
PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Health

The Sydney Children's Hospital Network

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RESPONSE RATE

30%

**1,553 RESPONSES
OUT OF 5,134 EMPLOYEES**

ENGAGEMENT INDEX

74%

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	95%
1a. I understand what is expected of me to do well in my role	93%
7c. My organisation strives to earn and sustain a high level of public trust	92%
7a. My organisation provides high quality services	92%
2i. People in my workgroup treat customers/clients with respect	91%
7b. My organisation strives to match services to customer/client needs	90%
2a. My workgroup strives to achieve customer/client satisfaction	89%
1d. I feel I make a contribution to achieving the organisation's objectives	89%
8i. Diversity and inclusion in the workplace can contribute to better business outcomes	89%
7p. I am proud to tell others I work for my organisation	86%

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

3k. I would like to work in another agency within the NSW Public Sector during my career	37%
7l. My organisation's processes for recruiting employees are efficient	39%
6h. I feel that senior managers listen to employees	39%
15. I believe action will be taken on the results from this survey by my organisation	39%
5n. My manager appropriately deals with employees who perform poorly	45%
6b. I feel that senior leaders effectively lead and manage change	47%
9b. I have confidence in the ways my organisation resolves grievances	47%
4a. I am paid fairly for the work I do	48%
6g. I feel that senior managers keep employees informed about what's going on	49%
7m. Recruitment and promotion decisions in this organisation are generally fair	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 The Sydney Children's Hospital Network, 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.

	The Sydney Children's Hospital Network	Children's Hospital Westmead	Neonatal Emergency Transport Services	Sydney Children's Hospital Randwick	All other Services
NUMBER OF RESPONDENTS	1553	1004	32	447	53
ENGAGEMENT	74%	74%	64%	74%	75%
SENIOR MANAGERS	50%	52%	26%	48%	59%
COMMUNICATION	61%	61%	30%	62%	68%
HIGH PERFORMANCE	74%	74%	50%	74%	76%
PUBLIC SECTOR VALUES	70%	70%	51%	72%	74%
DIVERSITY & INCLUSION	69%	69%	37%	71%	73%

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

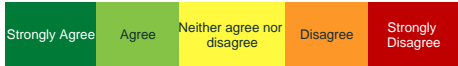
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

ENGAGEMENT	74% RESPONSE SCALE			AGREEMENT %	PMES 2014	HEALTH	SECTOR
Q7o. I would recommend my organisation as a great place to work	26	50	18	76%	64%	60%	60%
Q7p. I am proud to tell others I work for my organisation	39	47	11	86%	83%	68%	68%
Q7q. I feel a strong personal attachment to my organisation	35	43	16	78%	73%	62%	64%
Q7r. My organisation motivates me to help it achieve its objectives	23	44	24	68%	58%	54%	55%
Q7s. My organisation inspires me to do the best in my job	28	43	20	71%	62%	55%	55%

KEY





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Some key comparisons are provided.

ENGAGEMENT WITH WORK 82% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR	
Q1g. My job gives me a feeling of personal accomplishment		86%	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		79%	75%	76%
Q1j. I am satisfied with my job at the present time		70%	63%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

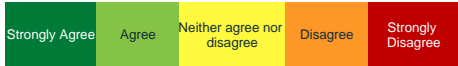
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Some key comparisons are provided.

SENIOR MANAGERS	50% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	39	31	11	8	50%	45%	47%
Q6b. I feel that senior leaders effectively lead and manage change	11	35	32	13	8	47%	42%	43%
Q6c. I feel that senior managers model the values of my organisation	12	39	32	10		51%	45%	48%
Q6d. Senior managers encourage innovation by employees	12	40	32	10		52%	47%	49%
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	43	30	9		55%	49%	52%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	14	45	29	7		59%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	39	29	14	8	49%	42%	44%
Q6h. I feel that senior managers listen to employees	9	30	36	15	10	39%	37%	39%
Q7f. I feel that change is handled well in my organisation	13	38	28	15		51%	43%	41%

KEY





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Some key comparisons are provided.

COMMUNICATION	61% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5e. My manager communicates effectively with me		70%	66%	69%
Q5f. My manager encourages and values employee input		70%	66%	69%
Q5g. My manager involves my workgroup in decisions about our work		66%	62%	64%
Q6g. I feel that senior managers keep employees informed about what's going on		49%	42%	44%
Q6h. I feel that senior managers listen to employees		39%	37%	39%
Q8h. I am able to speak up and share a different view to my colleagues and manager		72%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

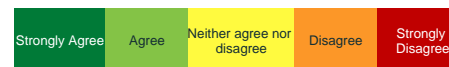
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Some key comparisons are provided.

