



# The 2012 Insync Surveys Retention Review

*How to reduce turnover and retain your high performing employees*

**insync**  
surveys

[www.insyncsurveys.com.au](http://www.insyncsurveys.com.au)

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## Key findings

### 1 People still leave primarily because of the job itself

- People leave employers because of poor job fit – either they did not suit the job or the job didn't suit them
- Even if they are paid fairly or enjoy good relationships with peers and managers, people will leave if the job isn't fulfilling or doesn't offer career and professional development opportunities

### 3 Home life factors are critical for both men & women

Life circumstances play a major part for both men (40%) and women (47%) in leaving their job. It's important organisations accommodate home life issues for men *and* women by matching job knowledge with personal interests and circumstances and providing flexible working arrangements.

### 5 Turnover drivers vary across industry sectors

Turnover drivers within the industry sectors of engineering, financial, retail and community vary greatly and reflect the unique challenges being faced by these organisations.

### 2 Staff turnover drivers the same since GFC

The economic environment has remained uncertain since the global financial crisis and employees' reasons for leaving remain the same. Competition for employees has been relatively subdued and our data shows getting a better offer is not a driver for departing employees.

### 4 Gen Y place the most emphasis on career growth

The varying turnover drivers for Gen Y, Gen X and Baby Boomer employees reflect the differences in their career stages and life stages. While all three groups value job satisfaction, Gen Y put career opportunities and better job offers at the top of their list.

### 6 Part-timers value home life but also job satisfaction

Part-timers have different drivers to full-timers when it comes to leaving. With both employers and employees pushing for more part-time opportunities, it is important to ensure that workplace practices are inclusive for full-timers and part-timers alike.

### 7 80% of staff turnover is within the employer's control

Factors within the employer's control – the job itself, pay and conditions and work relationships – account for 80% of staff turnover. This means reducing the cost of staff turnover by around \$280,000 per year for every 100 employees is achievable for many organisations (see overleaf for more details).

## Why do people leave?

The 2012 Insync Surveys Retention Review is for HR directors and senior business leaders grappling with staff turnover in an uncertain economy. For most organisations understanding what drives staff turnover and developing effective retention strategies for good performers is of critical importance due to the significant impact on productivity, efficiency and competitiveness.

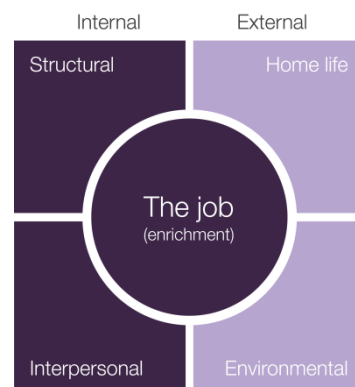
There are 11.5 million people employed in Australia<sup>1</sup> earning \$638 billion per annum<sup>2</sup>. Between 1.5 and 2 million of these employees are likely to leave their jobs in the next 12 months<sup>3</sup>, taking with them customer relationships, internal networks, institutional knowledge and specialised skills. Staff turnover costs an organisation with 100 employees around \$1 million per annum, assuming a staff turnover rate of 18%, an average salary of \$75,000 and a conservative turnover cost per employee of 75% of annual salary (including the cost of recruitment, selection, induction, training and lost productivity whilst getting up to speed). Organisations that reduce employee turnover by 5% (e.g. from 18% to 13%) will save around \$280,000 per year for every 100 people they employ.

It's not easy to gather and interpret all the information needed to truly understand staff turnover. Anecdotal stories about why people leave could be misleading and result in misdirected retention efforts. The use of a proven framework, such as Insync Surveys' Exit Survey, helps to separate facts from fiction. More information about our Exit Survey is on page 14.

Insync Surveys' five factors of staff turnover are illustrated below. Three *internal* factors are considered to be within the employer's control (job enrichment, interpersonal and structural) and two *external* factors are outside the employer's direct control (home life and external environment). Job enrichment is at the core of the framework – if a job is unfulfilling or unsatisfying there is a high risk that employees will look elsewhere, no matter what enticements the employer puts in place.

Put simply, people will leave their jobs when one or more factors occur:

1. **Job enrichment:** Their job is no longer fulfilling or stimulating
2. **Structural:** They lack resources to do their job well and/or don't feel fairly rewarded
3. **Interpersonal:** They don't feel strongly connected to their colleagues, manager or organisation
4. **Home life:** Their life circumstances change (personal reasons, retirement, family, etc)
5. **Environmental:** They are approached by other employers with a better job offer



## About this study

The primary information source for the 2012 Retention Review is Insync Surveys' Exit Survey database, one of the largest in Australia. We analysed the Exit Survey responses from over 11,000 employees and 40 Australian-based organisations over a four and half year period. We primarily focused on those who departed between January 2011 to April 2012. The organisations range in size from 50 to 30,000 employees and include most industries such as state government, manufacturing, financial, retail, professional services and community services.

Departing employees completed Insync Surveys' Exit Survey (online or on paper) which assessed both their reasons for leaving and general attitudes about their work environment. In this study we analysed the 16 reasons for leaving and the percentage of people who indicated the reason was either "most important" or "extremely important" (from a six point scale). These reasons were then grouped into five factors of staff turnover (above). Our key findings relate to both the five factors and the individual reasons for leaving.

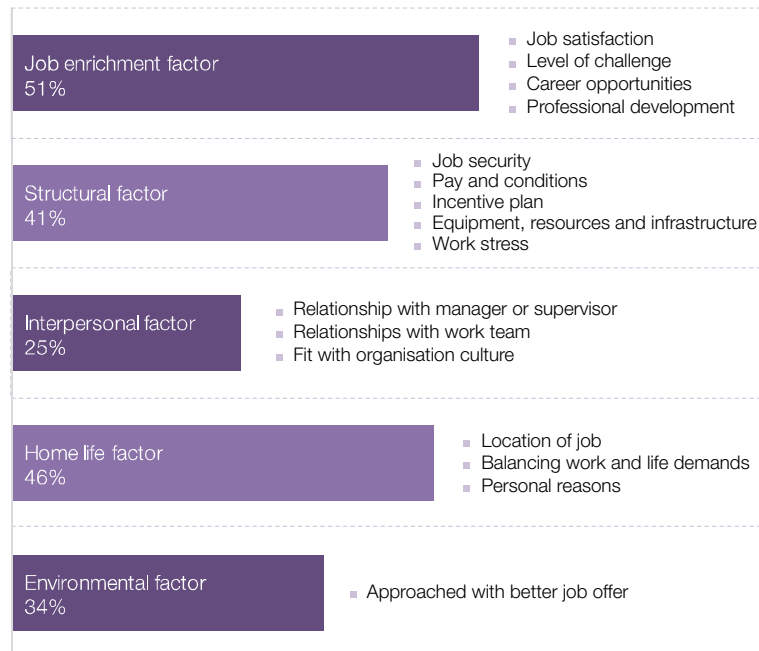
<sup>1</sup> Source: ABS Labour Force Australia, August 2012 (6202.0).

