



ACU myVoice Staff Engagement Survey 2017

report: ACU Continuing & Fixed Term Staff Overall Report

start: 27 Mar 2017 close: 11 Apr 2017 responses: 1522 Complete



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Voice project

introduction

purpose

The purpose of this report is to present the results of your organisation's employee survey. This report helps managers and employees better understand the quality of current work practices that affect employee engagement and organisational performance. Based on this understanding, an action plan should be created to capitalise on strengths and address development areas.

confidentiality

Reports are only produced when the minimum number of 10 people have fully completed their surveys. Individual rating scores from respondents are never shown in these reports.

Unedited employee comments are included in some reports (typically, overall group reports for organisations, and reports for work units). When included, the order of the comments is randomised to maximise anonymity.

about voice project

Since 2002 Voice Project has given a voice to over 2 million people across more than 3000 organisations. Some of the benefits our clients have gained from acting on engagement survey feedback include: increased employee engagement, reduced employee turnover, process improvements, improved career planning processes, better performance appraisal and recognition systems, and improved services to customers.



voice engagement model

Your organisation's survey is based on the Voice Engagement Model, which identifies the **drivers** of two organisational **outcomes.**

outcomes

There are two main outcomes in this employee survey that are related to organisational performance:

- Passion (otherwise known as employee engagement) refers to the positive attitudes and emotions that contribute to employee retention and productivity.
- Progress measures staff perceptions about organisational performance.

drivers

To identify how to increase passion and progress, the Voice Engagement Survey measures current performance on a range of organisational practices. This assessment helps to identify areas where key changes can be made to drive stronger engagement and progress.

For example, if employees are unclear about the purpose of the organisation, this is likely to affect their emotional attachment to the organisation and their evaluation of its progress.

The figure (right) depicts our standard model and, therefore, content may differ slightly when a survey has been tailored.



- resources
- processes
- technology safety
- facilities

outcomes

passion/

engagement organisational

- commitment iob satisfaction
- customer satisfaction

progress

objectives

change &

innovation

organisation

survey powered by



interpreting your results

current performance

The current performance of your organisation or team is reported using the statistics "% Favourable" (% Fav). The % Fav shows the percentage of people who responded favourably to your survey questions (i.e. by selecting the "Tend to Agree" or "Strongly Agree" option on your survey rating scale).

Traffic light colours are used to indicate whether the percentage favourable is "high" (80% or more people responded favourably), "moderate" (50<80% Fav) or "low" (less than 50% of people responded favourably).

benchmark comparisons

The current performance of your organisation (% Fav) can be compared to your previous survey results (if appropriate) and to the average performance of an external benchmark. Both of these comparisons use the statistic "% Difference" (% Diff).

Traffic light colours are used to show your performance compared to the benchmark. The % Diff can be "high" (10% or more higher than the comparison), "moderate" (less than 10% difference) or "low" (10% or more below the comparison). For example, if your "Benchmark % Diff" is +12%, this means that your results are 12% higher than the industry average and would be coloured green. Be careful interpreting the significance of small differences with lower response rates.





The industry benchmark for this report is:

Education - University

interpreting your results

interpreting detailed results

excluded responses (% N/A):

For each category and question, the percentage of respondents who chose not to respond to the question (i.e. answered "Not Applicable/Don't Know" on the survey rating scale) is shown in the column labelled "% N/A". Analyses on all questions and categories did not include these responses.

distribution of responses:

The distribution of responses for each question and category is represented graphically (i.e. what proportion of respondents indicated responses of "Strongly Disagree", "Tend to Disagree", "Mixed Feelings/Neutral", "Tend to Agree", or "Strongly Agree" on any question or category).

excluded responses





high level results



passion/engagement



• Passion represents the level of engagement of your organisation or team. Your survey data shows that passion/engagement for your organisation or team is moderate, with 73% of survey respondents indicating they are satisfied.

- Your engagement results are 1% lower than your previous survey.
- Compared to the Universities benchmark, your results are 3% lower than is typical at other universities.



progress



• Progress reflects staff perceptions about organisational performance. Your survey data shows that progress for your organisation or team is moderate, with 64% of survey respondents indicating they are satisfied with the organisation's progress and success in delivering outcomes.

- Your progress results are 2% higher than your previous survey.
- Compared to the Universities benchmark, your results are 5% higher than is typical at other universities.



priority matrix

Based on analyses of the data from this survey, the practices are positioned on the matrix below in terms of **performance** (combining % favourable and the comparison to benchmark) and **impact** (the degree that each practice is likely to drive passion and progress). The potential priorities for improvement are in the bottom right (ie relatively low performance and high impact).





priorities

		2017 % Fav	2014 % Diff	Unis % Diff
Work Effort	As ACU implements improvements to process/workflow, the demands of my work are improving	37%		
Mission & Values	ACU's actions match its words in being genuinely caring for staff	47%		
Executive Leadership	The executive leaders consider feedback provided by staff	<mark>53%</mark>		
Cooperation & Communication	There is good collaboration between different sections in ACU in working together to find solutions to challenges	41%		
Culture	ACU is demonstrating a commitment to building a constructive workplace culture	<mark>63%</mark>		

The table above expands on the priority matrix at a question level, identifying the questions where performance was rated lowest in comparison to the relative importance of the issue. Key improvement areas, or areas of high impact in which staff perceive performance could improve, have been identified. We recommend that you consider other sources of information such as open-text comments alongside this information when determining the areas you will action.

