

**Management for Organisational Performance Survey  
(M4P Survey)**

**Whole of Government Report**

**May 2009**

## **Management for Organisational Performance Survey (M4P Survey)**

This report provides the summary overall results of the “Managing for Organisational Performance” (M4P) survey of New Zealand state sector managers conducted in February 2009.

### **Background**

This survey was initiated as part of the Emerging Issues Project (EIP) commissioned by Public Service Chief Executives from the Institute of Policy Studies at Victoria University of Wellington. More information on the project can be found on [http://ips.ac.nz/events/Ongoing\\_research/M4P.pdf](http://ips.ac.nz/events/Ongoing_research/M4P.pdf).

### **Technical details**

Seventeen state sector agencies participating in the survey including 12 public service departments and 5 crown entity agents. The departments included a mixture of policy ministries, departments more focussed on service delivery, and some mixed policy and delivery ministries. In all but the two largest departments, all managers were invited to respond. Across the survey we decided not to use the data from those that started but did not complete the whole survey (around 5% of the total survey participants completed up to Question 7 but did not finish the survey) since the increase in respondents was not sufficient to justify using a complex methodology. The M4P survey had an overall response rate of nearly 70% of state sector managers in the agencies surveyed.

### **Organisation of data in this report**

This report presents the numerical data as collected. This report sets out, question by question, histograms for all survey participants. Tables are also provided that compare the frequency of responses (in absolute and percentage terms). Note the confidence intervals around the results where there are low levels of responses. A useful rule of thumb is when the number of respondents in a cell is 5 or below these should be regarded as no different to zero.

For reasons of confidentiality, we have not reported text-based answers to Questions 2 (sub proposition 4), 5, 8, 14, 18-20.

### **Next steps**

We will not be undertaking any further analysis at the individual agency level. Rather we will be grouping the agencies and individual respondents by types such as predominantly policy or service delivery or mixed. More detailed analyses of the results will be presented at workshops and seminars planned for May and June. The final results, at an agency grouping level, will be first formally published by the IPS in August 2009.

Please come back to us with any questions and/or comments or insights you like to share. We would be happy to hear from you.

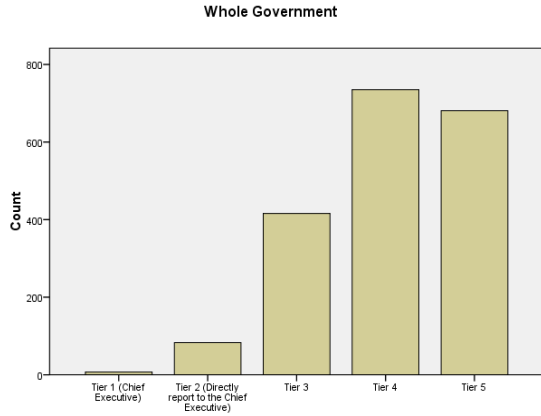
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**Q1. You and your work unit**

In this survey we used "organisation" to mean the entire government department or agency a manager works for.

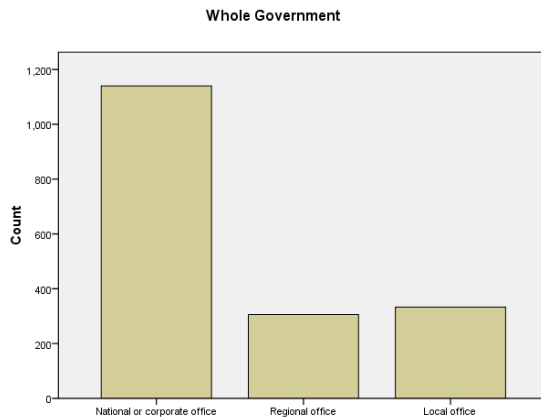
**What is your managerial level in the organisation?**



		Frequency	Percent
Valid	Tier 1 (Chief Executive) and Tier 2 (Directly report to the Chief Executive)	90	8.7
	Tier 3	416	21.6
	Tier 4	735	38.2
	Tier 5	681	35.4
	Total	1922	99.9
Missing		1	.1
Total		1923	100.0

**Q2. Location**

**Where do you work for your organisation?**



		Frequency	Percent
Valid	National or corporate office	1140	59.3
	Regional office	306	15.9
	Local office	333	17.3
	Total	1779	92.5
Missing		144	7.5
Total		1923	100.0

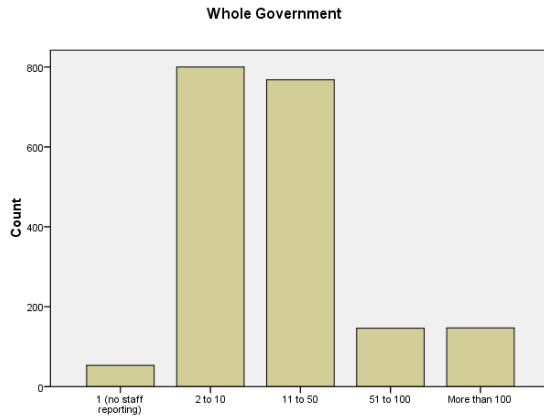
**Q2. Location: other (please describe your position)**

*Responses not provided to protect confidentiality.*

**Q3. The number of staff in the work unit**

"Work unit" here means the manager/survey participant, and all the other staff that report either directly to him/her or through his/her managers.

**How many staff in your work unit?**



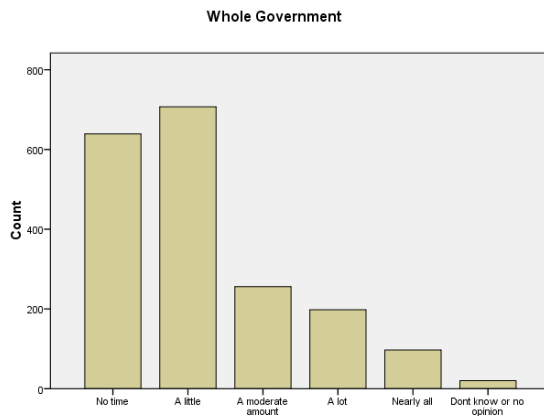
		Frequency	Percent
Valid	1 (no staff reporting)	53	2.8
	2 to 10	800	41.6
	11 to 50	768	39.9
	51 to 100	146	7.6
	More than 100	147	7.6
	Total	1914	99.5
Missing		9	.5
Total		1923	100.0

**Q4. What we do**

"Public" here covers anybody who benefits from or is affected by the organisation's outputs. It can include clients, service users, offenders and other individuals or organisations.

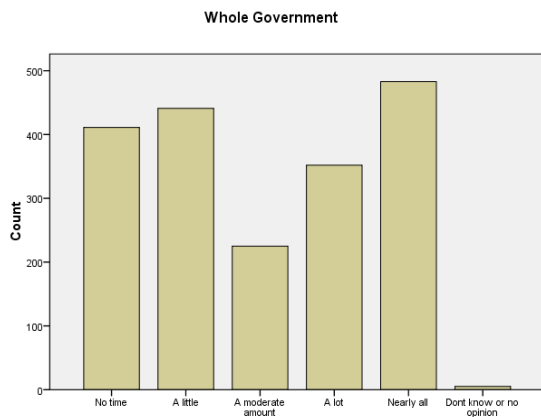
**How much time do you and your work unit spend on the following?**

**Q4\_SP\_1 Direct services to Ministers (policy advice or Ministerial support)**



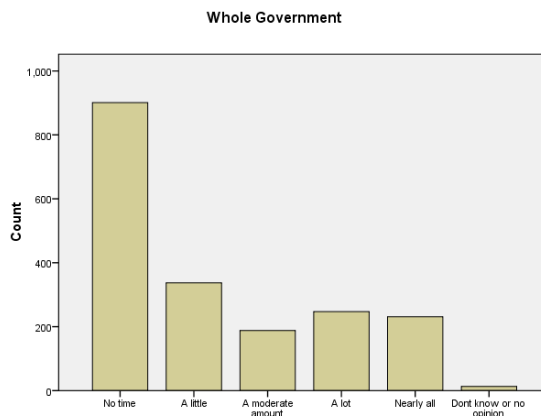
		Frequency	Percent
Valid	No time	639	33.2
	A little	707	36.8
	A moderate amount	256	13.3
	A lot	198	10.3
	Nearly all	97	5.0
	Don't know or no opinion	20	1.0
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

#### Q4\_SP\_2 Direct services to the public



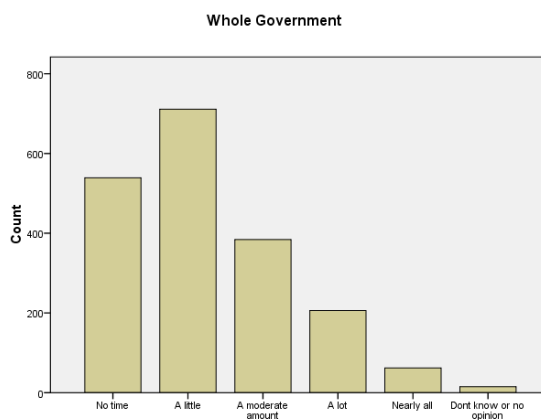
		Frequency	Percent
Valid	No time	411	21.4
	A little	441	22.9
	A moderate amount	225	11.7
	A lot	352	18.3
	Nearly all	483	25.1
	Don't know or no opinion	5	.3
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

#### Q4\_SP\_3 Directly enforcing the law or regulations



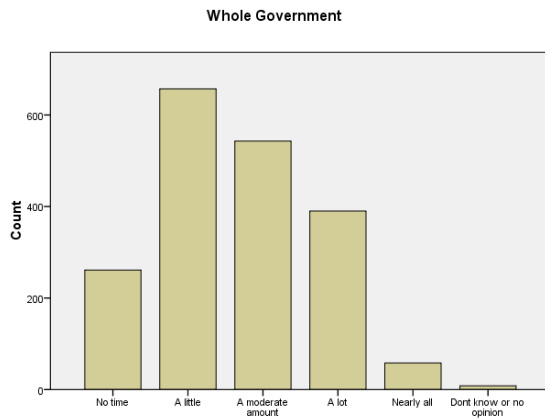
		Frequency	Percent
Valid	No time	901	46.9
	A little	337	17.5
	A moderate amount	188	9.8
	A lot	247	12.8
	Nearly all	231	12.0
	Don't know or no opinion	13	.7
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