<sup>2</sup> Source: ABS Australian National Accounts, June 2012 (5206.0).

<sup>3</sup> Based on an assumption of an average employee turnover rate of 14–20% which is in line with studies published by the Australian Institute of Management and Australian Human Resources Institute.



## 1. Job enrichment and home life factors are the key challenges



**Key:** percentage of respondents who rated at least one item related to this factor as being extremely important or most important in their decision to leave

Our analysis shows that people leave primarily because of the job itself (51%). Either they're not satisfied, they want more career and professional development opportunities, or the level of challenge (whether too high or low) did not suit them.

Home life has the second greatest impact on an employee's decision to leave (46%) with one in six (15.6%) rating home life as the *only* factor impacting their decision to leave. This means that for the remaining 30% there are other internal factors at play that the employer can influence. Suggestions for reducing the impact of home life issues for both men and women are discussed on page 5.

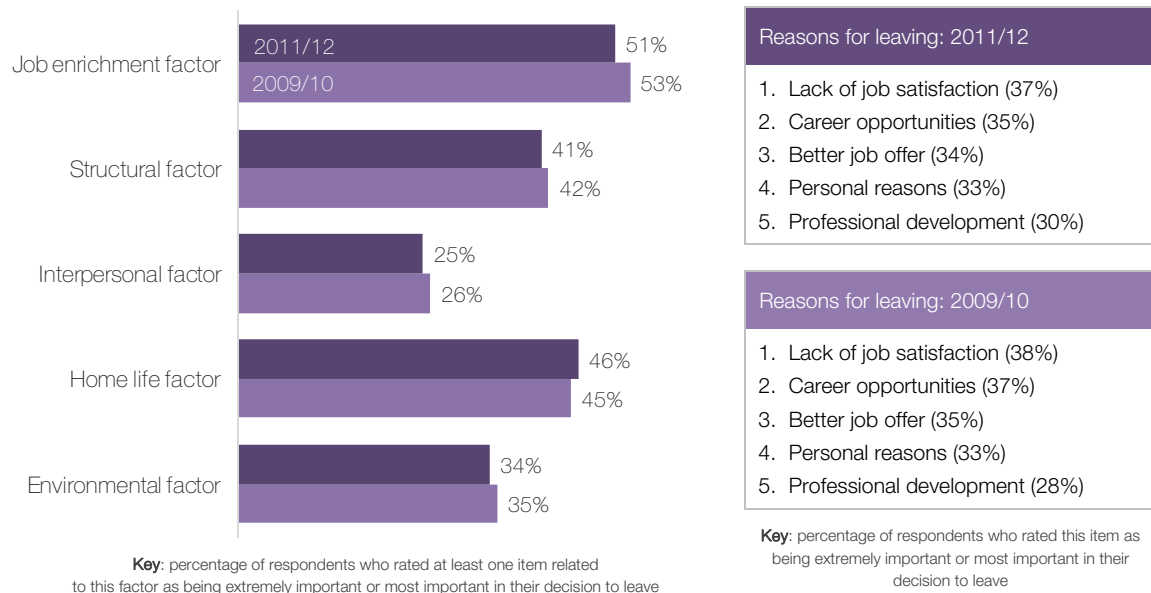
To enhance job enrichment, we encourage organisations to engage the heart, the head and the hand of each employee:

- **Heart** – do you measure the extent to which your employees are emotionally engaged with the organisation? Have you benchmarked how satisfied, proud and committed your employees are to your organisation? Do your leaders and line managers understand and leverage employees' individual passions to foster employees' personal growth?
- **Head** – do you offer meaningful work as part of each role and link each role to the success of the overall organisation? Do you regularly offer exciting challenges and responsibilities to people based on their knowledge, skills, abilities and potential? Are your professional development policies and processes fair and equitable to all?
- **Hand** – do you have transparent career roadmaps encouraging and empowering people to strive above and beyond basic role requirements? Does your culture foster the ability for people to show altruism towards colleagues and openly share their knowledge and experience? Are you flexible in how, when and where people can complete their work?

Capture these three things and your existing employees will become more engaged in their jobs and act as the best brand ambassadors to clients and future employees alike.

## 2. Staff turnover drivers have not changed since the GFC

Staff turnover: 2011/12 vs. 2009/10



When comparing this year's data to that of 2009/10, the factors or drivers of staff turnover and the top five reasons for leaving have not changed; people still leave primarily because of the job itself. This is underpinned by continued global uncertainty, a relatively subdued job market for both periods (unemployment of 5.1% in August 2012 compared to 5.8% in July 2009) and minimal environmental change (outside of Western Australia).

