

Important note: this particular report should not be interpreted as fully representative of ALL staff at this facility. Why? A minimum number of a facility's workforce had to complete the survey for the results to yield a statistical 'Confidence Interval' of less than 5 per cent. Results obtained for this facility have a Confidence Interval that exceeds 5 percent. That means the results are a summary of the views of only those staff who completed the survey, rather than being representative of the entire workforce at this facility.

YourSay Project Team

2013 YourSay Workplace Survey

Facility Report



Health Education and Training Institute

This Report

This report provides Health Education and Training Institute with data from the 2013 YourSay Workplace Survey. It summarises staff views and presents comparative data to help put the results into perspective.

Response Rates

The Actual Responses gives the total number of valid surveys that were returned for this facility.

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 2 April 2013. This figure does not include contractors, agency staff and volunteers, nor does it account for staff on secondment or extended leave, hence the estimated response rate is not accurate.

The final estimated response rates have been weighted to account for our part-time and temporary staff.

The estimated response rates for individual facilities cannot be provided where the actual number of surveys received exceeded the nominated FTE for that facility. This error could be from an incorrect FTE value being used and/or errors in self selection when completing the survey.

Confidence Intervals

Confidence intervals have been calculated on the total facility responses (within a 5% error rating). If the CI is less than 5% these responses are a representative sample of this facility population.

If the CI is greater than 5% these responses are a snapshot of the views of staff at this facility, as opposed to being a representative sample.

Results

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses ("Strongly Agree" + "Agree") and dividing by the number of respondents which answered the question.

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Therefore in some instances, results may not total 100%.

Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2013 Workplace Survey.

Anonymity

It is ORC International's practice not to allow the breakdown of groups to the extent where the anonymity of individuals may be compromised. Results for teams with less than ten will not receive an individual report. However, their data will still contribute to the scores for their group and the organisation overall.

Summary responses for each question by demographic data is not provided where there are less than ten respondents from each demographic.

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98

ACTUAL RESPONSES

48%

7% Confidence Interval

ESTIMATED RESPONSE

68%

ENGAGEMENT INDEX

63%

WORKPLACE CULTURE INDEX

Employee Engagement Index

The Engagement Index is a measure of respondents commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

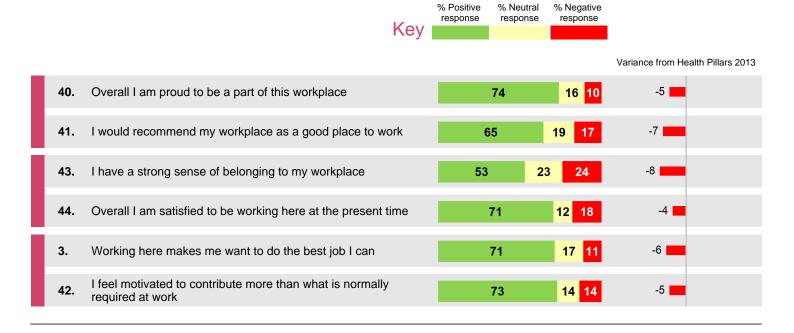
The three elements of Employee Engagement

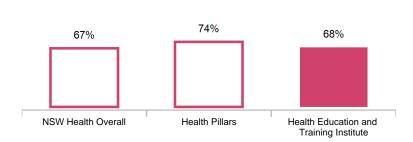
Say Strongly advocating the organisation

Stay An emotional commitment to the organisation and a desire to stay

Strive Providing sustained additional effort in line with organisational goals

The following six questions have been identified as being most aligned to Employee Engagement. The Engagement Index is an average of the following scores:





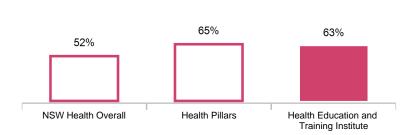
68% Engagement Index 2013

Employee Workplace Culture Index

The Workplace Culture Index is a measure statistically constructed based on the NSW Health Workplace Culture Framework.

The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture Index is an average of the following scores:





63% Culture Index 2013

Drivers of Engagement

The impact analysis below identifies the areas that have the potential to improve and maintain the engagement of your employees. The dashboard below shows the questions with the greatest impact on Employee Engagement for Health Education and Training Institute. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Health Education and Training Institute as a whole.

The questions derived from the impact analysis should be used to guide the action planning process following the survey, as taking effective action in these areas should have a positive impact on Employee Engagement. This information should also be used in conjunction with the rest of the questions included in the survey.

The questions are listed below in descending order of greatest impact on engagement.

Driver	rs of Employee Engagement	Impact (on Employee Engagement)	% Positive	Health Pillars % positive score	NSW Health Overall % positive score
28.	I have confidence in the processes that my workplace uses to resolve staff conflict	Greatest	34	39	42
22.	I have a say in decisions which affect my work		53	61	46
35.	My work environment allows me to deliver the best possible services (patient care or support services)		64	63	59
30.	There are mechanisms in place to support me if I experience stress or pressure		45	52	54
21.	I am kept well informed about what is happening in my workplace		50	62	50
19.	There is a positive relationship between senior management and staff in my workplace		61	68	40

Highlights and lowlights

This section shows the three highest scoring sections and five highest scoring questions (Highlights). It also shows the three lowest scoring sections and the five lowest scoring questions (Lowlights).

Highlights

Sections	% Positive
Your Line Manager	79
Your Team	76
Being valued	72

Questions	% Positive
15d. My line manager treats me with respect	90
8. In my team we generally acknowledge one another's efforts and achievements	88
15a. My line manager recognises and acknowledges when I have done my job well	87
7. The people I work with are willing to help each other even if this means doing something outside their usual job	84
24b. I am aware of the strategic objectives and direction of the organisation I work for	81

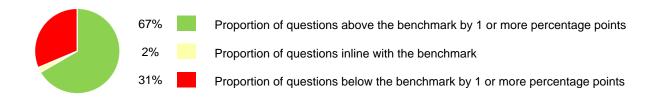
Lowlights

Sections	% Positive
Work Environment	54
Service Delivery	61
Senior Managers	62

Que	estions	% Positive
28.	I have confidence in the processes that my workplace uses to resolve staff conflict	34
30.	There are mechanisms in place to support me if I experience stress or pressure	45
36.	In my workplace patient safety is at the centre of all decision making	49
21.	I am kept well informed about what is happening in my workplace	50
4.	The right amount of approvals are required for routine decisions	53

External Comparison

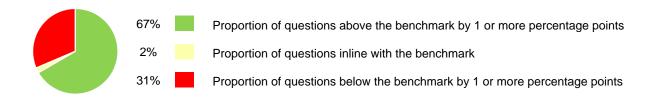
This section shows comparisons between Health Education and Training Institute and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.