pro



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top 5 questions % favourable

		2017 % Fav	2014 % Diff	Unis % Diff
Behaviours, Ethics, and Conduct	I understand the behaviours expected of me in the ACU Code of Conduct	97%		
Behaviours, Ethics, and Conduct	I am aware of the ACU Code of Conduct	97%		
Mission & Values	I understand ACU's Mission	95%		
Organisation Direction	I am aware of the Values of ACU	94%	+5%	+16%
Teamwork	I have good working relationships with my co-workers	94%	+2%	+3%



top 5 questions compared to 2014

		2017 % Fav	2014 % Diff	Unis % Diff
Safety	I am given all necessary safety equipment and training	80%	+9%	+7%
Learning & Development	The training and development I've received has improved my performance	72%	+8%	+11%
Safety	Health and safety is a priority of ACU	82%	+8%	+4%
Safety	Supervisors and management engage in good safety behaviour	82%	+8%	+6%
Executive Leadership	The executive leaders keep staff informed about what is going on	60%	+7%	+7%



top 5 questions compared to universities

		2017 % Fav	2014 % Diff	Unis % Diff
Organisation Objectives	The goals and objectives of ACU are being reached	75%	+1%	+16%
Organisation Direction	I am aware of the Values of ACU	94%	+5%	+16%
Organisation Objectives	The future for ACU is positive	80%	+4%	+13%
Facilities	The buildings, grounds and facilities I use are in good condition	81%	+6%	+13%
Learning & Development	The training and development I've received has improved my performance	72%	+8%	+11%



bottom 5 questions % favourable

		2017 % Fav	2014 % Diff	Unis % Diff
Cooperation & Communication	There is effective communication across all sections of ACU	36%	0%	+4%
Work Effort	As ACU implements improvements to process/workflow, the demands of my work are improving	37%		
Cooperation & Communication	Knowledge and information are shared throughout ACU	39%	-1%	+3%
Change & Innovation	Change is handled well at ACU	39%	+1%	+3%
Change & Innovation	ACU is good at learning from its mistakes and successes	40%	+3%	+2%



bottom 5 questions compared to 2014

		2017 % Fav	2014 % Diff	Unis % Diff
Diversity, Inclusion and Equal Opportunity	Bullying behaviours are prevented and discouraged	59%	-8%	-7%
Diversity, Inclusion and Equal Opportunity	Discrimination is prevented and discouraged	76%	-5%	-3%
Learning & Development	When people start in new jobs here they are given enough guidance and training	55%	-4%	+5%
Job Satisfaction	My work gives me a feeling of personal accomplishment	80%	-3%	-2%
Diversity, Inclusion and Equal Opportunity	I have access to the flexibility I need to manage my work and caring responsibilities	77%	-3%	



bottom 5 questions compared to universities

		2017 % Fav	2014 % Diff	Unis % Diff
Organisational Commitment	I am proud to tell people that I work for ACU	73%	-1%	-8%
Diversity, Inclusion and Equal Opportunity	Bullying behaviours are prevented and discouraged	59%	-8%	-7%
Change & Innovation	ACU is innovative	47%	0%	-7%
Organisational Commitment	I feel emotionally attached to ACU	61%	0%	-6%
Intention To Stay	I would like to still be working at ACU in five years' time	62%	-1%	-5%



detailed results

category results

High Med Low %N/A	<mark>50<80%</mark> <50% 2017	≥+10% ±10% ≤-10% 2014 % Diff	SD	D Dis	M stribut	A ion	SA	≥+10% ±10% ≤-10% Unis % Diff	≥+10% ±10% ≤-10% All % Diff	
2%	73%	-1%						-3%	+6%	
0%	74%	0%						-3%	+3%	
0%	80%	-2%						-2%	+7%	
5%	65%	-1%						-3%	+9%	
	Low %N/A 2% 0%	Med 50<80%	Med 50<80% ±10% Low <50% ≤-10% 2017 2014 % Diff 2% 73% -1% 0% 74% 0% 0% 80% -2%	Med 50<80%	Med 50<80%	Med 50<80%	Med 50<80%	Med 50 ±10% SD D M A SA Low <50% ≤-10% Distribution Distribution Distribution 2% 73% -1% Distribution Distribution 0% 74% 0% Image: Constraint of the second	Med 50 ±10% SD D M A SA ±10% Low <50% ≤-10% Distribution Distribution Unis % 0% Unis % Diff Distribution Unis % Diff 0% 3% -3% -3% -3% -3% -3% -2% -	Med 50 ±10% <t< th=""></t<>

PROGRESS	7%	64%	+2%	+5%	-6%
- Organisation Objectives	5%	78%	+2%	+12%	+5%
- Change & Innovation	7%	44%	+2%	0%	-15%
- Customer Satisfaction	7%	69%	+1%	+2%	-7%



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category I	results
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High	≥80%	≥+10%							≥+10%	≥+10%
Med	50<80%	±10%	SD	D	М	Α	SA		±10%	±10%
Low	<50%	≤-10%							≤-10%	≤-10%
	2017	2014	Distribution				Unis	All		
%N/A	% Fav	% Diff							% Diff	% Diff