#### Q4\_SP\_4 Managing contracts with service providers



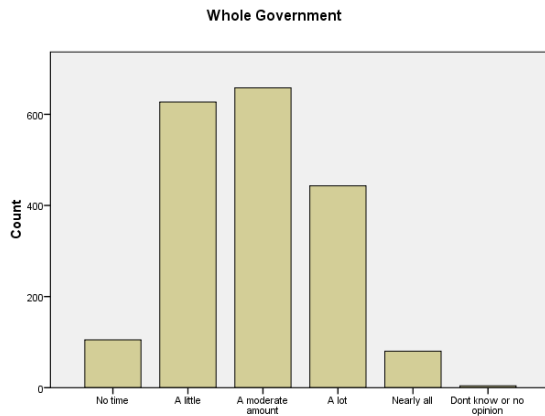
		Frequency	Percent
Valid	No time	539	28.0
	A little	711	37.0
	A moderate amount	384	20.0
	A lot	206	10.7
	Nearly all	62	3.2
	Don't know or no opinion	15	.8
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q4\_SP\_5 Managing joint projects or relationships with other organisations**



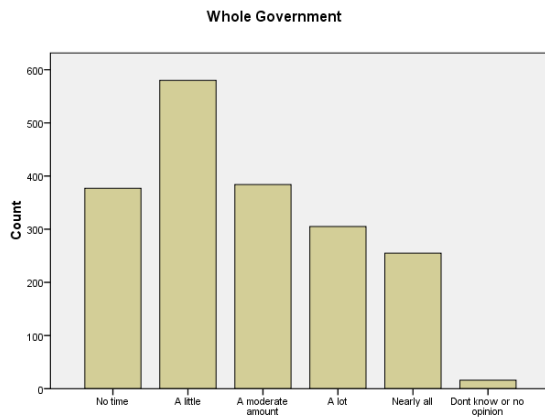
		Frequency	Percent
Valid	No time	261	13.6
	A little	657	34.2
	A moderate amount	543	28.2
	A lot	390	20.3
	Nearly all	58	3.0
	Don't know or no opinion	8	.4
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q4\_SP\_6 Developing or reporting on organisational goals, strategies, plans and processes**



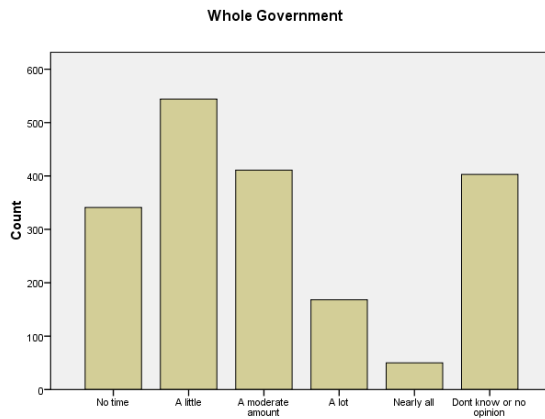
		Frequency	Percent
Valid	No time	105	5.5
	A little	627	32.6
	A moderate amount	658	34.2
	A lot	443	23.0
	Nearly all	80	4.2
	Don't know or no opinion	4	.2
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q4\_SP\_7 Internal services for other parts of my organisation (e.g. HR, Finance, IT)**



		Frequency	Percent
Valid	No time	377	19.6
	A little	580	30.2
	A moderate amount	384	20.0
	A lot	305	15.9
	Nearly all	255	13.3
	Don't know or no opinion	16	.8
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q4\_SP\_8 Other**



		Frequency	Percent
Valid	No time	341	17.7
	A little	544	28.3
	A moderate amount	411	21.4
	A lot	168	8.7
	Nearly all	50	2.6
	Don't know or no opinion	403	21.0
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q5. If there is something else you and your work unit spend a significant time on, please comment here**

*Responses not provided to protect confidentiality.*

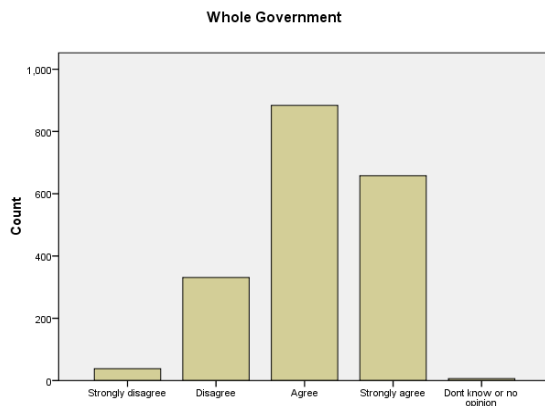
**Q6. What influences your work**

As before, “the public” means anybody who is the target of your work unit’s operations. It can include clients, customers, offenders and so on.

**Below are some statements about things that may influence your daily work.**

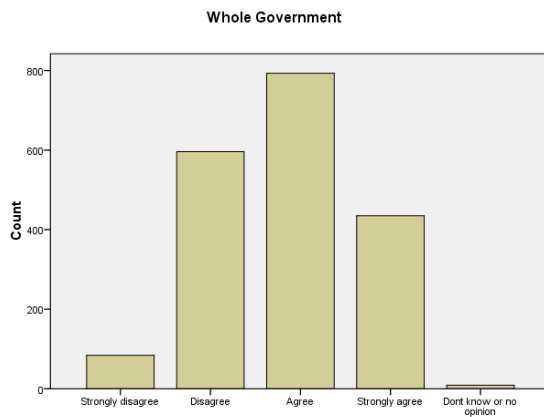
We asked managers “please indicate to what extent you personally agree or disagree with each statement”.

**Q6\_SP\_1 My work unit is mostly guided by established rules and procedures.**



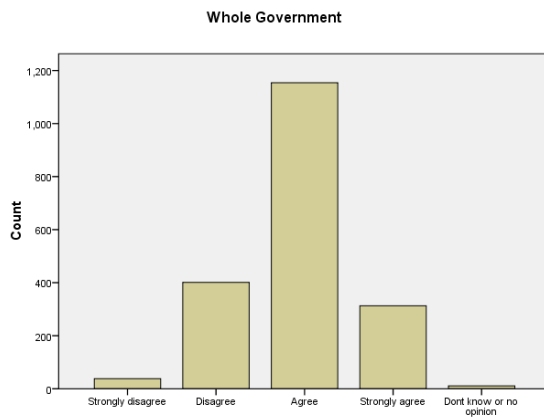
		Frequency	Percent
Valid	Strongly disagree	38	2.0
	Disagree	331	17.2
	Agree	884	46.0
	Strongly agree	658	34.2
	Don't know or no opinion	6	.3
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q6\_SP\_2 My work unit meets a lot of day to day demands from senior management, other agencies or Ministers**



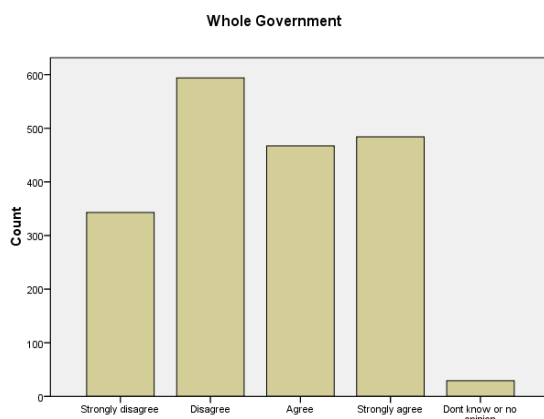
		Frequency	Percent
Valid	Strongly disagree	84	4.4
	Disagree	596	31.0
	Agree	793	41.2
	Strongly agree	435	22.6
	Don't know or no opinion	9	.5
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q6\_SP\_3 In my work unit, we have a work plan and we stick to it**



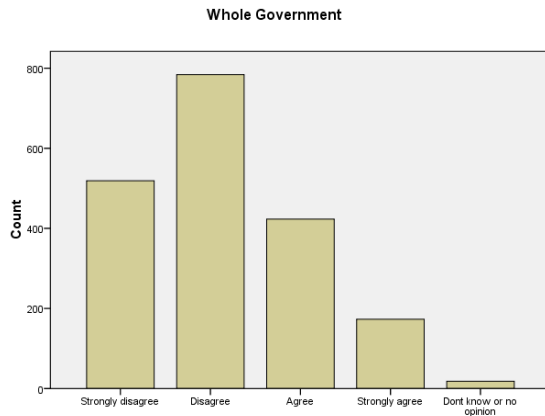
		Frequency	Percent
Valid	Strongly disagree	38	2.0
	Disagree	401	20.9
	Agree	1154	60.0
	Strongly agree	313	16.3
	Don't know or no opinion	11	.6
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q6\_SP\_4 My work unit is mainly responding to the requirements of the members of the public that we deal with**



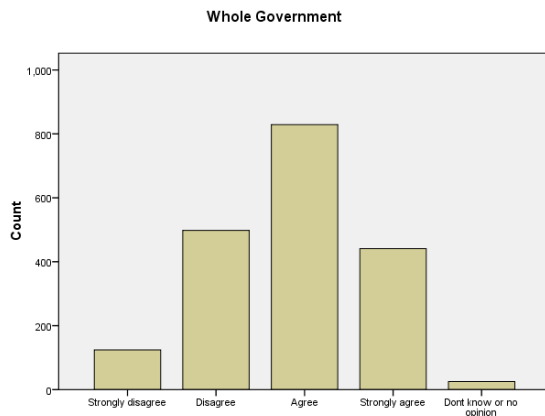
		Frequency	Percent
Valid	Strongly disagree	343	17.8
	Disagree	594	30.9
	Agree	467	24.3
	Strongly agree	484	25.2
	Don't know or no opinion	29	1.5
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q6\_SP\_5 My work unit frequently has to respond to media enquiries or public comment about our operations**



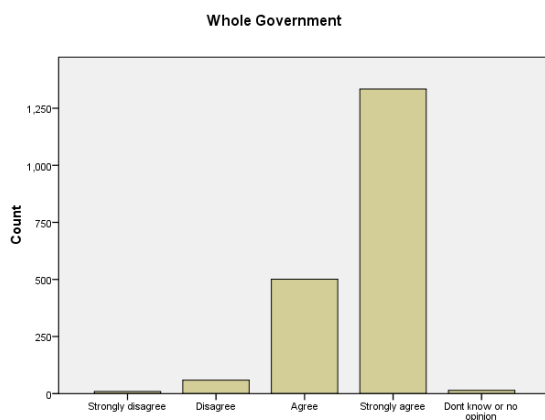
		Frequency	Percent
Valid	Strongly disagree	519	27.0
	Disagree	784	40.8
	Agree	423	22.0
	Strongly agree	173	9.0
	Don't know or no opinion	18	.9
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q6\_SP\_6 My work unit often works with other organisations on common tasks**



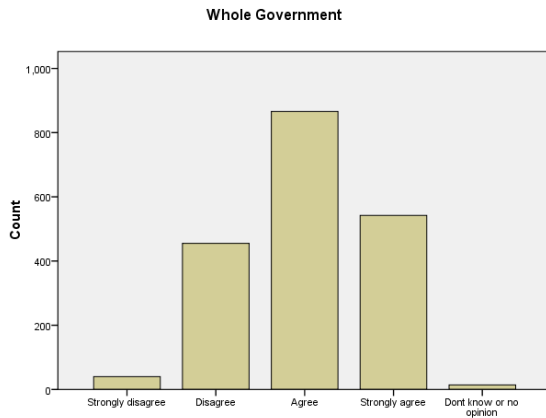
		Frequency	Percent
Valid	Strongly disagree	124	6.4
	Disagree	498	25.9
	Agree	829	43.1
	Strongly agree	441	22.9
	Don't know or no opinion	25	1.3
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q6\_SP\_7 In my work unit, we rely a lot on applying our professional training or knowledge**



