	20	31	89	50	50	33	32	23	10
Workload	77 There are enough staff employed to meet work demands in UOWD	38%	37%	34%	21%	58%	35%	37%	42%	50%	29%	46%	20%
	78 My workload is manageable	53%	64%	41%	60%	71%	53%	54%	58%	55%	44%	70%	60%
	79 Sufficient time is available to work on high priority projects and activities	45%	40%	34%	40%	69%	43%	40%	52%	53%	38%	50%	40%
Research	80 I am given enough support to achieve my research goals	47%		37%	57%	77%	46%	54%	41%	57%	37%	57%	40%
	81 Research is regarded favourably within UOWD	75%		65%	86%	88%	73%	71%	77%	79%	69%	74%	72%
	82 Research by co-workers within UOWD is of a high quality	56%		48%	40%	72%	50%	47%	69%	82%	56%	54%	14%
	83 UOWD encourages its members to engage in collaborative research	69%		70%	50%	71%	64%	67%	65%	79%	50%	64%	88%
Teaching	84 I am given enough support to achieve my teaching goals	62%	100%	63%	25%	75%	62%	69%	60%	79%	37%	72%	100%
	85 Teaching is regarded favourably within UOWD	74%	72%	71%	100%	78%	76%	78%	72%	91%	69%	72%	86%
	86 Teaching by co-workers within UOWD is of a high quality	66%	86%	57%	75%	72%	67%	67%	65%	80%	61%	64%	67%
	87 I am encouraged to evaluate my teaching	63%	72%	58%	75%	67%	65%	66%	53%	60%	56%	43%	100%
	88 I am given enough support to evaluate my teaching effectively	49%	72%	42%	40%	72%	49%	48%	50%	54%	39%	36%	84%

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Responses:		112	11	34	20	31	89	50	50	33	32	23	10
<b>Community Engagement</b>	89 I am given enough support to achieve my community engagement goals	44%	100%	26%	30%	75%	43%	50%	41%	63%	40%	29%	50%
	90 Community engagement is regarded favourably within UOWD	65%	100%	56%	75%	73%	62%	65%	64%	75%	55%	61%	75%
	91 Community engagement by co-workers within UOWD is of a high quality	43%	67%	28%	34%	65%	39%	44%	43%	71%	34%	25%	45%
<b>Entrepreneurship</b>	92 I am given enough support to enable me to be entrepreneurial	26%	0%	9%	45%	40%	27%	27%	27%	22%	22%	31%	43%
	93 Entrepreneurship is regarded favourably within UOWD	29%		25%	40%	29%	27%	33%	24%	22%	17%	25%	86%
	94 Entrepreneurship within UOWD is of a high quality	21%		13%	20%	31%	19%	21%	25%	31%	6%	25%	38%

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Responses:		112	11	34	20	31	89	50	50	33	32	23	10
<b>Motivation &amp; Initiative</b>	95 My co-workers put in extra effort whenever necessary	72%	82%	61%	95%	67%	71%	72%	69%	74%	57%	76%	90%
	96 My co-workers are quick to take advantage of opportunities	58%	67%	48%	63%	60%	60%	60%	58%	57%	57%	61%	70%
<b>Talent</b>	97 My co-workers take the initiative in solving problems	61%	73%	44%	65%	71%	58%	60%	61%	61%	52%	62%	70%
	98 I have confidence in the ability of my co-workers	76%	73%	75%	85%	74%	76%	79%	70%	64%	77%	82%	90%
	99 My co-workers are productive in their jobs	71%	82%	67%	75%	74%	70%	77%	64%	58%	75%	76%	90%
<b>Teamwork</b>	100 My co-workers do their jobs quickly and efficiently	67%	73%	70%	65%	64%	66%	70%	62%	61%	61%	72%	90%
	101 I have good working relationships with my co-workers	95%	100%	91%	95%	100%	95%	98%	92%	100%	88%	96%	100%
	102 My co-workers give me help and support	88%	100%	83%	90%	91%	86%	86%	88%	94%	85%	77%	90%
	103 My co-workers and I work well as a team	88%	100%	78%	90%	97%	86%	88%	88%	97%	78%	86%	90%

