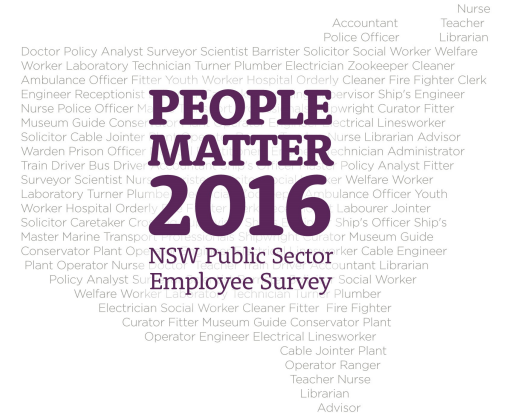


PEOPLE MATTER 2016

NSW Public Sector Employee Survey



Premier and Cabinet

Department of Premier and Cabinet

CONTENTS OF REPORT

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RESPONSE RATE

97%

**578 RESPONSES
OUT OF 594 EMPLOYEES**

ENGAGEMENT INDEX

72%

PMES 2016
SECTOR SCORE **65%**

PMES 2014
SECTOR SCORE **65%**

PMES 2016 CLUSTER
SCORE **70%**



ENGAGEMENT

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

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

RESPONSE RATE

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

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

QUESTION HEADLINES

+ HIGHEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

| | | |
|-----|---|------------|
| 1h. | I look for ways to perform my job more effectively | 96% |
| 8i. | Diversity and inclusion in the workplace can contribute to better business outcomes | 95% |
| 2i. | People in my workgroup treat customers/clients with respect | 90% |
| 2a. | My workgroup strives to achieve customer/client satisfaction | 90% |
| 7c. | My organisation strives to earn and sustain a high level of public trust | 90% |
| 7a. | My organisation provides high quality services | 89% |
| 7b. | My organisation strives to match services to customer/client needs | 88% |
| 7d. | My organisation focuses on improving the work we do | 87% |
| 1a. | I understand what is expected of me to do well in my role | 86% |
| 1d. | I feel I make a contribution to achieving the organisation's objectives | 85% |

- LOWEST AGREEMENT SCORING QUESTIONS

2016
AGREEMENT
%

| | | |
|-----|--|------------|
| 7l. | My organisation's processes for recruiting employees are efficient | 34% |
| 5n. | My manager appropriately deals with employees who perform poorly | 42% |
| 3j. | I am satisfied with the opportunities available for career development in my organisation | 48% |
| 9b. | I have confidence in the ways my organisation resolves grievances | 48% |
| 7m. | Recruitment and promotion decisions in this organisation are generally fair | 51% |
| 7f. | I feel that change is handled well in my organisation | 54% |
| 3a. | I have a current performance plan that sets out my individual objectives | 57% |
| 15. | I believe action will be taken on the results from this survey by my organisation | 58% |
| 3e. | My performance is assessed against clear criteria | 58% |
| 9c. | I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing | 59% |



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 Department of Premier and Cabinet, 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.

| | Department of Premier and Cabinet | DPC Economic Policy | Office of General Counsel/Legal | DPC GC&R Govt Corp & Reg Coord | DPC SP Social Policy | DPC Office of Secretary & Premier's Implementation Unit |
|----------------------------------|-----------------------------------|---------------------|---------------------------------|--------------------------------|----------------------|---|
| NUMBER OF RESPONDENTS | 578 | 138 | 34 | 252 | 101 | 20 |
| ENGAGEMENT | 72% | 69% | 76% | 71% | 74% | 82% |
| SENIOR MANAGERS | 64% | 64% | 78% | 59% | 75% | 87% |
| COMMUNICATION | 70% | 72% | 75% | 65% | 80% | 86% |
| HIGH PERFORMANCE | 76% | 74% | 84% | 74% | 82% | 84% |
| PUBLIC SECTOR VALUES | 77% | 76% | 85% | 74% | 83% | 88% |
| DIVERSITY & INCLUSION | 76% | 78% | 77% | 74% | 80% | 84% |

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

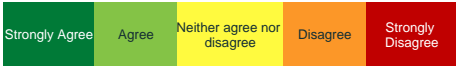
This section shows results for all the survey questions grouped by key themes.

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 | 72% RESPONSE SCALE | | AGREEMENT % | PMES 2014 | PREMIER AND CABINET | SECTOR | | |
|---|--------------------|----|-------------|-----------|---------------------|--------|-----|-----|
| Q7o. I would recommend my organisation as a great place to work | 30 | 46 | 17 | 76% | 68% | 69% | 60% | |
| Q7p. I am proud to tell others I work for my organisation | 36 | 47 | 13 | 83% | 83% | 80% | 68% | |
| Q7q. I feel a strong personal attachment to my organisation | 22 | 38 | 28 | 9 | 60% | 58% | 66% | 64% |
| Q7r. My organisation motivates me to help it achieve its objectives | 22 | 44 | 25 | | 66% | 59% | 61% | 55% |
| Q7s. My organisation inspires me to do the best in my job | 26 | 42 | 24 | | 68% | 59% | 61% | 55% |

KEY





EXPLORE THE FULL SURVEY RESULTS

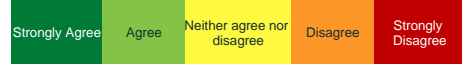
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Some key comparisons are provided.

| ENGAGEMENT WITH WORK 81% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR | |
|--|-------------|---------------------|--------|-----|
| Q1g. My job gives me a feeling of personal accomplishment | | 77% | 75% | 76% |
| Q1h. I look for ways to perform my job more effectively | | 96% | 95% | 95% |
| Q1i. I feel motivated to contribute more than what is normally required at work | | 82% | 77% | 76% |
| Q1j. I am satisfied with my job at the present time | | 68% | 64% | 63% |