PURPOSE	Organisation Direction	1%	86%				
	Organisational Leadership	2%	<mark>65%</mark>				
	Results Focus	0%	82%	+3%		+4%	0%
	Mission & Values	0%	81%	<mark>-1%</mark>		+6%	+12%
	Our Catholic Intellectual Tradition	2%	81%	+1%			
	Behaviours, Ethics, and Conduct	2%	79%	+1%		0%	+3%
	Role Clarity	3%	87%	+2%		+4%	+7%
	Diversity, Inclusion and Equal Opportunity	3%	77%	<mark>-2%</mark>			
PROPERTY	Resources	0%	69%	+4%		+5%	+1%
	Processes	4%	54%	+1%		+5%	<mark>-9%</mark>
	Technology	1%	<mark>62%</mark>	+3%		+1%	-3%
	Safety	2%	81%	+7%		+5%	+8%
	Facilities	1%	76%				
PARTICIPATION	Executive Leadership	5%	<mark>63%</mark>				
	Recruitment & Selection	4%	59%	+3%		<mark>+9%</mark>	-3%
	Cooperation & Communication	2%	39%	0%		+3%	-12%
	Culture	1%	<mark>71%</mark>				
	Learning & Development	3%	70%	+2%		+9%	+4%
	Involvement	2%	52%	+6%		+3%	-1%
	Rewards	1%	<mark>68%</mark>	+1%		+5%	+10%
	Recognition	2%	<mark>62%</mark>				-4%
	Performance Review	4%	70%	0%			
	Supervision	1%	78%	+2%		+2%	+4%
	Career Opportunities	4%	48%	+4%		+5%	0%
UNIVERSITY	Work Effort	2%	45%				
	Research	74%	<mark>61%</mark>	+1%		-4%	<mark>-4%</mark>
	Teaching	72%	66%	+1%		+3%	<mark>+1%</mark>
	Community Engagement	20%	55%	<mark>-1%</mark>		-3%	-2%
PEOPLE	Teamwork	1%	86%	+2%		+4%	+11%
PEACE	Wellness	0%	58%	-1%		0%	-10%
	Work/Life Balance	1%	72%	-1%		0%	-7%
OTHER	Brand Loyalty	4%	72%	0%			

Voice project

High	≥80%	≥+10%						≥+10%	≥+10%
Med	<mark>50<80%</mark>	±10%	SD	D	М	Α	SA	±10%	±10%
Low	<50%	≤-10%						≤-10%	≤-10%
	2017	2014		Dis	stribut	ion		Unis	All
%N/A	% Fav	% Diff						% Diff	% Diff

Organisation Direction	1 I am aware of the Vision for the future of ACU	1%	84%		
	2 I am aware of the Values of ACU	0%	94%	+5%	+16% +18%
	3 I am aware of the overall strategy for ACU	2%	79%		
Organisational Leadership	4 I have confidence in the direction of ACU	1%	68%		
	5 I have confidence in the leadership displayed by the Senior Executive Group	2%	62%	+3%	+5% -7%
	6 I have confidence in my Senior Executive Group member	4%	64%		
Results Focus	7 I understand the quality and standards expected of me in my role	0%	91%		
	8 High standards of performance are expected of staff at ACU	0%	84%	+5%	+5% +1%
	9 I am encouraged to continually improve my performance	0%	77%	+4%	+6% +3%
	10 ACU has a strong focus on achieving positive results	0%	76%	+1%	+1% -5%



questio	on results	High Med Low %N/A	≥80% 50<80% <50% 2017 % Fav	≥+10% ±10% ≤-10% 2014 % Diff	SD	D Dis	M tribut	A ion	SA	≥+10% ±10% ≤-10% Unis % Diff	≥+10% ±10% ≤-10% All % Diff
Mission & Values	11 I understand ACU's Mission	0%	95%								
	12 I find ACU's Mission inspiring	0%	78%							•	
	13 I believe in the overall purpose of ACU	0%	90%	-1%						+7%	+12%
	14 I believe in the values of ACU	0%	90%	0%						+9%	+15%
	15 I believe in the work done by ACU	0%	86%	-1%						+4%	+8%
	16 ACU's actions match its words in being genuinely caring for staff	0%	47%								
Our Catholic Intellectual Tradition	18 I understand how the Catholic Intellectual Tradition contributes to ACU's Mission & Values	2%	81%	+1%							



High	≥80%	≥+10%						≥+10%	≥+10%
Med	50<80%	±10%	SD	D	М	Α	SA	±10%	±10%
Low	<50%	≤-10%						≤-10%	≤-10%
	2017	2014		Dis	stribut	ion		Unis	All
%N/A	% Fav	% Diff						% Diff	% Diff