	HIGH PERFORMANCE		74% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1a. I understand what is expected of me to do well in my role	44	50		93%	91%	90%
Q1b. I have the tools I need to do my job effectively	21	56	10 10	78%	72%	70%
Q1c. I get the information I need to do my job well	20	57	13 8	77%	69%	67%
Q1d. I feel I make a contribution to achieving the organisation's objectives	33	56	7	89%	86%	86%
Q1e. I feel I am able to suggest ideas to improve our way of doing things	25	50	13 8	75%	70%	69%
Q2b. People in my workgroup use time and resources efficiently	21	52	16 9	73%	68%	70%
Q2c. My team works collaboratively to achieve its objectives	30	50	11	80%	74%	75%
Q2d. People in my workgroup have the appropriate skills to do the job well	30	52	12	82%	77%	76%
Q3h. I have received appropriate training and development to do my job well	20	52	17 7	72%	69%	63%

KEY





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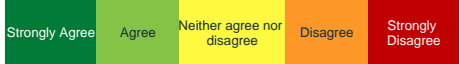
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Some key comparisons are provided.

	HIGH PERFORMANCE				74% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	25	49	14	8	74%	70%	72%	
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	22	44	19	10	66%	65%	64%	
Q5c. My manager assigns work to people in my workgroup based on their skills and expertise	21	47	18	8	68%	63%	65%	
Q5j. I have confidence in the decisions my line manager makes	23	46	18	8	69%	64%	67%	
Q6d. Senior managers encourage innovation by employees	12	40	32	10	52%	47%	49%	
Q6e. Senior managers promote collaboration between my organisation and others we work with	13	43	30	9	55%	49%	52%	
Q7d. My organisation focuses on improving the work we do	34	51	11		85%	76%	76%	
Q7e. My organisation is making the necessary improvements to meet our future challenges	25	44	19	9	69%	61%	62%	
Q7g. There is good co-operation between teams across our organisation	13	43	26	13	56%	50%	48%	

KEY





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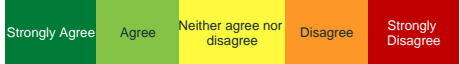
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	74% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
Q7n. My organisation generally selects capable people to do the job	11	54	22	9	65%	53%	51%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20	55	18		75%	67%	67%
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes	35	54	10		89%	84%	85%

KEY





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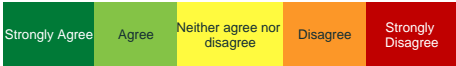
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	70% RESPONSE SCALE				AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree	Disagree			
Q2a. My workgroup strives to achieve customer/client satisfaction	41	48	7		89%	85%	85%
Q2b. People in my workgroup use time and resources efficiently	21	52	16	9	73%	68%	70%
Q2g. People in my workgroup are honest, open and transparent in their dealings	25	44	19	8	69%	64%	67%
Q2h. People in my workgroup treat each other with respect	29	48	14		77%	68%	72%
Q2i. People in my workgroup treat customers/clients with respect	42	49	7		91%	86%	86%
Q5a. My manager encourages people in my workgroup to improve the quality of what they do	25	49	14	8	74%	70%	72%
Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims	22	44	19	10	66%	65%	64%
Q5d. My manager listens to what I have to say	29	44	14		73%	70%	73%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	23	42	21	7	65%	61%	64%

KEY





EXPLORE THE FULL SURVEY RESULTS

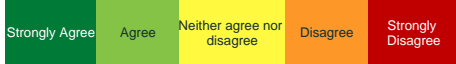
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Some key comparisons are provided.

PUBLIC SECTOR VALUES	70% 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	46	12	8	2	78%	72%	76%
Q5l. My manager talks to me about how the values apply to my work	21	38	24	11	8	59%	58%	58%
Q6a. I believe senior managers provide clear direction for the future of the organisation	12	39	31	11	8	50%	45%	47%
Q6c. I feel that senior managers model the values of my organisation	12	39	32	10	8	51%	45%	48%
Q6f. Senior managers communicate the importance of customers in achieving our business objectives	14	45	29	7	5	59%	55%	60%
Q6g. I feel that senior managers keep employees informed about what's going on	10	39	29	14	8	49%	42%	44%
Q6h. I feel that senior managers listen to employees	9	30	36	15	10	39%	37%	39%
Q7a. My organisation provides high quality services	38	54	8	0	0	92%	81%	80%
Q7b. My organisation strives to match services to customer/client needs	35	55	10	0	0	90%	80%	80%

KEY





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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.