		% Positive	Variance from benchmark
18c.	The senior managers at my workplace lead by example in creating a positive workplace	71	+33
16.	I receive regular and constructive feedback on my performance	79	+30
15a.	My line manager recognises and acknowledges when I have done my job well	87	+25
19.	There is a positive relationship between senior management and staff in my workplace	61	+25
15b.	My line manager treats all staff in my team fairly	80	+22
20.	Overall, I have confidence in the decisions made by my senior managers	62	+22
24b.	I am aware of the strategic objectives and direction of the organisation I work for	81	+20
46.	Overall, I believe the culture at my workplace has improved in the last 12 months	57	+19
7.	The people I work with are willing to help each other even if this means doing something outside their usual job	84	+16
15d.	My line manager treats me with respect	90	+16
18b.	The senior managers at my workplace have a clear direction for the future	60	+16
24c.	I am aware of how my work contributes to the overall strategic objectives of my organisation	79	+16
17.	Overall, I have confidence in the decisions made by my line manager	74	+15
8.	In my team we generally acknowledge one another's efforts and achievements	88	+14
9.	People in my team are honest and open	80	+13
18a.	The senior managers at my workplace are aware of the issues I face in my job	56	+12
13.	In my workplace, we recognise our successes and innovations	70	+11

External Comparison

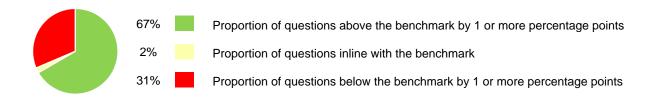
This section shows comparisons between Health Education and Training Institute and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.



		% Positive	Variance from benchmark
22.	I have a say in decisions which affect my work	53	+11
14.	Staff are treated respectfully regardless of their job	73	+10
10.	My team resolves conflict quickly when it arises	65	+9
11.	Morale is good in my team	65	+9
27.	I am encouraged to take opportunities to learn new skills and have new experiences	72	+9
42.	I feel motivated to contribute more than what is normally required at work	73	+9
15c.	My line manager ensures that when issues are raised in the team, they are addressed	67	+ 7
2.	I feel I am able to suggest ideas to improve our ways of doing things	79	+6
12.	I believe I am valued for what I can offer at my workplace	72	+6
23.	I think it is safe to speak up and challenge the way things are done	58	+ 5
29.	I am able to achieve a healthy work/life balance most of the time	72	+ 4
45.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	62	+ 4
31.	Reasonable expectations are placed on staff according to their position	64	+ 3
6.	At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	67	+2
41.	I would recommend my workplace as a good place to work	65	l +2
21.	I am kept well informed about what is happening in my workplace	50	+1
40.	Overall I am proud to be a part of this workplace	74	+1

External Comparison

This section shows comparisons between Health Education and Training Institute and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.

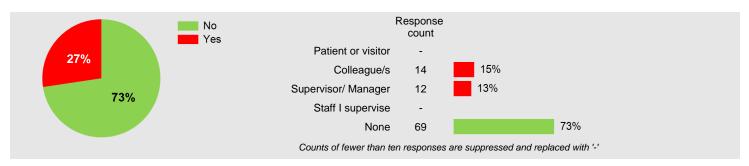


		% Positive	Variance from benchmark
44.	Overall I am satisfied to be working here at the present time	71	0
24a.	Where I work, we share the lessons learnt when mistakes are made	58	-2
35.	My work environment allows me to deliver the best possible services (patient care or support services)	64	-2
37.	My team's objectives/work plans are clearly outlined	69	-2
38.	Our objectives/work plans help us to deliver a quality service	68	-2
39.	At my workplace there is a good balance between delivering services and monitoring service delivery	55	-3 ▮
4.	The right amount of approvals are required for routine decisions	53	-4 ■
5.	I have sufficient control over my work so I can do my job well	67	-5
1.	My job makes good use of my skills and abilities	77	-6
3.	Working here makes me want to do the best job I can	71	-7
28.	I have confidence in the processes that my workplace uses to resolve staff conflict	34	-12
43.	I have a strong sense of belonging to my workplace	53	-13
26.	I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	63	-14
30.	There are mechanisms in place to support me if I experience stress or pressure	45	-14
32.	My workplace is proactive in minimising potential violence/abuse from patients or visitors	54	-15
25.	I have received the appropriate training and development to do my job effectively	62	-16
36.	In my workplace patient safety is at the centre of all decision making	49	-24

Unacceptable Behaviour

This section shows the results to questions asked regarding unacceptable behaviour.

33a. In the last 12 months, I have been verbally abused by a ...



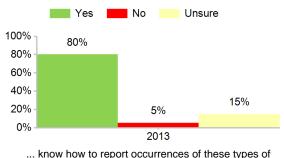
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



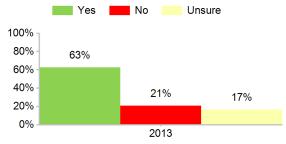
33c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethnoreligious background, disability, age, homosexuality, transgender or carers responsibilities by a ...



34. Do you currently ...



... know how to report occurrences of these types of behaviour?



... have confidence that if you report these behaviours they will be responded to appropriately?

This section shows the breakdown of responses to each question

A question identified as being a key driver of employee engagement

% positive response

% neutral response % negative response

At least 1% greater than comparator At least 1% less than

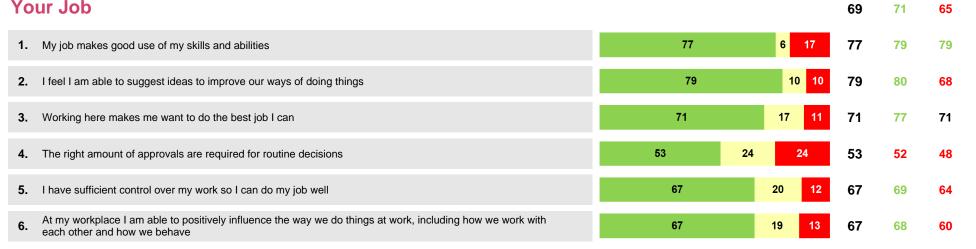
NSW Health Overall 2013

comparator

Health Pillars 2013

% Positive Score

Your Job



This section shows the breakdown of responses to each question

Key	Key	
-----	-----	--

A question identified as being a key driver of employee engagement

% positive response response response response

At least 1% greater than comparator
At least 1% less than comparator

NSW Health Overall 2013

60

Health Pillars 2013

75

% Positive Score

76

Your Team

7.	The people I work with are willing to help each other even if this means doing something outside their usual job	84	9	7	84	83	68
8.	In my team we generally acknowledge one another's efforts and achievements	88		8 4	88	86	69
9.	People in my team are honest and open	80	9	10	80	79	63
10.	My team resolves conflict quickly when it arises	65	20	15	65	62	51
11.	Morale is good in my team	65	16 1	9	65	66	51

