
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Health Education & Training Institute

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RESPONSE RATE

>100%

**150 RESPONSES
OUT OF 149 EMPLOYEES**

RESPONSE RATE ABOVE 100%. SEE NOTES

ENGAGEMENT INDEX

61%

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
%

8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	92%
2i.	People in my workgroup treat customers/clients with respect	90%
1h.	I look for ways to perform my job more effectively	89%
1a.	I understand what is expected of me to do well in my role	88%
2a.	My workgroup strives to achieve customer/client satisfaction	85%
1d.	I feel I make a contribution to achieving the organisation's objectives	85%
5a.	My manager encourages people in my workgroup to improve the quality of what they do	82%
7b.	My organisation strives to match services to customer/client needs	82%
8e.	Sexual orientation is not a barrier to success in my organisation	81%
5k.	My manager treats employees with dignity and respect	81%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

7l.	My organisation's processes for recruiting employees are efficient	30%
7f.	I feel that change is handled well in my organisation	32%
3j.	I am satisfied with the opportunities available for career development in my organisation	35%
7g.	There is good co-operation between teams across our organisation	37%
9b.	I have confidence in the ways my organisation resolves grievances	38%
7h.	People in my organisation take responsibility for their own actions	40%
6b.	I feel that senior leaders effectively lead and manage change	43%
5n.	My manager appropriately deals with employees who perform poorly	46%
15.	I believe action will be taken on the results from this survey by my organisation	46%
6h.	I feel that senior managers listen to employees	47%



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 Health Education & Training Institute, 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.

	Health Education & Training Institute	Education Strategy and Implementation	Medical	Operations	Other	Rural & Remote	Institute of Psychiatry and Mental Health
NUMBER OF RESPONDENTS	150	39	26	29	14	12	28
ENGAGEMENT	61%	59%	63%	50%	64%	55%	74%
SENIOR MANAGERS	50%	45%	55%	39%	31%	59%	69%
COMMUNICATION	65%	65%	75%	56%	63%	63%	71%
HIGH PERFORMANCE	71%	72%	77%	59%	72%	75%	75%
PUBLIC SECTOR VALUES	69%	69%	75%	57%	73%	71%	75%
DIVERSITY & INCLUSION	73%	75%	80%	62%	78%	73%	71%

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	61% RESPONSE SCALE					AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	11	45	27	9	8	56%	77%	60%	60%
Q7p. I am proud to tell others I work for my organisation	18	44	23	9	9	62%	81%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	17	35	26	12	10	51%	70%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	16	40	22	13	8	56%	72%	54%	55%
Q7s. My organisation inspires me to do the best in my job	17	35	28	10	9	52%	73%	55%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 70% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		66%	78%	76%
Q1h. I look for ways to perform my job more effectively		89%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		70%	75%	76%
Q1j. I am satisfied with my job at the present time		55%	63%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

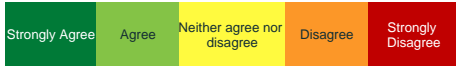
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Some key comparisons are provided.

SENIOR MANAGERS	50% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	33	20	20	11	50%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	14	29	21	21	15	43%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	17	33	27	12	12	50%	45%	48%
Q6d. Senior managers encourage innovation by employees	12	37	29	14	8	49%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	17	47	18	10	7	64%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	49	18	9		68%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	35	16	20	15	48%	42%	44%
Q6h. I feel that senior managers listen to employees	13	34	23	18	12	47%	37%	39%
Q7f. I feel that change is handled well in my organisation	8	23	26	30	13	32%	43%	41%

KEY





EXPLORE THE FULL SURVEY RESULTS

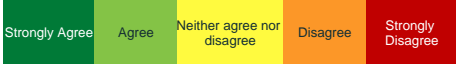
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Some key comparisons are provided.

COMMUNICATION	65% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		72%	66%	69%
Q5f. My manager encourages and values employee input		78%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		71%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		48%	42%	44%
Q6h. I feel that senior managers listen to employees		47%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		76%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

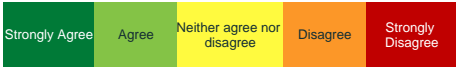
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Some key comparisons are provided.