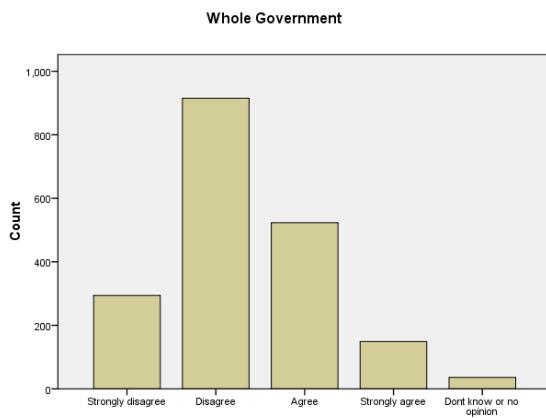
		Frequency	Percent
Valid	Strongly disagree	9	.5
	Disagree	59	3.1
	Agree	501	26.1
	Strongly agree	1334	69.4
	Don't know or no opinion	14	.7
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q6\_SP\_8 In my work unit, we have a lot of discretion on how we organise and prioritise our work**



		Frequency	Percent
Valid	Strongly disagree	40	2.1
	Disagree	455	23.7
	Agree	866	45.0
	Strongly agree	542	28.2
	Don't know or no opinion	14	.7
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

**Q6\_SP\_9 My work unit has a lot of freedom in how we allocate our budget and staff**

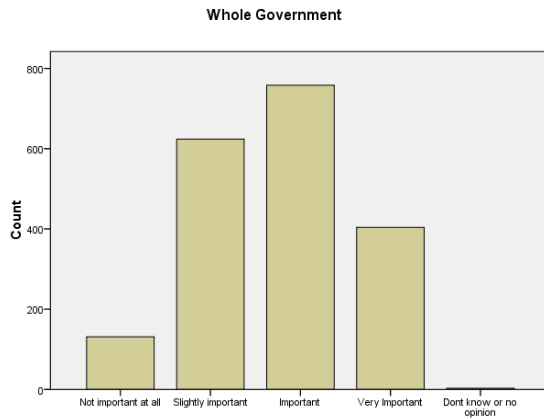


		Frequency	Percent
Valid	Strongly disagree	294	15.3
	Disagree	915	47.6
	Agree	523	27.2
	Strongly agree	149	7.7
	Don't know or no opinion	36	1.9
	Total	1917	99.7
Missing		6	.3
Total		1923	100.0

### Q7. Motivating Performance

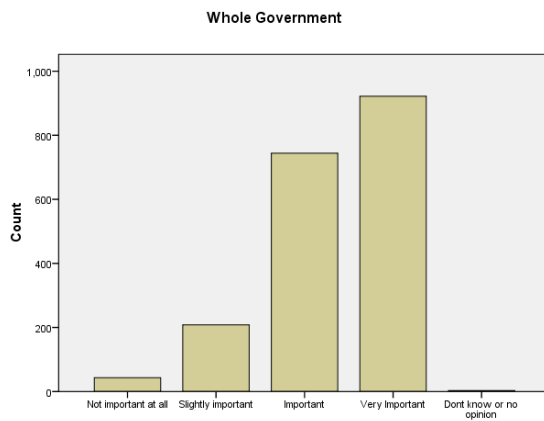
How important do you think each of the following factors are in motivating you to do a good job?

#### Q7\_SP\_1 The opportunity for increased pay or promotion



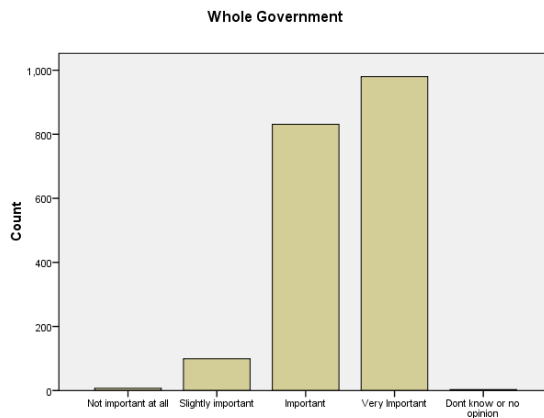
		Frequency	Percent
Valid	Not important at all	131	6.8
	Slightly important	624	32.4
	Important	758	39.4
	Very Important	404	21.0
	Don't know or no opinion	3	.2
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

#### Q7\_SP\_2 Recognition of my work from senior management or the Minister



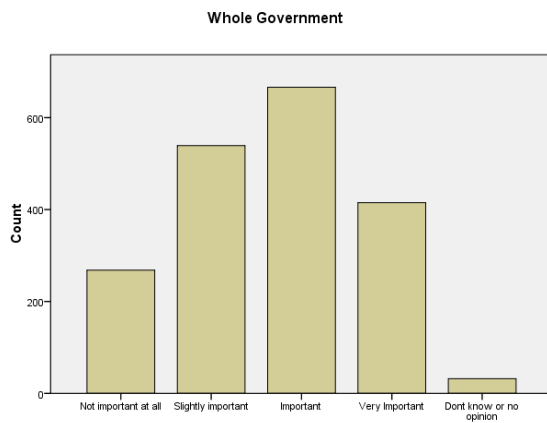
		Frequency	Percent
Valid	Not important at all	43	2.2
	Slightly important	208	10.8
	Important	744	38.7
	Very Important	922	47.9
	Don't know or no opinion	3	.2
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

#### Q7\_SP\_3 The feedback and support we give each other



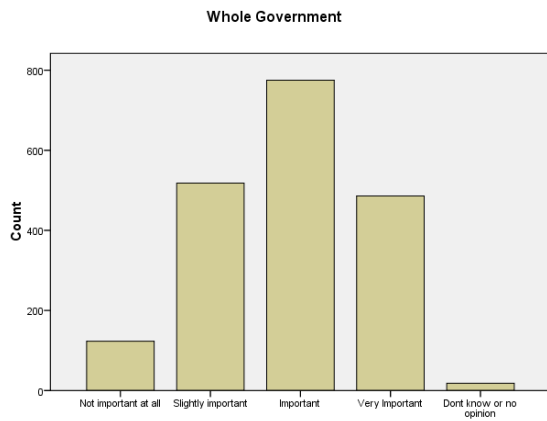
		Frequency	Percent
Valid	Not important at all	7	.4
	Slightly important	99	5.1
	Important	831	43.2
	Very Important	980	51.0
	Don't know or no opinion	3	.2
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q7\_SP\_4 Appreciation of my work by the public**



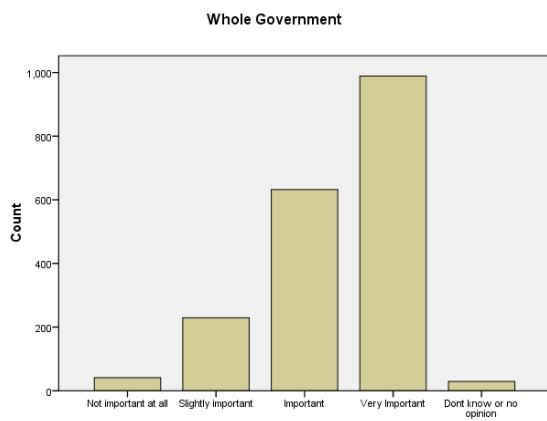
		Frequency	Percent
Valid	Not important at all	268	13.9
	Slightly important	539	28.0
	Important	666	34.6
	Very Important	415	21.6
	Don't know or no opinion	32	1.7
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q7\_SP\_5 Recognition by other organisations of the quality of my work**



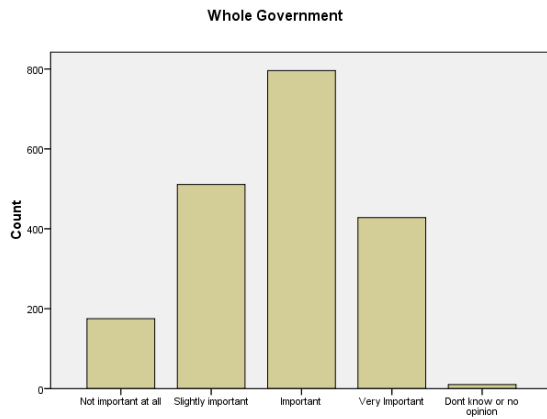
		Frequency	Percent
Valid	Not important at all	123	6.4
	Slightly important	518	26.9
	Important	775	40.3
	Very Important	486	25.3
	Don't know or no opinion	18	.9
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q7\_SP\_6 The opportunity to do a job of value for the community**



		Frequency	Percent
Valid	Not important at all	41	2.1
	Slightly important	229	11.9
	Important	632	32.9
	Very Important	989	51.4
	Don't know or no opinion	29	1.5
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q7\_SP\_7 The need to comply with the organisation's requirements**



		Frequency	Percent
Valid	Not important at all	175	9.1
	Slightly important	511	26.6
	Important	796	41.4
	Very Important	428	22.3
	Don't know or no opinion	10	.5
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q8. Please describe any other factors you think are important in motivating you to do a good job**

*Responses not provided to protect confidentiality.*

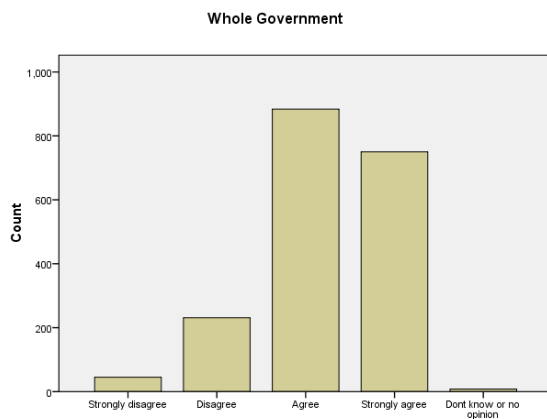
**Q9. How the organisation defines and values performance**

In this survey, we used "performance" to mean how well the manager's work unit, or the organisation as a whole, goes about its work and what results it achieves. We are not talking about performance of individual staff members.