 19 I am aware of the ACU Code of Conduct 20 I understand the behaviours expected of me in the ACU Code of Conduct 	0% 0%	97%					
	0%						
		97%					
21 ACU is ethical	1%	75%	+2%			+2%	-2%
22 ACU is socially responsible	1%	80%	+1%			+4%	+5%
23 ACU is environmentally responsible	3%	69%	-1%			-4%	+5%
24 At ACU, inappropriate/unethical behaviour is addressed	9%	57%					
27 I understand my goals and objectives and what is required of me in my job	0%	91%	+3%			+4%	+6%
28 I understand how my job contributes to the overall success of ACU	0%	92%	+2%			+4%	+7%
29 During my day-to-day duties I understand whether I am doing the work that is expected of me	0%	89%					
The expectations of performance in my role have changed in the last 1-3 years	13%	76%					
2	 job 8 I understand how my job contributes to the overall success of ACU 9 During my day-to-day duties I understand whether I am doing the work that is expected of me 0 The expectations of performance in my role have changed in the last 1-3 	job0%8I understand how my job contributes to the overall success of ACU0%9During my day-to-day duties I understand whether I am doing the work that is expected of me0%0The expectations of performance in my role have changed in the last 1-30%	job0%91%8I understand how my job contributes to the overall success of ACU0%92%9During my day-to-day duties I understand whether I am doing the work that is expected of me0%89%0The expectations of performance in my role have changed in the last 1-30%89%	job0%91%+3%8I understand how my job contributes to the overall success of ACU0%92%+2%9During my day-to-day duties I understand whether I am doing the work that is expected of me0%89%0The expectations of performance in my role have changed in the last 1-30%91%	job 0% 91% +3% 8 I understand how my job contributes to the overall success of ACU 0% 92% +2% 9 During my day-to-day duties I understand whether I am doing the work that is expected of me 0% 89% 89% 0 The expectations of performance in my role have changed in the last 1-3 0% 89% 0	job0%91%+3%8I understand how my job contributes to the overall success of ACU0%92%+2%9During my day-to-day duties I understand whether I am doing the work that is expected of me0%89%89%0The expectations of performance in my role have changed in the last 1-30%89%	job0%91%+3%+4%8I understand how my job contributes to the overall success of ACU0%92%+2%+4%9During my day-to-day duties I understand whether I am doing the work that is expected of me0%89%40400The expectations of performance in my role have changed in the last 1-30%89%4040



questio	n results	High Med Low %N/A	≥80% 50<80% <50% 2017 % Fav	≥+10% ±10% ≤-10% 2014 % Diff	SD	D M Distrik	SA	≥+10% ±10% ≤-10% Unis % Diff	≥+10% ±10% ≤-10% All % Diff
Diversity, Inclusion 3 and Equal Opportunity	1 There is equal opportunity for all staff at ACU	2%	62%	+1%				+3%	-8%
3.	2 Discrimination is prevented and discouraged	3%	76%	-5%				-3%	-8%
3	3 Bullying behaviours are prevented and discouraged	3%	59%	-8%				-7%	-20%
3	4 Harassment is prevented and discouraged	3%	71%						
3	5 I have sufficient knowledge on how to report on workplace issues (e.g. bullying, discrimination, harassment)	0%	85%						
3	6 I feel safe raising workplace issues at ACU	2%	60%						
3	7 Sexual harassment is prevented and discouraged	5%	89%	0%				+2%	+2%
3	8 In my organisation sex based harassment is not tolerated	4%	91%	+1%					
3	9 ACU is committed to achieving a gender diverse workforce	5%	83%						
4	0 ACU has policies and procedures in place to effectively prevent gender discrimination	7%	84%						
4	1 Individuals of all genders are recognised equally for their contributions	3%	80%						
4.	2 My immediate supervisor/manager genuinely supports equality between women and men	4%	88%	-1%				+1%	+1%
43	3 I have access to the flexibility I need to manage my work and caring responsibilities	3%	77%	-3%		ĺ		_	

High	≥80%	≥+10%						≥+10% ≥+10%	%
Med	<mark>50<80%</mark>	±10%	SD	D	М	Α	SA	±10% ±10%	6
Low	<50%	≤-10%						≤-10% ≤-10 %	6
	2017	2014		Dis	stribut	ion		Unis All	
%N/A	% Fav	% Diff						% Diff % Dif	ff

Resources	44 I have access to the right equipment and resources to do my job well	0%	72%	+3%			+3%	0%
	45 I have easy access to the information I need to do my job well	0%	73%	+4%			+3%	+2%
	46 I can get access to additional equipment and information resources when I need to	1%	64%	+5%	ĺ		+8%	0%
Processes	47 There are clear policies and procedures for how work is to be done	0%	66%	+1%			+7%	-2%
	48 At ACU it is clear who has responsibility for what	0%	50%	0%			+3%	-13%
	49 Our policies and procedures are efficient and well-designed	1%	45%	0%			+5%	-12%
	50 Procedures within ACU have improved within the last 1-3 years	15%	53%					
Technology	51 The technology at the University is kept up to date	1%	59%	+3%			+2%	-1%
	52 The technology I use in my work unit is kept up to date	0%	64%					
	53 Staff at ACU have good skills in using the technology we have	2%	57%	+3%			0%	-5%
	54 The technology used at ACU adds value to my daily work and interactions	0%	68%					



question results	question	results
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Safety

Facilities

on results	High Med Low %N/A	≥80% 50<80% <50% 2017 % Fav	≥+10% ±10% ≤-10% 2014 % Diff	SD	D Dis	M tribut	A ion	SA	≥+10% ±10% ≤-10% Unis % Diff	≥+10% ±10% ≤-10% All % Diff	
55 Health and safety is a priority of ACU	1%	82%	+8%						+4%	+6%	
56 I am given all necessary safety equipment and training	2%	80%	+9%						+7%	+10%	
57 Staff are aware of their work health and safety responsibilities	1%	81%	+5%						+4%	+9%	
58 Supervisors and management engage in good safety behaviour	2%	82%	+8%						+6%	+8%	
59 The buildings, grounds and facilities I use are in good condition	0%	81%	+6%						+13%	+9%	
60 The buildings, grounds and facilities I use are regularly serviced and maintained appropriately	1%	78%									
61 The building and workspace in which I work fosters productivity	1%	68%									