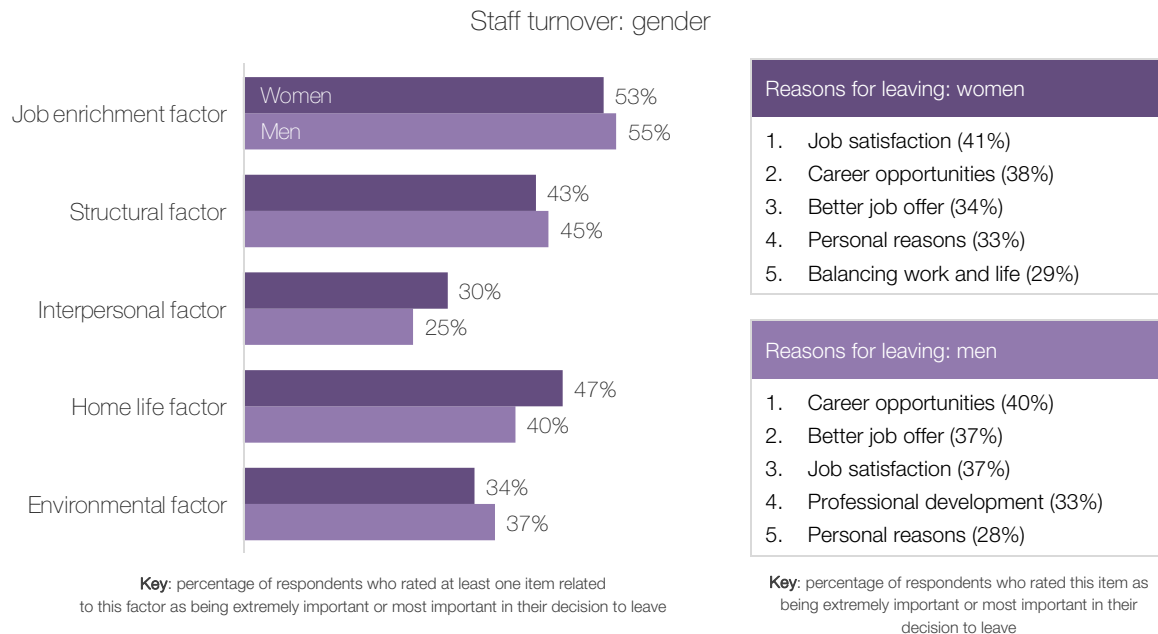
The challenge for employers is to ensure retention strategies are focused not only on the short term but also with consideration for the long term when global uncertainty does ease, more positions become available and the competition for high performers increases.

To position your organisation as a high performance organisation and attractive employer make sure you have answers to the following questions:

- Do you have a clearly defined employee value proposition (EVP) that resonates with your employees?
- What meaningful work do you offer and how is it aligned to your organisational vision/mission?
- How do you effectively enable and reward your high performing people and recognise the right behaviours and values of your organisation?
- What initiatives do you have in place to support employees to balance their individual work and life challenges?

In short, you should be taking the same care in putting together an attractive EVP for your target employees as you do in a different context for your target customers.

### 3. For men and women, the similarities are as striking as the differences



Whilst the order of importance is different, the top three reasons for leaving are the same for both men and women. Job satisfaction and career opportunities are highly valued by both genders. This goes back to the heart of our analysis showing that lack of job enrichment is the leading cause of turnover.

A key finding from the gender analysis is that even though women place more emphasis on home life (47%), home life circumstances also impact the decisions of 40% of men. A white paper by AHRI<sup>4</sup> explained that workplace flexibility demands are driven by life stages and associated caring duties, with one in four employees in Australia having caring duties. Other factors impacting flexibility demands include transport/traffic issues, change in life preferences and the proven successes of flexible businesses. These factors apply to women and men alike.

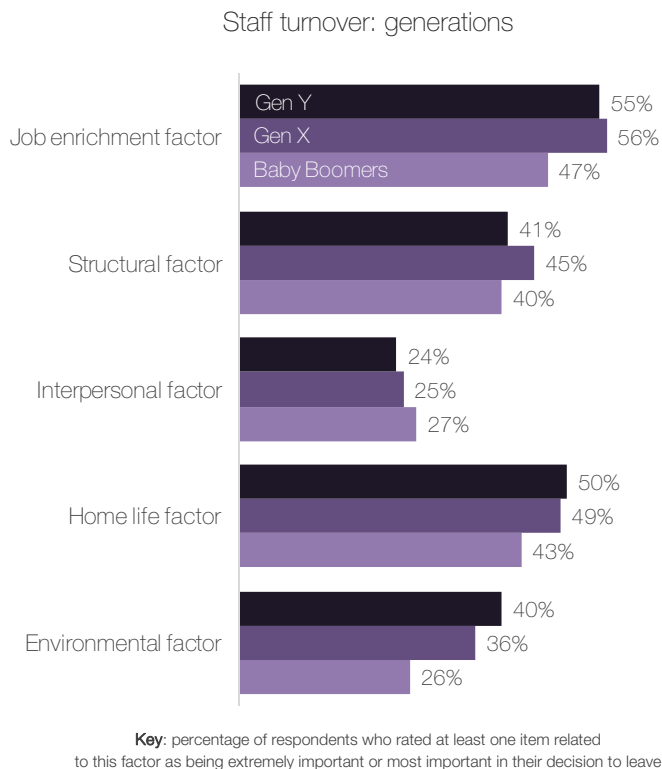
Your organisation should therefore consider the following:

- Are your flexible work policies targeted to all employees, not just working mothers?
- What male role models do you have who are successfully championing flexible work practices? How can this be leveraged across the whole organisation?
- Are you publicising and celebrating diverse flexible work arrangements?
- Are there any unconscious biases preventing your leaders and managers from leveraging the potential of flexible work to reduce turnover?

As HR practitioners, you are well aware of the requirement for flexible work practices as part of the *Fair Work Act 2009*. The test is whether flexibility is entrenched in your organisational culture. Before too long flexibility will lose its edge as an EVP differentiator; it will be an employee expectation.

<sup>4</sup> AHRI (2010), *people@work/2020: The Future of Work and the Changing Workplace: Challenges and Issues for Australian HR Practitioners*

## 4. Gen Y place the most emphasis on career growth



### Reasons for leaving: Gen Y

1. Career opportunities (45%)
2. Better job offer (40%)
3. Job satisfaction (39%)
4. Personal reasons (38%)
5. Professional development (36%)

### Reasons for leaving: Gen X

1. Job satisfaction (40%)
2. Career opportunities (39%)
3. Better job offer (36%)
4. Personal reasons (33%)
5. Balancing work and life (32%)

### Reasons for leaving: Baby Boomers

1. Job satisfaction (37%)
2. Personal reasons (36%)
3. Career opportunities (28%)
4. Better job offer (26%)
5. Balancing work and life (26%)

**Key:** percentage of respondents who rated this item as being extremely important or most important in their decision to leave

We define the three main generational groups as follows:

- Baby Boomers – born prior to 1964
- Gen X – born between 1964 and 1976, and
- Gen Y – born after 1976

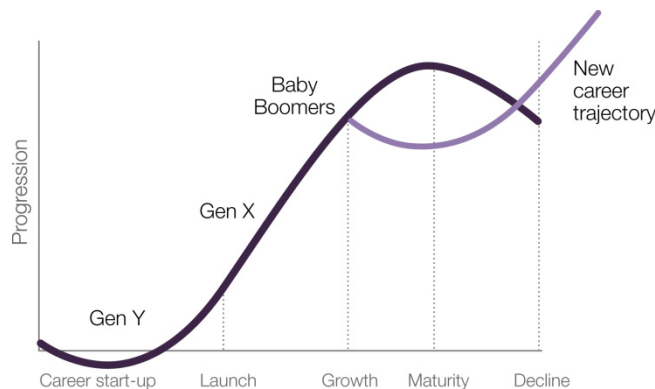
A key reason for leaving across all three generations is a lack of job satisfaction, applying to almost 40% of employees in all three cohorts. Baby Boomers and Gen X rank job satisfaction as their top reason but Gen Y put career opportunities and better job offer as number one and two respectively, consolidating the common view that Gen Y are currently motivated by career advancement opportunities.