	71% RESPONSE SCALE		AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	28	60	88%	91%	90%
Q1b. I have the tools I need to do my job effectively	16	59	75%	72%	70%
Q1c. I get the information I need to do my job well	14	54	68%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	40	45	85%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	27	47	74%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	23	46	69%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	31	41	72%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	25	47	73%	77%	76%
Q3h. I have received appropriate training and development to do my job well	20	46	66%	69%	63%

KEY





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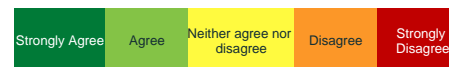
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Some key comparisons are provided.

	71% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	31	51	7			82%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	29	45	14			74%	65%	64%
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	26	46	14	7		72%	63%	65%
Q5j. I have confidence in the decisions my line manager makes	32	41	11		9	74%	64%	67%
Q6d. Senior managers encourage innovation by employees	12	37	29	14	8	49%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	17	47	18	10	7	64%	49%	52%
Q7d. My organisation focuses on improving the work we do	22	57	12			79%	76%	76%
Q7e. My organisation is making the necessary improvements to meet our future challenges	20	49	18			69%	61%	62%
Q7g. There is good co-operation between teams across our organisation		31	25	24	15	37%	50%	48%

KEY





EXPLORE THE FULL SURVEY RESULTS

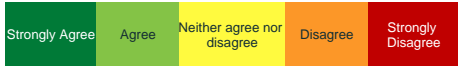
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Some key comparisons are provided.

	71% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	51	25	8	8	60%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20	52	15			72%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	43	49				92%	84%	85%

KEY





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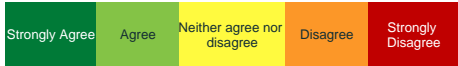
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR	
	Strongly Agree	Agree	Neither agree nor disagree	Disagree				Strongly Disagree
Q2a. My workgroup strives to achieve customer/client satisfaction	45	40			85%	85%	85%	
Q2b. People in my workgroup use time and resources efficiently	23	46	17	9	69%	68%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings	28	42	13	9	8	70%	64%	67%
Q2h. People in my workgroup treat each other with respect	32	44	11	7		76%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	43	47				90%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	31	51	7			82%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	29	45	14			74%	65%	64%
Q5d. My manager listens to what I have to say	38	42			8	80%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	34	37	16		7	71%	61%	64%

KEY





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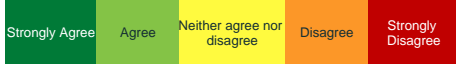
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	69% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	42	39	7			81%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	29	34	20	9	9	62%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	16	33	20	20	11	50%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	17	33	27	12	12	50%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	18	49	18	9		68%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	13	35	16	20	15	48%	42%	44%
Q6h. I feel that senior managers listen to employees	13	34	23	18	12	47%	37%	39%
Q7a. My organisation provides high quality services	20	58	15			78%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	27	55	9			82%	80%	80%

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.

PUBLIC SECTOR VALUES	69% 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	22	55	15			77%	82%	83%
Q7d. My organisation focuses on improving the work we do	22	57	12			79%	76%	76%
Q7h. People in my organisation take responsibility for their own actions		34	36	15	9	40%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	11	49	28		8	60%	58%	63%

KEY





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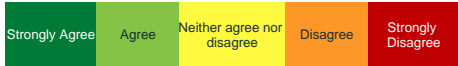
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Some key comparisons are provided.

DIVERSITY & INCLUSION	73% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		68%	60%	59%
Q5d. My manager listens to what I have to say		80%	70%	73%
Q5f. My manager encourages and values employee input		78%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions		76%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		71%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women		61%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)		74%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions		72%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager		76%	67%	69%

KEY





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

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Some key comparisons are provided.

DIVERSITY & INCLUSION

73% RESPONSE SCALE

AGREEMENT %

HEALTH

SECTOR

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



92%

84%

85%

Q8j. How satisfied are you with your ability to access and use flexible working arrangements?