High	≥80%	≥+10%						≥+10%	≥+10%
Med	<mark>50<80%</mark>	±10%	SD	D	М	Α	SA	±10%	±10%
Low	<50%	≤-10%						≤-10%	≤-10%
	2017	2014		Dis	stribut	ion		Unis	All
%N/A	% Fav	% Diff						% Diff	% Diff

Executive Leadership	62 I have confidence in the ability of my executive leader	3%	69%					
	63 My executive leader is a good role model for staff	4%	64%					
	64 My executive leader keeps staff informed about what is going on	3%	65%					
	65 My executive leader considers feedback provided by staff	8%	62%					
	66 My executive leader treats staff with respect	4%	70%					
	67 I have confidence in the ability of the executive leaders	4%	64%	+3%			+8%	-5%
	68 The executive leaders are good role models for staff	6%	58%	+7%			+8%	-6%
	69 The executive leaders keep staff informed about what is going on	4%	60%	+7%			+7%	+1%
	70 The executive leaders consider feedback provided by staff	10%	53%		1	-		



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Recruitment & Selection

Cooperation & Communication

Culture

tion results	High Med Low %N/A	≥80% 50<80% <50% 2017 % Fav	≥+10% ±10% ≤-10% 2014 % Diff	SD	D Dis	M tribut	A	SA	≥+10% ±10% ≤-10% Unis % Diff	≥+10% ±10% ≤-10% All % Diff	
71 ACU is good at selecting the right people for the right jobs	3%	55%	+4%						+9%	-2%	
72 Supervisors at ACU understand the type of people we need to employ	3%	61%	+2%		I				+9%	-4%	
73 When ACU hires new people, it chooses candidates with the capability to deliver the changed quality and standards expectations of the University	6%	60%									
74 There is effective communication across all sections of ACU	2%	36%	0%					_	+4%	-12%	
75 Knowledge and information are shared throughout ACU	2%	39%	-1%						+3%	-13%	
76 There is good collaboration between different sections in ACU in working together to find solutions to challenges	4%	41%									
77 ACU is demonstrating a commitment to building a constructive workplace culture	2%	63%									
78 The culture of my work unit is positive and constructive	0%	71%									
79 I am able to contribute to a positive and constructive culture at ACU	1%	80%									



High	≥80%	≥+10%						≥+10% ≥+10%
Med	<mark>50<80%</mark>	±10%	SD	D	М	Α	SA	±10% ±10%
Low	<50%	≤-10%						≤-10% ≤-10%
	2017	2014		Dis	stribut	ion		Unis All
%N/A	% Fav	% Diff						% Diff % Diff