		Q159 Area				Q160 Employr Q161 Gender			Q162 Age				
		Whole of UOWD	CLC	Academic _ Faculty	Management	Support Services	Full-Time	Male	Female	Under 30	30-39	40-49	50-59
Responses:		112	11	34	20	31	89	50	50	33	32	23	10
<b>Wellness</b>	104 I am given enough time to do my job well	75%	90%	64%	75%	84%	74%	74%	80%	76%	71%	73%	100%
	105 I feel in control and on top of things at work	71%	91%	71%	65%	70%	72%	74%	70%	67%	68%	78%	90%
	106 I feel emotionally well at work	71%	82%	72%	69%	71%	69%	81%	64%	60%	74%	81%	90%
	107 I am able to keep my job stress at an acceptable level	71%	73%	68%	70%	78%	71%	80%	66%	67%	78%	77%	70%
<b>Work/Life Balance</b>	108 I maintain a good balance between work and other aspects of my life	63%	73%	58%	60%	71%	60%	65%	64%	58%	68%	64%	80%
	109 I am able to stay involved in non-work interests and activities	58%	64%	47%	60%	67%	54%	61%	56%	61%	57%	53%	70%
	110 I have a social life outside of work	68%	73%	70%	65%	71%	64%	69%	68%	64%	74%	59%	90%
	111 I am able to meet my family responsibilities while still doing what is expected of me at work	65%	73%	70%	65%	59%	61%	65%	64%	58%	64%	67%	90%
<b>Flexibility</b>	112 UOWD has enough flexible work arrangements to meet my needs	64%	46%	62%	63%	74%	64%	70%	59%	64%	53%	72%	90%
	113 I can change my working hours if I need to	49%	40%	41%	79%	47%	50%	49%	51%	53%	37%	57%	70%
	114 I have a say about my work conditions	54%	37%	41%	74%	66%	56%	59%	52%	45%	50%	72%	70%

		Q159 Area				Q160 Employr Q161 Gender			Q162 Age				
		Whole of UOWD	CLC	Academic _ Faculty	Management	Support Services	Full-Time	Male	Female	Under 30	30-39	40-49	50-59
Responses:		112	11	34	20	31	89	50	50	33	32	23	10
<b>Decision-Making</b>	115 I feel empowered to make decisions in my role	67%	78%	61%	69%	67%	65%	73%	60%	56%	59%	87%	78%
	116 I am given autonomy in my role	69%	73%	64%	69%	73%	67%	70%	65%	55%	70%	77%	90%
<b>UOWD Leadership</b>	117 Senior management communicate a clear vision of what we are trying to achieve as an organisation	70%	90%	61%	65%	70%	67%	68%	71%	83%	58%	59%	89%
	118 In UOWD it is safe to say what you think	47%	60%	38%	50%	54%	47%	54%	45%	57%	30%	55%	70%
	119 Senior management demonstrate respect for people with different perspectives and opinions	57%	50%	50%	65%	59%	55%	62%	53%	61%	43%	60%	80%
	120 The words and actions of senior management communicate a compelling set of values	63%	70%	55%	71%	59%	59%	65%	61%	69%	48%	65%	80%
	121 Senior management promote constructive relationships and collaboration among team members	58%	78%	49%	54%	62%	55%	55%	63%	67%	43%	62%	60%
	122 Senior management in UOWD actively build a large network of relationships throughout the ITC Group	48%	50%	47%	34%	58%	44%	47%	52%	58%	44%	39%	60%
	123 When introducing change, senior management “walk the talk”, that is, serve as a role model for the new behaviours that are needed	55%	50%	47%	60%	62%	55%	63%	50%	64%	40%	63%	80%