Response scale Very satisfied - Very unsatisfied

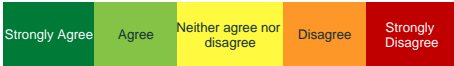


54%

55%

58%

KEY





EXPLORE THE FULL SURVEY RESULTS

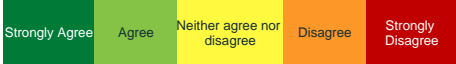
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Some key comparisons are provided.

RECRUITMENT	47% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	8	22	27	28	15	30%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	9	44	29	10	8	53%	43%	41%
Q7n. My organisation generally selects capable people to do the job	9	51	25	8	8	60%	53%	51%

KEY





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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	54%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR		
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	39	24	64%	58%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	38	29	60%	51%	53%	
Q7g. There is good co-operation between teams across our organisation	31	25	24	15	37%	50%	48%

KEY





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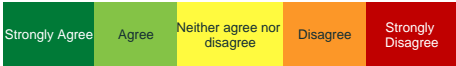
Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT

65% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives		72%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year		78%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year		73%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results		71%	59%	59%
Q3e. My performance is assessed against clear criteria		61%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required		77%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required		70%	66%	60%
Q3h. I have received appropriate training and development to do my job well		66%	69%	63%
Q3i. I have a strong desire to advance my career		76%	69%	69%

KEY





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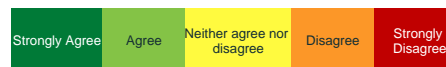
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PERFORMANCE FRAMEWORK & DEVELOPMENT

65% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation		35%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career		54%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do		77%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly		46%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup		73%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role		64%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation		60%	51%	53%
Q7j. My organisation is committed to developing its employees		56%	53%	53%

KEY





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Some key comparisons are provided.

MOBILITY	60% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	28	26	28	11	54%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	25	39	24		64%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	23	38	29		60%	51%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

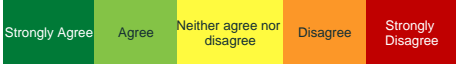
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Some key comparisons are provided.

PAY & BENEFITS	61% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q4a. I am paid fairly for the work I do	13	49	11	19	7	63%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	11	49	16	17		60%	60%	60%

KEY





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Some key comparisons are provided.

DIVERSITY GROUPS	76% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	30	48	13		78%	77%	77%
Q8c. Age is not a barrier to success in my organisation	28	46	17		74%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	26	42	22		68%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	33	49	13		81%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	34	45	13		78%	75%	74%

KEY





EXPLORE THE FULL SURVEY RESULTS

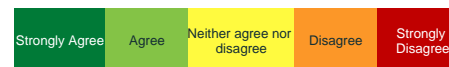
This section shows results for all the survey questions grouped by key themes.

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	67% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		68%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		63%	60%	58%
Q1l. My workload is acceptable		59%	54%	55%
Q2e. I receive help and support from other members of my workgroup		80%	78%	80%
Q2f. There is good team spirit in my workgroup		71%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		58%	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.

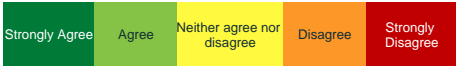
ACTION ABOUT SURVEY RESULTS

46% RESPONSE SCALE

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



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	50% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		60%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		38%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		53%	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		56%	42%	46%
Better skills in my workgroup		23%	28%	27%
Improved career opportunities		60%	47%	52%
Improved learning and development opportunities		50%	49%	50%
Greater involvement in decision making		39%	32%	33%
Better pay and benefits		53%	58%	58%
Greater recognition for the work I do		38%	44%	45%
Better leadership from senior managers		51%	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		33%	29%	27%
Better accountability for performance		19%	24%	25%
A better location		32%	19%	20%
More flexible working conditions		48%	38%	38%
Better work/life balance		40%	43%	46%
Improved facilities		25%	32%	30%
Improved technology and systems		36%	33%	38%
Better job security		40%	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		71%	77%	72%
No		26%	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		27%	31%	25%
No		64%	59%	64%
Don't Know		9%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		58%	65%	63%
No		39%	33%	35%
Don't Know		3%	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		41%	43%	35%
No		52%	50%	58%
Don't Know		8%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		21%	24%	20%
No		74%	71%	75%
Don't Know		5%	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		33%	20%	23%
Your Immediate Manager/Supervisor		20%	26%	26%
A fellow worker at your level		27%	29%	25%
A subordinate		7%	7%	8%
Prefer not to say		13%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