**Below are some statements about how an organisation defines and values performance.**

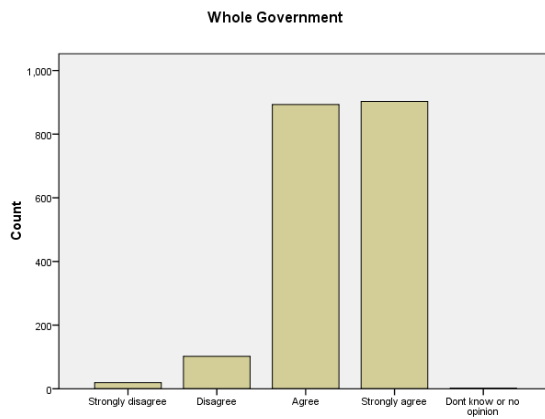
We asked managers "please indicate to what extent you personally agree or disagree with each statement".

**Q9\_SP\_1 In my work unit, we have a clear idea from senior management about our organisation's objectives**



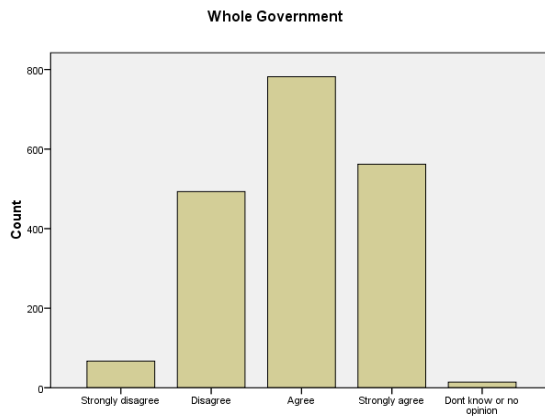
		Frequency	Percent
Valid	Strongly disagree	45	2.3
	Disagree	231	12.0
	Agree	884	46.0
	Strongly agree	750	39.0
	Don't know or no opinion	8	.4
	Total	1918	99.7
Missing		5	.3
Total		1923	100.0

**Q9\_SP\_2 In my work unit, we know what is expected of us**



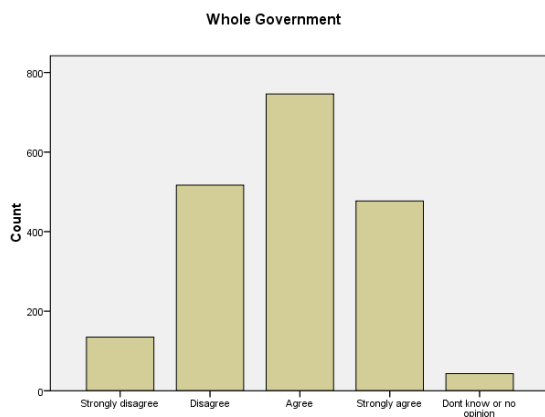
		Frequency	Percent
Valid	Strongly disagree	19	1.0
	Disagree	102	5.3
	Agree	893	46.4
	Strongly agree	903	47.0
	Don't know or no opinion	1	.1
	Total	1918	99.7
Missing		5	.3
Total		1923	100.0

**Q9\_SP\_3 My work unit is mostly judged against specific performance targets**



		Frequency	Percent
Valid	Strongly disagree	67	3.5
	Disagree	493	25.6
	Agree	782	40.7
	Strongly agree	562	29.2
	Don't know or no opinion	14	.7
	Total	1918	99.7
Missing		5	.3
Total		1923	100.0

**Q9\_SP\_4 My work unit puts a lot of effort into supplying data for my organisation's information systems**

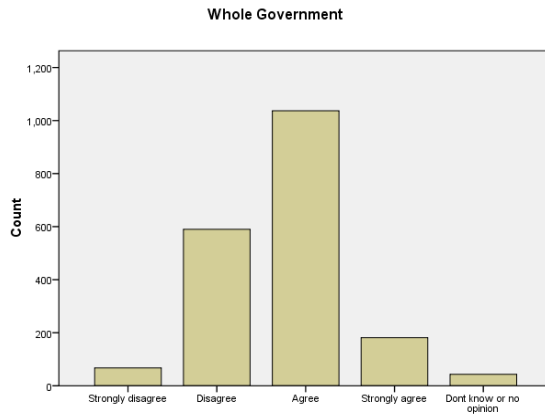


		Frequency	Percent
Valid	Strongly disagree	135	7.0
	Disagree	517	26.9
	Agree	746	38.8
	Strongly agree	477	24.8
	Don't know or no opinion	43	2.2
	Total	1918	99.7
Missing		5	.3
Total		1923	100.0

**Q10. Quality of the information your work unit receives**

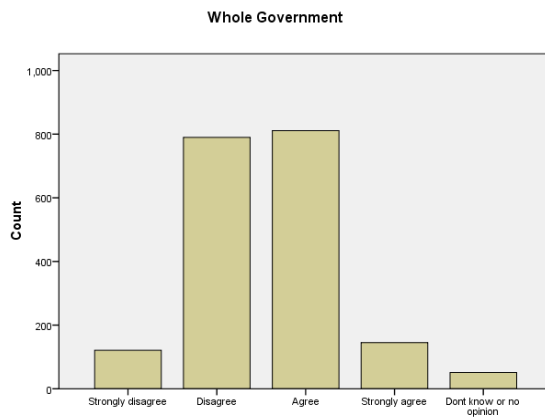
**Below are some statements about the quality of information a work unit receives.**  
 We asked managers "please indicate to what extent you personally agree or disagree with each statement".

**Q10\_SP\_1 My work unit gets good information about the quality and timeliness of our services**



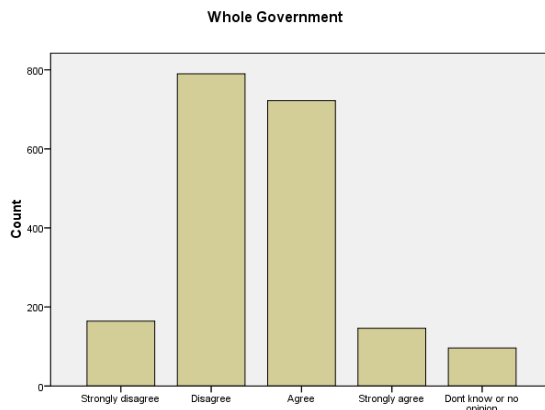
		Frequency	Percent
Valid	Strongly disagree	67	3.5
	Disagree	590	30.7
	Agree	1037	53.9
	Strongly agree	181	9.4
	Don't know or no opinion	43	2.2
	Total	1918	99.7
Missing		5	.3
<b>Total</b>		<b>1923</b>	<b>100.0</b>

**Q10\_SP\_2 My work unit gets good information about the contribution we are making to the outcomes the government wants from your organisation**



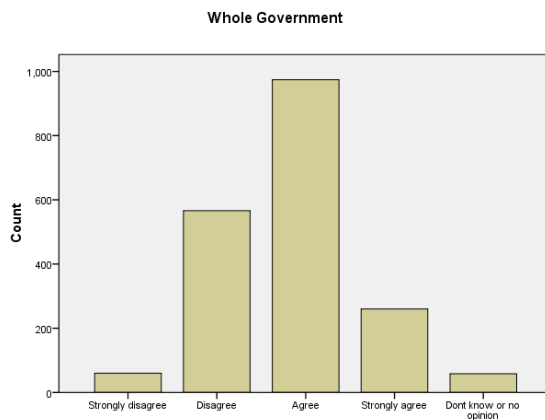
		Frequency	Percent
Valid	Strongly disagree	121	6.3
	Disagree	790	41.1
	Agree	811	42.2
	Strongly agree	145	7.5
	Don't know or no opinion	51	2.7
	Total	1918	99.7
Missing		5	.3
<b>Total</b>		<b>1923</b>	<b>100.0</b>

**Q10\_SP\_3 My work unit gets good information about the effects we are having on the public**



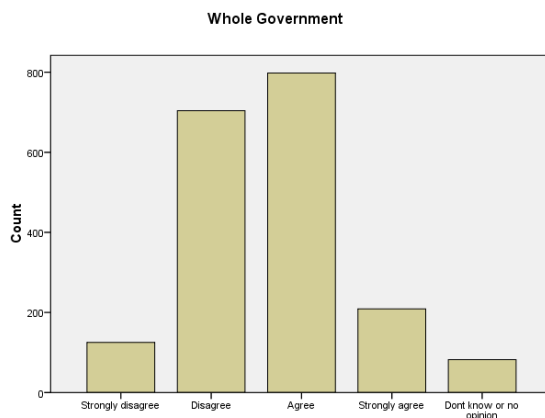
		Frequency	Percent
Valid	Strongly disagree	164	8.5
	Disagree	790	41.1
	Agree	722	37.5
	Strongly agree	146	7.6
	Don't know or no opinion	96	5.0
	Total	1918	99.7
Missing		5	.3
Total		1923	100.0

**Q10\_SP\_4 Information on the performance of my work unit gives a good picture of how well we are doing**



		Frequency	Percent
Valid	Strongly disagree	60	3.1
	Disagree	566	29.4
	Agree	974	50.7
	Strongly agree	260	13.5
	Don't know or no opinion	58	3.0
	Total	1918	99.7
Missing		5	.3
Total		1923	100.0

**Q10\_SP\_5 The reports my work unit gets help us understand how to improve our performance**



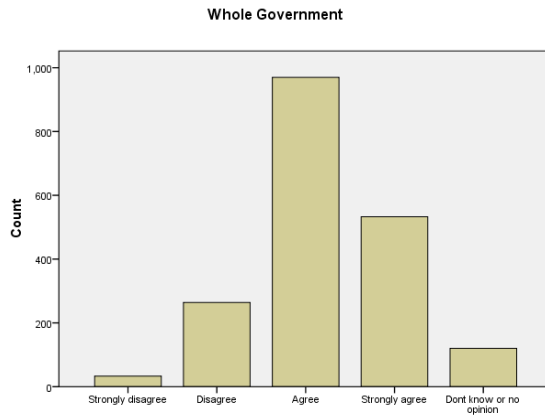
		Frequency	Percent
Valid	Strongly disagree	125	6.5
	Disagree	704	36.6
	Agree	798	41.5
	Strongly agree	209	10.9
	Don't know or no opinion	82	4.3
	Total	1918	99.7
Missing		5	.3
Total		1923	100.0

**Q11. Dimensions of Performance**

Below are some statements about the dimensions that can affect performance. Here managers indicated the extent they personally agreed or disagreed with each statement.