KEY





EXPLORE THE FULL SURVEY RESULTS

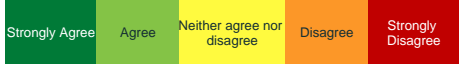
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Some key comparisons are provided.

| SENIOR MANAGERS | 64% RESPONSE SCALE | | | | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|---|--------------------|----|----|----|-------------|---------------------|--------|
| Q6a. I believe senior managers provide clear direction for the future of the organisation | 21 | 46 | 19 | 9 | 67% | 55% | 47% |
| Q6b. I feel that senior leaders effectively lead and manage change | 20 | 40 | 23 | 11 | 61% | 51% | 43% |
| Q6c. I feel that senior managers model the values of my organisation | 23 | 45 | 20 | 7 | 68% | 57% | 48% |
| Q6d. Senior managers encourage innovation by employees | 19 | 42 | 27 | 7 | 62% | 52% | 49% |
| Q6e. Senior managers promote collaboration between my organisation and others we work with | 26 | 48 | 17 | | 74% | 61% | 52% |
| Q6f. Senior managers communicate the importance of customers in achieving our business objectives | 26 | 45 | 21 | | 71% | 65% | 60% |
| Q6g. I feel that senior managers keep employees informed about what's going on | 17 | 45 | 21 | 11 | 62% | 53% | 44% |
| Q6h. I feel that senior managers listen to employees | 16 | 43 | 25 | 8 | 60% | 50% | 39% |
| Q7f. I feel that change is handled well in my organisation | 16 | 38 | 29 | 13 | 54% | 46% | 41% |

KEY





EXPLORE THE FULL SURVEY RESULTS

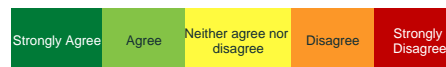
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Some key comparisons are provided.

| COMMUNICATION | 70% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|--|--------------------|-------------|---------------------|--------|
| Q5e. My manager communicates effectively with me | | 73% | 73% | 69% |
| Q5f. My manager encourages and values employee input | | 78% | 75% | 69% |
| Q5g. My manager involves my workgroup in decisions about our work | | 73% | 69% | 64% |
| Q6g. I feel that senior managers keep employees informed about what's going on | | 62% | 53% | 44% |
| Q6h. I feel that senior managers listen to employees | | 60% | 50% | 39% |
| Q8h. I am able to speak up and share a different view to my colleagues and manager | | 77% | 76% | 69% |

KEY





EXPLORE THE FULL SURVEY RESULTS

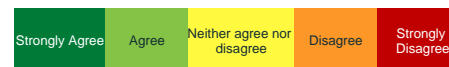
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Some key comparisons are provided.

| | HIGH PERFORMANCE | | | | 76% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|--|-------------------------|----|----|----|---------------------------|-------------|---------------------|--------|
| Q1a. I understand what is expected of me to do well in my role | 34 | 52 | 8 | | 86% | 87% | 90% | |
| Q1b. I have the tools I need to do my job effectively | 24 | 54 | 12 | 8 | 78% | 74% | 70% | |
| Q1c. I get the information I need to do my job well | 18 | 53 | 19 | 9 | 70% | 69% | 67% | |
| Q1d. I feel I make a contribution to achieving the organisation's objectives | 34 | 51 | 12 | | 85% | 86% | 86% | |
| Q1e. I feel I am able to suggest ideas to improve our way of doing things | 32 | 47 | 10 | 9 | 79% | 74% | 69% | |
| Q2b. People in my workgroup use time and resources efficiently | 25 | 51 | 14 | 7 | 76% | 72% | 70% | |
| Q2c. My team works collaboratively to achieve its objectives | 37 | 47 | 10 | | 84% | 80% | 75% | |
| Q2d. People in my workgroup have the appropriate skills to do the job well | 33 | 49 | 11 | | 81% | 79% | 76% | |
| Q3h. I have received appropriate training and development to do my job well | 18 | 43 | 25 | 10 | 61% | 58% | 63% | |

KEY





EXPLORE THE FULL SURVEY RESULTS

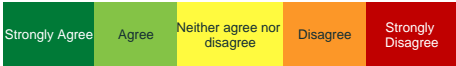
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Some key comparisons are provided.

| HIGH PERFORMANCE | 76% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|---|--------------------|-------------|---------------------|--------|
| Q5a. My manager encourages people in my workgroup to improve the quality of what they do | | 81% | 77% | 72% |
| Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims | | 65% | 64% | 64% |
| Q5c. My manager assigns work to people in my workgroup based on their skills and expertise | | 72% | 70% | 65% |
| Q5j. I have confidence in the decisions my line manager makes | | 77% | 74% | 67% |
| Q6d. Senior managers encourage innovation by employees | | 62% | 52% | 49% |
| Q6e. Senior managers promote collaboration between my organisation and others we work with | | 74% | 61% | 52% |
| Q7d. My organisation focuses on improving the work we do | | 87% | 80% | 76% |
| Q7e. My organisation is making the necessary improvements to meet our future challenges | | 73% | 67% | 62% |
| Q7g. There is good co-operation between teams across our organisation | | 65% | 55% | 48% |

KEY





EXPLORE THE FULL SURVEY RESULTS

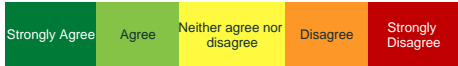
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Some key comparisons are provided.

| | HIGH PERFORMANCE | | | | 76% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|--|------------------|----|----|--|--------------------|-------------|---------------------|--------|
| Q7n. My organisation generally selects capable people to do the job | 15 | 54 | 21 | | | 70% | 66% | 51% |
| Q8g. People in my workgroup share diverse ideas to develop innovative solutions | 20 | 53 | 20 | | | 73% | 72% | 67% |
| Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes | 49 | 46 | | | | 95% | 93% | 85% |

KEY





EXPLORE THE FULL SURVEY RESULTS

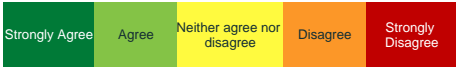
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Graphs show the proportion of respondents answering positively (Strongly Agree and Agree), negatively (Strongly Disagree and Disagree) or those with a neutral response.