82 I have worked through my Professional Development Plan with my 6% 69% +2% 68% +2% 83 My supervisor supports my attendance at training and development programs 2% 85% 68% 1000000000000000000000000000000000000								
1% 69% +1% +9% +7% 82 I have worked through my Professional Development Plan with my Supervisor to achieve what was set out 6% 69% +2% 40% +2% 83 My supervisor supports my attendance at training and development programs 2% 85% 40% 41% +7% 84 The training and development I've received has improved my performance 5% 72% +8% 44% 0% 85 I have input into decision-making at ACU 3% 48% +5% 44% 0% 86 I am encouraged to give feedback about things that concern me 1% 64% +6% 44% 1% 87 I am consulted before decisions that affect me are made 2% 57% +1% 44% 42% 88 The rewards and recognition I receive from this job are fair 2% 57% +1% 44% 42% 89 ACU fulfils its obligations to me 1% 68% +2% 45% 45% 45% 90 I am satisfied with the income I receive 0% 62% +1% 43% 43% 43% 43% 43%	•		2%	55%	-4%		+5%	-3%
Supervisor to achieve what was set out 6% 69% +2% 83 My supervisor supports my attendance at training and development programs 2% 85% 1 1 84 The training and development I've received has improved my performance 5% 72% +8% 1 111% +7% Involvement 85 I have input into decision-making at ACU 3% 48% +5% 1 44% 0% 86 I am encouraged to give feedback about things that concern me 1% 64% +6% 1 1 44% +11% -7% 87 I am consulted before decisions that affect me are made 2% 64% +6% 1 1 44% +1% 6% 88 The rewards and recognition I receive from this job are fair 2% 57% 11% 1 44% +2% 90 I am satisfied with the income I receive 0% 62% +1% 1 43% +5% 1 44% +5% 1 44% +5% 1 44% +5% 1 44% +5% 1 44% 5% 1 44%		81 ACU is committed to ongoing training and development of staff	1%	69%	+1%		+9%	+7%
programs 2% 85% 84 The training and development I've received has improved my performance 5% 72% +8% Involvement 85 I have input into decision-making at ACU 3% 48% +5% 48% +4% 0% 86 I am encouraged to give feedback about things that concern me 1% 64% +6% 48% +5% 44% +1% 87 I am consulted before decisions that affect me are made 2% 44% +5% 4 4% +1% 88 The rewards and recognition I receive from this job are fair 2% 57% +1% 4 4% +5% 90 I am satisfied with the income I receive 0% 62% +1% 4% +3% +10%			6%	69%	+2%			
Involvement 85 I have input into decision-making at ACU 3% 48% +5% +4% 0% 86 I am encouraged to give feedback about things that concern me 1% 64% +6% +4% +1% e% 87 I am consulted before decisions that affect me are made 2% 44% +5% 44% +1% e% 88 The rewards and recognition I receive from this job are fair 2% 57% +1% e% +4% +2% 89 ACU fulfils its obligations to me 1% 68% +2% 44% +5% 4% +5% 4% +5% 90 I am satisfied with the income I receive 0% 62% +1% 68% +3% +10%			2%	85%				
3% 48% +5% +4% 0% 86 I am encouraged to give feedback about things that concern me 1% 64% +6% +4% +1% 87 I am consulted before decisions that affect me are made 2% 44% +5% +1% -6% 88 The rewards and recognition I receive from this job are fair 2% 57% +1% +4% +2% 89 ACU fulfils its obligations to me 1% 68% +2% +5% +5% +5% 90 I am satisfied with the income I receive 0% 62% +1% 43% +10% 91 I am satisfied with the benefits I receive (e.g. super, leave, etc) 68% +2% 68% +1% 68% +1% 40%			5%	72%	+8%		+11%	+7%
1% 64% +6% +4% +1% 87 I am consulted before decisions that affect me are made 2% 44% +5% +1% -6% Rewards 88 The rewards and recognition I receive from this job are fair 2% 57% +1% +4% +2% 89 ACU fulfils its obligations to me 1% 68% +2% +1% +5% +5% 90 I am satisfied with the income I receive 0% 62% +1% +3% +10% 91 I am satisfied with the benefits I receive (e.g. super, leave, etc) 68 +1% 68 +1% 68 +1% 68 +1% 40%	Involvement	85 I have input into decision-making at ACU	3%	48%	+5%		+4%	0%
2% 44% +5% +1% -6% Rewards 88 The rewards and recognition I receive from this job are fair 2% 57% +1% +4% +2% 89 ACU fulfils its obligations to me 1% 68% +2% +5% +5% +5% 90 I am satisfied with the income I receive 0% 62% +1% +3% +10% 91 I am satisfied with the benefits I receive (e.g. super, leave, etc) 68% 10% 68% 10% 10% 10%		86 I am encouraged to give feedback about things that concern me	1%	64%	+6%		+4%	+1%
2% 57% +1% +4% +2% 89 ACU fulfils its obligations to me 1% 68% +2% +5% +5% 90 I am satisfied with the income I receive 0% 62% +1% +3% +10% 91 I am satisfied with the benefits I receive (e.g. super, leave, etc) 400 400 400 400 400		87 I am consulted before decisions that affect me are made	2%	44%	+5%		+1%	-6%
1% 68% +2% +5% +5% 90 I am satisfied with the income I receive 0% 62% +1% +3% +10% 91 I am satisfied with the benefits I receive (e.g. super, leave, etc) 0% 62% 10% 10% 10%	Rewards	88 The rewards and recognition I receive from this job are fair	2%	57%	+1%		+4%	+2%
0% 62% +1% +3% +10% 91 I am satisfied with the benefits I receive (e.g. super, leave, etc) Image: Comparison of the comparis		89 ACU fulfils its obligations to me	1%	68%	+2%		+5%	+5%
			0%	62%	+1%		+3%	+10%
		91 I am satisfied with the benefits I receive (e.g. super, leave, etc)	0%	84%	-1%		+9%	+23%

High	≥80%	≥+10%						≥+10%	≥+10%
Med	50<80%	±10%	SD	D	М	Α	SA	±10%	±10%
Low	<50%	≤-10%						≤-10%	≤-10%
	2017	2014		Dis	tribut	ion		Unis	All
%N/A	% Fav	% Diff						% Diff	% Diff

Recognition	92 ACU recognises people's achievements	2%	60%					-1%
	93 ACU demonstrates confidence in staff	2%	61%					-6%
	94 ACU acknowleges the contributions of staff	2%	58%			I		-3%
	95 I receive sufficient recognition from my supervisor for doing a good job	1%	70%					
Performance Review	96 My performance is reviewed and evaluated often enough	5%	76%	-2%			+9%	+19%
	97 The way my performance is evaluated is fair	6%	71%	0%			+9%	+11%
	98 The way my performance is evaluated provides me with clear actions I can take to achieve exemplar performance	5%	64%					
	99 My supervisor provides me with regular feedback on my work performance	3%	64%	+3%				
	100 I have the opportunity to provide input into the development of my performance goals and their evaluation	4%	76%		-			



question	results
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questi	ion results	High Med Low %N/A	≥80% 50<80% <50% 2017 % Fav	≥+10% ±10% ≤-10% 2014 % Diff	SD	D Dis	M tributi	A	SA	≥+10% ±10% ≤-10% Unis % Diff	≥+10% ±10% ≤-10% All % Diff
Supervision	101 I have confidence in the ability of my supervisor	1%	78%	+1%						+2%	+3%
	102 My supervisor listens to what I have to say	1%	80%	+1%						+1%	+5%
	103 My supervisor gives me help and support	1%	79%	+3%						+3%	+5%
	104 My supervisor treats me and my work colleagues fairly	1%	78%	+2%						+1%	+3%
	105 My supervisor keeps me informed about what's going on	1%	75%	+3%							
Career Opportunities	106 Enough time and effort is spent on career planning	4%	47%	+7%						+10%	+4%
	107 I am given opportunities to develop skills needed for career progression	3%	55%	+6%						+5%	+3%
	108 I am aware of career opportunities outside my work unit	4%	52%	+1%							
	109 There are enough opportunities for my career to progress at ACU	4%	40%	0%					-	0%	-7%



