
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

Justice Health & Forensic Mental Health Network

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RESPONSE RATE

32%

427 RESPONSES
OUT OF 1,329 EMPLOYEES

ENGAGEMENT INDEX

62%

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.

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

1h.	I look for ways to perform my job more effectively	95%
1a.	I understand what is expected of me to do well in my role	91%
1d.	I feel I make a contribution to achieving the organisation's objectives	88%
8i.	Diversity and inclusion in the workplace can contribute to better business outcomes	82%
8e.	Sexual orientation is not a barrier to success in my organisation	79%
2a.	My workgroup strives to achieve customer/client satisfaction	78%
7b.	My organisation strives to match services to customer/client needs	75%
8b.	Cultural background is not a barrier to success in my organisation	74%
8f.	Gender is not a barrier to success in my organisation	74%
2e.	I receive help and support from other members of my workgroup	73%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

15.	I believe action will be taken on the results from this survey by my organisation	27%
6h.	I feel that senior managers listen to employees	33%
9b.	I have confidence in the ways my organisation resolves grievances	37%
7h.	People in my organisation take responsibility for their own actions	37%
7f.	I feel that change is handled well in my organisation	38%
7l.	My organisation's processes for recruiting employees are efficient	38%
6b.	I feel that senior leaders effectively lead and manage change	39%
9c.	I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	41%
6c.	I feel that senior managers model the values of my organisation	42%
7m.	Recruitment and promotion decisions in this organisation are generally fair	42%



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'.



EXPLORE THE FULL SURVEY RESULTS

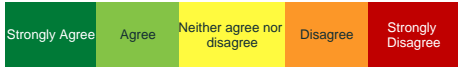
This section shows results for all the survey questions grouped by key themes.

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	62% RESPONSE SCALE	AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	19 40 23 10 9	58%	55%	60%	60%
Q7p. I am proud to tell others I work for my organisation	21 41 23 8	63%	63%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	19 36 26 12 8	54%	55%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	16 36 27 14 7	52%	50%	54%	55%
Q7s. My organisation inspires me to do the best in my job	16 36 26 13 9	52%	53%	55%	55%

KEY





EXPLORE THE FULL SURVEY RESULTS

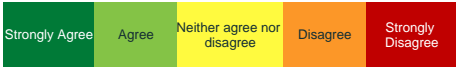
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ENGAGEMENT WITH WORK 75% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		68%	78%	76%
Q1h. I look for ways to perform my job more effectively		95%	94%	95%
Q1i. I feel motivated to contribute more than what is normally required at work		73%	75%	76%
Q1j. I am satisfied with my job at the present time		62%	63%	63%

KEY





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Some key comparisons are provided.

SENIOR MANAGERS	42% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	31	30	18	10	43%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	11	28	30	18	13	39%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	12	30	29	16	13	42%	45%	48%
Q6d. Senior managers encourage innovation by employees	11	36	29	13	10	48%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	35	33	12	9	46%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	12	40	30	11	8	52%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	33	25	19	13	43%	42%	44%
Q6h. I feel that senior managers listen to employees	9	23	29	21	17	33%	37%	39%
Q7f. I feel that change is handled well in my organisation	12	26	30	22	11	38%	43%	41%

KEY





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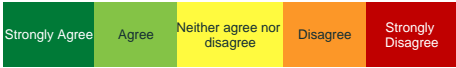
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Some key comparisons are provided.

COMMUNICATION	57% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me	32	35	14	10	9	67%	66%	69%
Q5f. My manager encourages and values employee input	32	37	14	9	8	69%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work	29	37	16	10	9	66%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on	10	33	25	19	13	43%	42%	44%
Q6h. I feel that senior managers listen to employees	9	23	29	21	17	33%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager	21	45	15	11	8	66%	67%	69%

KEY





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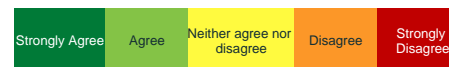
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Some key comparisons are provided.

