
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

eHealth NSW

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RESPONSE RATE

45%

215 RESPONSES
OUT OF 474 EMPLOYEES

ENGAGEMENT INDEX

66%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **65%**



ENGAGEMENT

Engaged employees have a sense of personal attachment to their work and organisation; they are motivated and able to give their best to help the organisation succeed.

The complete list of questions which are used to calculate the Engagement Index are listed in the All Questions pages.

RESPONSE RATE

Due to the size of the NSW public sector, even comparatively low levels of response to People Matter can be statistically representative and an accurate reflection of perceptions. Any parts of the sector where the response rate is too low for data to be fully reliable have been flagged in reports.

Some entities exceeded 100% where responses were greater than the employee headcount. This is thought to be primarily due to employees selecting the wrong work location in the survey.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h.	I look for ways to perform my job more effectively	96%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	91%
2a.	My workgroup strives to achieve customer/client satisfaction	88%
2i.	People in my workgroup treat customers/clients with respect	88%
1d.	I feel I make a contribution to achieving the organisation's objectives	87%
2c.	My team works collaboratively to achieve its objectives	85%
2e.	I receive help and support from other members of my workgroup	85%
1a.	I understand what is expected of me to do well in my role	84%
8b.	Cultural background is not a barrier to success in my organisation	83%
2h.	People in my workgroup treat each other with respect	82%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l.	My organisation's processes for recruiting employees are efficient	30%
9b.	I have confidence in the ways my organisation resolves grievances	40%
3a.	I have a current performance plan that sets out my individual objectives	44%
3e.	My performance is assessed against clear criteria	44%
3k.	I would like to work in another agency within the NSW Public Sector during my career	45%
9c.	I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	46%
3j.	I am satisfied with the opportunities available for career development in my organisation	47%
15.	I believe action will be taken on the results from this survey by my organisation	47%
5n.	My manager appropriately deals with employees who perform poorly	47%
6h.	I feel that senior managers listen to employees	50%



YOUR PEOPLE MATTER QUESTION RESULTS AT A GLANCE

These are your highest and lowest scoring questions from the survey, based on respondents who have selected 'Strongly Agree' and 'Agree'.

BUSINESS UNIT COMPARISON



COMPARISON OF BUSINESS UNITS

This page provides the scores for each of the business units below eHealth NSW, using the same key question groups.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	eHealth NSW	Clinical Programs	Corporate Programs	Information Services	Infrastructure Office
NUMBER OF RESPONDENTS	215	65	31	73	15
ENGAGEMENT	66%	68%	68%	62%	76%
SENIOR MANAGERS	58%	62%	60%	44%	64%
COMMUNICATION	67%	69%	66%	58%	81%
HIGH PERFORMANCE	71%	70%	73%	66%	76%
PUBLIC SECTOR VALUES	71%	72%	70%	64%	80%
DIVERSITY & INCLUSION	71%	72%	69%	65%	80%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 10 RESPONDENTS



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	66% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	19 43 23 10	62%	60%	60%
Q7p. I am proud to tell others I work for my organisation	23 48 20	72%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	23 37 26 9	61%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	17 39 31 11	56%	54%	55%
Q7s. My organisation inspires me to do the best in my job	18 37 29 12	56%	55%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 80% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		75%	78%	76%
Q1h. I look for ways to perform my job more effectively		96%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		80%	75%	76%
Q1j. I am satisfied with my job at the present time		67%	63%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

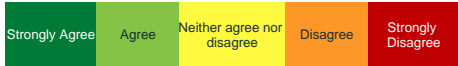
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SENIOR MANAGERS	58% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	38	23	16		56%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	14	39	24	16	7	53%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	17	42	27	8		59%	45%	48%
Q6d. Senior managers encourage innovation by employees	15	40	24	14		55%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	20	43	18	14		63%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	24	46	18	9		70%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15	44	21	11	9	59%	42%	44%
Q6h. I feel that senior managers listen to employees	13	37	31	10	8	50%	37%	39%
Q7f. I feel that change is handled well in my organisation	9	45	22	18		54%	43%	41%

KEY





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Some key comparisons are provided.