High	≥80%	≥+10%						≥+10%	≥+10%
Med	50<80%	±10%	SD	D	М	Α	SA	±10%	±10%
Low	<50%	≤-10%						≤-10%	≤-10%
	2017	2014		Dis	stribut	ion		Unis	All
%N/A	% Fav	% Diff						% Diff	% Diff

Work Effort	110 There are enough staff employed to meet work demands in my work unit	1%	40%	+3%		0%	-16%
	111 The demands of my work are manageable	0%	48%				
	112 Sufficient time is available to work on high priority projects and activities	1%	41%	+3%		0%	-18%
	113 My supervisor effectively manages the work activities, demands and deadlines within my unit and the impact on staff	2%	57%				
	114 As ACU implements improvements to process/workflow, the demands of my work are improving	6%	37%				
Research	116 I am given enough support to achieve my research goals	75%	33%	+1%		-10%	-11%
	117 Research is regarded favorably within my work unit	74%	69%	-6%		-7%	-6%
	118 Research by co-workers within my work unit is of a high quality	76%	76%	+12%		+6%	+6%
	119 My work unit encourages its members to engage in collaborative research	74%	58%	0%		-7%	-6%
	120 ACU recognises the importance of research to the ongoing success of the University	74%	73%				
	121 ACU demonstrates a genuine commitment to building the public profile of the University's research	74%	65%				
	122 ACU is committed to attracting and retaining the best researchers	74%	49%				

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Teaching

Community Engagement

stion results	5	High Med Low %N/A	≥80% 50<80% <50% 2017 % Fav	≥+10% ±10% ≤-10% 2014 % Diff	SD	D M Distribut	A	SA	≥+10% ±10% ≤-10% Unis % Diff	≥+10% ±10% ≤-10% All % Diff	
123 I am given enough suppo	ort to achieve my teaching goals	72%	52%	-4%					-5%	-7%	
124 Teaching is regarded fav	vorably within my work unit	72%	70%	0%					-1%	-4%	
125 Teaching by co-workers	within my work unit is of a high quality	73%	80%	+6%					+7%	+5%	
126 I am encouraged to eval	uate my teaching	72%	83%	0%					+8%	+9%	
127 I am given enough suppo	ort to evaluate my teaching effectively	72%	61%	+2%					+4%	+2%	
128 I feel confident that I can	adapt my teaching to postgraduate students	74%	90%								
129 ACU recognises the imp success of the University	ortance of teaching expertise to the ongoing /	71%	60%								
130 ACU demonstrates a geo the University's teaching	nuine commitment to building the public profile of expertise	72%	53%								
131 ACU is committed to attr	acting and retaining the best teaching expertise	72%	42%								
132 I am given enough suppo	ort to achieve my community engagement goals	19%	46%	-1%					-2%	-1%	
133 Community engagement	is regarded favourably within my work unit	15%	59%	-1%					-3%	-3%	
134 Community engagement quality	by co-workers within my work unit is of a high	26%	59%	-1%					-4%	-2%	



Teamwork

on results	High Med Low %N/A	≥80% 50<80% <50% 2017 % Fav	≥+10% ±10% ≤-10% 2014 % Diff	SD	D Dis	M	A	SA	≥+10% ±10% ≤-10% Unis % Diff	≥+10% ±10% ≤-10% All % Diff
135 I have good working relationships with my co-workers	0%	94%	+2%						+3%	+9%
136 Fair and reasonable work contributions are made by all co-workers in my team	1%	83%								
137 My co-workers put in extra effort whenever necessary	1%	86%	+2%						+5%	+16%
138 I have confidence in the ability of my co-workers	0%	87%	+4%						+5%	+13%
139 My co-workers and I work well as a team	1%	88%	+1%						+3%	+7%

138 I have confidence in the ability of my co-workers0%87%+4%<									
1% 88% +1% +3% +7% 140 People in my work unit treat each other with respect 0% 87% Image: Constraint of the section of th		138 I have confidence in the ability of my co-workers	0%	87%	+4%			+5%	+13%
0% 87% 141 Feedback and open discussion is encouraged within my team 0% 83% 142 My co-workers and I have a strong sense of shared goals 1% 80% 143 I am given enough time to do my job well 0% 57% 0% 11% -9% 144 I feel in control and on top of things at work 0% 56% -1% -1% -1% -1% 145 I feel emotionally well at work 0% 61% -2% 14% -9% 146 I am able to keep my job pressure at an acceptable level 0% 61% -2% 0%<		139 My co-workers and I work well as a team	1%	88%	+1%			+3%	+7%
142 My co-workers and I have a strong sense of shared goals 1% 80% 142 My co-workers and I have a strong sense of shared goals 1% 80% 1%		140 People in my work unit treat each other with respect	0%	87%					
1% 80% Wellness 143 I am given enough time to do my job well 0% 57% 0% +1% -9% 144 I feel in control and on top of things at work 0% 56% -1% -1% -1% -1% -1% 145 I feel emotionally well at work 0% 61% -2% -1% -1% -9% 146 I am able to keep my job pressure at an acceptable level 0% 61% -2% 0%		141 Feedback and open discussion is encouraged within my team	0%	83%					
0% 57% 0% +1% -9% 144 I feel in control and on top of things at work 0% 56% -1% -9% -1% -1% -1% -9% -1% -1% -1% -9% -1% -1% -9% -1% -1% -9% -1%		142 My co-workers and I have a strong sense of shared goals	1%	80%		ĺ			
0% 56% -1% -1% -1% -1% -1% -1% -1% -1% -1% -1% -1% -1% -1% -1% -9% 146 I am able to keep my job pressure at an acceptable level 0% 61% -2% 0%	Wellness	143 I am given enough time to do my job well	0%	57%	0%			+1%	-9%
0% 61% -2% -1% -9%		144 I feel in control and on top of things at work	0%	56%	-1%			-1%	-11%
146 I am able to keep my job pressure at an acceptable level 0% 60% 0% -1% -9%		145 I feel emotionally well at work	0%	61%	-2%			-1%	-9%
		146 I am able to keep my job pressure at an acceptable level	0%	60%	0%			-1%	-9%