This section shows the breakdown of responses to each question

Key A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response		At least 1% greater than comparator At least 1% less than comparator	
				% Positive Score	Health Pillars 2013	NSW Health Overall 2013

Being valued

12. I believe I am valued for what I can offer at my workplace	72	9 19	72	74	61
13. In my workplace, we recognise our successes and innovations	70	20 10	70	74	55
14. Staff are treated respectfully regardless of their job	73	14 12	73	74	60

72

74

59

This section shows the breakdown of responses to each question

|--|

A question identified as being a key driver of employee engagement

% positive response % neutral response response

At least 1% greater than comparator
At least 1% less than comparator

NSW Health Overall 2013

62

Health Pillars 2013

77

% Positive Score

79

Your Line Manager

15a. My line manager recognises and acknowledges when I have done my job well	87	7 6 87	84	64
15b. My line manager treats all staff in my team fairly	80	10 10 80	79	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	67	18 14 67	71	60
15d. My line manager treats me with respect	90	4 6 90	87	75
16. I receive regular and constructive feedback on my performance	79	11 10 79	66	49
17. Overall, I have confidence in the decisions made by my line manager	74	12 13 74	76	62

This section shows the breakdown of responses to each question

Key

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

At least 1% greater than comparator

At least 1% less than

NSW Health Overall 2013

42

At least 1% less than comparator

Health Pillars 2013

65

% Positive Score

62

Senior Managers

18a. The senior managers at my workplace are aware of the issues I face in my job	56	21 24	56	59	46
18b. The senior managers at my workplace have a clear direction for the future	60	24 16	60	64	40
18c. The senior managers at my workplace lead by example in creating a positive workplace	71	12 16	71	70	41
19. There is a positive relationship between senior management and staff in my workplace	61	18 21	61	68	40
20. Overall, I have confidence in the decisions made by my senior managers	62	20 19	62	67	42

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response	At least 1% greater than comparator
Key A question identified as being a key driver of employee engagement				At least 1% less than comparator

Communication

21. I am kept well informed about what is happening in my workplace	50	20 30	50	62	50
22. I have a say in decisions which affect my work	53	22 26	53	61	46
23. I think it is safe to speak up and challenge the way things are done	58	18 25	58	67	51
24a. Where I work, we share the lessons learnt when mistakes are made	58	28 14	58	57	58
24b. I am aware of the strategic objectives and direction of the organisation I work for	81	11 7	81	81	56
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	79	9 11	79	78	59

NSW Health Overall 2013

53

Health Pillars 2013

68

63

This section shows the breakdown of responses to each question

		% positive response	% neutral response	% negative response	At least 1% greater than comparator
Key	A question identified as being a key driver of employee engagement				At least 1% less than comparator

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	62	27 11	62	65	71
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	63	21 16	63	59	76
27. I am encouraged to take opportunities to learn new skills and have new experiences	72	13 14	72	69	59

NSW Health Overall 2013

69

66

This section shows the breakdown of responses to each question

Key A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response		comparat	% less than
				% Positive Score	Health Pillars 2013	NSW Health Overall 2013
Work Environment				54	56	57
28. I have confidence in the processes that my workplace uses to resolve staff conflict	34	42	24	34	39	42
29. I am able to achieve a healthy work/life balance most of the time		72	11 17	72	71	65
X 30. There are mechanisms in place to support me if I experience stress or pressure	45	35	20	45	52	54
31. Reasonable expectations are placed on staff according to their position	64	ı	19 17	64	67	56
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	54		45	54	52	68

This section shows the breakdown of responses to each question

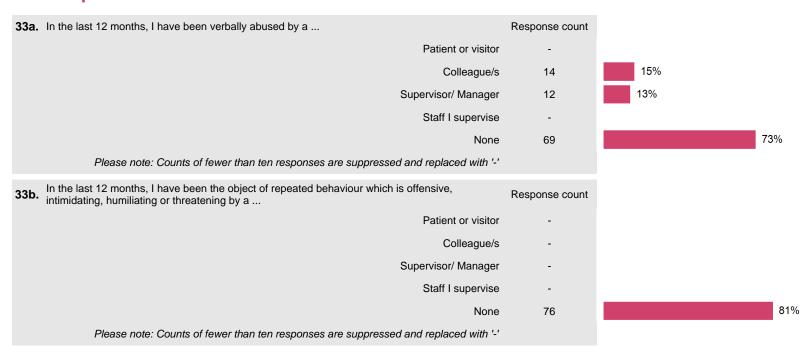
Key

A question identified as being a key driver of employee engagement

At least 1% greater than comparator

At least 1% less than comparator

Unacceptable Behaviour



This section shows the breakdown of responses to each question

Key

A question identified as being a key driver of employee engagement

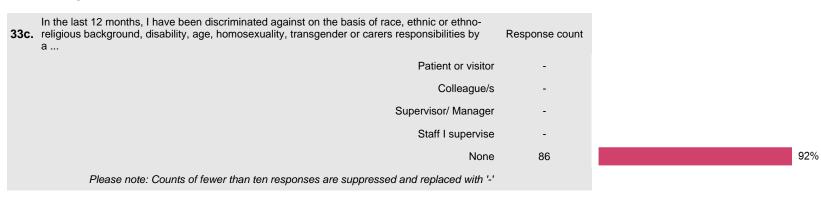
At least 1% greater than comparator

At least 1% less than comparator

Health Pillars 2013 NSW Health Overall 2013

% Positive Score

Unacceptable Behaviour





% Yes

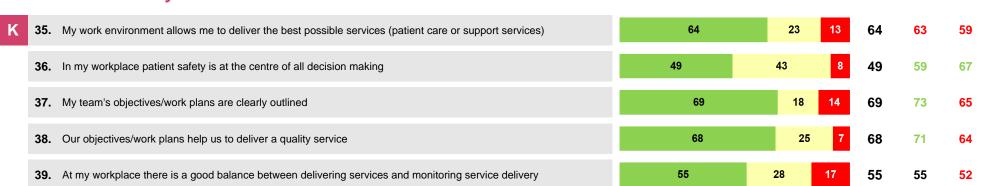
% Unsure

% No

This section shows the breakdown of responses to each question

Key A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response		comparate	% less than
				% Positive Score	Health Pillars 2013	NSW Health Overall 2013