COMMUNICATION	67% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		75%	66%	69%
Q5f. My manager encourages and values employee input		72%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		70%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		59%	42%	44%
Q6h. I feel that senior managers listen to employees		50%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		78%	67%	69%

KEY





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Some key comparisons are provided.

	71% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	33	50	9		84%	91%	90%
Q1b. I have the tools I need to do my job effectively	22	53	12	10	75%	72%	70%
Q1c. I get the information I need to do my job well	18	44	21	14	61%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	39	48	8		87%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	31	39	15	10	70%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	24	52	14	7	76%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	32	53	8		85%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	32	50	11		81%	77%	76%
Q3h. I have received appropriate training and development to do my job well	15	39	26	14	54%	69%	63%

KEY





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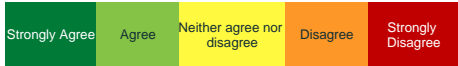
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	71% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	31	44	16			75%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	25	39	23	11		63%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	29	45	14	9		74%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	31	44	12	8		74%	64%	67%
Q6d. Senior managers encourage innovation by employees	15	40	24	14		55%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	20	43	18	14		63%	49%	52%
Q7d. My organisation focuses on improving the work we do	26	51	16			76%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	20	50	20	7		70%	61%	62%
Q7g. There is good co-operation between teams across our organisation	12	40	27	13	8	51%	50%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

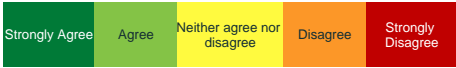
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	71% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	45	28	11	55%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20	52	21		72%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	35	57			91%	84%	85%

KEY





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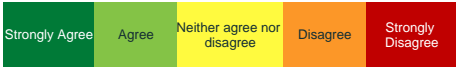
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	47	41	8	88%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	24	52	14	76%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	29	44	17	74%	64%	67%
Q2h. People in my workgroup treat each other with respect	34	48	11	82%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	40	49	8	88%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	31	44	16	75%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	25	39	23	63%	65%	64%
Q5d. My manager listens to what I have to say	36	43	11	78%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	39	20	68%	61%	64%

KEY





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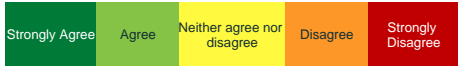
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q5k. My manager treats employees with dignity and respect	40	42	8		82%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	24	34	21	15	58%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	18	38	23	16	56%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	17	42	27	8	59%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	24	46	18	9	70%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	15	44	21	11	59%	42%	44%
Q6h. I feel that senior managers listen to employees	13	37	31	10	50%	37%	39%
Q7a. My organisation provides high quality services	25	52	15		76%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	28	52	12		80%	80%	80%

KEY





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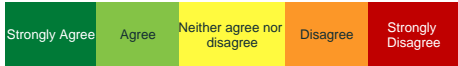
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	71% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	28	47	19	6	0	75%	82%	83%
Q7d. My organisation focuses on improving the work we do	26	51	16	7	0	76%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	12	45	20	16	8	57%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	15	51	25	9	0	66%	58%	63%

KEY





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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

DIVERSITY & INCLUSION	71% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21	42	17	14	63%	60%	59%
Q5d. My manager listens to what I have to say	36	43	11		78%	70%	73%
Q5f. My manager encourages and values employee input	35	37	17		72%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	27	43	19		70%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	29	39	20	8	68%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	16	37	35	7	53%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	26	53	14		79%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20	52	21		72%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	23	55	11		78%	67%	69%

KEY





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DIVERSITY & INCLUSION

71% RESPONSE SCALE

AGREEMENT %

HEALTH

SECTOR

Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes



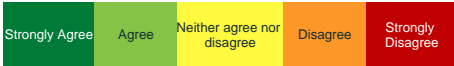
91% 84% 85%

Q8j. How satisfied are you with your ability to access and use flexible working arrangements?
Response scale Very satisfied - Very unsatisfied



56% 55% 58%

KEY





EXPLORE THE FULL SURVEY RESULTS

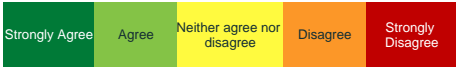
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Some key comparisons are provided.