PUBLIC SECTOR VALUES	70% RESPONSE SCALE			AGREEMENT %	HEALTH	SECTOR
	Strongly Agree	Agree	Neither agree nor disagree			
Q7c. My organisation strives to earn and sustain a high level of public trust	41	51	7	92%	82%	83%
Q7d. My organisation focuses on improving the work we do	34	51	11	85%	76%	76%
Q7h. People in my organisation take responsibility for their own actions	12	47	29	59%	48%	48%
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest	14	50	28	64%	58%	63%

KEY





EXPLORE THE FULL SURVEY RESULTS

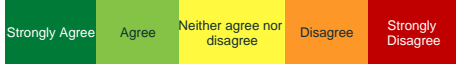
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Some key comparisons are provided.

DIVERSITY & INCLUSION	69%	RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR		
Q1f. I am provided with the support I need to optimise my contribution at work	19	45	17	13	64%	60%	59%
Q5d. My manager listens to what I have to say	29	44	14		73%	70%	73%
Q5f. My manager encourages and values employee input	28	42	16	7	70%	66%	69%
Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions	24	43	18	8	67%	63%	65%
Q5i. My manager would take appropriate action if decision-making processes were found to be biased	23	42	21	7	65%	61%	64%
Q6i. Senior managers in my organisation genuinely support the career advancement of women	15	36	38		50%	49%	54%
Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas)	24	56	15		80%	73%	75%
Q8g. People in my workgroup share diverse ideas to develop innovative solutions	20	55	18		75%	67%	67%
Q8h. I am able to speak up and share a different view to my colleagues and manager	20	52	15	8	72%	67%	69%

KEY





EXPLORE THE FULL SURVEY RESULTS

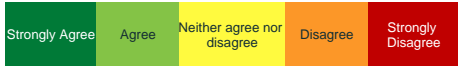
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DIVERSITY & INCLUSION	69% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes		89%	84%	85%
Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i>		57%	55%	58%

KEY





EXPLORE THE FULL SURVEY RESULTS

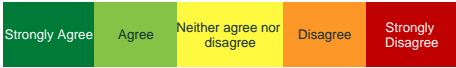
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Some key comparisons are provided.

RECRUITMENT	51% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q7l. My organisation's processes for recruiting employees are efficient	8	30	27	23	12	39%	32%	33%
Q7m. Recruitment and promotion decisions in this organisation are generally fair	10	41	33	11		50%	43%	41%
Q7n. My organisation generally selects capable people to do the job	11	54	22	9		65%	53%	51%

KEY





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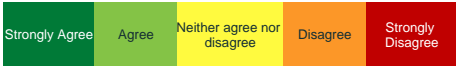
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Some key comparisons are provided.

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	21	39	27	7	60%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	35	35	7	52%	51%	53%
Q7g. There is good co-operation between teams across our organisation	13	43	26	13	56%	50%	48%

KEY





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PERFORMANCE FRAMEWORK & DEVELOPMENT

61% RESPONSE SCALE

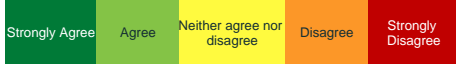
AGREEMENT %

HEALTH

SECTOR

Question	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree	AGREEMENT %	HEALTH	SECTOR
Q3a. I have a current performance plan that sets out my individual objectives	16	48	16	15		64%	62%	62%
Q3b. I have informal feedback conversations with my manager throughout the year	23	47	12	12		70%	68%	70%
Q3c. I have scheduled feedback conversations with my manager throughout the year	19	40	18	16	7	59%	58%	58%
Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results	19	43	19	12	7	62%	59%	59%
Q3e. My performance is assessed against clear criteria	16	43	23	11	7	59%	56%	53%
Q3f. I feel I can have open, honest conversations with my manager about the quality of work required	25	47	12	8	7	72%	69%	71%
Q3g. I am able to access the right learning and development opportunities as required	19	48	18	11		67%	66%	60%
Q3h. I have received appropriate training and development to do my job well	20	52	17	7		72%	69%	63%
Q3i. I have a strong desire to advance my career	38	39	18			78%	69%	69%

KEY





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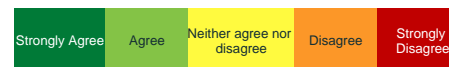
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Some key comparisons are provided.