Service Delivery



61

61

This section shows the breakdown of responses to each question

Key

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

At least 1% greater than comparator
At least 1% less than comparator

NSW Health Overall 2013

60

Health Pillars 2013

69

% Positive Score

65

Your Workplace



Key At least 5% greater than overall score	At lea	st 5% les	ss than o	overall s	score		(r) '	Where g	roup ha	s less tl	nan 10 re	esponde	nts	
								Role						
	Health Education and Training Institute	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	98	(r)	(r)	(r)	36	(r)	10	(r)	(r)	(r)	42	(r)	(r)	(r)
Employee Engagement Index	68	(r)	(r)	(r)	71	(r)	65	(r)	(r)	(r)	69	(r)	(r)	(r)
Your Job														
1. My job makes good use of my skills and abilities	77	(r)	(r)	(r)	69	(r)	80	(r)	(r)	(r)	81	(r)	(r)	(r)
2. I feel I am able to suggest ideas to improve our ways of doing things	79	(r)	(r)	(r)	78	(r)	80	(r)	(r)	(r)	83	(r)	(r)	(r)
3. Working here makes me want to do the best job I can	71	(r)	(r)	(r)	67	(r)	90	(r)	(r)	(r)	74	(r)	(r)	(r)
4. The right amount of approvals are required for routine decisions	53	(r)	(r)	(r)	66	(r)	50	(r)	(r)	(r)	45	(r)	(r)	(r)
5. I have sufficient control over my work so I can do my job well	67	(r)	(r)	(r)	75	(r)	70	(r)	(r)	(r)	64	(r)	(r)	(r)
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	67	(r)	(r)	(r)	72	(r)	80	(r)	(r)	(r)	64	(r)	(r)	(r)

Key At least 5% greater than overall score	At lea	ist 5% le	ss than o	overall	score		(r)	Where g	roup ha	as less th	an 10 r	esponde	ents			
			nage aff		Manag respor				En	nploym	ent sta	itus			Gende	•
	Health Education and Training Institute	Yes	Ŷ.	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	98	36	62	(r)	20	(r)	(r)	44	(r)	34	(r)	(r)	(r)	26	68	(r)
Employee Engagement Index	68	69	67	(r)	62	(r)	(r)	66	(r)	64	(r)	(r)	(r)	80	66	(r)
Your Job																
1. My job makes good use of my skills and abilities	77	86	71	(r)	80	(r)	(r)	70	(r)	82	(r)	(r)	(r)	88	72	(r)
2. I feel I am able to suggest ideas to improve our ways of doing things	79	89	74	(r)	84	(r)	(r)	77	(r)	79	(r)	(r)	(r)	92	76	(r)
3. Working here makes me want to do the best job I can	71	75	69	(r)	65	(r)	(r)	64	(r)	79	(r)	(r)	(r)	81	69	(r)
4. The right amount of approvals are required for routine decisions	53	50	54	(r)	35	(r)	(r)	51	(r)	47	(r)	(r)	(r)	62	52	(r)
5. I have sufficient control over my work so I can do my job well	67	67	68	(r)	55	(r)	(r)	59	(r)	68	(r)	(r)	(r)	73	68	(r)
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	67	72	65	(r)	65	(r)	(r)	64	(r)	65	(r)	(r)	(r)	88	60	(r)

Key At least 5% greater than overall score	At lea	st 5% le	ss than	overall s	core		(r)	Where o	group ha	as less th	nan 10 r	esponde	ents				
		Le	ngth of	Servic	e at N	SW Hea	alth					Age	Group				
	Health Education and Training Institute	Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	98	35	(r)	15	13	16	12	(r)	(r)	13	10	14	15	15	11	(r)	(r)
Employee Engagement Index	68	83	(r)	47	74	52	67	(r)	(r)	63	92	76	66	68	70	(r)	(r)
Your Job																	
1. My job makes good use of my skills and abilities	77	91	(r)	67	85	63	67	(r)	(r)	69	90	71	67	87	82	(r)	(r)
2. I feel I am able to suggest ideas to improve our ways of doing things	79	89	(r)	53	92	69	83	(r)	(r)	69	100	71	80	87	73	(r)	(r)
3. Working here makes me want to do the best job I can	71	86	(r)	47	77	56	75	(r)	(r)	62	90	64	67	87	82	(r)	(r)
4. The right amount of approvals are required for routine decisions	53	60	(r)	50	62	31	50	(r)	(r)	50	60	57	47	60	45	(r)	(r)
5. I have sufficient control over my work so I can do my job well	67	83	(r)	33	69	50	75	(r)	(r)	62	90	57	60	53	82	(r)	(r)
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	67	83	(r)	53	69	44	67	(r)	(r)	69	90	71	53	67	55	(r)	(r)

Key At least 5% greater than overall score	At lea	st 5% les	ss than o	overall s	score		(r) \	Where o	group ha	s less th	an 10 re	esponde	ents	
								Role						
	Health Education and Training Institute	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	98	(r)	(r)	(r)	36	(r)	10	(r)	(r)	(r)	42	(r)	(r)	(r)
Employee Engagement Index	68	(r)	(r)	(r)	71	(r)	65	(r)	(r)	(r)	69	(r)	(r)	(r)
Your Team														
7. The people I work with are willing to help each other even if this means doing something outside their usual job	84	(r)	(r)	(r)	86	(r)	80	(r)	(r)	(r)	81	(r)	(r)	(r)
8. In my team we generally acknowledge one another's efforts and achievements	88	(r)	(r)	(r)	83	(r)	100	(r)	(r)	(r)	86	(r)	(r)	(r)
9. People in my team are honest and open	80	(r)	(r)	(r)	78	(r)	90	(r)	(r)	(r)	81	(r)	(r)	(r)
10. My team resolves conflict quickly when it arises	65	(r)	(r)	(r)	72	(r)	50	(r)	(r)	(r)	67	(r)	(r)	(r)
11. Morale is good in my team	65	(r)	(r)	(r)	69	(r)	70	(r)	(r)	(r)	62	(r)	(r)	(r)

Key At least 5% greater than overall score	At lea	st 5% les	ss than o	overall s	score		(r)	Where g	roup ha	s less th	an 10 re	esponde	ents			
			age aff		Manag respon				Em	ployme	ent sta	itus			Gende	r
	Health Education and Training Institute	Yes	O _N	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	98	36	62	(r)	20	(r)	(r)	44	(r)	34	(r)	(r)	(r)	26	68	(r)
Employee Engagement Index	68	69	67	(r)	62	(r)	(r)	66	(r)	64	(r)	(r)	(r)	80	66	(r)
Your Team																
7. The people I work with are willing to help each other even if this means doing something outside their usual job	84	89	81	(r)	80	(r)	(r)	84	(r)	82	(r)	(r)	(r)	84	82	(r)
In my team we generally acknowledge one another's efforts and achievements	88	94	84	(r)	95	(r)	(r)	93	(r)	85	(r)	(r)	(r)	96	84	(r)
9. People in my team are honest and open	80	83	79	(r)	80	(r)	(r)	81	(r)	76	(r)	(r)	(r)	80	81	(r)
10. My team resolves conflict quickly when it arises	65	71	61	(r)	75	(r)	(r)	70	(r)	56	(r)	(r)	(r)	80	59	(r)
11. Morale is good in my team	65	66	65	(r)	65	(r)	(r)	58	(r)	71	(r)	(r)	(r)	80	60	(r)