	HIGH PERFORMANCE				65% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	42	49				91%	91%	90%
Q1b. I have the tools I need to do my job effectively	23	50	13	12		73%	72%	70%
Q1c. I get the information I need to do my job well	21	50	16	11		71%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	39	49	7			88%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	27	43	15	10		69%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	23	34	24	14		57%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	29	36	18	13		65%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	27	44	17	8		72%	77%	76%
Q3h. I have received appropriate training and development to do my job well	26	46	14	9		71%	69%	63%

KEY





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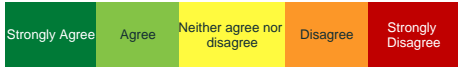
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	HIGH PERFORMANCE				65% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	28	40	18	8	68%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	27	37	21	9	64%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	24	39	19	10	63%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	25	38	19	10	63%	64%	67%	
Q6d. Senior managers encourage innovation by employees	11	36	29	13	48%	47%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	11	35	33	12	46%	49%	52%	
Q7d. My organisation focuses on improving the work we do	22	48	17	9	71%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	19	38	26	11	57%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	11	31	27	20	43%	50%	48%	

KEY





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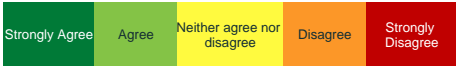
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	HIGH PERFORMANCE					65% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	9	36	27	16	12		45%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	47	24	8			65%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	33	50	13				82%	84%	85%

KEY





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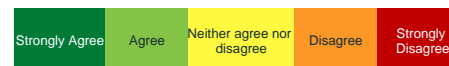
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Some key comparisons are provided.

PUBLIC SECTOR VALUES		60% RESPONSE SCALE		AGREEMENT %	HEALTH	SECTOR			
Q2a. My workgroup strives to achieve customer/client satisfaction		36	43	13	78%	85%	85%		
Q2b. People in my workgroup use time and resources efficiently		23	34	24	14	57%	68%	70%	
Q2g. People in my workgroup are honest, open and transparent in their dealings		23	31	20	19	7	54%	64%	67%
Q2h. People in my workgroup treat each other with respect		24	33	20	15	8	56%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect		33	39	18	7	72%	86%	86%	
Q5a. My manager encourages people in my workgroup to improve the quality of what they do		28	40	18	8	68%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims		27	37	21	9	64%	65%	64%	
Q5d. My manager listens to what I have to say		32	38	13	10	8	70%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased		27	34	19	10	10	61%	61%	64%

KEY





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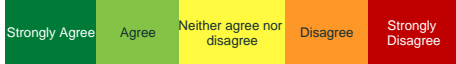
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PUBLIC SECTOR VALUES	60% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree			
Q5k. My manager treats employees with dignity and respect	32	41	12	7	8	73%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	25	36	20	12	8	61%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	31	30	18	10	43%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	12	30	29	16	13	42%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	12	40	30	11	8	52%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	33	25	19	13	43%	42%	44%
Q6h. I feel that senior managers listen to employees	9	23	29	21	17	33%	37%	39%
Q7a. My organisation provides high quality services	22	51	18			73%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	23	52	15	8		75%	80%	80%

KEY





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Some key comparisons are provided.

PUBLIC SECTOR VALUES	60% 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	49	20	9	0	71%	82%	83%
Q7d. My organisation focuses on improving the work we do	22	48	17	9	4	71%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	11	26	32	20	11	37%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	16	42	28	8	6	57%	58%	63%

KEY





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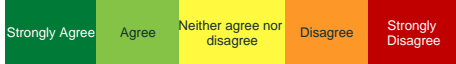
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Some key comparisons are provided.