Some key comparisons are provided.

| PUBLIC SECTOR VALUES | 77% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|---|--------------------|-------------|---------------------|--------|
| Q2a. My workgroup strives to achieve customer/client satisfaction | | 90% | 89% | 85% |
| Q2b. People in my workgroup use time and resources efficiently | | 76% | 72% | 70% |
| Q2g. People in my workgroup are honest, open and transparent in their dealings | | 81% | 76% | 67% |
| Q2h. People in my workgroup treat each other with respect | | 85% | 80% | 72% |
| Q2i. People in my workgroup treat customers/clients with respect | | 90% | 90% | 86% |
| Q5a. My manager encourages people in my workgroup to improve the quality of what they do | | 81% | 77% | 72% |
| Q5b. My manager encourages people in my workgroup to review policies and programs to see if they are achieving their aims | | 65% | 64% | 64% |
| Q5d. My manager listens to what I have to say | | 80% | 78% | 73% |
| Q5i. My manager would take appropriate action if decision-making processes were found to be biased | | 77% | 73% | 64% |

KEY





EXPLORE THE FULL SURVEY RESULTS

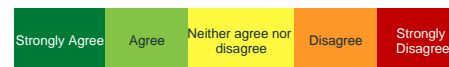
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Some key comparisons are provided.

| PUBLIC SECTOR VALUES | 77% RESPONSE SCALE | | | | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|---|--------------------|-------|----------------------------|----------|-------------|---------------------|--------|
| | Strongly Agree | Agree | Neither agree nor disagree | Disagree | | | |
| Q5k. My manager treats employees with dignity and respect | 43 | 42 | 8 | | 84% | 82% | 76% |
| Q5l. My manager talks to me about how the values apply to my work | 22 | 41 | 25 | 9 | 63% | 60% | 58% |
| Q6a. I believe senior managers provide clear direction for the future of the organisation | 21 | 46 | 19 | 9 | 67% | 55% | 47% |
| Q6c. I feel that senior managers model the values of my organisation | 23 | 45 | 20 | 7 | 68% | 57% | 48% |
| Q6f. Senior managers communicate the importance of customers in achieving our business objectives | 26 | 45 | 21 | | 71% | 65% | 60% |
| Q6g. I feel that senior managers keep employees informed about what's going on | 17 | 45 | 21 | 11 | 62% | 53% | 44% |
| Q6h. I feel that senior managers listen to employees | 16 | 43 | 25 | 8 | 60% | 50% | 39% |
| Q7a. My organisation provides high quality services | 35 | 54 | | 9 | 89% | 87% | 80% |
| Q7b. My organisation strives to match services to customer/client needs | 35 | 53 | | 9 | 88% | 86% | 80% |

KEY





EXPLORE THE FULL SURVEY RESULTS

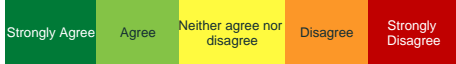
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Some key comparisons are provided.

| PUBLIC SECTOR VALUES | 77% RESPONSE SCALE | | | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|--|--------------------|----|----|-------------|---------------------|--------|
| Q7c. My organisation strives to earn and sustain a high level of public trust | 41 | 48 | 9 | 90% | 87% | 83% |
| Q7d. My organisation focuses on improving the work we do | 36 | 51 | 9 | 87% | 80% | 76% |
| Q7h. People in my organisation take responsibility for their own actions | 19 | 46 | 26 | 65% | 56% | 48% |
| Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest | 23 | 52 | 21 | 74% | 66% | 63% |

KEY





EXPLORE THE FULL SURVEY RESULTS

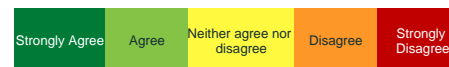
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Some key comparisons are provided.

| DIVERSITY & INCLUSION | 76% RESPONSE SCALE | | | | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|---|--------------------|----|----|----|-------------|---------------------|--------|
| Q1f. I am provided with the support I need to optimise my contribution at work | 24 | 43 | 17 | 11 | 68% | 63% | 59% |
| Q5d. My manager listens to what I have to say | 37 | 43 | 10 | 7 | 80% | 78% | 73% |
| Q5f. My manager encourages and values employee input | 36 | 42 | 12 | 7 | 78% | 75% | 69% |
| Q5h. My manager takes into account the differing needs and circumstances of employees when making decisions | 30 | 43 | 16 | | 74% | 72% | 65% |
| Q5i. My manager would take appropriate action if decision-making processes were found to be biased | 33 | 43 | 16 | | 77% | 73% | 64% |
| Q6i. Senior managers in my organisation genuinely support the career advancement of women | 32 | 38 | 24 | | 70% | 61% | 54% |
| Q8a. My organisation respects individual differences (e.g cultures, working styles, backgrounds, ideas) | 24 | 55 | 16 | | 79% | 79% | 75% |
| Q8g. People in my workgroup share diverse ideas to develop innovative solutions | 20 | 53 | 20 | | 73% | 72% | 67% |
| Q8h. I am able to speak up and share a different view to my colleagues and manager | 24 | 53 | 15 | | 77% | 76% | 69% |

KEY





EXPLORE THE FULL SURVEY RESULTS

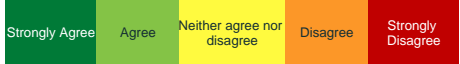
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Some key comparisons are provided.