PERFORMANCE FRAMEWORK & DEVELOPMENT	61% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3j. I am satisfied with the opportunities available for career development in my organisation	14	38	23	16	9	51%	48%	45%
Q3k. I would like to work in another agency within the NSW Public Sector during my career	13	24	37	17	9	37%	40%	41%
Q5m. My manager provides acknowledgement or other recognition for the work I do	25	43	16	9		68%	64%	67%
Q5n. My manager appropriately deals with employees who perform poorly	13	32	33	13	9	45%	44%	44%
Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup	20	45	21	8		65%	61%	62%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	39	27	7		60%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	35	35	7		52%	51%	53%
Q7j. My organisation is committed to developing its employees	13	45	28	10		59%	53%	53%

KEY





EXPLORE THE FULL SURVEY RESULTS

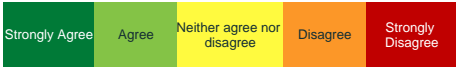
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Some key comparisons are provided.

MOBILITY	50% RESPONSE SCALE					AGREEMENT %	HEALTH	SECTOR
Q3k. I would like to work in another agency within the NSW Public Sector during my career	13	24	37	17	9	37%	40%	41%
Q5p. My manager would help me to broaden my experience by supporting my movement to another role	21	39	27	7		60%	58%	60%
Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation	17	35	35	7		52%	51%	53%

KEY





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Some key comparisons are provided.

PAY & BENEFITS 50% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q4a. I am paid fairly for the work I do	48%	55%	60%
Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc)	52%	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	27	53	15	80%	77%	77%
Q8c. Age is not a barrier to success in my organisation	24	50	18	74%	73%	71%
Q8d. Disability is not a barrier to success in my organisation	23	48	26	70%	66%	67%
Q8e. Sexual orientation is not a barrier to success in my organisation	26	53	20	79%	76%	76%
Q8f. Gender is not a barrier to success in my organisation	26	51	18	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	66% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q1f. I am provided with the support I need to optimise my contribution at work		64%	60%	59%
Q1k. I am able to keep my work stress at an acceptable level		64%	60%	58%
Q1l. My workload is acceptable		58%	54%	55%
Q2e. I receive help and support from other members of my workgroup		82%	78%	80%
Q2f. There is good team spirit in my workgroup		72%	64%	67%
Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance		55%	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.

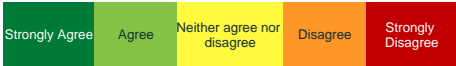
ACTION ABOUT SURVEY RESULTS

39% RESPONSE SCALE

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



KEY





EXPLORE THE FULL SURVEY RESULTS

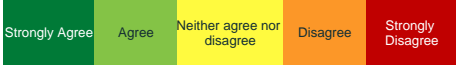
This section shows results for all the survey questions grouped by key themes.

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	55% RESPONSE SCALE	AGREEMENT %	HEALTH	SECTOR
Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest		64%	58%	63%
Q9b. I have confidence in the ways my organisation resolves grievances		47%	43%	43%
Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing		55%	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		50%	42%	46%
Better skills in my workgroup		27%	28%	27%
Improved career opportunities		53%	47%	52%
Improved learning and development opportunities		52%	49%	50%
Greater involvement in decision making		28%	32%	33%
Better pay and benefits		65%	58%	58%
Greater recognition for the work I do		44%	44%	45%
Better leadership from senior managers		31%	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		26%	29%	27%
Better accountability for performance		20%	24%	25%
A better location		23%	19%	20%
More flexible working conditions		43%	38%	38%
Better work/life balance		47%	43%	46%
Improved facilities		35%	32%	30%
Improved technology and systems		31%	33%	38%
Better job security		38%	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		63%	77%	72%
No		31%	19%	24%
Don't Know		6%	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		20%	31%	25%
No		69%	59%	64%
Don't Know		11%	10%	11%
Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months?				
Yes		59%	65%	63%
No		40%	33%	35%
Don't Know		2%	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		32%	43%	35%
No		60%	50%	58%
Don't Know		8%	6%	7%
Q10d. In the last 12 months I have been the subjected to bullying at work				
Yes		16%	24%	20%
No		79%	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		17%	20%	23%
Your Immediate Manager/Supervisor		35%	26%	26%
A fellow worker at your level		25%	29%	25%
A subordinate		5%	7%	8%
A client or customer		1%	2%	2%
A member of the public other than a client or customer		0%	1%	0%
Other		6%	5%	4%
Prefer not to say		11%	11%	13%



EXPLORE THE FULL SURVEY RESULTS

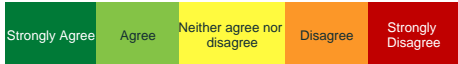
This section shows results for all the survey questions grouped by key themes.