RECRUITMENT	45% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient		30%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair		51%	43%	41%
Q7n. My organisation generally selects capable people to do the job		55%	53%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

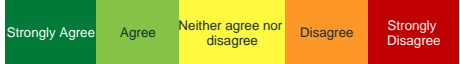
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	56%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	39	31	61%	58%	60%		
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20	36	35	55%	51%	53%		
Q7g. There is good co-operation between teams across our organisation	12	40	27	13	8	51%	50%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

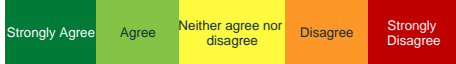
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	15 29 28 22	44%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	26 44 16 11	70%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	20 35 20 17 8	55%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	21 42 20 10 8	63%	59%	59%
Q3e. My performance is assessed against clear criteria	14 30 28 16 11	44%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	30 44 12 9	74%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	16 37 27 15	53%	66%	60%
Q3h. I have received appropriate training and development to do my job well	15 39 26 14	54%	69%	63%
Q3i. I have a strong desire to advance my career	46 33 15	78%	69%	69%

KEY





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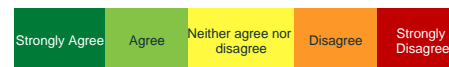
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	58% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	14 33 27 16 11	47%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16 29 40 11	45%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	36 36 13 10	72%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	16 31 35 10 7	47%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	25 42 22 7	67%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22 39 31	61%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20 36 35	55%	51%	53%
Q7j. My organisation is committed to developing its employees	13 43 27 12	56%	53%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

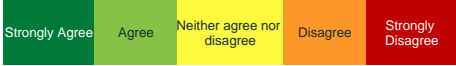
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Some key comparisons are provided.

MOBILITY	54% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	16	29	40	11	45%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	22	39	31		61%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	20	36	35		55%	51%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

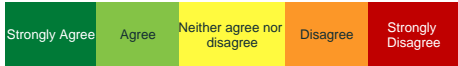
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PAY & BENEFITS 62% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	63%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	60%	60%	60%

KEY





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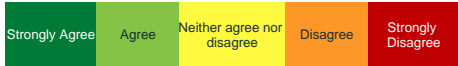
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Some key comparisons are provided.

DIVERSITY GROUPS	78% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	32	50	12		83%	77%	77%
Q8c. Age is not a barrier to success in my organisation	31	48	15		79%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	29	44	23		73%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	30	49	18		79%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	26	51	15		77%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

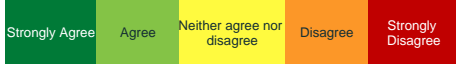
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE SUPPORT	69% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		63%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		63%	60%	58%
Q1l. My workload is acceptable		62%	54%	55%
Q2e. I receive help and support from other members of my workgroup		85%	78%	80%
Q2f. There is good team spirit in my workgroup		74%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		63%	52%	56%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ACTION ABOUT SURVEY RESULTS

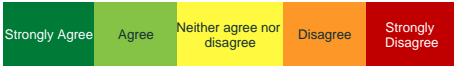
47% RESPONSE SCALE

Q15. I believe action will be taken on the results from this survey by my organisation



	AGREEMENT %	HEALTH	SECTOR
Q15. I believe action will be taken on the results from this survey by my organisation	47%	34%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

WORKPLACE CONDUCT	51% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		66%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		40%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		46%	48%	49%