| DIVERSITY & INCLUSION | 76% RESPONSE SCALE | | | | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|--|--------------------|--|--|--|-------------|---------------------|--------|
| Q8i. Diversity and inclusion in the workplace can contribute to better business outcomes | | | | | 95% | 93% | 85% |
| Q8j. How satisfied are you with your ability to access and use flexible working arrangements? <i>Response scale Very satisfied - Very unsatisfied</i> | | | | | 69% | 67% | 58% |

KEY





EXPLORE THE FULL SURVEY RESULTS

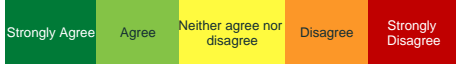
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Some key comparisons are provided.

| RECRUITMENT | 51% RESPONSE SCALE | | | | | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|--|--------------------|----|----|----|----|-------------|---------------------|--------|
| Q7l. My organisation's processes for recruiting employees are efficient | 7 | 27 | 27 | 27 | 13 | 34% | 39% | 33% |
| Q7m. Recruitment and promotion decisions in this organisation are generally fair | 11 | 40 | 32 | 11 | | 51% | 50% | 41% |
| Q7n. My organisation generally selects capable people to do the job | 15 | 54 | 21 | | | 70% | 66% | 51% |

KEY





EXPLORE THE FULL SURVEY RESULTS

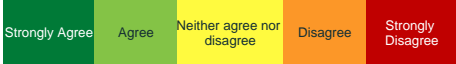
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Some key comparisons are provided.

| EMPLOYEE VALUE PROPOSITION | 65% | RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR | |
|--|-----|----------------|-------------|---------------------|--------|-----|
| Q5p. My manager would help me to broaden my experience by supporting my movement to another role | 29 | 37 | 25 | 66% | 61% | 60% |
| Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation | 26 | 37 | 28 | 63% | 58% | 53% |
| Q7g. There is good co-operation between teams across our organisation | 19 | 46 | 21 | 65% | 55% | 48% |

KEY





EXPLORE THE FULL SURVEY RESULTS

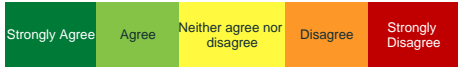
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Some key comparisons are provided.

| PERFORMANCE FRAMEWORK & DEVELOPMENT | 66% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|---|--------------------|-------------|---------------------|--------|
| Q3a. I have a current performance plan that sets out my individual objectives | 18 38 21 17 | 57% | 60% | 62% |
| Q3b. I have informal feedback conversations with my manager throughout the year | 28 45 15 8 | 74% | 73% | 70% |
| Q3c. I have scheduled feedback conversations with my manager throughout the year | 28 43 15 11 | 71% | 64% | 58% |
| Q3d. In the last 12 months I received useful feedback on my work to enable me to deliver required results | 26 42 20 8 | 68% | 64% | 59% |
| Q3e. My performance is assessed against clear criteria | 19 39 27 10 | 58% | 56% | 53% |
| Q3f. I feel I can have open, honest conversations with my manager about the quality of work required | 34 45 10 7 | 80% | 77% | 71% |
| Q3g. I am able to access the right learning and development opportunities as required | 23 43 22 9 | 66% | 57% | 60% |
| Q3h. I have received appropriate training and development to do my job well | 18 43 25 10 | 61% | 58% | 63% |
| Q3i. I have a strong desire to advance my career | 45 37 14 | 82% | 80% | 69% |

KEY





EXPLORE THE FULL SURVEY RESULTS

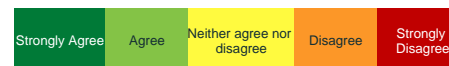
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Some key comparisons are provided.

| PERFORMANCE FRAMEWORK & DEVELOPMENT | 66% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|--|--------------------|-------------|---------------------|--------|
| Q3j. I am satisfied with the opportunities available for career development in my organisation | 16 32 28 16 9 | 48% | 39% | 45% |
| Q3k. I would like to work in another agency within the NSW Public Sector during my career | 31 34 25 8 | 64% | 53% | 41% |
| Q5m. My manager provides acknowledgement or other recognition for the work I do | 35 43 13 | 78% | 75% | 67% |
| Q5n. My manager appropriately deals with employees who perform poorly | 14 28 43 10 | 42% | 42% | 44% |
| Q5o. My manager ensures fair access to developmental opportunities for people in my workgroup | 27 44 21 | 71% | 64% | 62% |
| Q5p. My manager would help me to broaden my experience by supporting my movement to another role | 29 37 25 | 66% | 61% | 60% |
| Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation | 26 37 28 | 63% | 58% | 53% |
| Q7j. My organisation is committed to developing its employees | 22 50 20 | 72% | 55% | 53% |

KEY





EXPLORE THE FULL SURVEY RESULTS

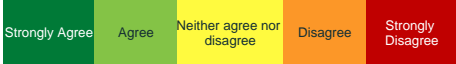
This section shows results for all the survey questions grouped by key themes.

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.

| MOBILITY | 64% RESPONSE SCALE | | | | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|--|--------------------|----|----|---|-------------|---------------------|--------|
| Q3k. I would like to work in another agency within the NSW Public Sector during my career | 31 | 34 | 25 | 8 | 64% | 53% | 41% |
| Q5p. My manager would help me to broaden my experience by supporting my movement to another role | 29 | 37 | 25 | | 66% | 61% | 60% |
| Q5q. My manager would help me to broaden my experience by supporting my movement to another organisation | 26 | 37 | 28 | | 63% | 58% | 53% |

KEY





EXPLORE THE FULL SURVEY RESULTS

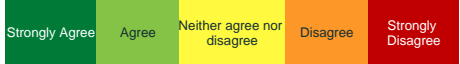
This section shows results for all the survey questions grouped by key themes.