Key At least 5% greater than overall score	At lea	st 5% le	ss than	overall s	core		(r) '	Where o	group ha	ıs less th	nan 10 re	esponde	ents				
		Le	ngth of	Servic	e at N	SW Hea	alth					Age (Group				
	Health Education and Training Institute	Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	98	35	(r)	15	13	16	12	(r)	(r)	13	10	14	15	15	11	(r)	(r)
Employee Engagement Index	68	83	(r)	47	74	52	67	(r)	(r)	63	92	76	66	68	70	(r)	(r)
Your Team																	
7. The people I work with are willing to help each other even if this means doing something outside their usual job	84	86	(r)	64	85	75	100	(r)	(r)	62	90	86	87	93	73	(r)	(r)
8. In my team we generally acknowledge one another's efforts and achievements	88	89	(r)	86	92	75	92	(r)	(r)	77	100	86	93	86	82	(r)	(r)
9. People in my team are honest and open	80	86	(r)	79	77	69	83	(r)	(r)	69	90	86	87	79	73	(r)	(r)
10. My team resolves conflict quickly when it arises	65	74	(r)	64	69	44	58	(r)	(r)	62	90	64	53	86	55	(r)	(r)
11. Morale is good in my team	65	74	(r)	50	62	56	75	(r)	(r)	54	90	71	67	57	55	(r)	(r)

Key At least 5% greater than overall score	At lea	st 5% le	ss than	overall s	score		(r)	Where (group ha	s less th	nan 10 re	esponde	ents	
								Role						
	Health Education and Training Institute	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	98	(r)	(r)	(r)	36	(r)	10	(r)	(r)	(r)	42	(r)	(r)	(r)
Employee Engagement Index	68	(r)	(r)	(r)	71	(r)	65	(r)	(r)	(r)	69	(r)	(r)	(r)
Being valued														
12. I believe I am valued for what I can offer at my workplace	72	(r)	(r)	(r)	69	(r)	70	(r)	(r)	(r)	76	(r)	(r)	(r)
13. In my workplace, we recognise our successes and innovations	70	(r)	(r)	(r)	71	(r)	70	(r)	(r)	(r)	71	(r)	(r)	(r)
14. Staff are treated respectfully regardless of their job	73	(r)	(r)	(r)	77	(r)	80	(r)	(r)	(r)	74	(r)	(r)	(r)

Key	At least 5% greater than overall score	At lea	st 5% le	ss than	overall	score		(r)	Where g	roup ha	as less th	an 10 r	esponde	ents			
				age aff		Manag respon				En	nploym	ent sta	itus			Gende	ľ
		Health Education and Training Institute	Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
	Respondents	98	36	62	(r)	20	(r)	(r)	44	(r)	34	(r)	(r)	(r)	26	68	(r)
	Employee Engagement Index	68	69	67	(r)	62	(r)	(r)	66	(r)	64	(r)	(r)	(r)	80	66	(r)
Being valued																	
12. I believe I am v	alued for what I can offer at my workplace	72	81	67	(r)	75	(r)	(r)	60	(r)	88	(r)	(r)	(r)	77	75	(r)
13. In my workplace	e, we recognise our successes and innovations	70	75	67	(r)	65	(r)	(r)	65	(r)	74	(r)	(r)	(r)	77	72	(r)
14. Staff are treated	d respectfully regardless of their job	73	69	75	(r)	60	(r)	(r)	63	(r)	79	(r)	(r)	(r)	77	76	(r)

Key At least 5% greater than overall score	At lea	ıst 5% le	ss than	overall s	core		(r)	Where o	group ha	as less th	nan 10 re	esponde	ents				
		Le	ngth of	Servic	e at N	SW Hea	alth					Age (Group				
	Health Education and Training Institute	Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	98	35	(r)	15	13	16	12	(r)	(r)	13	10	14	15	15	11	(r)	(r)
Employee Engagement Index	68	83	(r)	47	74	52	67	(r)	(r)	63	92	76	66	68	70	(r)	(r)
Being valued																	
12. I believe I am valued for what I can offer at my workplace	72	86	(r)	50	85	50	83	(r)	(r)	62	100	77	73	73	73	(r)	(r)
13. In my workplace, we recognise our successes and innovations	70	77	(r)	43	77	69	75	(r)	(r)	62	100	77	80	53	82	(r)	(r)
14. Staff are treated respectfully regardless of their job	73	91	(r)	50	77	50	75	(r)	(r)	69	90	69	73	67	73	(r)	(r)

Key At least 5% greater than overall score	At lea	st 5% le	ss than o	overall s	core		(r) \	Where g	roup ha	s less th	an 10 re	esponde	ents	
								Role						
	Health Education and Training Institute	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	98	(r)	(r)	(r)	36	(r)	10	(r)	(r)	(r)	42	(r)	(r)	(r)
Employee Engagement Index	68	(r)	(r)	(r)	71	(r)	65	(r)	(r)	(r)	69	(r)	(r)	(r)
Your Line Manager														
15a. My line manager recognises and acknowledges when I have done my job well	87	(r)	(r)	(r)	83	(r)	100	(r)	(r)	(r)	86	(r)	(r)	(r)
15b. My line manager treats all staff in my team fairly	80	(r)	(r)	(r)	83	(r)	80	(r)	(r)	(r)	79	(r)	(r)	(r)
15c. My line manager ensures that when issues are raised in the team, they are addressed	67	(r)	(r)	(r)	75	(r)	50	(r)	(r)	(r)	69	(r)	(r)	(r)
15d. My line manager treats me with respect	90	(r)	(r)	(r)	89	(r)	90	(r)	(r)	(r)	90	(r)	(r)	(r)
16. I receive regular and constructive feedback on my performance	79	(r)	(r)	(r)	81	(r)	60	(r)	(r)	(r)	81	(r)	(r)	(r)
17. Overall, I have confidence in the decisions made by my line manager	74	(r)	(r)	(r)	75	(r)	80	(r)	(r)	(r)	74	(r)	(r)	(r)