KEY





EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
More interesting and challenging work		61%	42%	46%
Better skills in my workgroup		27%	28%	27%
Improved career opportunities		60%	47%	52%
Improved learning and development opportunities		49%	49%	50%
Greater involvement in decision making		34%	32%	33%
Better pay and benefits		55%	58%	58%
Greater recognition for the work I do		37%	44%	45%
Better leadership from senior managers		36%	37%	39%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

MOTIVATION TO STAY	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q13. What factors would motivate you to stay in the NSW public sector?				
Better leadership from my manager		28%	29%	27%
Better accountability for performance		26%	24%	25%
A better location		31%	19%	20%
More flexible working conditions		42%	38%	38%
Better work/life balance		39%	43%	46%
Improved facilities		21%	32%	30%
Improved technology and systems		30%	33%	38%
Better job security		37%	33%	43%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

WORKPLACE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q9a. In the last 12 months I have read or referred to my organisation's code of conduct				
Yes		65%	77%	72%
No		32%	19%	24%
Don't Know		3%	3%	4%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work				
Yes		14%	31%	25%
No		75%	59%	64%
Don't Know		11%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		52%	65%	63%
No		43%	33%	35%
Don't Know		4%	1%	2%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10c. In the last 12 months I have witnessed bullying at work				
Yes		24%	43%	35%
No		68%	50%	58%
Don't Know		8%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		17%	24%	20%
No		77%	71%	75%
Don't Know		6%	5%	5%



EXPLORE THE FULL SURVEY RESULTS

This section shows results for all the survey questions grouped by key themes.

Some key comparisons are provided.

UNACCEPTABLE CONDUCT	RESPONSE SCALE	AGREEMENT%	HEALTH	SECTOR
Q10e. Please indicate the role of the person who has been the source of the most serious bullying you have been subjected to in the last 12 months.				
A senior manager		26%	20%	23%
Your Immediate Manager/Supervisor		26%	26%	26%
A fellow worker at your level		10%	29%	25%
A subordinate		3%	7%	8%
A client or customer		10%	2%	2%
Prefer not to say		26%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

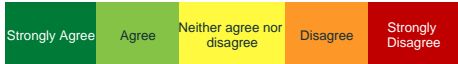
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE				AGREEMENT %	HEALTH
Q1. Morale is good in my team	18	57	11	10	75%	59%
Q2. I believe I am valued for what I can offer at my workplace	21	56	13		77%	69%
Q3. In my workplace, we recognise our successes and innovations	18	56	19		74%	64%
Q4. Staff are treated respectfully regardless of their job	22	57	13		79%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	18	41	24	14	59%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	18	43	22	13	61%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

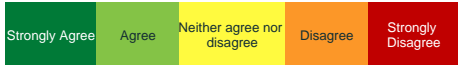
This section shows results for all the survey questions grouped by key themes.

Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

HEALTH QUESTIONS	RESPONSE SCALE				AGREEMENT %	HEALTH
Q7. I have a say in decisions which affect my work	15	46	21	14	62%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	19	51	18	7	69%	64%
Q9. My team's objectives/work plans are clearly outlined	18	45	23	9	64%	64%
Q10. Our objectives/work plans help us to deliver a quality service	19	47	24	7	65%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	14	32	32	17	46%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

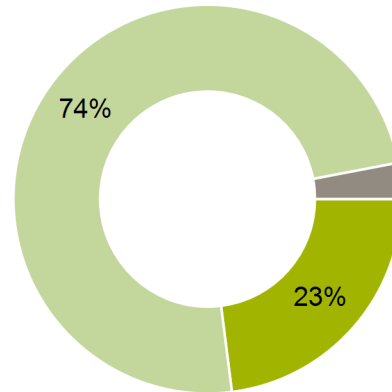
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		61%
Female		37%
Other		2%
Age		
<35		20%
35 - 54		64%
> 54		15%