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High	≥80%	≥+10%						≥+10% ≥+10%
Med	<mark>50<80%</mark>	±10%	SD	D	М	Α	SA	±10% ±10%
Low	<50%	≤-10%						≤-10% ≤-10%
	2017	2014	Distribution				Unis All	
%N/A	% Fav	% Diff						% Diff % Diff

Work/Life Balance	147 I maintain a good balance between work and other aspects of my life	0%	62%	0%			0%	-10%
	148 I am able to stay involved in non-work interests and activities	0%	67%	-1%			0%	-8%
	149 I have a social life outside of work	0%	77%	-1%			+2%	-5%
	150 I am able to meet my family responsibilities while still doing what is expected of me at work	2%	70%	-2%			0%	-8%
	151 My supervisor is flexible and reasonable in responding to my work/life balance needs	1%	82%	-1%	-			
Brand Loyalty	152 I identify with the ACU brand	3%	72%	-2%				
	153 My values are reflected in the current branding of ACU	4%	72%	+2%				
Organisational Unit Objectives	154 I am aware of the goals and objectives of my organisational unit	2%	83%	+7%	•			
	155 The goals and objectives of my organisational unit are aligned with ACU's strategic objectives	5%	85%	+5%				
	156 Overall, my organisational unit is successful in achieving its goals	5%	78%	+3%			_	



qı	uestion results	High Med Low %N/A	≥80% 50<80% <50% 2017 % Fav	≥+10% ±10% ≤-10% 2014 % Diff	SD	D Dis	M stributi	A ion
Orgar Objec	isation 157 The goals and objectives of ACU are being reached tives 157 The goals and objectives of ACU are being reached	9%	75%	+1%				
	158 The future for ACU is positive	3%	80%	+4%				
	159 Overall, ACU is successful	3%	80%	+2%				
Chang Innov		4%	39%	+1%				
	161 I am provided with the rationale for change at ACU and have the opportunity to ask questions	4%	51%					
	162 The way ACU is run has improved over the last year	12%	44%	+2%				

	≥+10%	≥+10%
SA	±10%	±10%
	≤-10%	≤-10%
	Unis	All
	% Diff	% Diff
	SA	SA <u>±10%</u> ≤-10% Unis

Organisation	157 The goals and objectives of ACU are being reached						
Objectives		9%	75%	+1%		+16%	+7%
	158 The future for ACU is positive	3%	80%	+4%		+13%	+6%
	159 Overall, ACU is successful	3%	80%	+2%		+8%	+1%
Change & Innovation	160 Change is handled well at ACU	4%	39%	+1%		+3%	-14%
	161 I am provided with the rationale for change at ACU and have the opportunity to ask questions	4%	51%				
	162 The way ACU is run has improved over the last year	12%	44%	+2%		+1%	-15%
	163 ACU is innovative	4%	47%	0%		-7%	-12%
	164 ACU is good at learning from its mistakes and successes	12%	40%	+3%		+2%	-18%
Customer Satisfaction	165 ACU offers products and/or services that are high quality	5%	71%	-1%		0%	-5%
	166 ACU understands the needs of its customers	6%	67%	+2%		+2%	-10%
	167 Customers are satisfied with our products and/or services	10%	68%	+1%		+4%	-6%



question	results

Organisational Commitment

Job Satisfaction

Intention To Stay

on results	High Med Low %N/A	≥80% 50<80% <50% 2017 % Fav	≥+10% ±10% ≤-10% 2014 % Diff	SD	D Dist	M tributi	A	SA	≥+10% ±10% ≤-10% Unis % Diff	≥+10% ±10% ≤-10% All % Diff	
168 I feel a sense of loyalty and commitment to ACU	0%	79%	+2%						0%	+5%	
169 I am proud to tell people that I work for ACU	0%	73%	-1%						-8%	-2%	
170 I feel emotionally attached to ACU	1%	61%	0%						-6%	0%	
171 I am willing to put in extra effort for ACU	0%	83%	+1%						0%	+8%	
172 My work gives me a feeling of personal accomplishment	0%	80%	-3%						-2%	+9%	
173 I like the kind of work I do	0%	86%	0%						-1%	+11%	
174 Overall, I am satisfied with my job	0%	74%	-3%						-2%	+1%	
175 I am likely to still be working at ACU in two years' time	4%	73%	-2%						-1%	+10%	
176 I would like to still be working at ACU in five years' time	5%	62%	-1%						-5%	+9%	
177 I can see a future for me at ACU	5%	60%	-1%						-1%	+7%	