This finding is indicative of the career mobility observed in the younger generations of the workforce, also typically known as “job hoppers” or “millennials”. They are more likely to leave their jobs if development or career opportunities are not adequately provided. Our results may also help explain why Gen Y are more keen to start their own businesses. In tight labour markets, employers may be seeking candidates with more experience than most Gen Y have acquired, thereby encouraging them to seek other opportunities.



Professional development is also an important factor for Gen Y (33%) as well as Gen X (32%) whereas professional development opportunities are less important to Baby Boomers (20%). Although career opportunities feature on all three lists, Baby Boomers (28%) rate this lower in importance than Gen X (39%) and Gen Y (45%). These differences are essentially reflected in the model below which outlines the assumed career stage relevant to the three generations.

Life stages and career stages curve

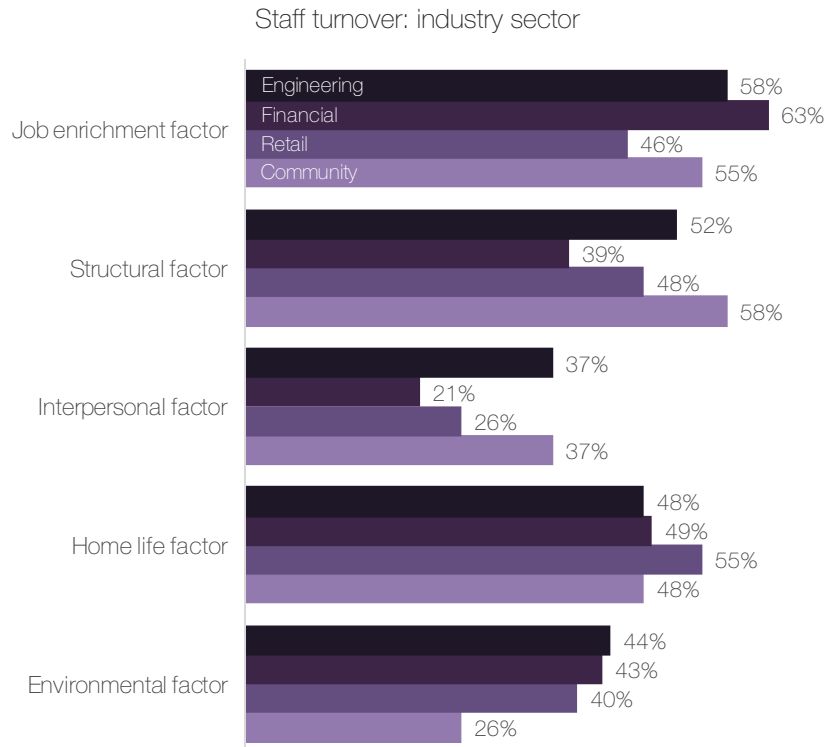


Another interesting though not unexpected finding is that nearly a third (32%) of Gen X respondents cite balancing work and life demands as a major reason for leaving, compared to 27% for Generation Y and 26% for Baby Boomers. With Gen X at the growth life stage, where they are typically balancing family commitments with middle and senior management positions, it is not surprising to find that nearly half (45%) also place importance on the structural factors such as pay, conditions and incentives. This group of employees may therefore be the most at risk of leaving as the economy improves, the supply demand equation for job vacancies changes and the price for talent increases once again.

In summary, when considering turnover and generational differences ask the following:

- How are you effectively providing employees with meaningful work and challenging roles to ensure they continue to grow or are able to move on a new career trajectory?
- In the event that your Baby Boomers are choosing to enter the decline career stage, how are you promoting flexible work practices to ensure that the organisation can continue to harness and leverage their knowledge, skills and expertise?
- Are your work life flexibility programs, processes and initiatives diverse and creative enough to meet the needs of the different life stages?
- Are your payroll systems, benefits and incentives transparent so that employees can calculate their future earning potential within your organisation?
- How are you actively promoting internal/external professional development opportunities to your employees?

## 5. Turnover drivers vary across industry sectors



**Key:** percentage of respondents who rated at least one item related to this factor as being extremely important or most important in their decision to leave

Reasons for leaving: engineering	Reasons for leaving: financial	Reasons for leaving: retail	Reasons for leaving: community
1. Better job offer (44%)	1. Job satisfaction (44%)	1. Better job offer (40%)	1. Job satisfaction (40%)
2. Job satisfaction (39%)	2. Better job offer (43%)	2. Personal reasons (38%)	2. Balancing work and life demands (39%)
3. Career opportunities (38%)	3. Career opportunities (42%)	3. Job satisfaction (34%)	3. Work stress (38%)
4. Professional development (34%)	4. Professional development (36%)	4. Pay and conditions (31%)	4. Career opportunities (34%)
5. Balancing work life demands (32%)	5. Personal reasons (35%)	5. Career opportunities (28%)	5. Professional development (31%)

**Key:** percentage of respondents who rated this item as being extremely important or most important in their decision to leave

The causes of staff turnover can be understood in greater depth by looking at the differences between industry sectors. We have extracted the results from leading employers in the engineering, financial, retail and community sectors. These areas were chosen in order to compare and contrast a variety of industries.

Job enrichment plays a determining role in staff turnover for all four employers, rating top or second for all organisations in our database. Perhaps unexpected is that job enrichment plays a larger role for financial services staff deciding to leave (63%) than for retail employees (46%). These differences are likely to be impacted by differences in career expectations and possibly also by the employees' connection to their employer's brand.