PROFILE OF RESPONDENTS

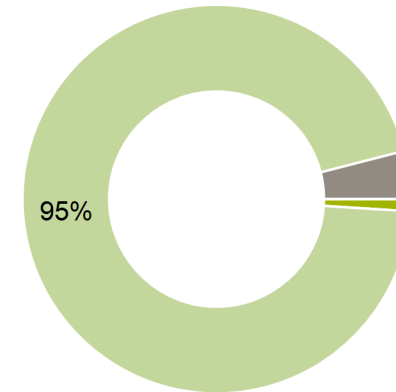


PERSONAL PROFILES

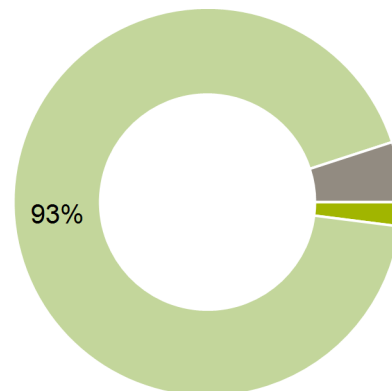
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



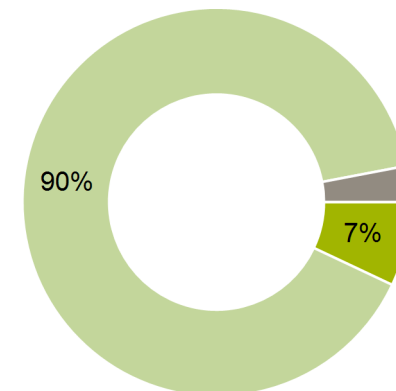
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



DO YOU HAVE A DISABILITY?



DO YOU IDENTIFY AS LGBTI?



KEY



PROFILE OF RESPONDENTS



WORK PROFILES

TENURE IN ORGANISATION	RESPONSE SCALE	PERCENTAGE%
Less than 1 year		24%
1 - 2 years		18%
2 - 5 years		28%
5 - 10 years		17%
10 - 20 years		9%
More than 20 years		4%