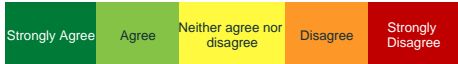
This section shows results for all the survey questions grouped by key themes.

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	17	40	20	13	9	58%	59%
Q2. I believe I am valued for what I can offer at my workplace	24	49	15	8		73%	69%
Q3. In my workplace, we recognise our successes and innovations	16	54	17			70%	64%
Q4. Staff are treated respectfully regardless of their job	25	47	15			72%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	17	32	25	15	11	49%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	14	44	17	13	13	58%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

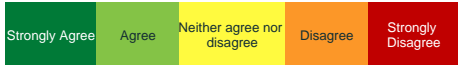
This section shows results for all the survey questions grouped by key themes.

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	13	50	16	12	10	63%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	14	49	17	13	8	63%	64%
Q9. My team's objectives/work plans are clearly outlined	19	56	8	10	8	74%	64%
Q10. Our objectives/work plans help us to deliver a quality service	16	56	19			72%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	15	26	27	15	15	42%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

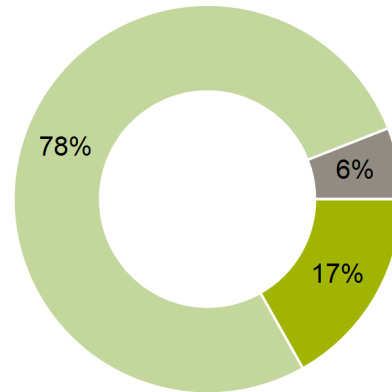
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		25%
Female		73%
Other		1%
Age		
<35		23%
35 - 54		58%
> 54		18%

PROFILE OF RESPONDENTS

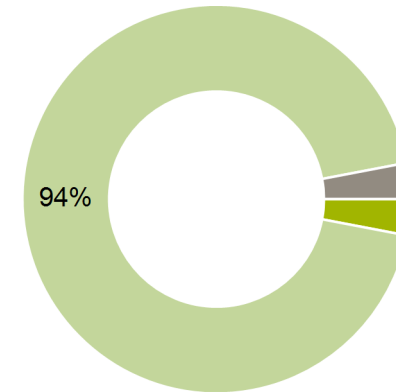


PERSONAL PROFILES

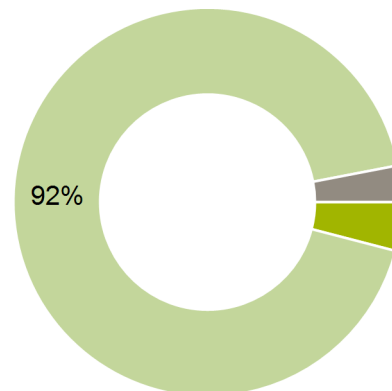
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



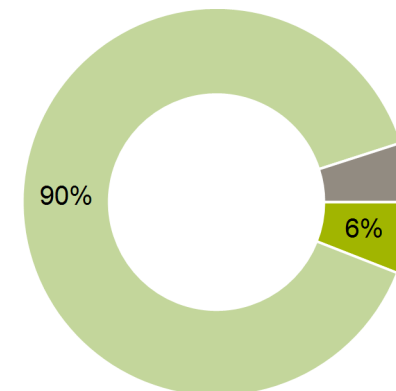
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		15%
1 - 2 years		15%
2 - 5 years		51%
5 - 10 years		14%
10 - 20 years		3%
More than 20 years		1%