		Q159 Area				Q160 Employr			Q161 Gender				Q162 Age			
		Whole of UOWD	CLC	Academic _ Faculty	Management	Support Services	Full-Time	Male	Female	Under 30	30-39	40-49	50-59			
<b>Responses:</b>		112	11	34	20	31	89	50	50	33	32	23	10			
<b>ITTS</b>	124 I understand how to access the client services of ITTS	79%	72%	65%	88%	86%	80%	76%	82%	85%	71%	78%	80%			
	125 ITTS understands the technology needs of employees	79%	63%	66%	84%	90%	79%	75%	81%	86%	63%	85%	70%			
	126 ITTS responds quickly to requests and questions from employees	79%	72%	70%	78%	90%	80%	73%	85%	86%	67%	81%	80%			
	127 Overall, I am satisfied with the service I receive from ITTS	81%	72%	67%	89%	90%	82%	77%	83%	89%	63%	81%	90%			
<b>HR</b>	128 I understand how to access the client services of HR	69%	70%	67%	70%	73%	70%	67%	70%	72%	57%	72%	78%			
	129 HR understands the needs of employees	56%	56%	56%	55%	55%	56%	59%	55%	55%	45%	64%	78%			
	130 HR responds quickly to requests and questions from employees	79%	100%	73%	75%	82%	79%	78%	78%	78%	68%	82%	100%			
	131 Overall, I am satisfied with the service I receive from HR	78%	91%	70%	80%	80%	78%	77%	79%	75%	70%	82%	100%			
<b>Finance</b>	132 I understand how to access the client services of Finance	59%	60%	38%	72%	75%	59%	52%	67%	71%	44%	55%	70%			
	133 Finance understands the financial needs of employees	49%	14%	30%	50%	81%	50%	46%	55%	56%	39%	53%	60%			
	134 Finance responds quickly to requests and questions from employees	66%	40%	54%	78%	77%	67%	65%	69%	75%	56%	60%	80%			
	135 Overall, I am satisfied with the service I receive from Finance	60%	50%	40%	67%	78%	58%	57%	64%	68%	52%	55%	70%			

		Q159 Area				Q160 Employr Q161 Gender			Q162 Age				
		Whole of UOWD	CLC	Academic _ Faculty	Management	Support Services	Full-Time	Male	Female	Under 30	30-39	40-49	50-59
Responses:		112	11	34	20	31	89	50	50	33	32	23	10
<b>Organisation Objectives</b>	136 The goals and objectives of UOWD are being reached	63%	70%	50%	59%	74%	61%	68%	62%	62%	58%	73%	70%
	137 The future for UOWD is positive	80%	90%	77%	89%	81%	81%	86%	75%	74%	81%	82%	90%
	138 Overall, UOWD is successful	79%	82%	77%	75%	84%	77%	84%	74%	69%	85%	82%	90%
<b>Change &amp; Innovation</b>	139 Change is handled well in UOWD	60%	64%	50%	58%	77%	61%	58%	66%	60%	55%	72%	70%
	140 The way UOWD is run has improved over the last year	71%	50%	64%	89%	82%	72%	73%	75%	69%	71%	79%	90%
	141 UOWD is innovative	63%	64%	47%	67%	78%	63%	62%	68%	67%	64%	57%	80%
	142 UOWD is good at learning from its mistakes and successes	54%	60%	42%	60%	64%	54%	59%	53%	55%	54%	60%	60%
<b>Customer Satisfaction</b>	143 UOWD offers products and/or services that are high quality	76%	73%	88%	69%	69%	75%	76%	75%	71%	75%	83%	78%
	144 UOWD understands the needs of its customers	76%	82%	74%	70%	80%	75%	76%	75%	81%	66%	87%	67%
	145 Customers are satisfied with our products and/or services	72%	80%	69%	77%	76%	72%	72%	72%	76%	69%	70%	67%

		Q159 Area				Q160 Employr Q161 Gender			Q162 Age				
		Whole of UOWD	CLC	Academic _ Faculty	Management	Support Services	Full-Time	Male	Female	Under 30	30-39	40-49	50-59
Responses:		112	11	34	20	31	89	50	50	33	32	23	10
<b>Organisational Commitment</b>	146 I feel a sense of loyalty and commitment to UOWD	80%	73%	85%	80%	78%	81%	84%	76%	70%	81%	87%	100%
	147 I am proud to tell people that I work for UOWD	88%	73%	83%	100%	91%	90%	88%	88%	88%	91%	87%	90%
	148 I feel emotionally attached to UOWD	73%	50%	73%	79%	77%	75%	78%	66%	60%	74%	82%	90%
	149 I am willing to put in extra effort for UOWD	87%	82%	88%	95%	84%	89%	88%	87%	84%	88%	87%	100%
<b>Job Satisfaction</b>	150 My work gives me a feeling of personal accomplishment	83%	91%	83%	85%	77%	83%	86%	78%	72%	78%	96%	100%
	151 I like the kind of work I do	87%	100%	88%	80%	84%	86%	86%	86%	70%	91%	96%	100%
	152 Overall, I am satisfied with my job	81%	82%	83%	80%	78%	81%	82%	78%	69%	81%	92%	100%
<b>Intention To Stay</b>	153 I am likely to still be working in UOWD in two years time	70%	50%	68%	94%	61%	74%	70%	71%	66%	65%	74%	100%
	154 I would like to still be working in UOWD in five years time	58%	40%	67%	64%	50%	63%	60%	61%	43%	67%	62%	90%
	155 I can see a future for me in UOWD	50%	55%	47%	61%	42%	54%	53%	49%	42%	47%	57%	80%