Key At least 5% greater than overall score	At lea	st 5% les	ss than o	overall	score		(r)	Where g	roup ha	as less th	an 10 re	esponde	ents			
			age aff		Manag respon		,		Em	nployme	ent sta	itus			Gende	•
	Health Education and Training Institute	Yes	ON	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Маіе	Female	Prefer not to say
Respondents	98	36	62	(r)	20	(r)	(r)	44	(r)	34	(r)	(r)	(r)	26	68	(r)
Employee Engagement Index	68	69	67	(r)	62	(r)	(r)	66	(r)	64	(r)	(r)	(r)	80	66	(r)
Your Line Manager																
15a. My line manager recognises and acknowledges when I have done my job well	87	86	87	(r)	85	(r)	(r)	89	(r)	82	(r)	(r)	(r)	88	88	(r)
15b. My line manager treats all staff in my team fairly	80	75	82	(r)	65	(r)	(r)	73	(r)	82	(r)	(r)	(r)	88	78	(r)
15c. My line manager ensures that when issues are raised in the team, they are addressed	67	72	65	(r)	70	(r)	(r)	64	(r)	71	(r)	(r)	(r)	92	60	(r)
15d. My line manager treats me with respect	90	89	90	(r)	85	(r)	(r)	89	(r)	88	(r)	(r)	(r)	92	91	(r)
16. I receive regular and constructive feedback on my performance	79	78	79	(r)	65	(r)	(r)	77	(r)	74	(r)	(r)	(r)	81	79	(r)
17. Overall, I have confidence in the decisions made by my line manager	74	75	74	(r)	70	(r)	(r)	70	(r)	76	(r)	(r)	(r)	88	72	(r)

Key At least 5% greater than overall score	At lea	ıst 5% le	ss than	overall s	core		(r)	Where g	group ha	as less th	nan 10 re	esponde	ents				
		Le	ngth of	Servic	e at NS	SW Hea	alth					Age (Group				
	Health Education and Training Institute	Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	98	35	(r)	15	13	16	12	(r)	(r)	13	10	14	15	15	11	(r)	(r)
Employee Engagement Index	68	83	(r)	47	74	52	67	(r)	(r)	63	92	76	66	68	70	(r)	(r)
Your Line Manager																	
15a. My line manager recognises and acknowledges when I have done my job well	87	86	(r)	73	92	88	92	(r)	(r)	85	100	86	93	67	100	(r)	(r)
15b. My line manager treats all staff in my team fairly	80	89	(r)	40	92	94	75	(r)	(r)	62	90	79	87	73	91	(r)	(r)
15c. My line manager ensures that when issues are raised in the team, they are addressed	67	74	(r)	47	92	69	50	(r)	(r)	77	100	64	80	67	45	(r)	(r)
15d. My line manager treats me with respect	90	91	(r)	60	100	100	92	(r)	(r)	85	90	93	100	73	91	(r)	(r)
16. I receive regular and constructive feedback on my performance	79	77	(r)	60	92	75	83	(r)	(r)	85	90	86	73	60	82	(r)	(r)
17. Overall, I have confidence in the decisions made by my line manager	74	83	(r)	53	92	75	67	(r)	(r)	62	100	79	67	73	82	(r)	(r)

Key At least 5% greater than overall score	At lea	st 5% les	ss than o	overall s	core		(r) \	Where g	group ha	s less th	nan 10 re	esponde	nts	
								Role						
	Health Education and Training Institute	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	98	(r)	(r)	(r)	36	(r)	10	(r)	(r)	(r)	42	(r)	(r)	(r)
Employee Engagement Index	68	(r)	(r)	(r)	71	(r)	65	(r)	(r)	(r)	69	(r)	(r)	(r)
Senior Managers														
18a. The senior managers at my workplace are aware of the issues I face in my job	56	(r)	(r)	(r)	60	(r)	60	(r)	(r)	(r)	55	(r)	(r)	(r)
18b. The senior managers at my workplace have a clear direction for the future	60	(r)	(r)	(r)	60	(r)	80	(r)	(r)	(r)	57	(r)	(r)	(r)
18c. The senior managers at my workplace lead by example in creating a positive workplace	71	(r)	(r)	(r)	74	(r)	70	(r)	(r)	(r)	71	(r)	(r)	(r)
19. There is a positive relationship between senior management and staff in my workplace	61	(r)	(r)	(r)	60	(r)	80	(r)	(r)	(r)	59	(r)	(r)	(r)
20. Overall, I have confidence in the decisions made by my senior managers	62	(r)	(r)	(r)	63	(r)	90	(r)	(r)	(r)	60	(r)	(r)	(r)

Key At least 5% greater than overall score	At lea	ast 5% le	ss than o	overall	score		(r)	Where o	group ha	as less th	an 10 re	esponde	ents			
			nage aff		Manag respon				Em	nployme	ent sta	itus			Gende	r
	Health Education and Training Institute	Yes	<u> </u>	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	98	36	62	(r)	20	(r)	(r)	44	(r)	34	(r)	(r)	(r)	26	68	(r)
Employee Engagement Index	68	69	67	(r)	62	(r)	(r)	66	(r)	64	(r)	(r)	(r)	80	66	(r)
Senior Managers																
18a. The senior managers at my workplace are aware of the issues I face in my job	56	67	49	(r)	60	(r)	(r)	52	(r)	59	(r)	(r)	(r)	85	48	(r)
$\textbf{18b.} \ \ \text{The senior managers at my workplace} \ \dots \ \text{have a clear direction for the future}$	60	67	56	(r)	55	(r)	(r)	61	(r)	56	(r)	(r)	(r)	69	60	(r)
18c. The senior managers at my workplace lead by example in creating a positive workplace	71	72	70	(r)	70	(r)	(r)	75	(r)	62	(r)	(r)	(r)	85	70	(r)
19. There is a positive relationship between senior management and staff in my workplace	61	66	59	(r)	53	(r)	(r)	57	(r)	68	(r)	(r)	(r)	77	59	(r)
20. Overall, I have confidence in the decisions made by my senior managers	62	61	62	(r)	45	(r)	(r)	59	(r)	68	(r)	(r)	(r)	77	60	(r)

Key At least 5% greater than overall score	At lea	st 5% le	ss than	overall s	core		(r)	Where g	group ha	as less th	nan 10 re	esponde	ents				
		Le	ngth of	Servic	e at N	SW Hea	alth					Age (Group				
	Health Education and Training Institute	Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	98	35	(r)	15	13	16	12	(r)	(r)	13	10	14	15	15	11	(r)	(r)
Employee Engagement Index	68	83	(r)	47	74	52	67	(r)	(r)	63	92	76	66	68	70	(r)	(r)
Senior Managers																	
18a. The senior managers at my workplace are aware of the issues I face in my job	56	69	(r)	40	69	31	58	(r)	(r)	67	80	57	47	60	45	(r)	(r)
18b. The senior managers at my workplace have a clear direction for the future	60	69	(r)	40	62	50	67	(r)	(r)	58	80	57	67	53	64	(r)	(r)
18c. The senior managers at my workplace lead by example in creating a positive workplace	71	86	(r)	47	69	63	67	(r)	(r)	75	100	86	73	67	55	(r)	(r)
19. There is a positive relationship between senior management and staff in my workplace	61	74	(r)	40	67	31	75	(r)	(r)	58	89	64	60	53	55	(r)	(r)
20. Overall, I have confidence in the decisions made by my senior managers	62	77	(r)	47	54	44	67	(r)	(r)	75	80	57	53	67	55	(r)	(r)