PROFILE OF RESPONDENTS



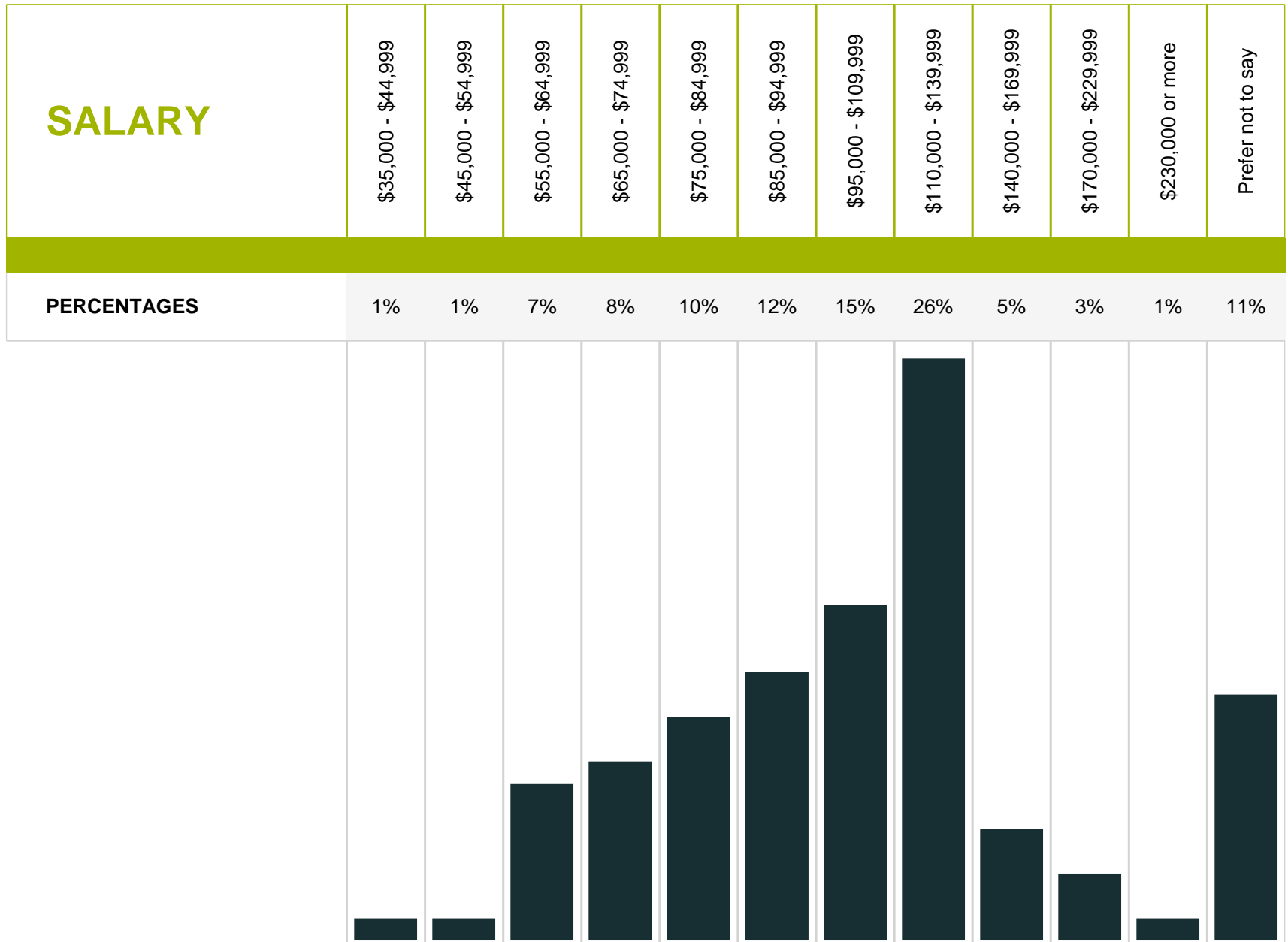
WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		4%
Other service delivery work		6%
Administrative support		13%
Corporate services		15%
Research		1%
Program and project management support		49%
Other		10%

PROFILE OF RESPONDENTS



WORK PROFILES



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.