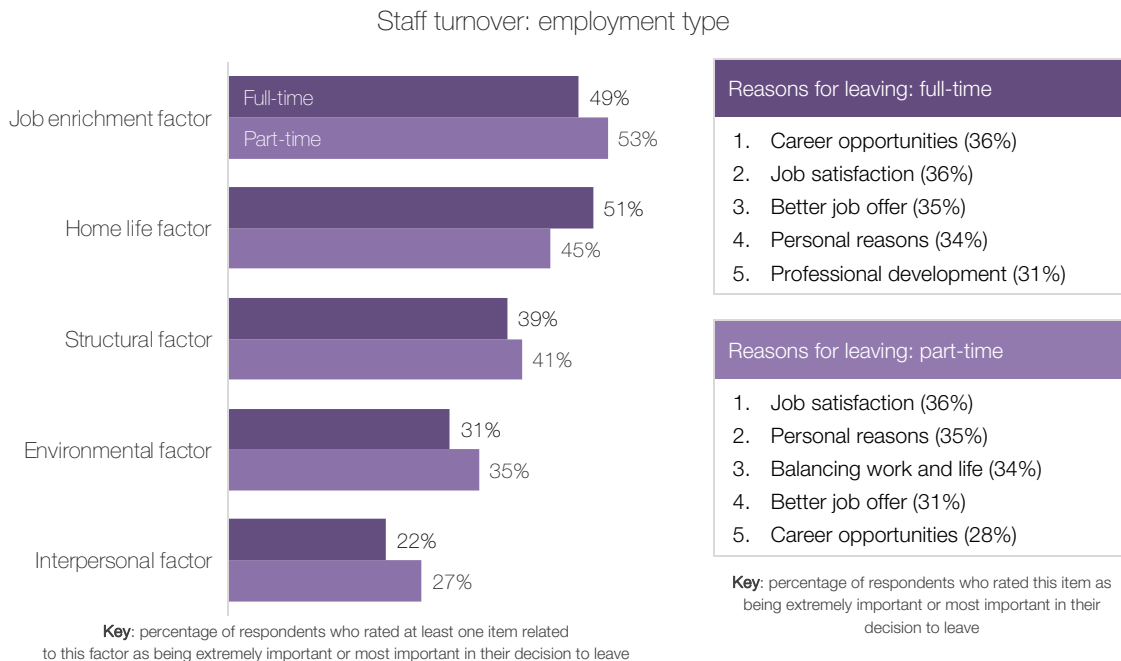
Community services employers must deal with structural issues to reduce staff turnover, such as work stress and pay and conditions. Digging a bit deeper shows that 39% of employees cite work-life balance as an important driver and 38% name work stress, compared with 26% and 19% in the overall results. In an industry known for below average salaries but high mission attachment, community services organisations struggle to retain top performers, but can be rewarded with loyalty and passionate supporters.

Home life plays the greatest role in the retail sector. The demographics of the workforce are such that they are more likely to leave for reasons relating to family, relocation, work-life balance, study and travel. Strategies to reduce turnover should focus on recruiting people whose life circumstances have a better fit with the organisation and on considering more flexible working arrangements for people whose life circumstances change.

Over four in 10 employees from the engineering, financial and retail sectors indicate that a better job offer played a major role in their decision to leave, higher than the overall database at 34%. Certainly the engineering and financial services sectors are competitive environments where top talent is highly valued and rewarded.

In summary, the differences in sectors highlight unique organisational and industry challenges. It is important to understand the drivers and benchmarks in both turnover and retention to ensure you have strategies in place to keep your high performers.

## 6. Part-timers value home life but also job satisfaction



Whilst the results of the full-time population align with the overall statistics, the turnover factors for part-time employees are somewhat different. Perhaps one of the more interesting findings is the significance of home life for part-time employees when compared to full-time employees. Half of part-time employees leave their jobs because of home life factors, in particular for personal reasons and for balancing work and life demands.

Contrary to the common belief that people who work part-time let go of their career aspirations, our analysis also shows that part-time employees are still grappling with achieving balanced work and home life demands as well as seeking job satisfaction and career opportunities at work.

Part-time work is very much a “growth area” for employers to consider. According to IBISWorld, part-time employment has risen at almost double the rate of full-time employment over the past five years and in August 2012 the ABS had part-time employment at around 30% of total employment<sup>5</sup>. The push for part-time work is appearing to come from both employers and employees; continuing local and global uncertainty is forcing employers to shy away from permanent full-time hires and employees are seeking more balance, for example, Baby Boomers who can’t yet afford to fully retire but still want to wind down or parents who are seeking to balance career with home demands.

Therefore, employers should be seeking to clarify:

- How do your workforce strategies sustain an inclusive and positive culture for both full-time and part-time employees?
- Are any unconscious biases preventing your leaders and managers from leveraging the competitive advantage that part-time employees can offer?
- What is your specific EVP for your part-time workforce and how do you leverage this to attract and retain skilled employees?
- How are you ensuring that your part-time workforce are engaged in meaningful and challenging work and are able to access similar career opportunities as your full-time workforce?

<sup>5</sup> Source: ABS Labour Force, Australia, Aug 2012 (6202.0)

## 7. Eighty per cent of staff turnover is within the employer's control

It is interesting to note that only 20% of people exclusively select external factors as being most important or extremely important in their decision to leave. This means organisations can influence and manage 80% of staff turnover.

### External factors only

One in five employees (20%) indicate that *only* home life and environmental factors play an extremely important or most important role in their decision to leave. This indicates that their decision to leave was predominantly about what was going on in their life and the external environment rather than anything that was lacking in their jobs, conditions of employment or work relationships. Decisions to leave were weighted heavily towards home life factors with only 3% of employees in this demographic leaving purely due to a better job offer.

### Single internal factors

Almost one in four employees (24%) leave their organisation predominantly due to a single factor within the organisation's control. In most cases this is matched with an external factor:

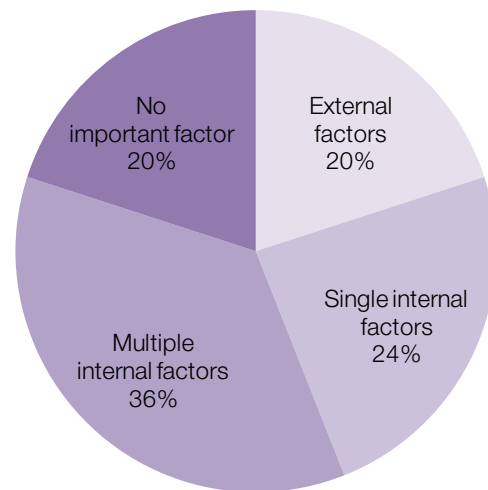
- One in six employees (15.6%) leave primarily due to a lack of job enrichment
- One in 10 (10.5%) leave only due to structural reasons, most often relating to pay and conditions or work stress
- Only one in 25 people (4.1%) leave primarily due to interpersonal reasons. This indicates that only a very small minority leave purely because of a poor manager, dispelling the common myth that people leave managers not organisations.