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		70%	59%
Q2. I believe I am valued for what I can offer at my workplace		76%	69%
Q3. In my workplace, we recognise our successes and innovations		73%	64%
Q4. Staff are treated respectfully regardless of their job		77%	67%
Q5. The senior managers at my workplace lead by example in creating a positive workplace		58%	49%
Q6. Overall, I have confidence in the decisions made by my senior managers		58%	50%

KEY





EXPLORE THE FULL SURVEY RESULTS

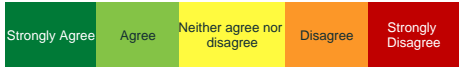
This section shows results for all the survey questions grouped by key themes.

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	14	44	23	13		57%	50%
Q8. Where I work, we share the lessons learnt when mistakes are made	17	51	19	9		68%	64%
Q9. My team's objectives/work plans are clearly outlined	16	54	19	8		69%	64%
Q10. Our objectives/work plans help us to deliver a quality service	17	56	20			73%	66%
Q11. Overall, I believe the culture at my workplace has improved in the last 12 months	13	27	38	12	10	41%	41%

KEY



PROFILE OF RESPONDENTS



PERSONAL PROFILES

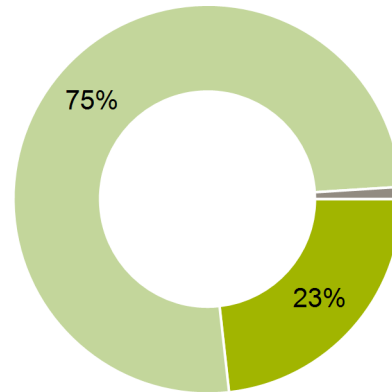
	RESPONSE SCALE	PERCENTAGE%
Gender		
Male		16%
Female		83%
Other		1%
Age		
<35		32%
35 - 54		52%
> 54		16%

PROFILE OF RESPONDENTS

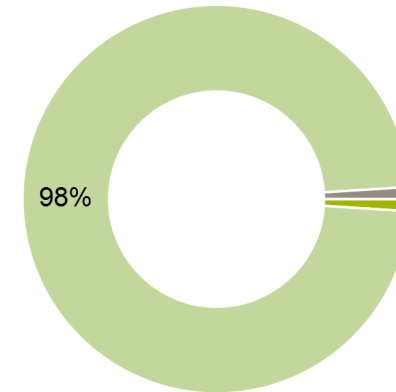


PERSONAL PROFILES

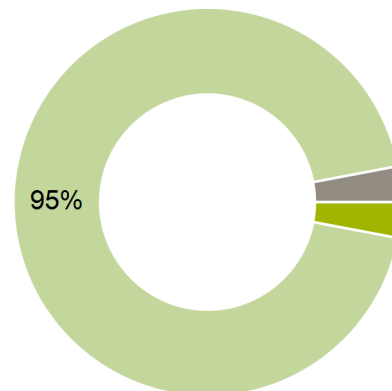
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



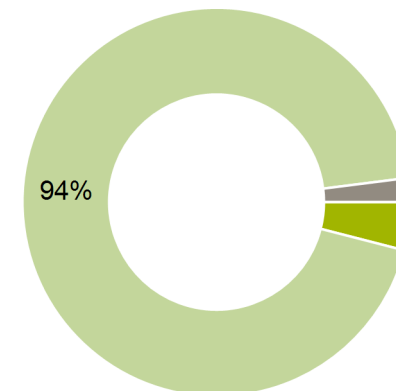
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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		13%
1 - 2 years		12%
2 - 5 years		18%
5 - 10 years		22%
10 - 20 years		23%
More than 20 years		12%