Q163 Length of Service

	Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>	112	50	39	9
<b>PASSION</b>	75%	69%	78%	93%
- Organisational Commitment	82%	78%	83%	97%
- Job Satisfaction	83%	75%	87%	100%
- Intention to Stay	59%	53%	63%	81%
<b>PROGRESS</b>	70%	76%	64%	72%
- Organisation Objectives	74%	78%	67%	82%
- Change & Innovation	62%	71%	53%	67%
- Customer Satisfaction	74%	79%	70%	67%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
Responses:		112	50	39	9
PURPOSE	Organisation Direction	75%	74%	71%	82%
	Results Focus	74%	69%	77%	93%
	Mission & Values	85%	83%	87%	96%
	Ethics	72%	79%	66%	82%
	Role Clarity	92%	89%	95%	96%
PROPERTY	Diversity	63%	73%	51%	75%
	Resources	76%	78%	73%	78%
	Processes	57%	53%	61%	67%
	Technology	73%	75%	71%	78%
	Safety	52%	53%	50%	63%
PARTICIPATION	Facilities	66%	73%	63%	74%
	Leadership	70%	78%	67%	59%
	Recruitment & Selection	54%	63%	48%	50%
	Cross-Unit Cooperation	45%	51%	45%	40%
	Learning & Development	47%	37%	55%	61%
	Involvement	51%	49%	60%	52%
	Rewards & Recognition	22%	24%	18%	35%
	Performance Appraisal	38%	29%	42%	65%
	Supervision	78%	78%	74%	88%
	Career Opportunities	36%	35%	33%	54%
UNIVERSITY	Workload	45%	51%	42%	48%
	Research	62%	57%	62%	78%
	Teaching	63%	61%	71%	34%
	Community Engagement	51%	50%	47%	68%
	Entrepreneurship	25%	24%	18%	67%
PEOPLE	Motivation & Initiative	64%	61%	63%	73%
	Talent	71%	66%	71%	85%
PEACE	Teamwork	91%	93%	86%	89%
	Wellness	72%	72%	72%	84%
	Work/Life Balance	63%	66%	59%	80%
UOWD	Flexibility	56%	53%	56%	76%
	Decision-Making	68%	61%	66%	94%
	UOWD Leadership	57%	69%	44%	50%
	ITTS	79%	78%	75%	95%
	HR	71%	70%	70%	80%
	Finance	58%	54%	57%	80%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Organisation Direction</b>	1 I am aware of the vision senior management has for the future of UOWD	78%	78%	75%	78%
	2 I am aware of the values of UOWD	83%	81%	77%	100%
	3 I am aware of the overall strategy senior management has for UOWD	64%	62%	61%	67%
<b>Results Focus</b>	4 Staff are encouraged to continually improve their performance	70%	62%	77%	89%
	5 High standards of performance are expected	76%	70%	77%	100%
	6 UOWD has a strong focus on achieving positive results	77%	76%	77%	89%
<b>Mission &amp; Values</b>	7 I believe in the overall purpose of UOWD	86%	84%	89%	89%
	8 I believe in the values of UOWD	85%	78%	92%	100%
	9 I believe in the work done by UOWD	84%	86%	79%	100%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Ethics</b>	10 UOWD is ethical	66%	77%	55%	67%
	11 UOWD is socially responsible	71%	81%	59%	89%
	12 UOWD is environmentally responsible	79%	79%	82%	89%
<b>Role Clarity</b>	13 I understand my goals and objectives and what is required of me in my job	92%	86%	100%	89%
	14 I understand how my job contributes to the overall success of UOWD	94%	92%	95%	100%
	15 During my day-to-day duties I understand how well I am doing	89%	88%	90%	100%
<b>Diversity</b>	16 Harassment is prevented and discouraged	74%	84%	61%	78%
	17 Discrimination is prevented and discouraged	57%	65%	46%	78%
	18 There is equal opportunity for all staff in UOWD	43%	58%	27%	56%
	19 Bullying and abusive behaviours are prevented and discouraged	79%	86%	71%	89%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Resources</b>	20 I have access to the right equipment and resources to do my job well	75%	80%	69%	78%
	21 I have easy access to all the information I need to do my job well	78%	78%	80%	78%
	22 We can get access to additional resources when we need to	74%	76%	69%	78%
<b>Processes</b>	23 There are clear policies and procedures for how work is to be done	67%	66%	69%	89%
	24 In UOWD it is clear who has responsibility for what	62%	59%	69%	67%
	25 Our policies and procedures are efficient and well-designed	60%	53%	63%	78%
	26 Processes you use are up to date and relevant	59%	51%	67%	78%
	27 We have enough processes at UOWD	58%	51%	65%	67%
	28 The various committees at UOWD are effective	34%	38%	33%	25%
<b>Technology</b>	29 The technology used in UOWD is kept up-to-date	77%	76%	79%	78%
	30 UOWD makes good use of technology	75%	70%	79%	88%
	31 Staff in UOWD have good skills at using the technology we have	68%	77%	54%	67%



Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Safety</b>	32 Keeping high levels of health and safety is a priority of UOWD	68%	69%	69%	78%
	33 We are given all necessary safety equipment and training	41%	34%	44%	56%
	34 Staff are aware of their occupational health and safety responsibilities	42%	46%	39%	56%
	35 Supervisors and management engage in good safety behaviour	56%	62%	49%	63%
<b>Facilities</b>	36 The buildings, grounds and facilities I use are in good condition	72%	74%	67%	89%
	37 The condition of the buildings, grounds and facilities I use is regularly reviewed	68%	79%	63%	72%
	38 The buildings, grounds and facilities I use are regularly upgraded	58%	65%	59%	63%
<b>Leadership</b>	39 I have confidence in the ability of senior management	78%	78%	81%	78%
	40 Senior management are good role models for staff	69%	77%	63%	56%
	41 Senior management keep people informed about what's going on	70%	87%	62%	56%
	42 Senior management listen to other staff	63%	70%	60%	45%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Recruitment &amp; Selection</b>	43 UOWD is good at selecting the right people for the right jobs	52%	58%	43%	56%
	44 Managers in UOWD know the benefits of employing the right people	58%	68%	52%	45%
	45 Managers in UOWD are clear about the type of people we need to employ	53%	63%	49%	50%
<b>Cross-Unit Cooperation</b>	46 There is good communication across all sections of UOWD	32%	38%	29%	34%
	47 Knowledge and information are shared throughout UOWD	35%	39%	29%	34%
	48 There is cooperation between different sections in UOWD	38%	46%	37%	22%
	49 I feel part of UOWD as a whole	66%	68%	75%	67%
	50 There are career paths across different parts of UOWD	56%	63%	54%	45%
<b>Learning &amp; Development</b>	51 When people start in new jobs here they are given enough guidance and training	39%	37%	42%	34%
	52 There is a commitment to ongoing training and development of staff	52%	39%	61%	67%
	53 The training and development I've received has improved my performance	56%	33%	74%	78%
	54 Staff expertise is developed in line with changing business needs	42%	37%	43%	67%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Involvement</b>	55 I have input into everyday decision-making in UOWD	39%	37%	44%	34%
	56 I am encouraged to give feedback about things that concern me	61%	63%	68%	67%
	57 I am consulted before decisions that affect me are made	53%	46%	68%	56%
<b>Rewards &amp; Recognition</b>	58 The rewards and recognition I receive from this job are fair	30%	32%	23%	56%
	59 UOWD fulfils its obligations to me	41%	42%	37%	75%
	60 I am satisfied with the income I receive	11%	12%	8%	11%
	61 I am satisfied with the benefits I receive (leave, training assistance etc)	24%	25%	21%	34%
	62 The income I receive from UOWD is comparable to external firms	5%	11%	0%	0%
<b>Performance Appraisal</b>	63 My performance is reviewed and evaluated often enough	48%	36%	57%	67%
	64 The way my performance is evaluated is fair	47%	37%	51%	75%
	65 The way my performance is evaluated provides me with clear guidelines for improvement	44%	33%	49%	75%
	66 I can see a direct connection between my performance and salary increases	14%	9%	11%	45%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Supervision</b>	67 I have confidence in the ability of my manager	75%	75%	68%	89%
	68 My manager listens to what I have to say	78%	83%	70%	78%
	69 My manager gives me help and support	79%	83%	72%	89%
	70 My manager treats me and my work colleagues fairly	76%	78%	70%	89%
	71 My manager is approachable	82%	81%	81%	89%
	72 I am given clear goals, directions and timelines	71%	63%	73%	89%