### Multiple internal factors

More than a third of employees (36%) leave their organisation due to multiple internal factors:

- One in seven employees (14%) leave their organisations due to all three internal factors (job enrichment, structural and interpersonal factors)
- One in seven employees (13.7%) leave due to a combination of job enrichment and structural factors
- Less than one in 20 employees (4.7%) leave due to a combination of job enrichment and interpersonal factors
- Less than one in 30 employees (3.2%) leave due to a combination of structural and interpersonal factors

Combinations of factors impacting staff turnover



**Key:** percentage of respondents who rated a relevant item as being extremely important or most important in their decision to leave



### No important factor

One of the more unexpected findings was that one in five employees (20.3%) didn't indicate that any factor (internal or external) was extremely important or most important in their decision to leave. Perhaps there were many small reasons influencing decisions to leave or a lack of engagement in the organisation meant that it was time to move on.

The important take away from this analysis is to recognise what is outside your control and base your retention strategy on the 80% of employee turnover within your control:

- What strategies do you have in place to continually review and reinvigorate job enrichment, structural and interpersonal factors within your organisation?
- How does your organisation address and assess a mismatch between the employee's needs and expectations with what the organisation has to offer during the recruitment and assessment phase of a job placement?
- How does your organisation foster flexibility in both the short and long term to retain employees and accommodate their home life challenges?
- How are you keeping your vision and mission fresh and compelling over time to retain experienced and capable employees?

## Recommendations

Staff turnover is a critical issue for most organisations in competitive and difficult economic times. Reducing turnover and retaining capable and experienced employees for longer will make a notable difference to internal efficiencies, customer relationships and profitability.

Strategies to reduce turnover must primarily address job enrichment with consideration to the following:

### Measure, analyse and roadmap

Some turnover is okay, even necessary. However, when high performing employees are the ones leaving, you must be on top of understanding the unique causes of staff turnover in your organisation and industry. From this, a clear retention roadmap can be developed to set relevant and achievable retention targets.

### Create enriching and meaningful jobs

This is at the heart of the employee offer. Meaningful work is strongly related to mission alignment, enables staff to make a noticeable difference and allows people to be matched with the right job for their skills and interests.

### Accommodate changing life circumstances

This is the second biggest contributor to staff turnover. It involves both matching job requirements with personal interests and circumstances and also being creative in the use of both short and long term flexible work arrangements.

### Nurture an inclusive and positive workplace culture

Employers must help new employees make a strong connection with the organisation, keep the attention of leaders and line managers on maintaining good relationships with their people and invest in building constructive norms and behaviours across the organisation. This should all be underpinned by a strong employee value proposition for both existing and potential employees.

### Enable and recognise performance

Employers must not lose sight of the traditional importance of remuneration, incentives and reward and recognition to show employees that their contribution is recognised and valued. Employers must also regularly review and provide employees with the resources they need to do their jobs efficiently and effectively.

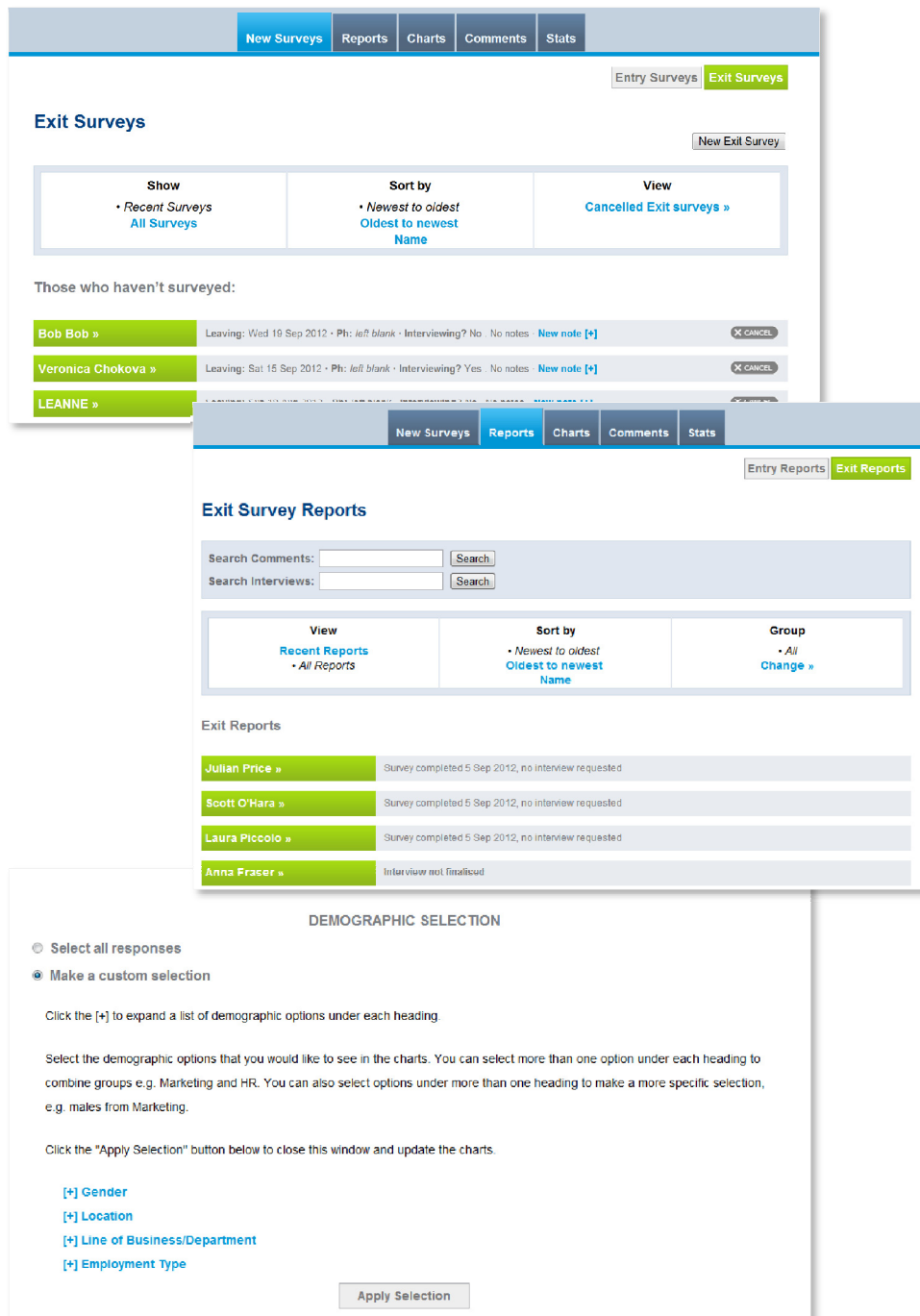
Reducing staff turnover is not just an HR issue, it requires the focus and attention of the whole executive team, supported by managers at all levels. Getting the required level of executive attention must start with a credible calculation of the true costs of staff turnover and a business case that shows the benefits and investment in a clear retention strategy.