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.

| PAY & BENEFITS 73% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|--|-------------|---------------------|--------|
| Q4a. I am paid fairly for the work I do | 73% | 66% | 60% |
| Q4b. I am satisfied with my total benefits package (incl. superannuation, leave entitlements etc) | 73% | 66% | 60% |

KEY





EXPLORE THE FULL SURVEY RESULTS

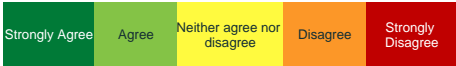
This section shows results for all the survey questions grouped by key themes.

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.

| DIVERSITY GROUPS | 76% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|---|--------------------|-------------|---------------------|--------|
| Q8b. Cultural background is not a barrier to success in my organisation | | 78% | 80% | 77% |
| Q8c. Age is not a barrier to success in my organisation | | 69% | 72% | 71% |
| Q8d. Disability is not a barrier to success in my organisation | | 71% | 72% | 67% |
| Q8e. Sexual orientation is not a barrier to success in my organisation | | 80% | 81% | 76% |
| Q8f. Gender is not a barrier to success in my organisation | | 81% | 78% | 74% |

KEY





EXPLORE THE FULL SURVEY RESULTS

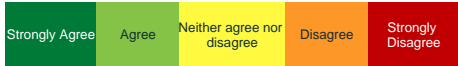
This section shows results for all the survey questions grouped by key themes.

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 | 74% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|--|--------------------|-------------|---------------------|--------|
| Q1f. I am provided with the support I need to optimise my contribution at work | | 68% | 63% | 59% |
| Q1k. I am able to keep my work stress at an acceptable level | | 70% | 66% | 58% |
| Q1l. My workload is acceptable | | 65% | 65% | 55% |
| Q2e. I receive help and support from other members of my workgroup | | 84% | 82% | 80% |
| Q2f. There is good team spirit in my workgroup | | 78% | 73% | 67% |
| Q7k. My organisation offers practical employment arrangements and conditions to help employees achieve a work-life balance | | 78% | 70% | 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

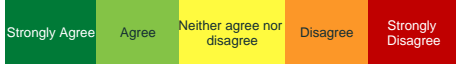
58% RESPONSE SCALE

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



| AGREEMENT % | PREMIER AND CABINET | SECTOR |
|-------------|---------------------|--------|
| 58% | 42% | 32% |

KEY





EXPLORE THE FULL SURVEY RESULTS

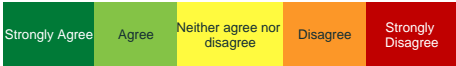
This section shows results for all the survey questions grouped by key themes.

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 | 60% RESPONSE SCALE | AGREEMENT % | PREMIER AND CABINET | SECTOR |
|--|--------------------|-------------|---------------------|--------|
| Q7i. My organisation provides procedures and systems that ensure employees avoid conflicts of interest | | 74% | 66% | 63% |
| Q9b. I have confidence in the ways my organisation resolves grievances | | 48% | 46% | 43% |
| Q9c. I am confident that I would be protected from reprisal for reporting misconduct/wrongdoing | | 59% | 56% | 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% | PREMIER AND CABINET | SECTOR |
|---|----------------|------------|---------------------|--------|
| Q13. What factors would motivate you to stay in the NSW public sector? | | | | |
| More interesting and challenging work | | 67% | 60% | 46% |
| Better skills in my workgroup | | 25% | 23% | 27% |
| Improved career opportunities | | 66% | 63% | 52% |
| Improved learning and development opportunities | | 49% | 51% | 50% |
| Greater involvement in decision making | | 42% | 40% | 33% |
| Better pay and benefits | | 55% | 56% | 58% |
| Greater recognition for the work I do | | 39% | 37% | 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% | PREMIER AND CABINET | SECTOR |
|---|----------------|------------|---------------------|--------|
| Q13. What factors would motivate you to stay in the NSW public sector? | | | | |
| Better leadership from my manager | | 25% | 24% | 27% |
| Better accountability for performance | | 20% | 22% | 25% |
| A better location | | 12% | 14% | 20% |
| More flexible working conditions | | 41% | 39% | 38% |
| Better work/life balance | | 45% | 43% | 46% |
| Improved facilities | | 16% | 19% | 30% |
| Improved technology and systems | | 25% | 28% | 38% |
| Better job security | | 34% | 39% | 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% | PREMIER AND CABINET | SECTOR |
|--|----------------|------------|---------------------|--------|
| Q9a. In the last 12 months I have read or referred to my organisation's code of conduct | | | | |
| Yes | | 52% | 57% | 72% |
| No | | 43% | 38% | 24% |
| Don't Know | | 5% | 5% | 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% | PREMIER AND CABINET | SECTOR |
|---|----------------|------------|---------------------|--------|
| Q10a. In the last 12 months I have witnessed misconduct/wrongdoing at work | | | | |
| Yes | | 8% | 16% | 25% |
| No | | 83% | 75% | 64% |
| Don't Know | | 9% | 9% | 11% |
| Q10b. Have you reported the misconduct/wrongdoing you witnessed in the last 12 months? | | | | |
| Yes | | 33% | 46% | 63% |
| No | | 60% | 52% | 35% |
| Don't Know | | 8% | 2% | 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% | PREMIER AND CABINET | SECTOR |
|--|----------------|------------|---------------------|--------|
| Q10c. In the last 12 months I have witnessed bullying at work | | | | |
| Yes | | 20% | 24% | 35% |
| No | | 70% | 68% | 58% |
| Don't Know | | 9% | 8% | 7% |
| Q10d. In the last 12 months I have been the subjected to bullying at work | | | | |
| Yes | | 9% | 12% | 20% |
| No | | 84% | 82% | 75% |
| Don't Know | | 6% | 6% | 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% | PREMIER AND CABINET | 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 | | 19% | 38% | 23% |
| Your Immediate Manager/Supervisor | | 33% | 22% | 26% |
| A fellow worker at your level | | 15% | 16% | 25% |
| A subordinate | | 4% | 7% | 8% |
| A client or customer | | 2% | 1% | 2% |
| Other | | 2% | 3% | 4% |
| Prefer not to say | | 25% | 13% | 13% |



EXPLORE THE FULL SURVEY RESULTS

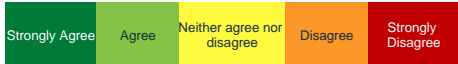
This section shows results for all the survey questions grouped by key themes.