	73 My manager promotes UOWD as an organisation	83%	81%	81%	89%
<b>Career Opportunities</b>	74 Enough time and effort is spent on career planning	39%	39%	35%	63%
	75 I am given opportunities to develop skills needed for career progression	39%	34%	39%	63%
	76 There are enough opportunities for my career to progress in UOWD	31%	33%	25%	38%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Workload</b>	77 There are enough staff employed to meet work demands in UOWD	38%	44%	36%	34%
	78 My workload is manageable	53%	60%	49%	56%
	79 Sufficient time is available to work on high priority projects and activities	45%	49%	40%	56%
<b>Research</b>	80 I am given enough support to achieve my research goals	47%	39%	50%	100%
	81 Research is regarded favourably within UOWD	75%	69%	78%	75%
	82 Research by co-workers within UOWD is of a high quality	56%	54%	53%	75%
	83 UOWD encourages its members to engage in collaborative research	69%	67%	67%	60%
<b>Teaching</b>	84 I am given enough support to achieve my teaching goals	62%	62%	73%	34%
	85 Teaching is regarded favourably within UOWD	74%	77%	79%	34%
	86 Teaching by co-workers within UOWD is of a high quality	66%	67%	68%	34%
	87 I am encouraged to evaluate my teaching	63%	56%	73%	34%
	88 I am given enough support to evaluate my teaching effectively	49%	43%	59%	34%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Community Engagement</b>	89 I am given enough support to achieve my community engagement goals	44%	46%	42%	67%
	90 Community engagement is regarded favourably within UOWD	65%	60%	62%	88%
	91 Community engagement by co-workers within UOWD is of a high quality	43%	45%	38%	50%
<b>Entrepreneurship</b>	92 I am given enough support to enable me to be entrepreneurial	26%	22%	19%	80%
	93 Entrepreneurship is regarded favourably within UOWD	29%	30%	20%	60%
	94 Entrepreneurship within UOWD is of a high quality	21%	20%	14%	60%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Motivation &amp; Initiative</b>	95 My co-workers put in extra effort whenever necessary	72%	68%	73%	78%
	96 My co-workers are quick to take advantage of opportunities	58%	52%	60%	86%
	97 My co-workers take the initiative in solving problems	61%	61%	57%	56%
<b>Talent</b>	98 I have confidence in the ability of my co-workers	76%	71%	72%	100%
	99 My co-workers are productive in their jobs	71%	61%	72%	100%
	100 My co-workers do their jobs quickly and efficiently	67%	65%	69%	56%
<b>Teamwork</b>	101 I have good working relationships with my co-workers	95%	98%	90%	100%
	102 My co-workers give me help and support	88%	92%	82%	78%
	103 My co-workers and I work well as a team	88%	90%	84%	89%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Wellness</b>	104 I am given enough time to do my job well	75%	75%	75%	89%
	105 I feel in control and on top of things at work	71%	68%	72%	89%
	106 I feel emotionally well at work	71%	73%	69%	78%
	107 I am able to keep my job stress at an acceptable level	71%	72%	72%	78%
<b>Work/Life Balance</b>	108 I maintain a good balance between work and other aspects of my life	63%	63%	59%	89%
	109 I am able to stay involved in non-work interests and activities	58%	61%	52%	67%
	110 I have a social life outside of work	68%	70%	64%	89%
	111 I am able to meet my family responsibilities while still doing what is expected of me at work	65%	68%	61%	75%
<b>Flexibility</b>	112 UOWD has enough flexible work arrangements to meet my needs	64%	60%	69%	75%
	113 I can change my working hours if I need to	49%	54%	42%	63%
	114 I have a say about my work conditions	54%	46%	55%	89%



Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Decision-Making</b>	115 I feel empowered to make decisions in my role	67%	62%	63%	88%
	116 I am given autonomy in my role	69%	60%	69%	100%
<b>UOWD Leadership</b>	117 Senior management communicate a clear vision of what we are trying to achieve as an organisation	70%	84%	57%	56%
	118 In UOWD it is safe to say what you think	47%	60%	33%	45%
	119 Senior management demonstrate respect for people with different perspectives and opinions	57%	78%	37%	50%
	120 The words and actions of senior management communicate a compelling set of values	63%	79%	49%	34%
	121 Senior management promote constructive relationships and collaboration among team members	58%	69%	49%	34%
	122 Senior management in UOWD actively build a large network of relationships throughout the ITC Group	48%	50%	42%	63%
	123 When introducing change, senior management “walk the talk”, that is, serve as a role model for the new behaviours that are needed	55%	64%	46%	67%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>ITTS</b>	124 I understand how to access the client services of ITTS	79%	78%	74%	100%
	125 ITTS understands the technology needs of employees	79%	81%	68%	100%
	126 ITTS responds quickly to requests and questions from employees	79%	74%	81%	89%
	127 Overall, I am satisfied with the service I receive from ITTS	81%	79%	78%	89%
<b>HR</b>	128 I understand how to access the client services of HR	69%	65%	73%	75%
	129 HR understands the needs of employees	56%	63%	49%	67%
	130 HR responds quickly to requests and questions from employees	79%	78%	77%	88%
	131 Overall, I am satisfied with the service I receive from HR	78%	73%	82%	89%
<b>Finance</b>	132 I understand how to access the client services of Finance	59%	53%	60%	75%
	133 Finance understands the financial needs of employees	49%	50%	40%	88%
	134 Finance responds quickly to requests and questions from employees	66%	60%	70%	78%
	135 Overall, I am satisfied with the service I receive from Finance	60%	54%	60%	78%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Organisation Objectives</b>	136 The goals and objectives of UOWD are being reached	63%	71%	53%	67%
	137 The future for UOWD is positive	80%	83%	75%	89%
	138 Overall, UOWD is successful	79%	80%	75%	89%
<b>Change &amp; Innovation</b>	139 Change is handled well in UOWD	60%	70%	49%	67%
	140 The way UOWD is run has improved over the last year	71%	83%	62%	78%
	141 UOWD is innovative	63%	69%	58%	67%
	142 UOWD is good at learning from its mistakes and successes	54%	63%	45%	56%
<b>Customer Satisfaction</b>	143 UOWD offers products and/or services that are high quality	76%	75%	77%	67%
	144 UOWD understands the needs of its customers	76%	81%	67%	78%
	145 Customers are satisfied with our products and/or services	72%	81%	66%	56%

Q163 Length of Service

		Whole of UOWD	Less than 2 years	2-5 years	5-10 years
<b>Responses:</b>		<b>112</b>	<b>50</b>	<b>39</b>	<b>9</b>
<b>Organisational Commitment</b>	146 I feel a sense of loyalty and commitment to UOWD	80%	76%	80%	100%
	147 I am proud to tell people that I work for UOWD	88%	88%	85%	100%
	148 I feel emotionally attached to UOWD	73%	62%	77%	100%
	149 I am willing to put in extra effort for UOWD	87%	85%	90%	89%
<b>Job Satisfaction</b>	150 My work gives me a feeling of personal accomplishment	83%	76%	84%	100%
	151 I like the kind of work I do	87%	78%	93%	100%
	152 Overall, I am satisfied with my job	81%	72%	85%	100%
<b>Intention To Stay</b>	153 I am likely to still be working in UOWD in two years time	70%	62%	74%	89%
	154 I would like to still be working in UOWD in five years time	58%	51%	63%	88%
	155 I can see a future for me in UOWD	50%	46%	53%	67%