PROFILE OF RESPONDENTS



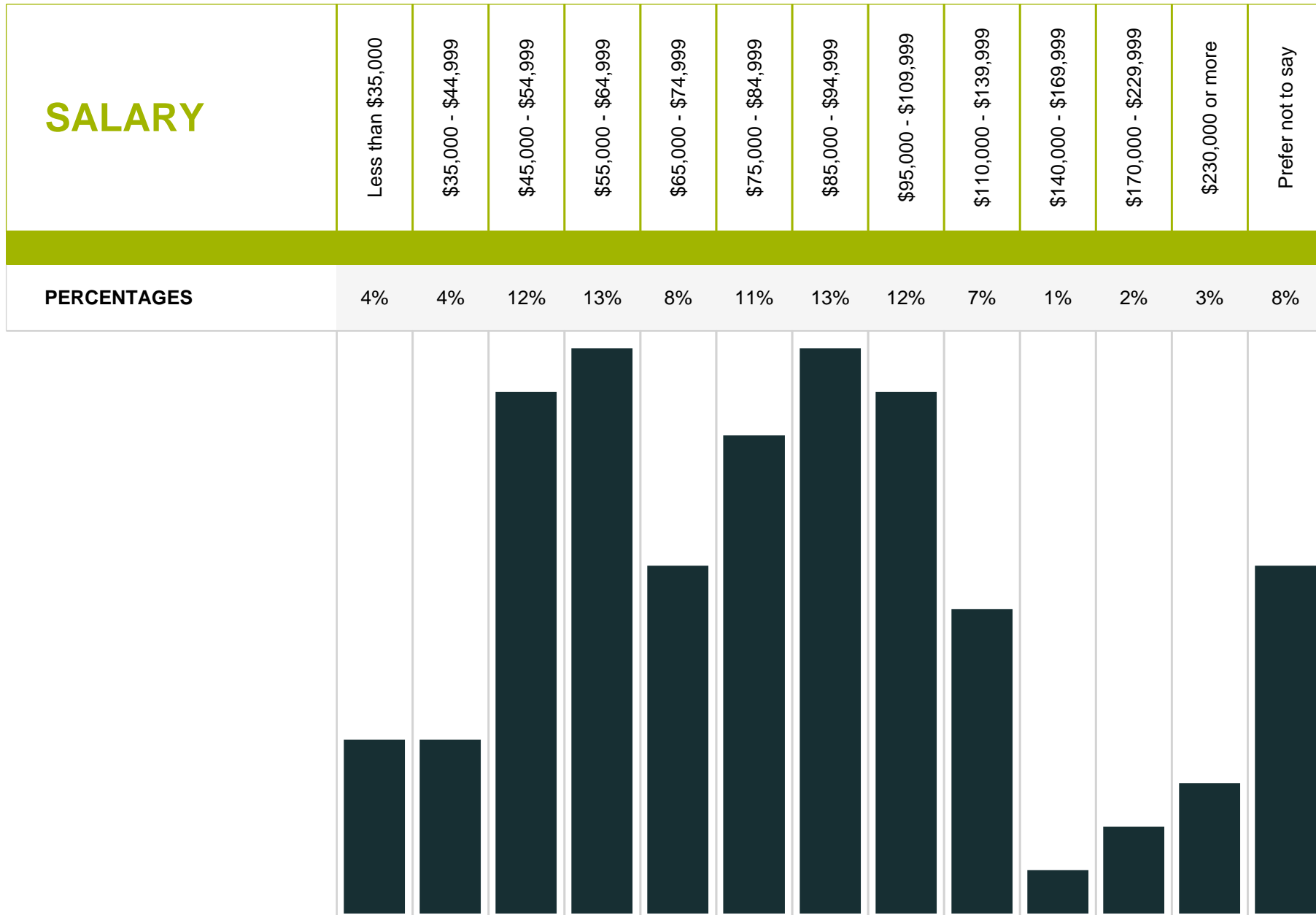
WORK PROFILES

TYPE OF WORK	RESPONSE SCALE	PERCENTAGE%
Service delivery involving direct contact with the general public		57%
Other service delivery work		5%
Administrative support		13%
Corporate services		7%
Policy		0%
Research		6%
Program and project management support		2%
Other		9%

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.

	The Sydney Children's Hospital 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	1553	763	69	178	99	6	84	28	0	121
ENGAGEMENT	74%	74%	69%	75%	76%	(r)	75%	(r)	(r)	76%
SENIOR MANAGERS	50%	48%	47%	57%	57%	(r)	53%	(r)	(r)	58%
COMMUNICATION	61%	59%	58%	67%	66%	(r)	69%	(r)	(r)	66%
HIGH PERFORMANCE	74%	74%	68%	77%	72%	(r)	76%	(r)	(r)	75%
PUBLIC SECTOR VALUES	70%	70%	63%	74%	72%	(r)	73%	(r)	(r)	74%
DIVERSITY & INCLUSION	69%	68%	65%	75%	71%	(r)	77%	(r)	(r)	72%

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.