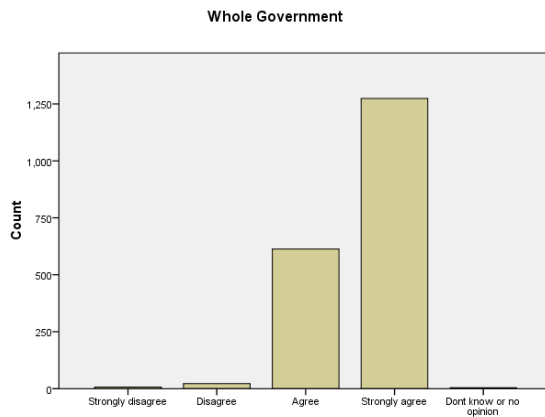
**I believe that the senior management want my work unit to...**

**Q11\_SP\_1 Be careful to buy what we need at the lowest cost**



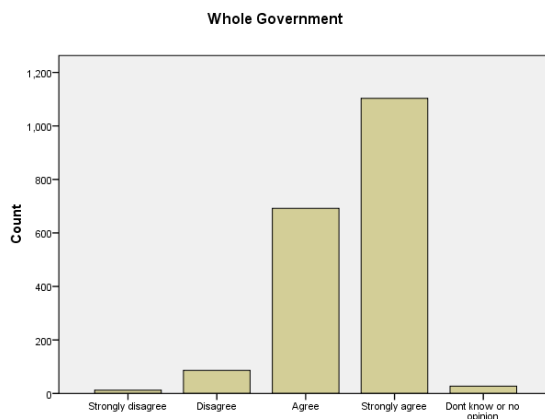
		Frequency	Percent
Valid	Strongly disagree	33	1.7
	Disagree	264	13.7
	Agree	970	50.4
	Strongly agree	533	27.7
	Don't know or no opinion	120	6.2
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q11\_SP\_2 Deliver the most we can with the staff and other resources at our disposal**



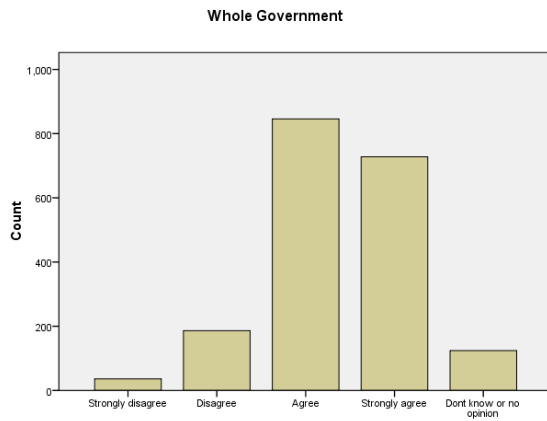
		Frequency	Percent
Valid	Strongly disagree	7	.4
	Disagree	22	1.1
	Agree	613	31.9
	Strongly agree	1274	66.3
	Don't know or no opinion	4	.2
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q11\_SP\_3 Focus clearly on contributing to the outcomes that the government wants from our organisation**



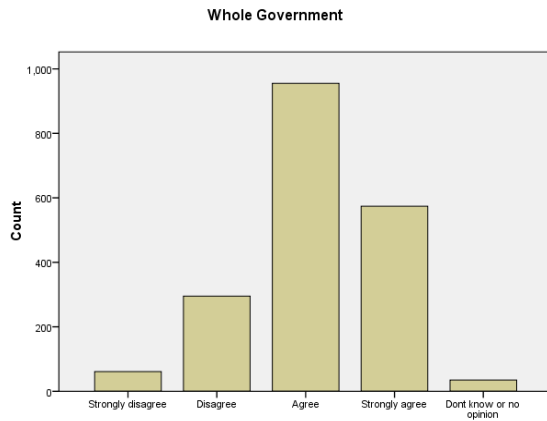
		Frequency	Percent
Valid	Strongly disagree	12	.6
	Disagree	86	4.5
	Agree	692	36.0
	Strongly agree	1103	57.4
	Don't know or no opinion	27	1.4
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q11\_SP\_4 Deliver our organisation's services fairly or to those most in need**



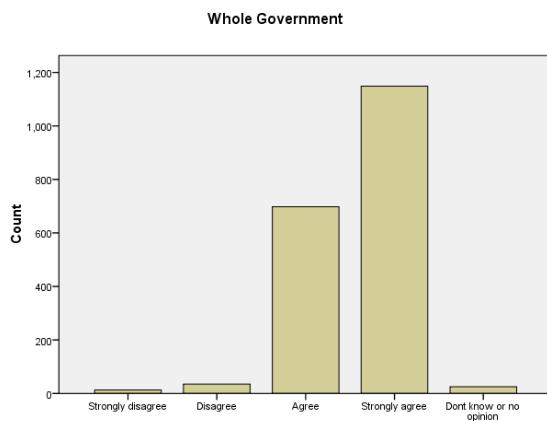
		Frequency	Percent
Valid	Strongly disagree	36	1.9
	Disagree	186	9.7
	Agree	846	44.0
	Strongly agree	728	37.9
	Don't know or no opinion	124	6.4
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q11\_SP\_5 Have the staff and other resources to do a good job in the future**



		Frequency	Percent
Valid	Strongly disagree	61	3.2
	Disagree	295	15.3
	Agree	955	49.7
	Strongly agree	574	29.8
	Don't know or no opinion	35	1.8
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q11\_SP\_6 Maintain and enhance the public's trust in our organisation and its operations**



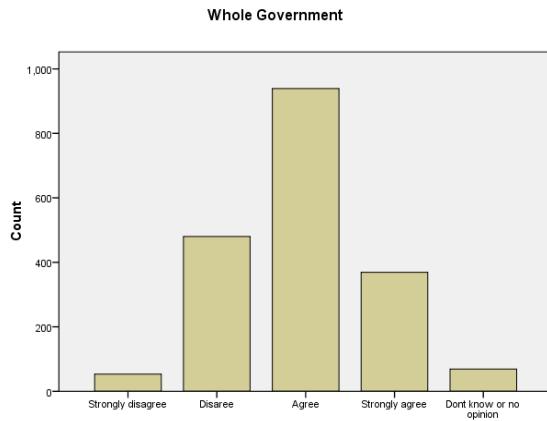
		Frequency	Percent
Valid	Strongly disagree	13	.7
	Disagree	35	1.8
	Agree	698	36.3
	Strongly agree	1149	59.8
	Don't know or no opinion	25	1.3
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q12. The external climate for our organisation**

Below are some statements about the external climate for an organisation.

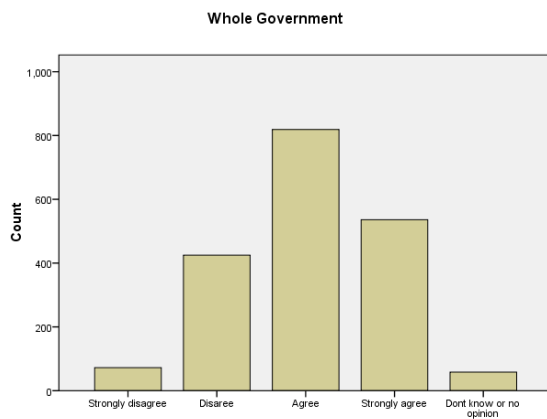
We asked managers "please indicate to what extent you personally agree or disagree with each statement".

**Q12\_SP\_1 My organisation enjoys a high degree of public confidence in its work**



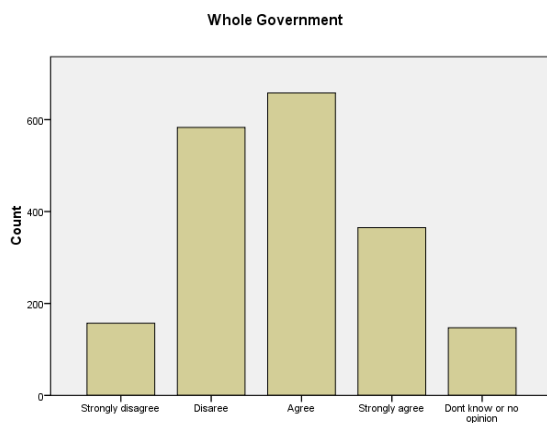
		Frequency	Percent
Valid	Strongly disagree	53	2.8
	Disagree	480	25.0
	Agree	939	48.8
	Strongly agree	369	19.2
	Don't know or no opinion	69	3.6
	Total	1910	99.3
Missing		13	.7
Total		1923	100.0

**Q12\_SP\_2 My organisation frequently has to respond to concerns raised by the public (such as service users)**



		Frequency	Percent
Valid	Strongly disagree	72	3.7
	Disagree	425	22.1
	Agree	819	42.6
	Strongly agree	536	27.9
	Don't know or no opinion	58	3.0
	Total	1910	99.3
Missing		13	.7
Total		1923	100.0

**Q12\_SP\_3 My organisation is frequently called upon to justify its actions to Ministers or to Parliament**



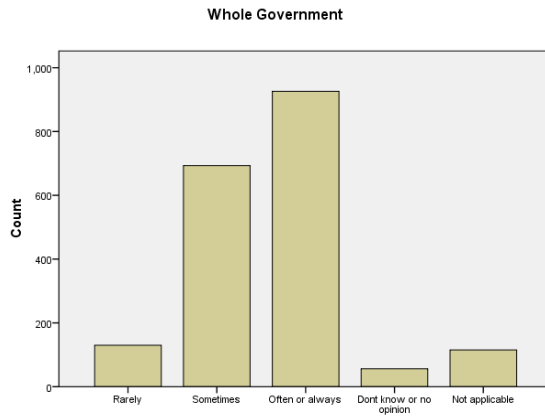
		Frequency	Percent
Valid	Strongly disagree	157	8.2
	Disagree	583	30.3
	Agree	658	34.2
	Strongly agree	365	19.0
	Don't know or no opinion	147	7.6
	Total	1910	99.3
Missing		13	.7
Total		1923	100.0

**Q13. Uses of information**

Information on how work units are performing may come from many sources. Sources include regular reports or feedback from the Minister's office, management or the public. The statements in the following questions describe some of the purposes for which managers may use this information. They may not all apply to every work unit. If they did not apply, we asked managers to select the "Not Applicable" option. In the following questions, we asked managers to "think about how often your work unit uses information for each purpose".