DIVERSITY & INCLUSION	63% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21	38	19	15		59%	60%	59%
Q5d. My manager listens to what I have to say	32	38	13	10	8	70%	70%	73%
Q5f. My manager encourages and values employee input	32	37	14	9	8	69%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	27	34	21	9	9	61%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	27	34	19	10	10	61%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	18	32	35	8	8	49%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	19	48	21	7		67%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	18	47	24	8		65%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	21	45	15	11	8	66%	67%	69%

KEY





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DIVERSITY & INCLUSION	63% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	33	50	13			82%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>	20	29	20	15	15	49%	55%	58%

KEY





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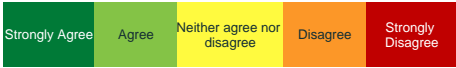
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Some key comparisons are provided.

RECRUITMENT	42% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	9	29	28	19	15	38%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	10	32	27	15	16	42%	43%	41%
Q7n. My organisation generally selects capable people to do the job	9	36	27	16	12	45%	53%	51%

KEY





EXPLORE THE FULL SURVEY RESULTS

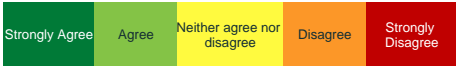
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Some key comparisons are provided.

EMPLOYEE VALUE PROPOSITION	52%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR			
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	31	28	8	57%	58%	60%	
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	33	30	8	55%	51%	53%	
Q7g. There is good co-operation between teams across our organisation	11	31	27	20	10	43%	50%	48%

KEY





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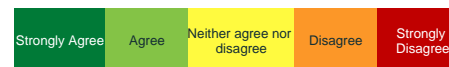
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PERFORMANCE FRAMEWORK & DEVELOPMENT

61% RESPONSE SCALE

		AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	21 45 14 17	66%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	28 42 13 11	70%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	22 37 16 18 8	58%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	20 38 19 17	58%	59%	59%
Q3e. My performance is assessed against clear criteria	19 39 20 16	58%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	31 35 13 11 8	67%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	27 40 15 12	67%	66%	60%
Q3h. I have received appropriate training and development to do my job well	26 46 14 9	71%	69%	63%
Q3i. I have a strong desire to advance my career	35 32 24	67%	69%	69%

KEY





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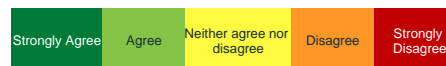
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PERFORMANCE FRAMEWORK & DEVELOPMENT

61% RESPONSE SCALE

	61% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	17	34	25	15	9	51%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	20	28	33	14		48%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	29	38	16	10	7	67%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	20	28	26	15	11	47%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	25	42	18		8	67%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	31	28		8	57%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	33	30		8	55%	51%	53%
Q7j. My organisation is committed to developing its employees	14	41	28	8	9	55%	53%	53%

KEY





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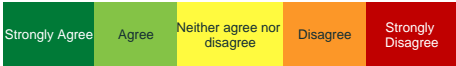
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MOBILITY	53% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	20	28	33	14		48%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	27	31	28	8		57%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	22	33	30	8		55%	51%	53%

KEY





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PAY & BENEFITS	57% 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	12	47	15	20		59%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	13	43	22	18		55%	60%	60%

KEY





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DIVERSITY GROUPS	72% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q8b. Cultural background is not a barrier to success in my organisation	24	51	18		74%	77%	77%
Q8c. Age is not a barrier to success in my organisation	24	50	17		73%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	20	41	34		61%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	28	51	18		79%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	26	48	20		74%	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	60% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work	21 38 19 15	59%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level	18 41 21 13 7	59%	60%	58%
Q1l. My workload is acceptable	14 43 18 16 9	57%	54%	55%
Q2e. I receive help and support from other members of my workgroup	28 45 15 8	73%	78%	80%
Q2f. There is good team spirit in my workgroup	27 32 19 14 8	59%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance	14 36 22 15 14	49%	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

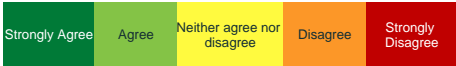
27% RESPONSE SCALE

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	27%	34%	32%

KEY





EXPLORE THE FULL SURVEY RESULTS

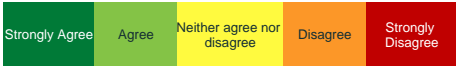
This section shows results for all the survey questions grouped by key themes.