	The Sydney Children's Hospital 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	1553	58	57	164	177	113	148	180	164	97	16	21	38	108
ENGAGEMENT	74%	77%	72%	77%	74%	73%	74%	75%	74%	77%	(r)	(r)	72%	68%
SENIOR MANAGERS	50%	57%	40%	59%	53%	48%	53%	53%	48%	52%	(r)	(r)	42%	43%
COMMUNICATION	61%	71%	55%	67%	63%	55%	63%	62%	59%	66%	(r)	(r)	63%	52%
HIGH PERFORMANCE	74%	79%	70%	77%	76%	69%	76%	76%	73%	77%	(r)	(r)	74%	66%
PUBLIC SECTOR VALUES	70%	75%	65%	73%	73%	65%	72%	73%	70%	74%	(r)	(r)	72%	64%
DIVERSITY & INCLUSION	69%	78%	65%	73%	73%	63%	71%	72%	69%	73%	(r)	(r)	75%	59%

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.

	The Sydney Children's Hospital Network	Less than 1 year	1 - 2 years	2 - 5 years	5 - 10 years	10 - 20 years	More than 20 years
NUMBER OF RESPONDENTS	1553	171	156	247	295	313	162
ENGAGEMENT	74%	80%	75%	75%	73%	73%	72%
SENIOR MANAGERS	50%	67%	61%	51%	47%	46%	43%
COMMUNICATION	61%	76%	66%	65%	57%	57%	56%
HIGH PERFORMANCE	74%	83%	76%	75%	71%	71%	72%
PUBLIC SECTOR VALUES	70%	81%	74%	72%	67%	68%	69%
DIVERSITY & INCLUSION	69%	81%	73%	72%	65%	67%	68%

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.

	The Sydney Children's Hospital 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	1553	3	57	176	195	150	170	192	179	131	56	26
ENGAGEMENT	74%	(r)	85%	77%	75%	77%	74%	71%	72%	74%	74%	(r)
SENIOR MANAGERS	50%	(r)	74%	60%	52%	52%	48%	44%	52%	50%	47%	(r)
COMMUNICATION	61%	(r)	80%	67%	58%	67%	60%	59%	61%	61%	58%	(r)
HIGH PERFORMANCE	74%	(r)	87%	78%	73%	77%	73%	71%	72%	76%	72%	(r)
PUBLIC SECTOR VALUES	70%	(r)	85%	76%	69%	74%	68%	68%	70%	72%	69%	(r)
DIVERSITY & INCLUSION	69%	(r)	85%	75%	68%	74%	70%	66%	69%	71%	69%	(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.

	The Sydney Children's Hospital Network	Male	Female	Other
NUMBER OF RESPONDENTS	1553	219	1115	10
ENGAGEMENT	74%	72%	75%	(r)
SENIOR MANAGERS	50%	52%	51%	(r)
COMMUNICATION	61%	64%	62%	(r)
HIGH PERFORMANCE	74%	73%	75%	(r)
PUBLIC SECTOR VALUES	70%	71%	71%	(r)
DIVERSITY & INCLUSION	69%	70%	70%	(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.

	The Sydney Children's Hospital 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	1553	34	1	79	2	8	8	14	287	21	50	83	24	1
ENGAGEMENT	74%	73%	(r)	70%	(r)	(r)	(r)	(r)	73%	(r)	73%	70%	(r)	(r)
SENIOR MANAGERS	50%	59%	(r)	41%	(r)	(r)	(r)	(r)	43%	(r)	49%	51%	(r)	(r)
COMMUNICATION	61%	68%	(r)	59%	(r)	(r)	(r)	(r)	54%	(r)	62%	61%	(r)	(r)
HIGH PERFORMANCE	74%	80%	(r)	71%	(r)	(r)	(r)	(r)	71%	(r)	77%	73%	(r)	(r)
PUBLIC SECTOR VALUES	70%	78%	(r)	71%	(r)	(r)	(r)	(r)	67%	(r)	73%	69%	(r)	(r)
DIVERSITY & INCLUSION	69%	70%	(r)	69%	(r)	(r)	(r)	(r)	63%	(r)	75%	70%	(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.