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.

| PREMIER AND CABINET QUESTIONS | RESPONSE SCALE | | | | | AGREEMENT % | PREMIER AND CABINET |
|---|----------------|----|----|---|--|-------------|---------------------|
| Q1. During my last performance evaluation my manager helped me to focus on improving my performance | 19 | 40 | 32 | | | 58% | 52% |
| Q3. The performance development feedback I received was useful | 17 | 46 | 28 | | | 64% | 57% |
| Q4. I understand the performance and development framework | 20 | 55 | 17 | | | 75% | 72% |
| Q5. My manager makes adjustments to permit me to work flexibly | 22 | 46 | 25 | | | 68% | 68% |
| Q6. I feel recognised and valued for the work I do | 24 | 44 | 21 | 8 | | 68% | 65% |

KEY





EXPLORE THE FULL SURVEY RESULTS

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

Some key comparisons are provided.

| PREMIER AND CABINET QUESTIONS | | RESPONSE SCALE | AGREEMENT% | PREMIER AND CABINET |
|--|--|----------------|------------|---------------------|
| Q2. There were no surprises in the feedback I received from manager | | | | |
| Yes | | | 59% | 56% |
| No | | | 41% | 44% |
| Q7. For my career to progress I will need to go outside of DPC | | | | |
| Yes | | | 59% | 56% |
| No | | | 41% | 44% |

PROFILE OF RESPONDENTS



PERSONAL PROFILES

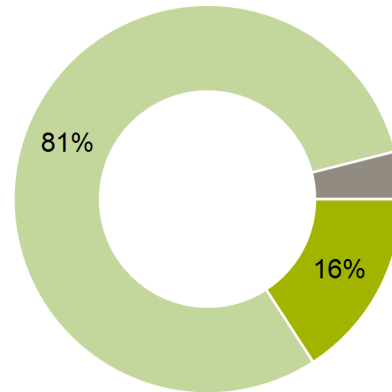
| | RESPONSE SCALE | PERCENTAGE% |
|---------------|----------------|-------------|
| Gender | | |
| Male | | 33% |
| Female | | 66% |
| Other | | 1% |
| Age | | |
| <35 | | 36% |
| 35 - 54 | | 57% |
| > 54 | | 7% |

PROFILE OF RESPONDENTS

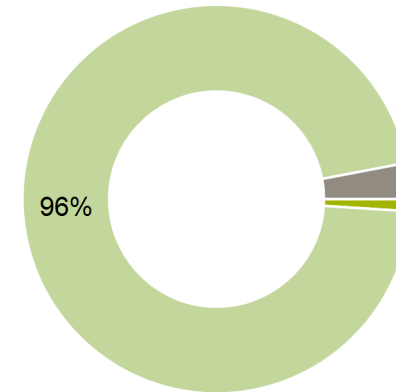


PERSONAL PROFILES

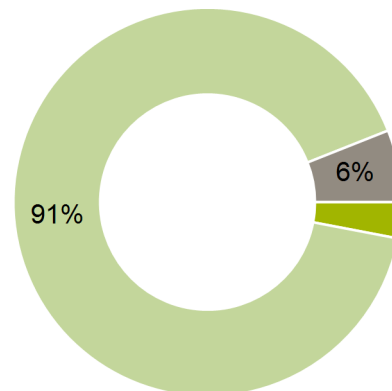
DO YOU SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME?



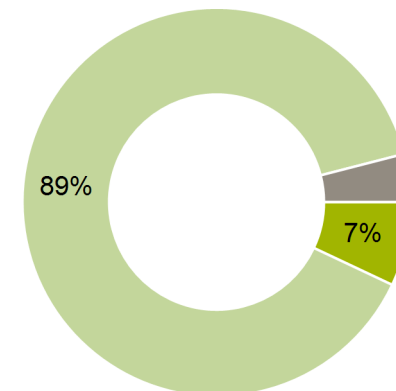
ARE YOU OF ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?



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 | | 36% |
| 1 - 2 years | | 14% |
| 2 - 5 years | | 24% |
| 5 - 10 years | | 15% |
| 10 - 20 years | | 8% |
| More than 20 years | | 2% |