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	45% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	16 42 28 8	57%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances	11 26 31 16 16	37%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing	12 30 27 18 14	41%	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		43%	42%	46%
Better skills in my workgroup		22%	28%	27%
Improved career opportunities		51%	47%	52%
Improved learning and development opportunities		44%	49%	50%
Greater involvement in decision making		30%	32%	33%
Better pay and benefits		63%	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		27%	29%	27%
Better accountability for performance		23%	24%	25%
A better location		26%	19%	20%
More flexible working conditions		46%	38%	38%
Better work/life balance		44%	43%	46%
Improved facilities		27%	32%	30%
Improved technology and systems		30%	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		78%	77%	72%
No		19%	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		43%	31%	25%
No		49%	59%	64%
Don't Know		8%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		76%	65%	63%
No		24%	33%	35%



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		55%	43%	35%
No		40%	50%	58%
Don't Know		5%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		35%	24%	20%
No		61%	71%	75%
Don't Know		4%	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		17%	20%	23%
Your Immediate Manager/Supervisor		20%	26%	26%
A fellow worker at your level		36%	29%	25%
A subordinate		7%	7%	8%
A client or customer		2%	2%	2%
Other		5%	5%	4%
Prefer not to say		13%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

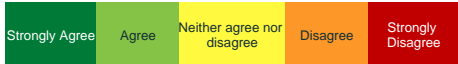
This section shows results for all the survey questions grouped by key themes.

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	39	20	17	7	56%	59%
Q2. I believe I am valued for what I can offer at my workplace	19	48	18	10		67%	69%
Q3. In my workplace, we recognise our successes and innovations	17	46	21	11		63%	64%
Q4. Staff are treated respectfully regardless of their job	19	45	15	14		64%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace	16	31	25	14	14	46%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers	14	33	24	16	14	47%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

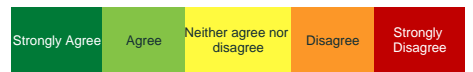
This section shows results for all the survey questions grouped by key themes.

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	14	35	27	16	8	48%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	18	43	22	10		61%	64%
Q9. My team's objectives/work plans are clearly outlined	18	46	23	9		64%	64%
Q10. Our objectives/work plans help us to deliver a quality service	19	41	28	8		60%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	15	28	31	15	12	43%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

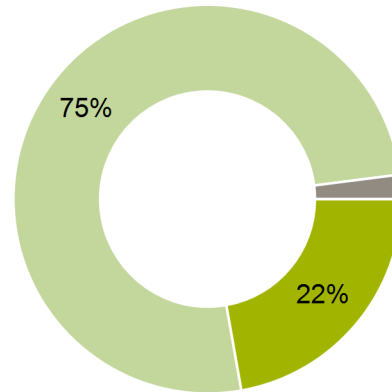
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		25%
Female		74%
Other		1%
Age		
<35		20%
35 - 54		55%
> 54		25%

PROFILE OF RESPONDENTS

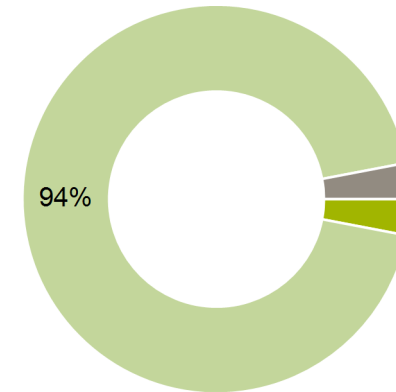


PERSONAL PROFILES

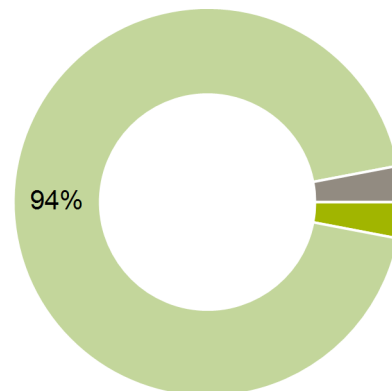
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