Key At least 5% greater than overall score	At lea	st 5% les	ss than o	overall s	core		(r) \	Where g	roup ha	s less th	nan 10 re	esponde	nts	
								Role						
	Health Education and Training Institute	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	98	(r)	(r)	(r)	36	(r)	10	(r)	(r)	(r)	42	(r)	(r)	(r)
Employee Engagement Index	68	(r)	(r)	(r)	71	(r)	65	(r)	(r)	(r)	69	(r)	(r)	(r)
Communication														
21. I am kept well informed about what is happening in my workplace	50	(r)	(r)	(r)	49	(r)	60	(r)	(r)	(r)	54	(r)	(r)	(r)
22. I have a say in decisions which affect my work	53	(r)	(r)	(r)	49	(r)	80	(r)	(r)	(r)	50	(r)	(r)	(r)
23. I think it is safe to speak up and challenge the way things are done	58	(r)	(r)	(r)	66	(r)	40	(r)	(r)	(r)	62	(r)	(r)	(r)
24a. Where I work, we share the lessons learnt when mistakes are made	58	(r)	(r)	(r)	60	(r)	80	(r)	(r)	(r)	61	(r)	(r)	(r)
24b. I am aware of the strategic objectives and direction of the organisation I work for	81	(r)	(r)	(r)	83	(r)	70	(r)	(r)	(r)	83	(r)	(r)	(r)
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	79	(r)	(r)	(r)	77	(r)	80	(r)	(r)	(r)	80	(r)	(r)	(r)

Key At least 5% greater than overall score	At lea	st 5% le	ss than o	overall s	score		(r)	Where g	roup ha	as less th	an 10 re	esponde	ents			
			age aff		Manag respon		,		En	nploym	ent sta	tus			Gender	,
	Health Education and Training Institute	Yes	O _N	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	98	36	62	(r)	20	(r)	(r)	44	(r)	34	(r)	(r)	(r)	26	68	(r)
Employee Engagement Index	68	69	67	(r)	62	(r)	(r)	66	(r)	64	(r)	(r)	(r)	80	66	(r)
Communication																
21. I am kept well informed about what is happening in my workplace	50	53	48	(r)	45	(r)	(r)	45	(r)	52	(r)	(r)	(r)	58	50	(r)
22. I have a say in decisions which affect my work	53	64	46	(r)	50	(r)	(r)	55	(r)	53	(r)	(r)	(r)	73	48	(r)
23. I think it is safe to speak up and challenge the way things are done	58	69	51	(r)	70	(r)	(r)	52	(r)	56	(r)	(r)	(r)	81	52	(r)
24a. Where I work, we share the lessons learnt when mistakes are made	58	71	51	(r)	68	(r)	(r)	49	(r)	68	(r)	(r)	(r)	73	56	(r)
24b. I am aware of the strategic objectives and direction of the organisation I work for	81	81	82	(r)	75	(r)	(r)	80	(r)	74	(r)	(r)	(r)	88	79	(r)
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	79	80	79	(r)	74	(r)	(r)	81	(r)	71	(r)	(r)	(r)	92	74	(r)

Key At least 5% greater than overall score	At lea	ıst 5% le	ss than	overall s	core		(r)	Where o	group ha	ıs less th	nan 10 re	esponde	nts				
		Le	ngth of	Servic	e at N	SW Hea	alth					Age (Group				
	Health Education and Training Institute	Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	98	35	(r)	15	13	16	12	(r)	(r)	13	10	14	15	15	11	(r)	(r)
Employee Engagement Index	68	83	(r)	47	74	52	67	(r)	(r)	63	92	76	66	68	70	(r)	(r)
Communication																	
21. I am kept well informed about what is happening in my workplace	50	54	(r)	27	69	40	58	(r)	(r)	33	80	50	47	43	55	(r)	(r)
22. I have a say in decisions which affect my work	53	69	(r)	20	54	31	75	(r)	(r)	25	80	50	67	47	64	(r)	(r)
23. I think it is safe to speak up and challenge the way things are done	58	71	(r)	20	77	50	58	(r)	(r)	50	90	71	67	40	55	(r)	(r)
24a. Where I work, we share the lessons learnt when mistakes are made	58	69	(r)	40	83	44	42	(r)	(r)	67	80	79	43	47	64	(r)	(r)
24b. I am aware of the strategic objectives and direction of the organisation I work for	81	89	(r)	47	77	88	92	(r)	(r)	67	100	100	80	67	91	(r)	(r)
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	79	88	(r)	60	77	75	92	(r)	(r)	75	100	93	73	80	73	(r)	(r)

Key At least 5% greater than overall score	At lea	ıst 5% le	ss than	overall s	score		(r)	Where (group ha	ıs less tl	nan 10 re	esponde	ents	
								Role						
	Health Education and Training Institute	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	98	(r)	(r)	(r)	36	(r)	10	(r)	(r)	(r)	42	(r)	(r)	(r)
Employee Engagement Index	68	(r)	(r)	(r)	71	(r)	65	(r)	(r)	(r)	69	(r)	(r)	(r)
Training and Development Opportunities														
25. I have received the appropriate training and development to do my job effectively	62	(r)	(r)	(r)	51	(r)	80	(r)	(r)	(r)	71	(r)	(r)	(r)
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	63	(r)	(r)	(r)	67	(r)	100	(r)	(r)	(r)	55	(r)	(r)	(r)
27. I am encouraged to take opportunities to learn new skills and have new experiences	72	(r)	(r)	(r)	69	(r)	100	(r)	(r)	(r)	71	(r)	(r)	(r)

Key At least 5% greater than overall score		At lea	st 5% le	ss than	overalls	score		(r)	Where g	group ha	as less th	an 10 re	esponde	ents			
				age aff		Manag respon				En	nploym	ent sta	itus			Gende	r
		Health Education and Training Institute	Yes	ON.	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
F	Respondents	98	36	62	(r)	20	(r)	(r)	44	(r)	34	(r)	(r)	(r)	26	68	(r)
Employee Engag	jement Index	68	69	67	(r)	62	(r)	(r)	66	(r)	64	(r)	(r)	(r)	80	66	(r)
Training and Development Opportunities																	
25. I have received the appropriate training and developmen effectively	t to do my job	62	78	52	(r)	70	(r)	(r)	66	(r)	62	(r)	(r)	(r)	73	60	(r)
26. I am given the opportunity to complete my annual manda requirements as a part of my every day work	atory training	63	56	68	(r)	50	(r)	(r)	65	(r)	65	(r)	(r)	(r)	65	66	(r)
27. I am encouraged to take opportunities to learn new skills new experiences	and have	72	72	72	(r)	65	(r)	(r)	75	(r)	76	(r)	(r)	(r)	77	75	(r)