	The Sydney Children's Hospital 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	1553	93	61	9	191	15	5	5	0	1	9	52	37	3
ENGAGEMENT	74%	78%	77%	(r)	78%	(r)	(r)	(r)	(r)	(r)	(r)	71%	68%	(r)
SENIOR MANAGERS	50%	58%	53%	(r)	55%	(r)	(r)	(r)	(r)	(r)	(r)	56%	50%	(r)
COMMUNICATION	61%	65%	63%	(r)	65%	(r)	(r)	(r)	(r)	(r)	(r)	66%	66%	(r)
HIGH PERFORMANCE	74%	77%	69%	(r)	79%	(r)	(r)	(r)	(r)	(r)	(r)	72%	73%	(r)
PUBLIC SECTOR VALUES	70%	73%	69%	(r)	75%	(r)	(r)	(r)	(r)	(r)	(r)	70%	68%	(r)
DIVERSITY & INCLUSION	69%	75%	71%	(r)	74%	(r)	(r)	(r)	(r)	(r)	(r)	72%	74%	(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.

	The Sydney Children's Hospital 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	1553	20	0	0	1	0	2	0	4	20	20	4	2	0
ENGAGEMENT	74%	(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	61%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
HIGH PERFORMANCE	74%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)	(r)
DIVERSITY & INCLUSION	69%	(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.

	The Sydney Children's Hospital 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	1553	2	1	0	0	4	0	34	27
ENGAGEMENT	74%	(r)	(r)	(r)	(r)	(r)	(r)	74%	(r)
SENIOR MANAGERS	50%	(r)	(r)	(r)	(r)	(r)	(r)	57%	(r)
COMMUNICATION	61%	(r)	(r)	(r)	(r)	(r)	(r)	61%	(r)
HIGH PERFORMANCE	74%	(r)	(r)	(r)	(r)	(r)	(r)	70%	(r)
PUBLIC SECTOR VALUES	70%	(r)	(r)	(r)	(r)	(r)	(r)	68%	(r)
DIVERSITY & INCLUSION	69%	(r)	(r)	(r)	(r)	(r)	(r)	67%	(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.

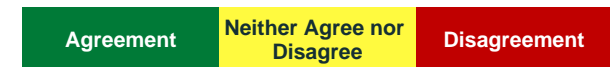
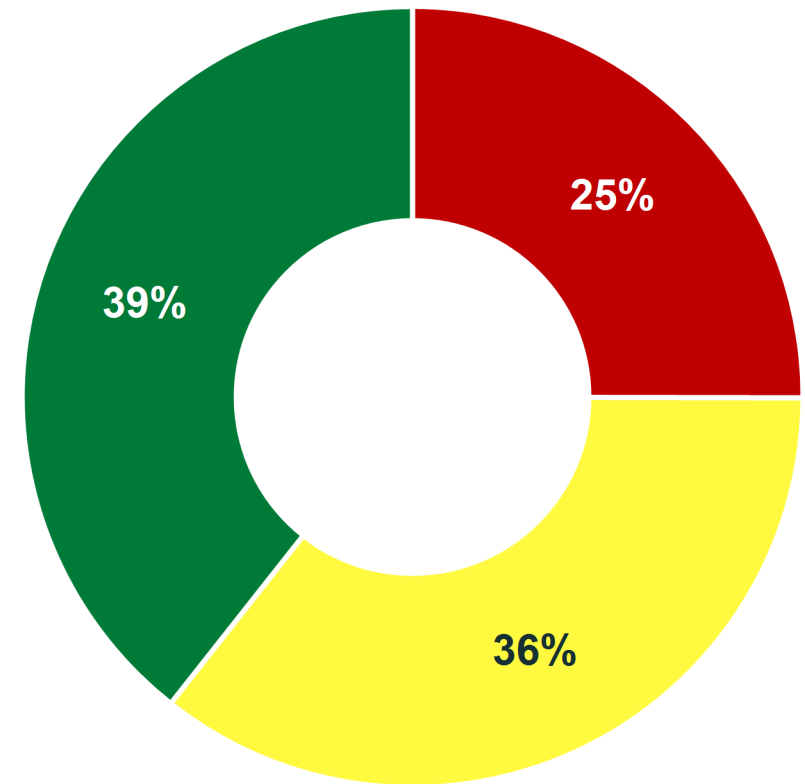
39%

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

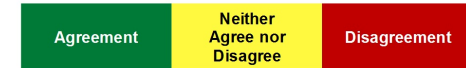
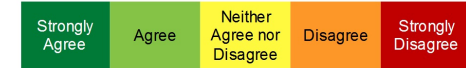
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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%