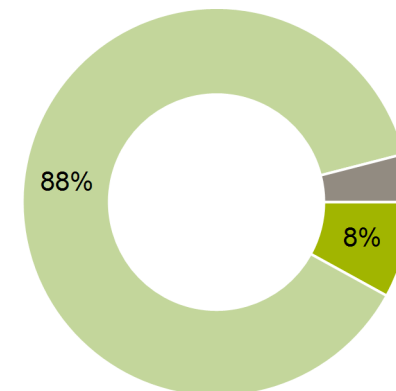
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		12%
1 - 2 years		10%
2 - 5 years		25%
5 - 10 years		29%
10 - 20 years		21%
More than 20 years		4%

PROFILE OF RESPONDENTS



WORK PROFILES

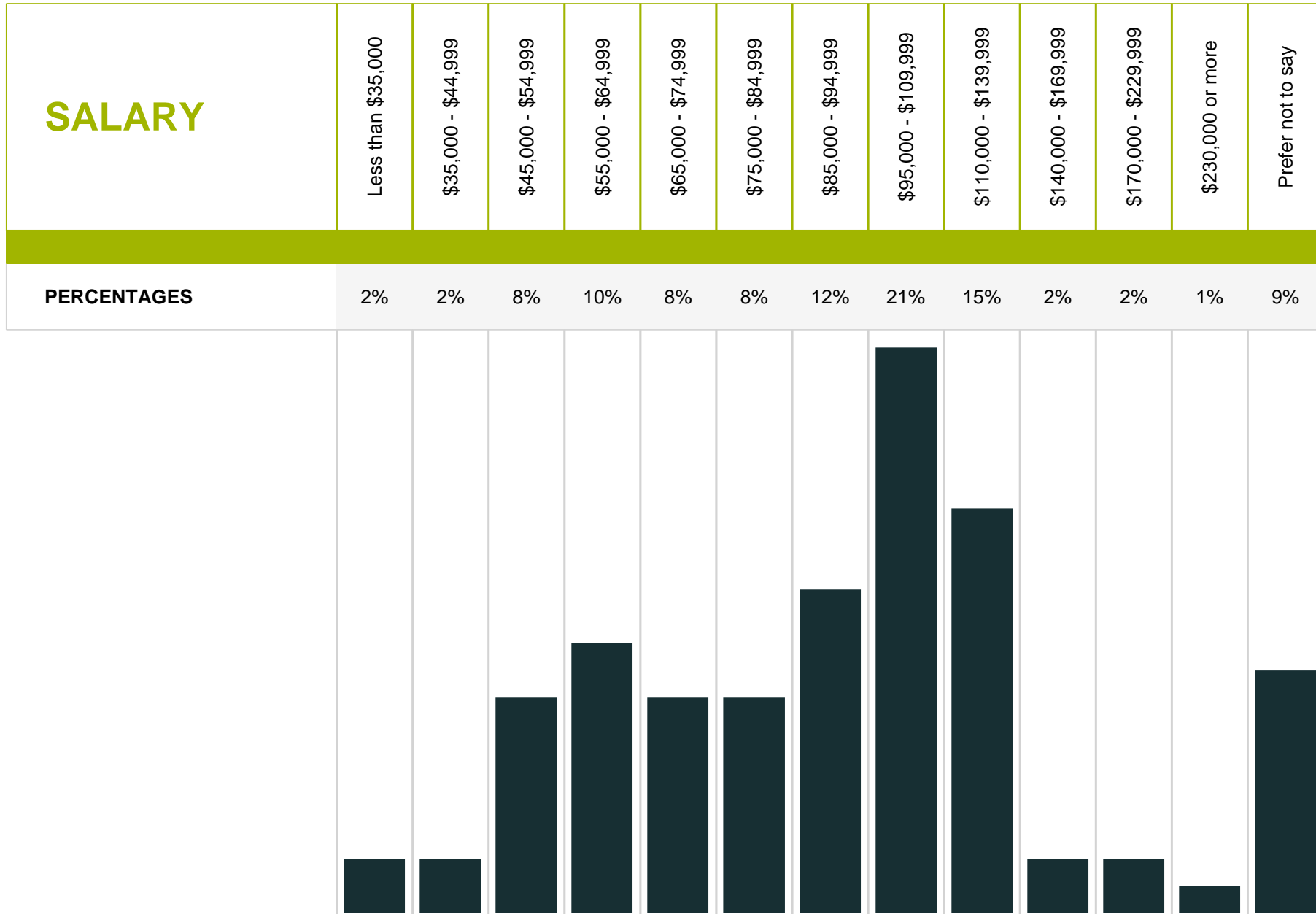
TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		60%
Other service delivery work		3%
Administrative support		12%
Corporate services		9%
Policy		1%
Research		2%
Program and project management support		3%
Other		10%