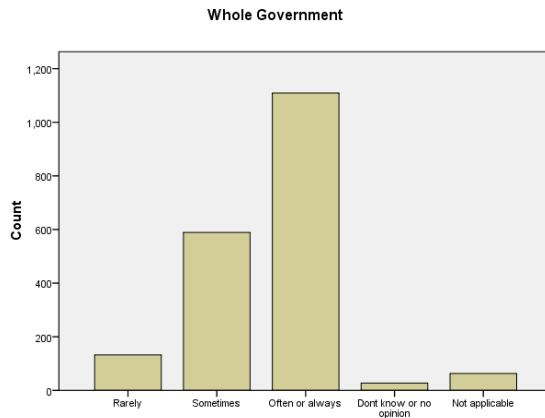
**My work unit uses information about performance to...**

**Q13\_SP\_1 Help develop strategies and plans for my organisation**



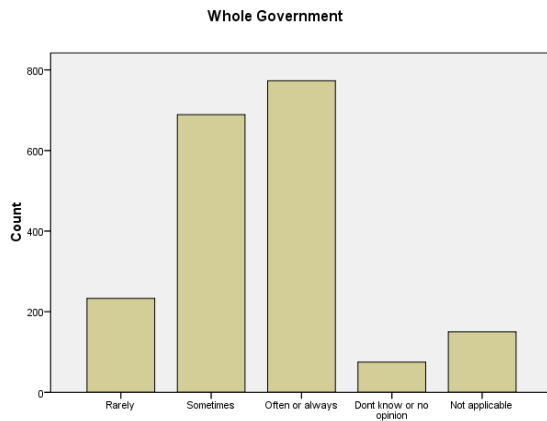
		Frequency	Percent
Valid	Rarely	130	6.8
	Sometimes	693	36.0
	Often or always	926	48.2
	Don't know or no opinion	56	2.9
	Not applicable	115	6.0
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q13\_SP\_2 Monitor my work unit's workload and performance in relation to its objectives**



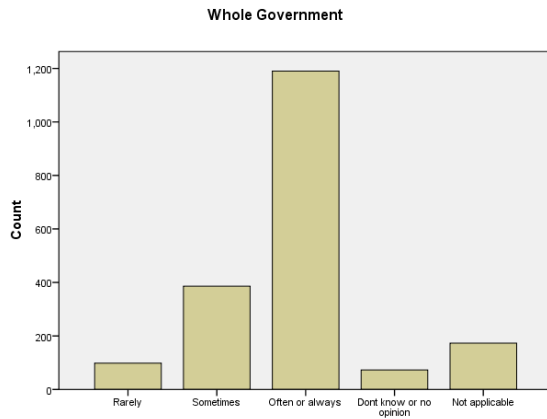
		Frequency	Percent
Valid	Rarely	132	6.9
	Sometimes	589	30.6
	Often or always	1109	57.7
	Don't know or no opinion	27	1.4
	Not applicable	63	3.3
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q13\_SP\_3 Manage relationships with other organisations and providers**



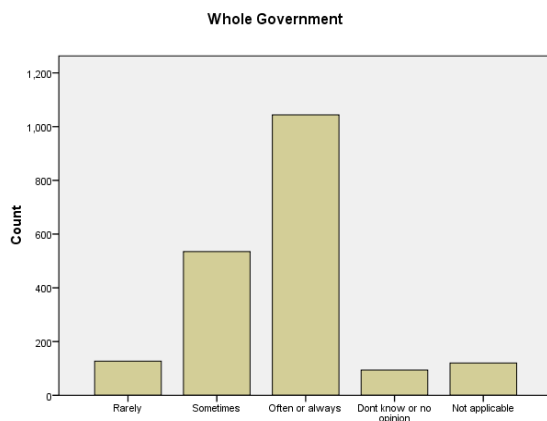
		Frequency	Percent
Valid	Rarely	233	12.1
	Sometimes	689	35.8
	Often or always	773	40.2
	Don't know or no opinion	75	3.9
	Not applicable	150	7.8
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q13\_SP\_4 Ensure that my work unit is delivering the outputs that the Minister requires**



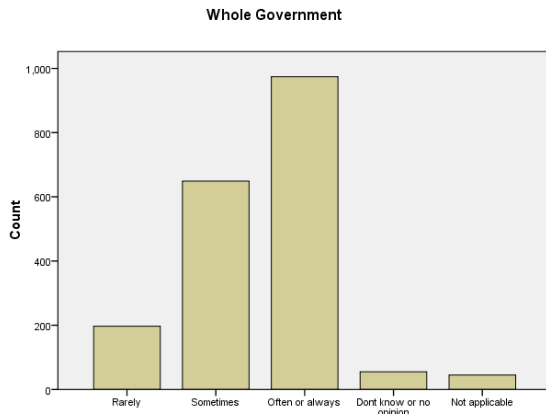
		Frequency	Percent
Valid	Rarely	98	5.1
	Sometimes	386	20.1
	Often or always	1190	61.9
	Don't know or no opinion	73	3.8
	Not applicable	173	9.0
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q13\_SP\_5 Monitor my work unit's contribution to the outcomes that the government wants for our organisation**



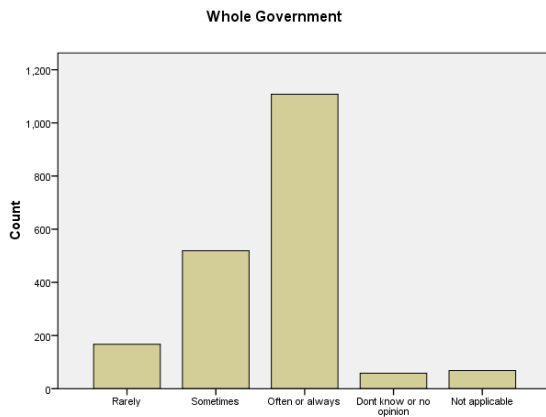
		Frequency	Percent
Valid	Rarely	127	6.6
	Sometimes	535	27.8
	Often or always	1044	54.3
	Don't know or no opinion	94	4.9
	Not applicable	120	6.2
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q13\_SP\_6 Ensure that my work unit has the staff skills and other capabilities required to meet its objectives**



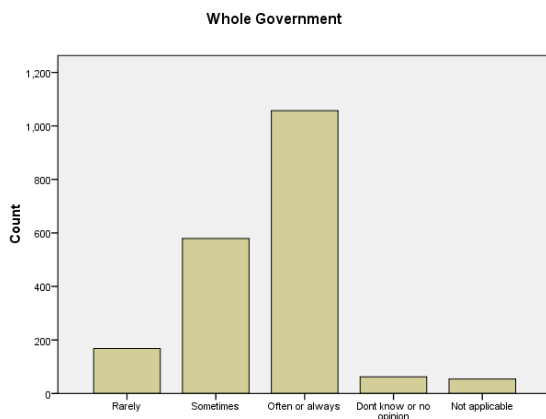
		Frequency	Percent
Valid	Rarely	197	10.2
	Sometimes	649	33.7
	Often or always	974	50.7
	Don't know or no opinion	55	2.9
	Not applicable	45	2.3
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q13\_SP\_7 Monitor budget and staff time to meet demands on my work unit**



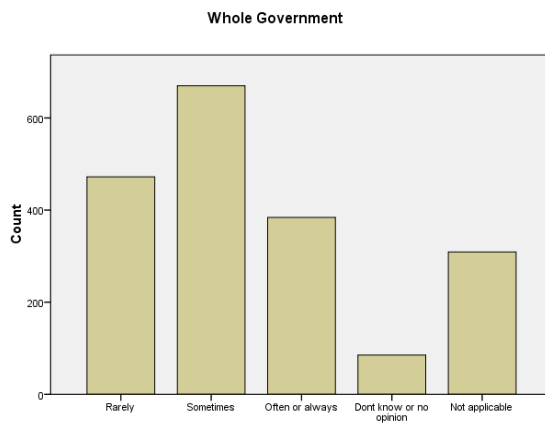
		Frequency	Percent
Valid	Rarely	167	8.7
	Sometimes	519	27.0
	Often or always	1108	57.6
	Don't know or no opinion	58	3.0
	Not applicable	68	3.5
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q13\_SP\_8 Help decide how to improve my work unit's performance**



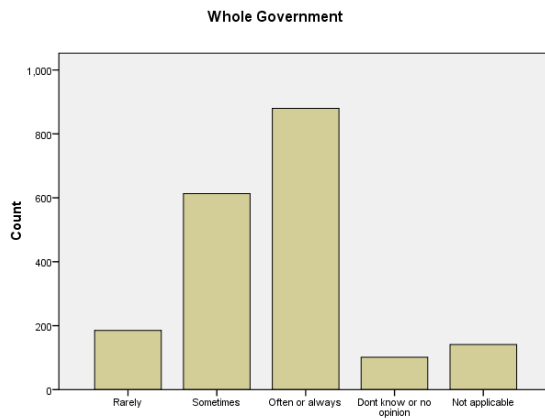
		Frequency	Percent
Valid	Rarely	168	8.7
	Sometimes	579	30.1
	Often or always	1057	55.0
	Don't know or no opinion	62	3.2
	Not applicable	54	2.8
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q13\_SP\_9 Publicise my work unit's operations or respond to public enquiries**



		Frequency	Percent
Valid	Rarely	472	24.5
	Sometimes	670	34.8
	Often or always	384	20.0
	Don't know or no opinion	85	4.4
	Not applicable	309	16.1
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q13\_SP\_10 Report to senior management, Government or Parliament**



		Frequency	Percent
Valid	Rarely	185	9.6
	Sometimes	613	31.9
	Often or always	880	45.8
	Don't know or no opinion	101	5.3
	Not applicable	141	7.3
	Total	1920	99.8
Missing		3	.2
Total		1923	100.0

**Q14. Please describe any other uses of performance information that you think are important**

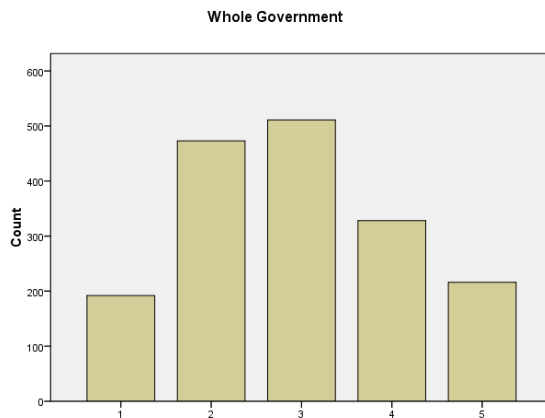
*Responses not provided to protect confidentiality.*

**Q15. Types of Information**

This question asked managers how much they rely on numerical information on their work unit's performance, as opposed to other non-numerical sources. "Numerical" or *quantitative* information counts things and generally comes in tabular reports or queries. "Non-numerical" information is usually got from reading, talking with other people or personal observation. As before, if the category of use did not apply to the work unit, we asked managers to tick "Not Applicable".