PROFILE OF RESPONDENTS



WORK PROFILES

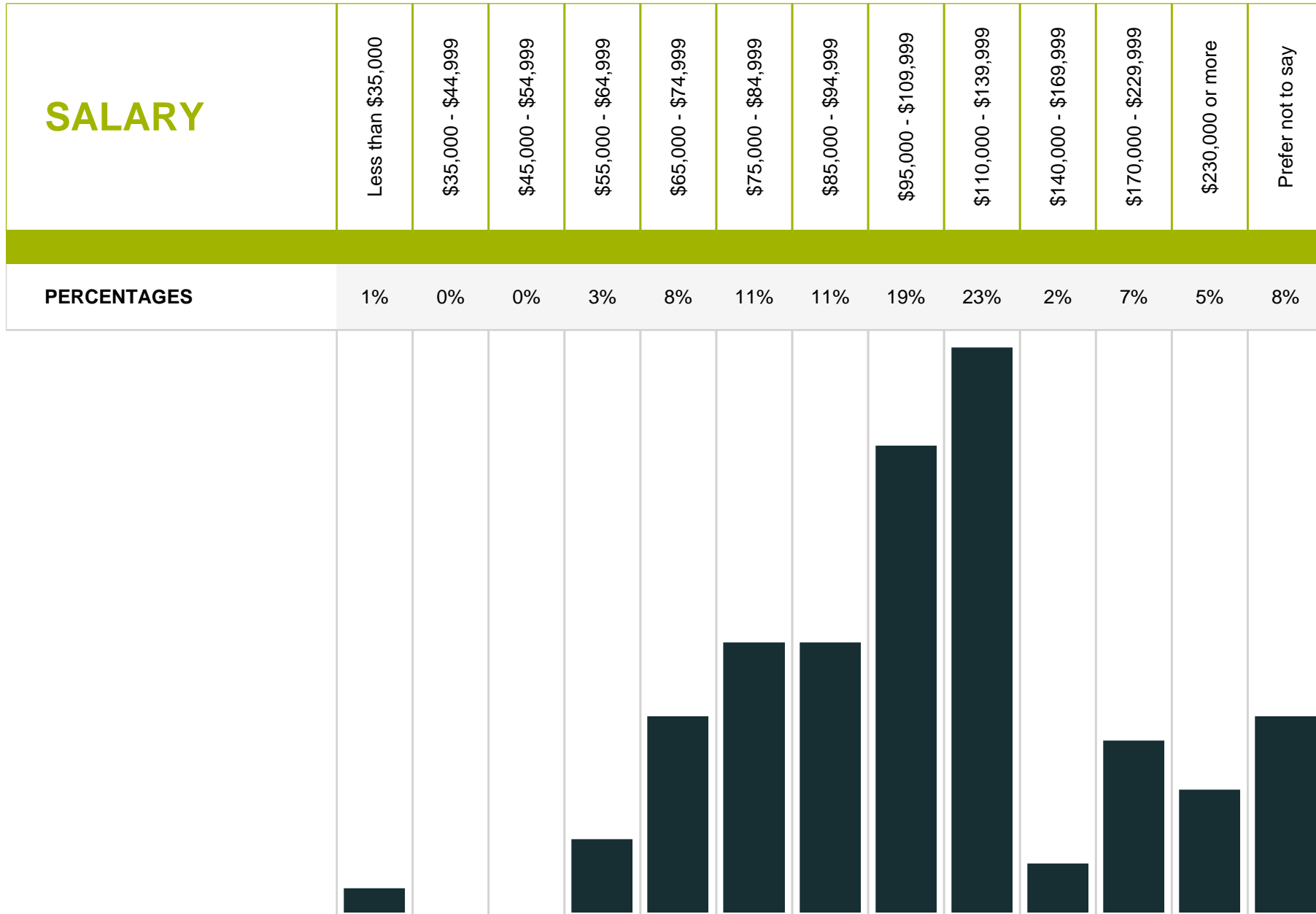
| TYPE OF WORK | RESPONSE SCALE | PERCENTAGE% |
|---|----------------|-------------|
| Service delivery involving direct contact with the general public | | 3% |
| Other service delivery work | | 4% |
| Administrative support | | 12% |
| Corporate services | | 16% |
| Policy | | 32% |
| Research | | 1% |
| Program and project management support | | 15% |
| Legal (including developing and/or reviewing legislation) | | 2% |
| Other | | 15% |

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.

| | Department of Premier and Cabinet | 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 | 578 | 17 | 20 | 66 | 87 | 176 | 8 | 82 | 13 | 80 |
| ENGAGEMENT | 72% | (r) | (r) | 74% | 67% | 74% | (r) | 74% | (r) | 67% |
| SENIOR MANAGERS | 64% | (r) | (r) | 70% | 53% | 74% | (r) | 69% | (r) | 54% |
| COMMUNICATION | 70% | (r) | (r) | 68% | 61% | 78% | (r) | 75% | (r) | 63% |
| HIGH PERFORMANCE | 76% | (r) | (r) | 80% | 68% | 82% | (r) | 80% | (r) | 70% |
| PUBLIC SECTOR VALUES | 77% | (r) | (r) | 78% | 69% | 83% | (r) | 81% | (r) | 70% |
| DIVERSITY & INCLUSION | 76% | (r) | (r) | 75% | 70% | 81% | (r) | 82% | (r) | 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 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.

| | Department of Premier and Cabinet | 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 | 578 | 4 | 2 | 2 | 15 | 45 | 62 | 62 | 106 | 128 | 9 | 40 | 27 | 46 |
| ENGAGEMENT | 72% | (r) | (r) | (r) | (r) | 78% | 72% | 71% | 68% | 71% | (r) | 78% | (r) | 64% |
| SENIOR MANAGERS | 64% | (r) | (r) | (r) | (r) | 71% | 66% | 57% | 59% | 65% | (r) | 76% | (r) | 50% |
| COMMUNICATION | 70% | (r) | (r) | (r) | (r) | 71% | 72% | 70% | 67% | 70% | (r) | 81% | (r) | 58% |
| HIGH PERFORMANCE | 76% | (r) | (r) | (r) | (r) | 82% | 79% | 75% | 72% | 77% | (r) | 82% | (r) | 64% |
| PUBLIC SECTOR VALUES | 77% | (r) | (r) | (r) | (r) | 80% | 79% | 74% | 74% | 77% | (r) | 85% | (r) | 67% |
| DIVERSITY & INCLUSION | 76% | (r) | (r) | (r) | (r) | 77% | 75% | 75% | 73% | 77% | (r) | 85% | (r) | 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 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.