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.

	Justice Health & Forensic Mental Health Network	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	427	223	11	45	35	2	6	12	0	36
ENGAGEMENT	62%	58%	(r)	69%	69%	(r)	(r)	(r)	(r)	61%
SENIOR MANAGERS	42%	38%	(r)	43%	52%	(r)	(r)	(r)	(r)	44%
COMMUNICATION	57%	52%	(r)	64%	68%	(r)	(r)	(r)	(r)	62%
HIGH PERFORMANCE	65%	61%	(r)	70%	72%	(r)	(r)	(r)	(r)	67%
PUBLIC SECTOR VALUES	60%	55%	(r)	64%	68%	(r)	(r)	(r)	(r)	62%
DIVERSITY & INCLUSION	63%	58%	(r)	73%	73%	(r)	(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 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.

	Justice Health & Forensic Mental Health Network	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	427	8	9	28	38	29	30	45	77	56	8	7	3	34
ENGAGEMENT	62%	(r)	(r)	(r)	58%	(r)	59%	56%	61%	69%	(r)	(r)	(r)	57%
SENIOR MANAGERS	42%	(r)	(r)	(r)	35%	(r)	44%	39%	39%	48%	(r)	(r)	(r)	28%
COMMUNICATION	57%	(r)	(r)	(r)	60%	(r)	54%	56%	57%	66%	(r)	(r)	(r)	36%
HIGH PERFORMANCE	65%	(r)	(r)	(r)	63%	(r)	61%	64%	67%	72%	(r)	(r)	(r)	52%
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	56%	(r)	57%	60%	60%	67%	(r)	(r)	(r)	43%
DIVERSITY & INCLUSION	63%	(r)	(r)	(r)	66%	(r)	61%	65%	63%	71%	(r)	(r)	(r)	47%

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.

	Justice Health & Forensic Mental Health Network	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	427	43	37	91	108	79	13
ENGAGEMENT	62%	67%	54%	65%	60%	59%	(r)
SENIOR MANAGERS	42%	42%	37%	51%	39%	38%	(r)
COMMUNICATION	57%	68%	55%	68%	51%	52%	(r)
HIGH PERFORMANCE	65%	72%	62%	71%	62%	64%	(r)
PUBLIC SECTOR VALUES	60%	67%	55%	66%	56%	58%	(r)
DIVERSITY & INCLUSION	63%	74%	61%	72%	59%	59%	(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.

	Justice Health & Forensic Mental Health Network	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
NUMBER OF RESPONDENTS	427	1	5	23	45	32	44	68	60	59	26	7
ENGAGEMENT	62%	(r)	(r)	(r)	67%	62%	62%	60%	57%	64%	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	48%	39%	45%	40%	36%	51%	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	68%	56%	63%	54%	49%	61%	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	70%	66%	71%	63%	59%	69%	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	66%	60%	64%	58%	53%	64%	(r)	(r)
DIVERSITY & INCLUSION	63%	(r)	(r)	(r)	74%	61%	70%	62%	55%	66%	(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.