PROFILE OF RESPONDENTS



WORK PROFILES

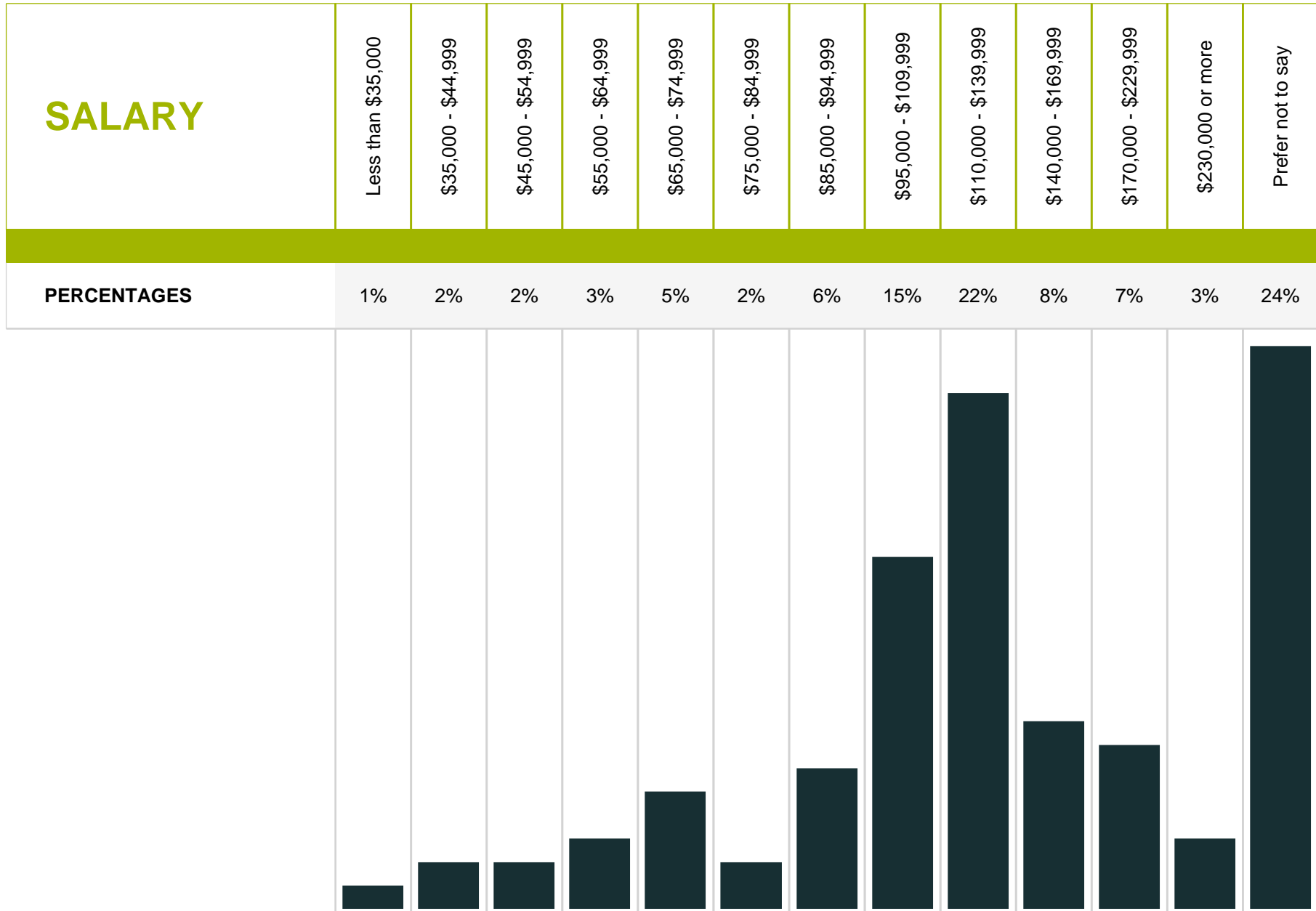
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		4%
Other service delivery work		18%
Administrative support		5%
Corporate services		39%
Program and project management support		29%
Other		4%

PROFILE OF RESPONDENTS



WORK PROFILES

SALARY



RESULTS BY TYPE OF WORK



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	eHealth NSW	Service delivery involving direct contact with the general public	Other service delivery work	Administrative support	Corporate services	Policy	Research	Program and project management support	Legal (including developing and/or reviewing legislation)	Other
NUMBER OF RESPONDENTS	215	7	33	10	72	0	0	53	0	8
ENGAGEMENT	66%	(r)	60%	(r)	65%	(r)	(r)	70%	(r)	(r)
SENIOR MANAGERS	58%	(r)	45%	(r)	55%	(r)	(r)	68%	(r)	(r)
COMMUNICATION	67%	(r)	58%	(r)	63%	(r)	(r)	78%	(r)	(r)
HIGH PERFORMANCE	71%	(r)	68%	(r)	69%	(r)	(r)	76%	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	63%	(r)	69%	(r)	(r)	78%	(r)	(r)
DIVERSITY & INCLUSION	71%	(r)	65%	(r)	69%	(r)	(r)	80%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY SALARY



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	eHealth NSW	Less than \$35,000	\$35,000 - \$44,999	\$45,000 - \$54,999	\$55,000 - \$64,999	\$65,000 - \$74,999	\$75,000 - \$84,999	\$85,000 - \$94,999	\$95,000 - \$109,999	\$110,000 - \$139,999	\$140,000 - \$169,999	\$170,000 - \$229,999	\$230,000 or more	Prefer not to say
NUMBER OF RESPONDENTS	215	1	3	4	5	9	3	11	28	40	15	12	6	44
ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	69%	(r)	(r)	(r)	61%
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	57%	(r)	(r)	(r)	52%
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	64%	(r)	(r)	(r)	61%
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)	(r)	(r)	66%
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	72%	(r)	(r)	(r)	64%
DIVERSITY & INCLUSION	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	71%	(r)	(r)	(r)	66%