There are many ways to track the implementation of a retention strategy. These include tracking staff turnover statistics, getting informal feedback from managers and employees, conducting staff surveys and conducting entry and exit surveys. This feedback will enable the retention strategy to be fine-tuned and for increased or decreased emphasis to be applied to the various elements of the strategy as necessary. It is also helpful to track the return on investment from a retention strategy. This will keep the focus on the initiatives with lower cost or effort and higher impact on the organisation's success.

## About Insync Surveys' Exit Survey

With Insync Surveys' Exit Survey, HR professionals can obtain honest and actionable feedback from leaving employees via a secure online portal. HR can issue online surveys (paper, phone and face-to-face are also available), view individual or organisation-wide results, use demographic filters to drill down results for targeted improvement initiatives and compare their organisation's turnover drivers against our extensive benchmark database.

Examples of the Exit Survey portal and real-time reporting are shown below and on the following page.



The screenshots illustrate the Insync Surveys Exit Survey portal and reporting interface. The top navigation bar includes tabs for New Surveys, Reports, Charts, Comments, and Stats. The main content area is divided into sections for Exit Surveys and Exit Survey Reports.

**Exit Surveys Section:**

- Buttons: Entry Surveys, Exit Surveys, New Exit Survey.
- Filters: Show (Recent Surveys, All Surveys), Sort by (Newest to oldest, Oldest to newest, Name), View (Cancelled Exit surveys).
- Section: Those who haven't surveyed:
- Table of unsurveyed employees:

Name	Leaving	Ph	Interviewing?	No notes	New note	Cancel
Bob Bob	Wed 19 Sep 2012	left blank	No	No notes	New note	X CANCEL
Veronica Chokova	Sat 15 Sep 2012	left blank	Yes	No notes	New note	X CANCEL
LEANNE						

**Exit Survey Reports Section:**

- Buttons: Entry Reports, Exit Reports.
- Search: Search Comments, Search Interviews.
- Filters: View (Recent Reports, All Reports), Sort by (Newest to oldest, Oldest to newest, Name), Group (All, Change).
- Section: Exit Reports
- Table of completed surveys:

Name	Survey completed	Interview requested
Julian Price	5 Sep 2012	no interview requested
Scott O'Hara	5 Sep 2012	no interview requested
Laura Piccolo	5 Sep 2012	no interview requested
Anna Fraser		Interview not finalised

**DEMOGRAPHIC SELECTION**

☐ Select all responses  
☒ Make a custom selection

Click the [+] to expand a list of demographic options under each heading.

Select the demographic options that you would like to see in the charts. You can select more than one option under each heading to combine groups e.g. Marketing and HR. You can also select options under more than one heading to make a more specific selection, e.g. males from Marketing.

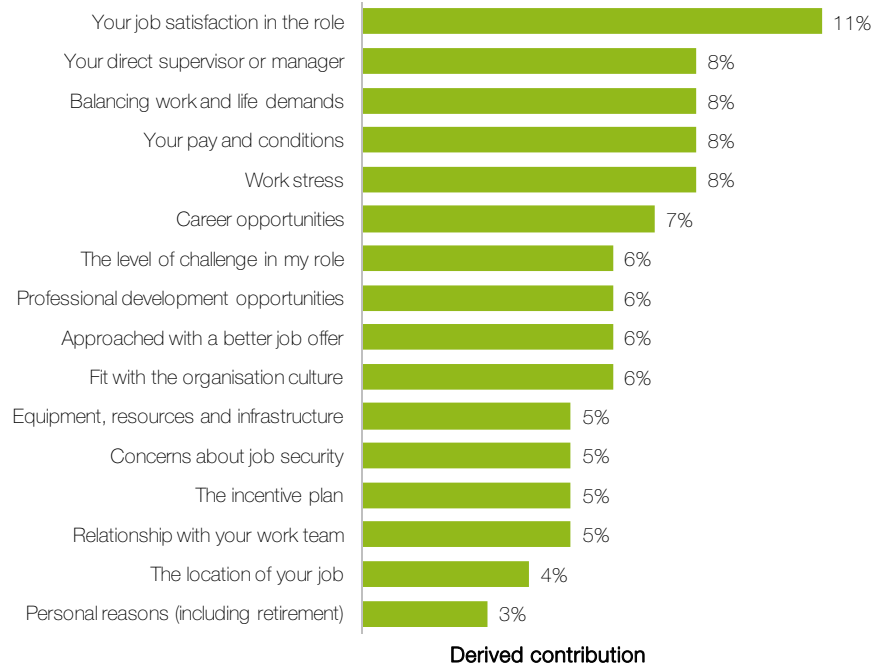
Click the "Apply Selection" button below to close this window and update the charts.

[+] Gender  
 [+] Location  
 [+] Line of Business/Department  
 [+] Employment Type