| | Department of Premier and Cabinet | Less than 1 year | 1 - 2 years | 2 - 5 years | 5 - 10 years | 10 - 20 years | More than 20 years |
|----------------------------------|-----------------------------------|------------------|-------------|-------------|--------------|---------------|--------------------|
| NUMBER OF RESPONDENTS | 578 | 198 | 76 | 133 | 83 | 46 | 10 |
| ENGAGEMENT | 72% | 75% | 67% | 74% | 69% | 70% | (r) |
| SENIOR MANAGERS | 64% | 72% | 63% | 63% | 55% | 55% | (r) |
| COMMUNICATION | 70% | 77% | 70% | 68% | 66% | 64% | (r) |
| HIGH PERFORMANCE | 76% | 80% | 74% | 77% | 72% | 71% | (r) |
| PUBLIC SECTOR VALUES | 77% | 82% | 75% | 77% | 74% | 70% | (r) |
| DIVERSITY & INCLUSION | 76% | 81% | 73% | 77% | 71% | 73% | (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.

| | Department of Premier and Cabinet | 15 - 19 | 20 - 24 | 25 - 29 | 30 - 34 | 35 - 39 | 40 - 44 | 45 - 49 | 50 - 54 | 55 - 59 | 60 - 64 | 65+ |
|----------------------------------|-----------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----|
| NUMBER OF RESPONDENTS | 578 | 0 | 15 | 82 | 100 | 89 | 82 | 74 | 62 | 22 | 13 | 4 |
| ENGAGEMENT | 72% | (r) | (r) | 76% | 72% | 71% | 68% | 73% | 72% | (r) | (r) | (r) |
| SENIOR MANAGERS | 64% | (r) | (r) | 68% | 67% | 64% | 62% | 62% | 65% | (r) | (r) | (r) |
| COMMUNICATION | 70% | (r) | (r) | 79% | 73% | 73% | 66% | 67% | 70% | (r) | (r) | (r) |
| HIGH PERFORMANCE | 76% | (r) | (r) | 82% | 76% | 79% | 74% | 74% | 76% | (r) | (r) | (r) |
| PUBLIC SECTOR VALUES | 77% | (r) | (r) | 83% | 77% | 79% | 74% | 75% | 78% | (r) | (r) | (r) |
| DIVERSITY & INCLUSION | 76% | (r) | (r) | 82% | 77% | 77% | 72% | 76% | 77% | (r) | (r) | (r) |

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN REPORT SCORE

AT LEAST 5 PERCENTAGE POINTS LESS THAN REPORT SCORE

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

RESULTS BY GENDER



EXPLORE THE RESULTS FOR DIFFERENT GROUPS OF EMPLOYEES

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

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

| | Department of Premier and Cabinet | Male | Female | Other |
|----------------------------------|-----------------------------------|------|--------|-------|
| NUMBER OF RESPONDENTS | 578 | 183 | 360 | 5 |
| ENGAGEMENT | 72% | 73% | 72% | (r) |
| SENIOR MANAGERS | 64% | 61% | 67% | (r) |
| COMMUNICATION | 70% | 70% | 72% | (r) |
| HIGH PERFORMANCE | 76% | 73% | 78% | (r) |
| PUBLIC SECTOR VALUES | 77% | 76% | 78% | (r) |
| DIVERSITY & INCLUSION | 76% | 77% | 77% | (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.

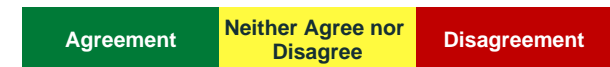
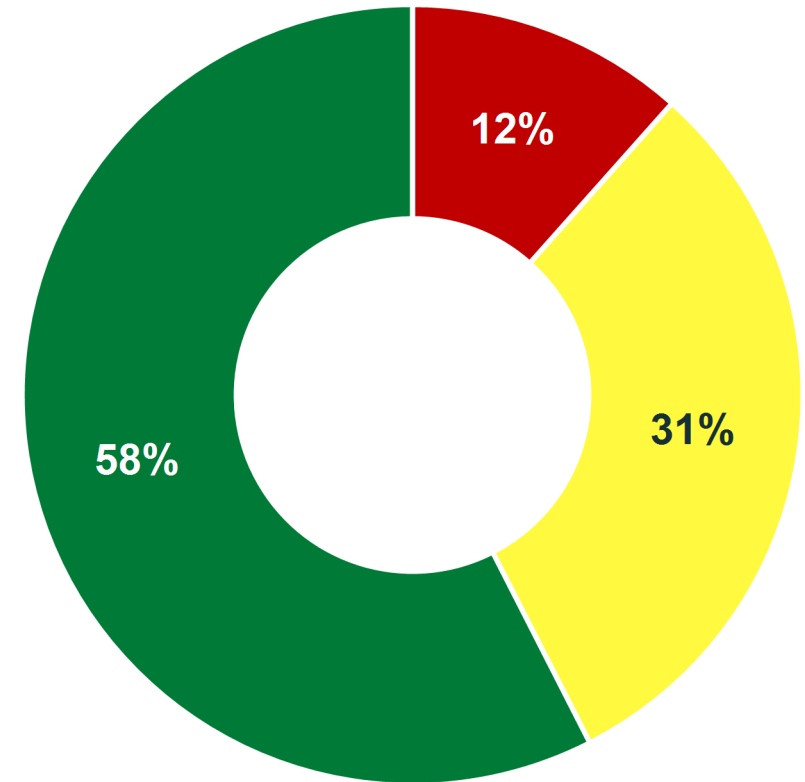
58%

of employees replied favourably to:

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

32%
SECTOR

42%
CLUSTER



GUIDE TO THIS REPORT

ANONYMITY RULES

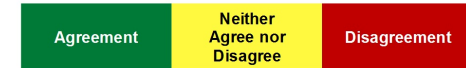
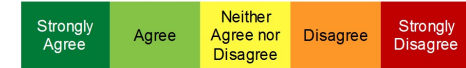
Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

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% |