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT
OFF LIMIT OF 30 RESPONDENTS

RESULTS BY TENURE IN ORGANISATION



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	eHealth NSW	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	215	44	32	50	30	17	7
ENGAGEMENT	66%	73%	63%	66%	62%	(r)	(r)
SENIOR MANAGERS	58%	73%	59%	59%	44%	(r)	(r)
COMMUNICATION	67%	84%	64%	66%	56%	(r)	(r)
HIGH PERFORMANCE	71%	83%	66%	70%	65%	(r)	(r)
PUBLIC SECTOR VALUES	71%	86%	65%	69%	64%	(r)	(r)
DIVERSITY & INCLUSION	71%	83%	66%	71%	64%	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY AGE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	eHealth NSW	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	215	0	3	16	18	27	32	35	22	15	12	1
ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	62%	68%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	62%	57%	(r)	(r)	(r)	(r)
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)	66%	71%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	73%	72%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	70%	73%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	71%	(r)	(r)	(r)	(r)	(r)	73%	73%	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS
GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS
LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT
OFF LIMIT OF 30 RESPONDENTS

RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	eHealth NSW	Male	Female	Other
NUMBER OF RESPONDENTS	215	111	68	3
ENGAGEMENT	66%	67%	66%	(r)
SENIOR MANAGERS	58%	59%	59%	(r)
COMMUNICATION	67%	68%	68%	(r)
HIGH PERFORMANCE	71%	72%	71%	(r)
PUBLIC SECTOR VALUES	71%	72%	71%	(r)
DIVERSITY & INCLUSION	71%	72%	71%	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	eHealth NSW	Junior Medical Officer	Career Medical Officer, Hospitalist	Staff Specialist	Visiting Medical Officer	Clinical Academic	Assistant in Nursing	Enrolled Nurse	Registered Nurse/Midwife, Clinical Nurse/Midwife Specialist/Consultant, Practitioner	Nurse/Midwifery Educator and Clinical Nurse/Midwifery Educator	Nurse/Midwifery Manager	Support Officers	Information Management	Clinical Support Executive
NUMBER OF RESPONDENTS	215	0	0	0	0	0	0	2	0	0	0	1	4	0
ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	eHealth NSW	Administrative and Executive Assistant	Corporate Services	Senior Manager/Executive	Allied Health Professional	Allied Health Assistant	Health Education, Health Promotion and Health Protection	Counsellor, Welfare Support	Interpreters and Liaison Officer	Aboriginal Health Workers and Aboriginal Education Officers	Technician/Technologist	Hospital Scientist/Biomedical Engineers	Researchers	Data Analyst
NUMBER OF RESPONDENTS	215	7	54	4	3	1	0	0	0	0	5	0	1	5
ENGAGEMENT	66%	(r)	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	(r)	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	71%	(r)	68%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS

RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	eHealth NSW	Technical Officers/Technical Assistant	Dental Officer, Therapists and Hygienist	Dental Specialist	Dental Assistant	Trainee Dental Assistant	Operational Ambulance Officers	Operational Ambulance Managers	Project Director	Project Manager	Project Officer	Cleaning, Linen and Food	Motor Vehicle, Patient Transport	Security Services, Fire Safety
NUMBER OF RESPONDENTS	215	6	0	0	0	0	0	0	5	27	14	0	0	0
ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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RESULTS BY CURRENT ROLE



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

The Engagement score is weighted. It cannot be compared with other scores which are the average of % agreement results for all questions in each group.

Differences have been highlighted where they are 5 or more % points above or below the scores in the first column.

	eHealth NSW	Residential Care Attendant, Patient Care Assistant, Patient Services, Wardsperson	Warehouse staff	Tradesperson	Apprentice Trade Worker and Trade Assistant	Trainee	Volunteer	Other job role	Prefer not to say
NUMBER OF RESPONDENTS	215	0	0	0	0	1	0	24	18
ENGAGEMENT	66%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	58%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	67%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

r = DATA RESTRICTED AS BELOW CUT OFF LIMIT OF 30 RESPONDENTS



WHAT'S NEXT?