	Health Education & Training Institute	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	150	6	9	19	22	0	2	70	0	14
ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	57%	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	(r)	(r)	43%	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	62%	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	69%	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)	71%	(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.

	Health Education & Training Institute	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	150	0	1	1	10	12	14	17	22	37	7	4	2	16
ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	58%	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	42%	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	60%	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	67%	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	71%	(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 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.

	Health Education & Training Institute	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	150	22	22	73	20	5	2
ENGAGEMENT	61%	(r)	(r)	59%	(r)	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	47%	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	63%	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	72%	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	69%	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(r)	(r)	72%	(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 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.

	Health Education & Training Institute	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	150	0	1	10	21	21	25	12	22	16	5	4
ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(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)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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 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.

	Health Education & Training Institute	Male	Female	Other
NUMBER OF RESPONDENTS	150	35	101	2
ENGAGEMENT	61%	66%	59%	(r)
SENIOR MANAGERS	50%	54%	49%	(r)
COMMUNICATION	65%	69%	63%	(r)
HIGH PERFORMANCE	71%	77%	69%	(r)
PUBLIC SECTOR VALUES	69%	76%	67%	(r)
DIVERSITY & INCLUSION	73%	78%	70%	(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.

	Health Education & Training Institute	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	150	2	0	1	0	0	0	0	0	1	0	1	0	0
ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(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	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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.

	Health Education & Training Institute	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	150	10	11	5	0	0	4	0	0	0	0	0	0	1
ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(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	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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.

	Health Education & Training Institute	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	150	1	0	0	0	0	0	0	0	18	10	0	0	0
ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(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	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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.

	Health Education & Training Institute	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	150	0	0	0	0	0	0	3	10
ENGAGEMENT	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	71%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	69%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	73%	(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.

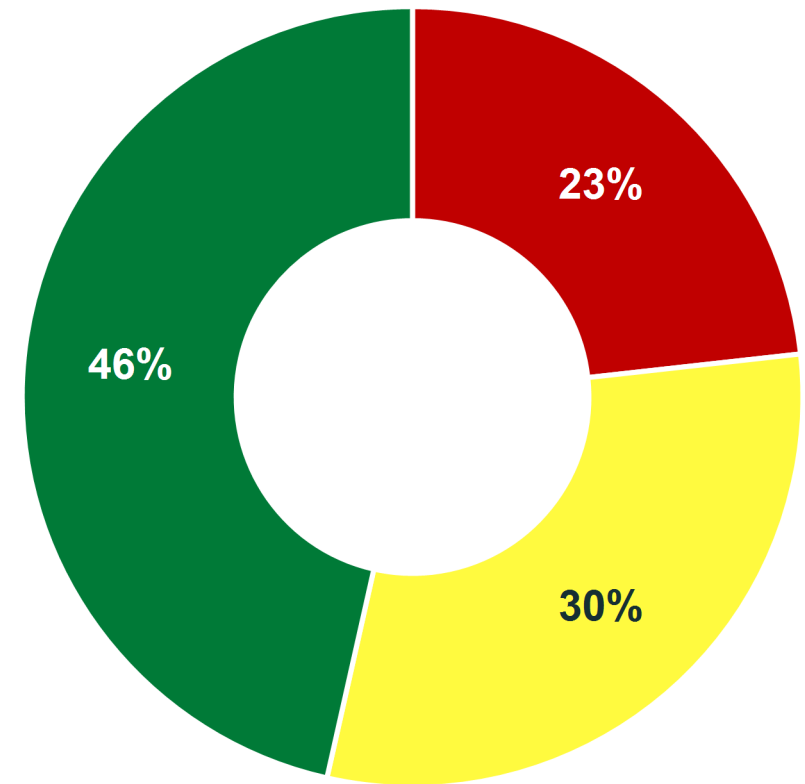
46%

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

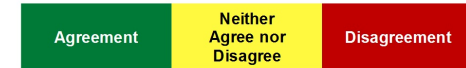
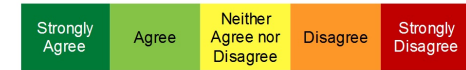
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%