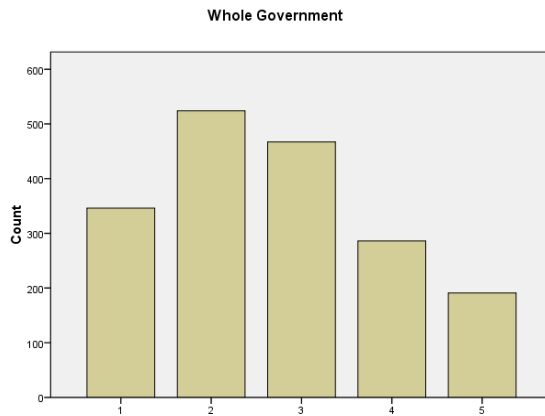
**On a scale of 1 to 5, where 1 means 'nearly entirely' and 5 means 'almost never', how much do you rely on numerical information relative to other information in each of these categories?**

**Q15\_SP\_1 Help develop strategies and plans for my organisation**



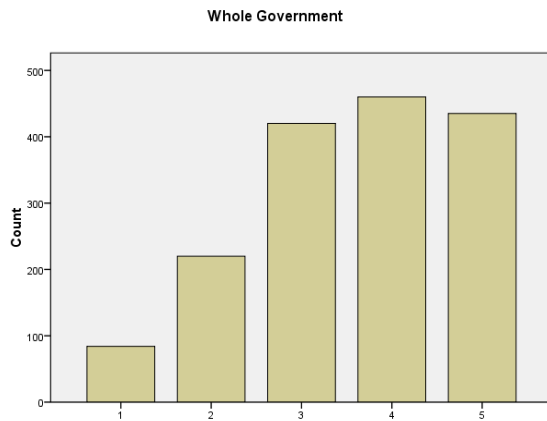
		Frequency	Percent
Valid	1 - Nearly entirely	192	10.0
	2	473	24.6
	3	511	26.6
	4	328	17.1
	5 - Almost never	216	11.2
	Total	1720	89.4
Missing		203	10.6
Total		1923	100.0

**Q15\_SP\_2 Monitor my work unit's workload and performance in relation to its objectives**



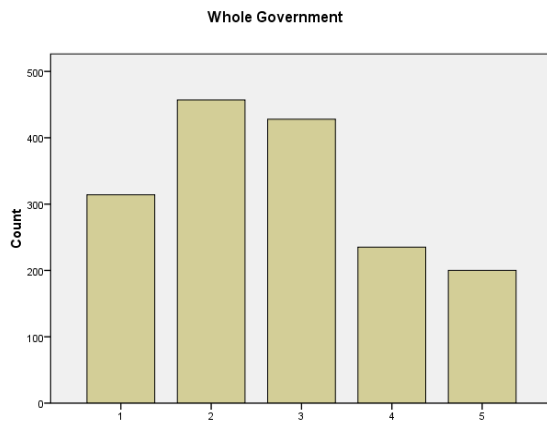
		Frequency	Percent
Valid	1 - Nearly entirely	346	18.0
	2	524	27.2
	3	467	24.3
	4	286	14.9
	5 - Almost never	191	9.9
	Total	1814	94.3
Missing		109	5.7
Total		1923	100.0

**Q15\_SP\_3 Manage relationships with other organisations and providers**



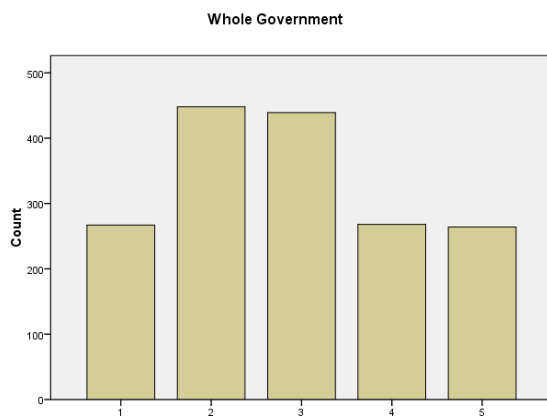
		Frequency	Percent
Valid	1 - Nearly entirely	84	4.4
	2	220	11.4
	3	420	21.8
	4	460	23.9
	5 - Almost never	435	22.6
	Total	1619	84.2
Missing		304	15.8
Total		1923	100.0

**Q15\_SP\_4 Ensure that my work unit is delivering the outputs that the Minister requires**



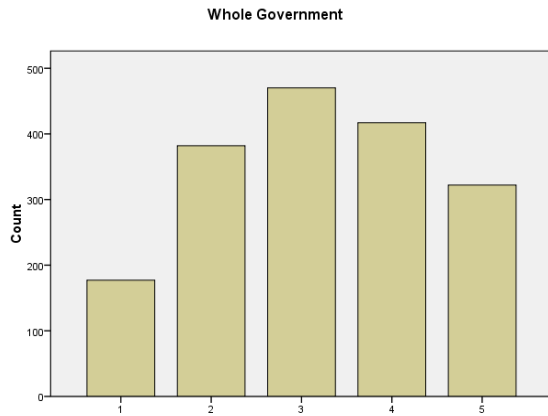
		Frequency	Percent
Valid	1 - Nearly entirely	314	16.3
	2	457	23.8
	3	428	22.3
	4	235	12.2
	5 - Almost never	200	10.4
	Total	1634	85.0
Missing		289	15.0
Total		1923	100.0

**Q15\_SP\_5 Monitor my work unit's contribution to the outcomes that the government wants for our organisation**



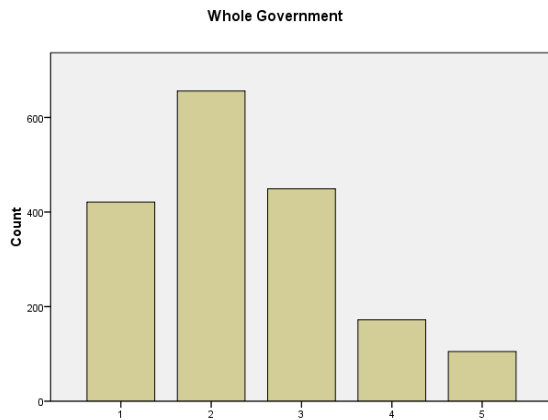
		Frequency	Percent
Valid	1 - Nearly entirely	267	13.9
	2	448	23.3
	3	439	22.8
	4	268	13.9
	5 - Almost never	264	13.7
	Total	1686	87.7
Missing		237	12.3
Total		1923	100.0

**Q15\_SP\_6 Ensure that my work unit has the staff skills and other capabilities required to meet its objectives**



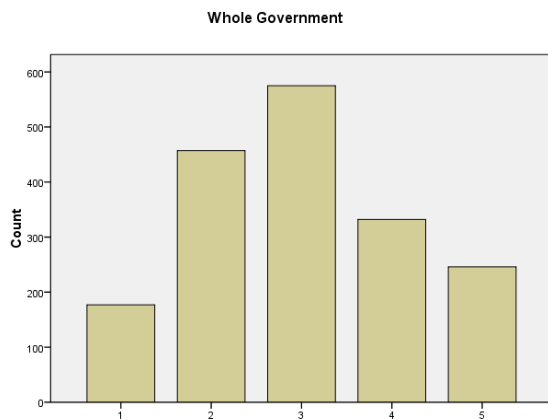
		Frequency	Percent
Valid	1 - Nearly entirely	177	9.2
	2	382	19.9
	3	470	24.4
	4	417	21.7
	5 - Almost never	322	16.7
	Total	1768	91.9
Missing		155	8.1
Total		1923	100.0

**Q15\_SP\_7 Monitor budget and staff time to meet demands on my work unit**



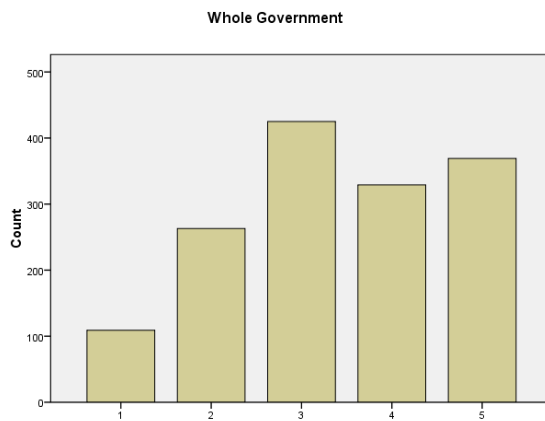
		Frequency	Percent
Valid	1 - Nearly entirely	421	21.9
	2	656	34.1
	3	449	23.3
	4	172	8.9
	5 - Almost never	105	5.5
	Total	1803	93.8
Missing		120	6.2
Total		1923	100.0

**Q15\_SP\_8 Help decide how to improve my work unit's performance**



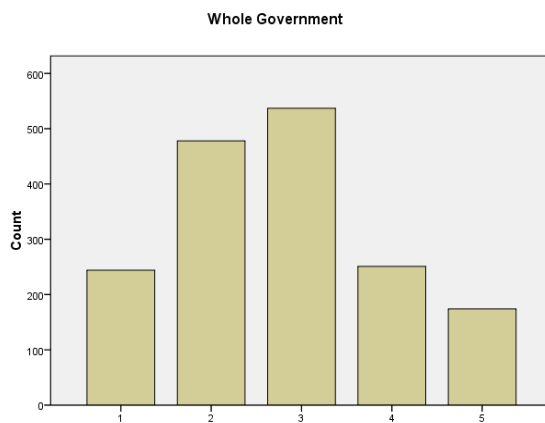
		Frequency	Percent
Valid	1 - Nearly entirely	177	9.2
	2	457	23.8
	3	575	29.9
	4	332	17.3
	5 - Almost never	246	12.8
	Total	1787	92.9
Missing		136	7.1
Total		1923	100.0

**Q15\_SP\_9 Publicise my work unit's operations or respond to public enquiries**



		Frequency	Percent
Valid	1 - Nearly entirely	109	5.7
	2	263	13.7
	3	425	22.1
	4	329	17.1
	5 - Almost never	369	19.2
	Total	1495	77.7
Missing		428	22.3
Total		1923	100.0

**Q15\_SP\_10 Report to senior management, Government or Parliament**



		Frequency	Percent
Valid	1 - Nearly entirely	244	12.7
	2	478	24.9
	3	537	27.9
	4	251	13.1
	5 - Almost never	174	9.0
	Total	1684	87.6
Missing		239	12.4
Total		1923	100.0

**Q16. Do you have any further comment on your use of numerical as opposed to other forms of information?**

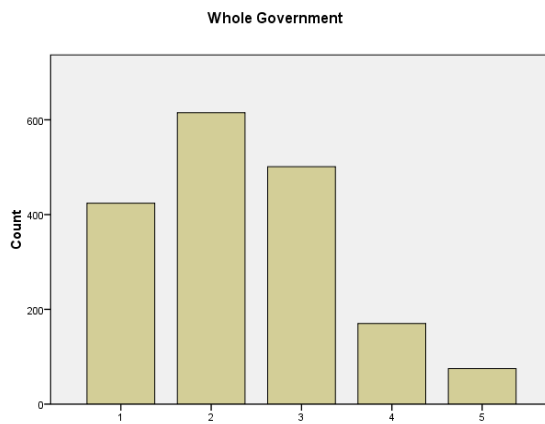
*Responses not provided to protect confidentiality.*

**Q17. Sources of Information**

This question asked managers how much they rely for feedback on their work unit's performance, on information that is compiled and distributed by their organisation as a whole; as opposed to getting information from other sources, such as when their or others in their work unit talked to people, read documents or even collected their own statistics. Again, if the category did not apply to their work unit, we asked managers to tick "Not Applicable".