Sector employees have now given their feedback and these results show where actions and improvements are required.

Research has shown that a key reason why employees can become disengaged is if they are asked their opinion and then no action takes place as a result.

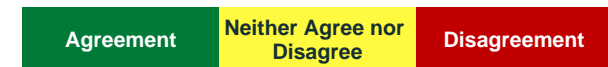
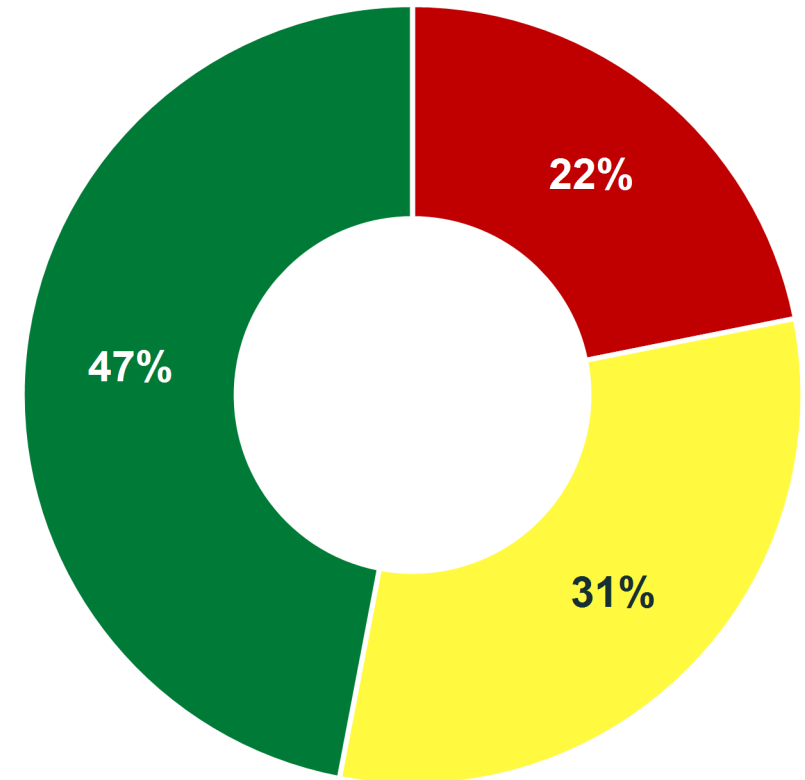
47%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by my organisation.'

32%
SECTOR

34%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

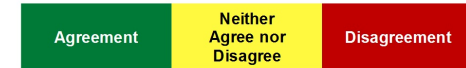
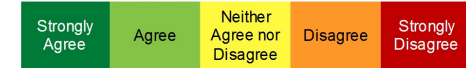
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more employees) and responses from demographic groups (30 or more employees). Where people work in small teams, the results are merged with larger business units and results are not available. Where this happens an 'r' is shown in reports.

HOW TO READ THIS REPORT

The majority of questions have a 5-point answer scale. In reports, the Strongly Agree and Agree scores are combined to create an agreement (or positive) score which is shown as a rounded percentage.

Previous surveys had a 4-point answer scale, which means that comparisons are limited for this year only. Some scales, such as those used for the Engagement Index, are unchanged.



HOW THE DRIVERS AND INFLUENCERS ARE DERIVED

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of **30 responses** from a team to perform the analysis to determine the top influences of engagement, leadership and other key question groups.

Statistical techniques applied for this analysis include **Factor Analysis** which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as line manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these techniques is a list of questions which we can say have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement

ROUNDING

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy.

Values from .00 to .49 are rounded down, whereas values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%. Example below:

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%