	Justice Health & Forensic Mental Health Network	Male	Female	Other
NUMBER OF RESPONDENTS	427	93	275	4
ENGAGEMENT	62%	60%	62%	(r)
SENIOR MANAGERS	42%	44%	41%	(r)
COMMUNICATION	57%	63%	57%	(r)
HIGH PERFORMANCE	65%	66%	66%	(r)
PUBLIC SECTOR VALUES	60%	63%	59%	(r)
DIVERSITY & INCLUSION	63%	67%	63%	(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.

	Justice Health & Forensic Mental Health Network	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	427	0	2	5	2	0	1	12	100	6	23	21	5	0
ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	50%	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	29%	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	44%	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	55%	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	48%	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	51%	(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.

	Justice Health & Forensic Mental Health Network	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	427	9	11	4	14	3	0	1	0	0	0	0	2	1
ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(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

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.

	Justice Health & Forensic Mental Health Network	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	427	0	2	0	0	0	0	0	1	9	2	0	0	0
ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(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

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.

	Justice Health & Forensic Mental Health Network	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	427	0	1	0	0	0	0	6	13
ENGAGEMENT	62%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
SENIOR MANAGERS	42%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
COMMUNICATION	57%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	65%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	60%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	63%	(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.

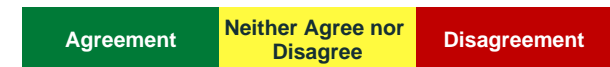
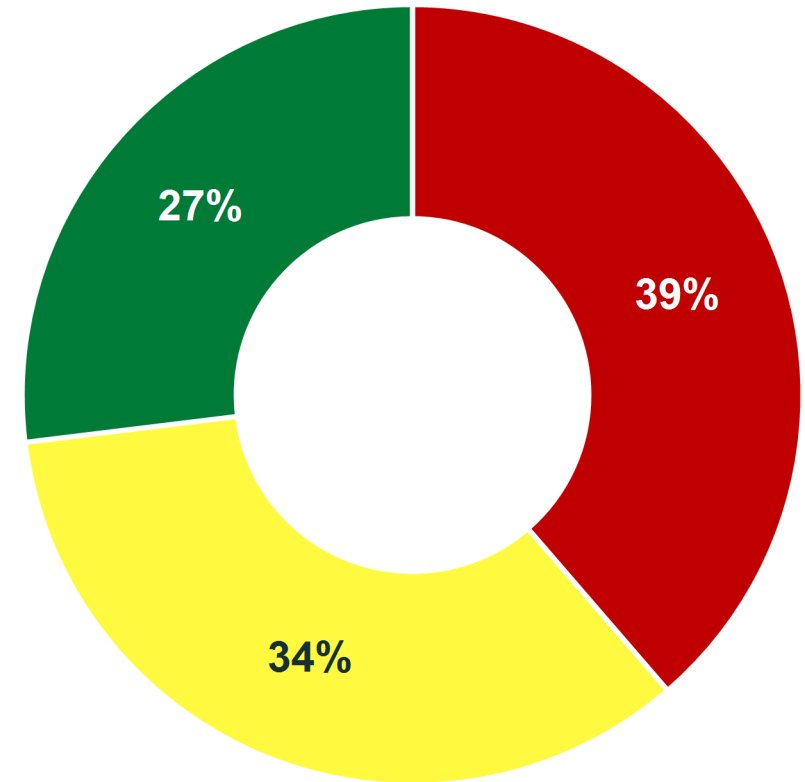
27%

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

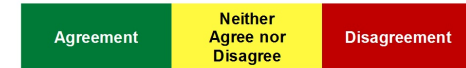
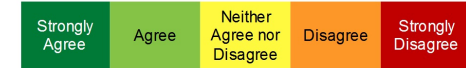
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%