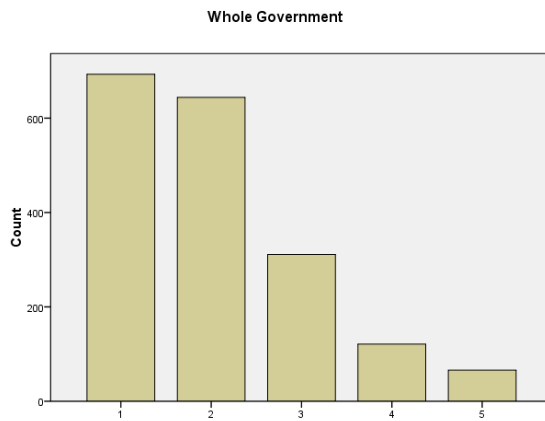
**On a scale from 1 to 5, where 1 means 'mostly from the organisation' and 5 means 'mostly from other sources', how much do you rely on information from your organisation relative to other sources in each of these categories?**

**Q17\_SP\_1 Help develop strategies and plans for my organisation**



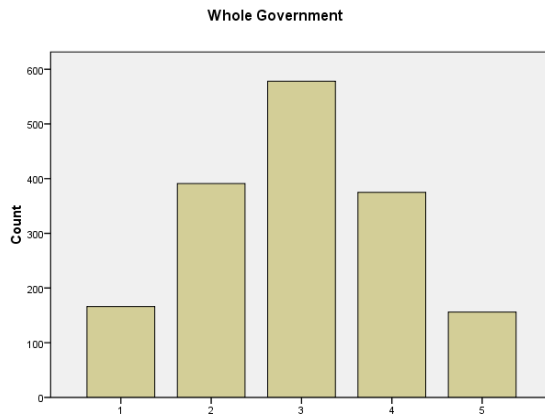
		Frequency	Percent
Valid	1 - Mostly org.	424	22.0
	2	615	32.0
	3	501	26.1
	4	170	8.8
	5 - Mostly other	75	3.9
	Total	1785	92.8
Missing		138	7.2
Total		1923	100.0

**Q17\_SP\_2 Monitor my work unit's workload and performance in relation to its objectives**



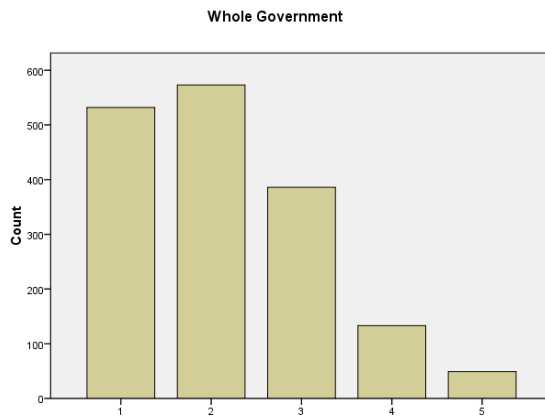
		Frequency	Percent
Valid	1 - Mostly org.	693	36.0
	2	644	33.5
	3	311	16.2
	4	121	6.3
	5 - Mostly other	66	3.4
	Total	1835	95.4
Missing		88	4.6
Total		1923	100.0

**Q17\_SP\_3 Manage relationships with other organisations and providers**



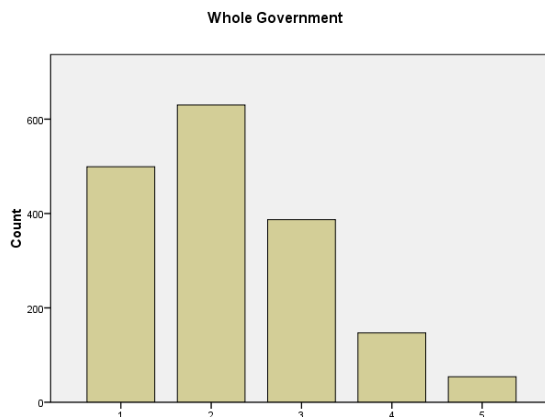
		Frequency	Percent
Valid	1 - Mostly org.	166	8.6
	2	391	20.3
	3	578	30.1
	4	375	19.5
	5 - Mostly other	156	8.1
	Total	1666	86.6
Missing		257	13.4
Total		1923	100.0

**Q17\_SP\_4 Ensure that my work unit is delivering the outputs that the Minister requires**



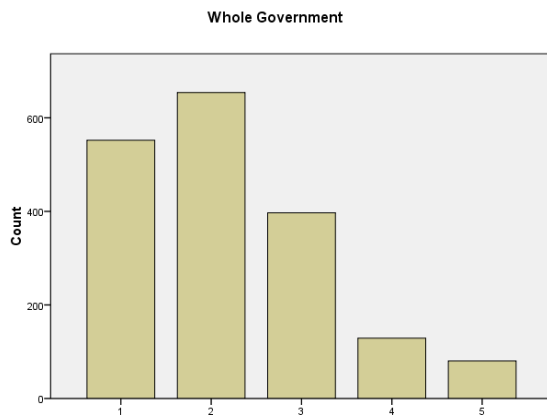
		Frequency	Percent
Valid	1 - Mostly org.	532	27.7
	2	573	29.8
	3	386	20.1
	4	133	6.9
	5 - Mostly other	49	2.5
	Total	1673	87.0
Missing		250	13.0
Total		1923	100.0

**Q17\_SP\_5 Monitor my work unit's contribution to the outcomes that the government wants for our organisation**



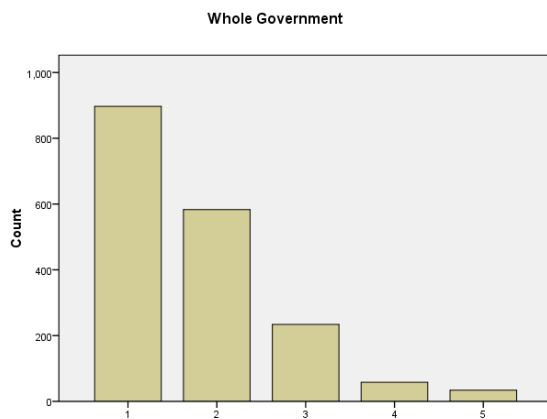
		Frequency	Percent
Valid	1 - Mostly org.	499	25.9
	2	630	32.8
	3	387	20.1
	4	147	7.6
	5 - Mostly other	54	2.8
	Total	1717	89.3
Missing		206	10.7
Total		1923	100.0

**Q17\_SP\_6 Ensure that my work unit has the staff skills and other capabilities required to meet its objectives**



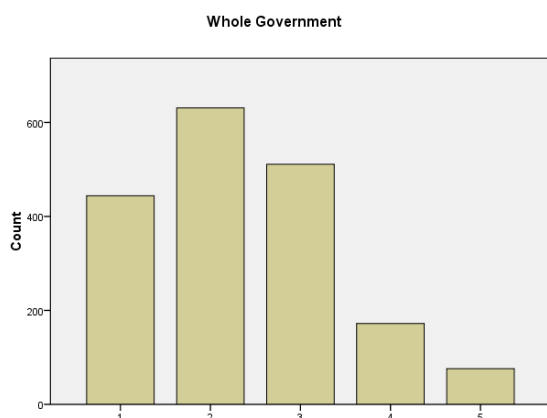
		Frequency	Percent
Valid	1 - Mostly org.	552	28.7
	2	654	34.0
	3	397	20.6
	4	129	6.7
	5 - Mostly other	80	4.2
	Total	1812	94.2
Missing		111	5.8
Total		1923	100.0

**Q17\_SP\_7 Monitor budget and staff time to meet demands on my work unit**



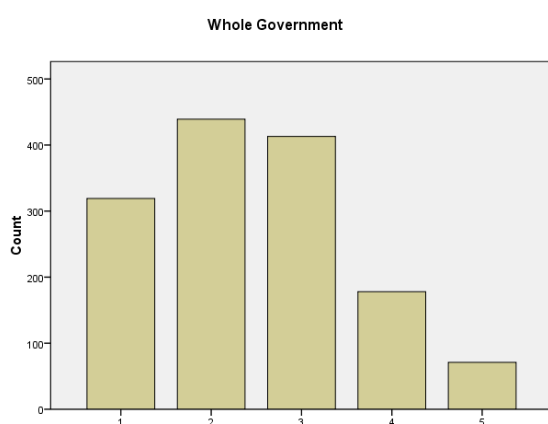
		Frequency	Percent
Valid	1 - Mostly org.	897	46.6
	2	583	30.3
	3	234	12.2
	4	58	3.0
	5 - Mostly other	34	1.8
	Total	1806	93.9
Missing		117	6.1
Total		1923	100.0

**Q17\_SP\_8 Help decide how to improve my work unit's performance**



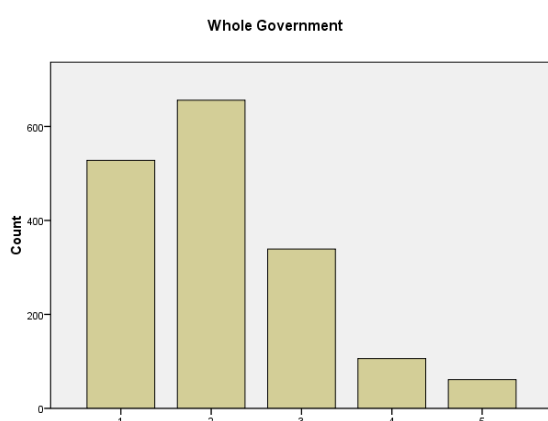
		Frequency	Percent
Valid	1 - Mostly org.	444	23.1
	2	631	32.8
	3	511	26.6
	4	172	8.9
	5 - Mostly other	76	4.0
	Total	1834	95.4
Missing		89	4.6
Total		1923	100.0

**Q17\_SP\_9 Publicise my work unit's operations or respond to public enquiries**



		Frequency	Percent
Valid	1 - Mostly org.	319	16.6
	2	439	22.8
	3	413	21.5
	4	178	9.3
	5 - Mostly other	71	3.7
	Total	1420	73.8
Missing		503	26.2
Total		1923	100.0

**Q17\_SP\_10 Report to senior management, Government or Parliament**



		Frequency	Percent
Valid	1 - Mostly org.	528	27.5
	2	656	34.1
	3	339	17.6
	4	106	5.5
	5 - Mostly other	61	3.2
	Total	1690	87.9
Missing		233	12.1
Total		1923	100.0

**Q18. Do you have anything more to say on how you use organisational information relative to information from your own sources?**

*Responses not provided to protect confidentiality.*

**Q19. That completes the survey. If there is anything else you would like to add, please do so here**

*Responses not provided to protect confidentiality.*

**Q20. + Q21.** Provided an opportunity for participants to subscribe to an email list to “receive the occasional email about the survey and the project’s findings”, an opportunity to provide any “comments or feedback on the survey” and thanked participants for their “interest in the results of the survey”, “time and comments”.

*Responses not provided to protect confidentiality.*