Apply Selection

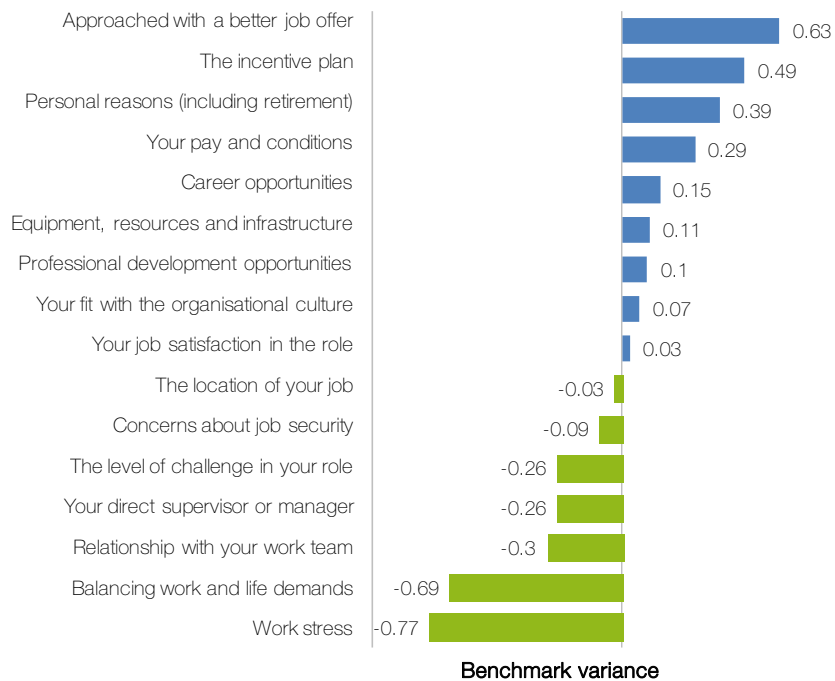
### Reasons for leaving summary graph

This chart shows the percentage contribution each reason had on employees' decisions to leave. This is based on the importance attributed to each reason by employees.



### Reasons for leaving benchmark graph

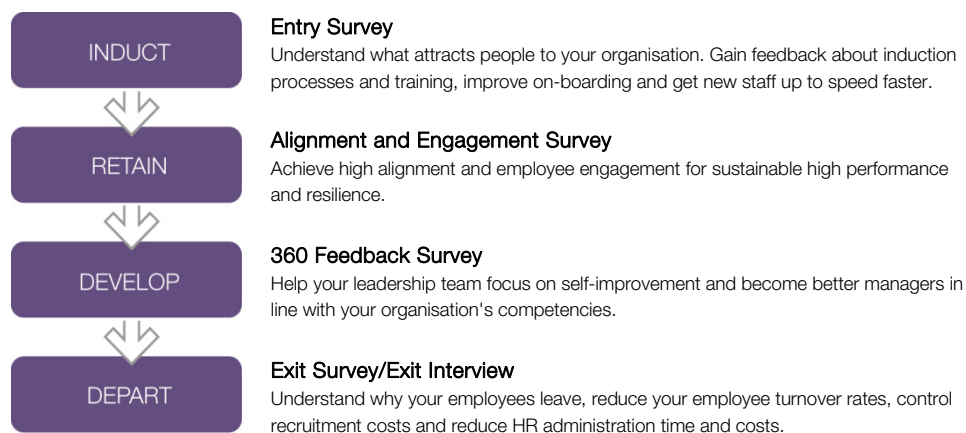
This chart shows how an organisation's reasons for leaving compare to Insync Surveys' benchmark database, providing context and direction for improvement initiatives. In this example, "work stress" is more important to this organisation's employees than to the rest of the database.



## How Insync Surveys helps organisations

Insync Surveys can help your organisation improve employee and customer engagement which can increase your productivity and performance. Our employee and customer surveys also reveal the likely barriers to executing your organisation's strategy.

### EMPLOYEE SURVEYS



### CUSTOMER SURVEYS



We also have a range of specialised surveys for: boards; local, state and federal government and the education sector.

More information about our surveys and consulting is on our website: [www.insyncsurveys.com.au](http://www.insyncsurveys.com.au).



## Linking exit surveys with other employee surveys

Themes emerging from exit data can be supported by organisation-wide surveys such as our Alignment and Engagement Survey (AES). The AES is built on academic evidence that shows the two greatest drivers of organisational performance are alignment and employee engagement. The AES framework comprises 10 high performance factors. Each factor is important to achieve sustainable high performance.

A sample executive summary (scan) from our AES manager report is shown below.

### Your Alignment and Engagement scan

The Alignment and Engagement scan below shows the alignment and engagement results of NSW compared to Axis Foundation overall. Results are displayed as the percentage of respondents who scored items either a six or a seven on the seven point rating scale. The colour coding indicates how the average raw score compares to organisations in Insync Surveys' benchmark database.

Number of NSW responses: 595

		NSW	All staff
Energise	Long term direction —whether strategies and changes are clearly articulated, communicated and accessible and it's clear how strategies will be achieved	56%	48%
	Senior leadership —whether senior leadership exemplify best practice, inspire, encourage innovation, and acknowledge and maximise talent	58%	51%
Execute	Team leadership —whether managers are trustworthy role models who build teamwork, communicate well, coach and mentor, and value their teams' opinions	71%	65%
	Team effectiveness —whether work groups use challenging goals, embrace change, celebrate achievements, focus on customer service and compare actions against plans	64%	57%
	Accountability culture —whether commitments are delivered and standards upheld, values guide everyday actions and sensitive information is handled appropriately	71%	66%
	Performance culture —whether the organisation has high standards of performance and best practice, and systems are continually improved to achieve organisational goals	68%	62%
	Investment in people —whether employees are supported with training and development, reward and recognition programs, work-life balance initiatives and performance appraisals	53%	46%
	Investment in systems —whether systems allow employees to do their job well, concerns are addressed and there's good internal customer service	61%	53%
	External focus —whether the organisation is committed to customer needs and long term loyalty, the environment and wider community, and monitoring competitor performance	54%	45%
	Alignment —whether employees, teams, systems, processes and customer strategy are aligned to the organisation's long term goals	62%	54%
Engage	Engagement —whether employees are committed to and emotionally engaged with the organisation and its goals, and they promote and act in its best interests	69%	64%

Your average raw score compared to Insync Surveys' benchmark database.

Legend: ■ Bottom decile ■ Bottom quartile ■ 2nd and 3rd quartiles ■ Top quartile ■ Top decile



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## About Insync Surveys

With offices in Melbourne and Sydney, we specialise in the measurement and improvement of employee, customer, board and other stakeholder engagement. Our surveys and consulting, supported by our registered psychologists and research experts, help organisations on their journey towards sustainable high performance.

We have worked with some of the largest organisations in Asia Pacific, including: ASX, Cathay Pacific, Fairfax, GlaxoSmithKline, John Holland, Nufarm, Orica, Queensland Rail, Rio Tinto, Suncorp, Toll, WorleyParsons, Visy, AFL, Mission Australia, federal and state government departments, many local councils and most universities.

To discuss your organisation's employee retention needs or to access other free research reports from Insync Surveys, including the 2007 and 2010 Insync Surveys Retention Reviews, please contact us.

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