Key	At least 5% greater than overall score	At lea	ast 5% le	ss than	overall s	core		(r)	Where o	group ha	ıs less th	an 10 re	esponde	ents				
			Le	ngth o	Servic	e at NS	SW Hea	alth					Age (Group				
		Health Education and Training Institute	Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
	Respondents	98	35	(r)	15	13	16	12	(r)	(r)	13	10	14	15	15	11	(r)	(r)
	Employee Engagement Index	68	83	(r)	47	74	52	67	(r)	(r)	63	92	76	66	68	70	(r)	(r)
Training an	d Development Opportunities																	
25. I have rece	eived the appropriate training and development to do my job	62	60	(r)	40	77	69	75	(r)	(r)	58	70	57	47	60	91	(r)	(r)
26. I am given requirement	the opportunity to complete my annual mandatory training ints as a part of my every day work	63	59	(r)	57	62	69	75	(r)	(r)	55	70	64	57	53	91	(r)	(r)
27. I am encounce new exper	uraged to take opportunities to learn new skills and have iences	72	66	(r)	67	85	75	83	(r)	(r)	75	80	64	67	80	82	(r)	(r)

Key At least 5% greater than overall score	At lea	st 5% les	ss than o	overall s	core		(r) \	Where (group ha	s less th	nan 10 re	esponde	nts	
								Role						
	Health Education and Training Institute	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	98	(r)	(r)	(r)	36	(r)	10	(r)	(r)	(r)	42	(r)	(r)	(r)
Employee Engagement Index	68	(r)	(r)	(r)	71	(r)	65	(r)	(r)	(r)	69	(r)	(r)	(r)
Work Environment														
28. I have confidence in the processes that my workplace uses to resolve staff conflict	34	(r)	(r)	(r)	35	(r)	30	(r)	(r)	(r)	34	(r)	(r)	(r)
29. I am able to achieve a healthy work/life balance most of the time	72	(r)	(r)	(r)	74	(r)	40	(r)	(r)	(r)	76	(r)	(r)	(r)
30. There are mechanisms in place to support me if I experience stress or pressure	45	(r)	(r)	(r)	41	(r)	40	(r)	(r)	(r)	52	(r)	(r)	(r)
31. Reasonable expectations are placed on staff according to their position	64	(r)	(r)	(r)	65	(r)	67	(r)	(r)	(r)	64	(r)	(r)	(r)
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	54	(r)	(r)	(r)	58	(r)	50	(r)	(r)	(r)	55	(r)	(r)	(r)

Key At	least 5% greater than overall score	At lea	ast 5% le	ss than	overall	score		(r)	Where g	roup ha	as less th	an 10 re	esponde	ents			
				age aff		Manag respon				En	nploym	ent sta	itus			Gende	•
		Health Education and Training Institute	Yes	ON.	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
	Respondents	98	36	62	(r)	20	(r)	(r)	44	(r)	34	(r)	(r)	(r)	26	68	(r)
	Employee Engagement Index	68	69	67	(r)	62	(r)	(r)	66	(r)	64	(r)	(r)	(r)	80	66	(r)
Work Environmen	t																
28. I have confidence in staff conflict	the processes that my workplace uses to resolve	34	36	32	(r)	35	(r)	(r)	30	(r)	36	(r)	(r)	(r)	62	25	(r)
29. I am able to achieve	e a healthy work/life balance most of the time	72	64	77	(r)	50	(r)	(r)	63	(r)	74	(r)	(r)	(r)	77	71	(r)
30. There are mechanis pressure	sms in place to support me if I experience stress or	45	44	45	(r)	50	(r)	(r)	42	(r)	47	(r)	(r)	(r)	54	44	(r)
31. Reasonable expects position	ations are placed on staff according to their	64	66	63	(r)	55	(r)	(r)	60	(r)	67	(r)	(r)	(r)	77	63	(r)
32. My workplace is propatients or visitors	active in minimising potential violence/abuse from	54	54	53	(r)	40	(r)	(r)	48	(r)	59	(r)	(r)	(r)	50	56	(r)

Key At least 5% greater than overall score	At lea	ıst 5% le	ss than	overall s	core		(r)	Where (group ha	ıs less th	nan 10 re	esponde	ents				
		Le	ngth of	Servic	e at N	SW Hea	alth					Age (Group				
	Health Education and Training Institute	Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	98	35	(r)	15	13	16	12	(r)	(r)	13	10	14	15	15	11	(r)	(r)
Employee Engagement Index	68	83	(r)	47	74	52	67	(r)	(r)	63	92	76	66	68	70	(r)	(r)
Work Environment																	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	34	38	(r)	14	54	13	42	(r)	(r)	27	50	23	40	27	36	(r)	(r)
29. I am able to achieve a healthy work/life balance most of the time	72	80	(r)	50	69	75	67	(r)	(r)	55	80	79	80	80	64	(r)	(r)
30. There are mechanisms in place to support me if I experience stress or pressure	45	51	(r)	21	69	19	58	(r)	(r)	18	80	36	60	33	36	(r)	(r)
31. Reasonable expectations are placed on staff according to their position	64	71	(r)	50	77	44	75	(r)	(r)	55	90	57	50	67	64	(r)	(r)
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	54	54	(r)	62	77	31	58	(r)	(r)	55	70	50	47	43	36	(r)	(r)

Key At least 5% greater than overall score	At lea	ıst 5% le	ss than	overall s	score		(r)	Where	group ha	ıs less th	nan 10 re	esponde	ents	
								Role						
	Health Education and Training Institute	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	98	(r)	(r)	(r)	36	(r)	10	(r)	(r)	(r)	42	(r)	(r)	(r)
Employee Engagement Index	68	(r)	(r)	(r)	71	(r)	65	(r)	(r)	(r)	69	(r)	(r)	(r)
Unacceptable Behaviour														
34a. Do you currently know how to report occurrences of these types of behaviour?	80	(r)	(r)	(r)	79	(r)	70	(r)	(r)	(r)	81	(r)	(r)	(r)
34b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	63	(r)	(r)	(r)	74	(r)	30	(r)	(r)	(r)	67	(r)	(r)	(r)

Key At least 5% greater than overall score	At lea	ast 5% le	ss than	overall s	score		(r)	Where o	group ha	as less th	an 10 re	esponde	ents			
			nage aff		Manag respor				En	nploym	ent sta	itus			Gende	r
	Health Education and Training Institute	Yes	No V	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	98	36	62	(r)	20	(r)	(r)	44	(r)	34	(r)	(r)	(r)	26	68	(r)
Employee Engagement Index	68	69	67	(r)	62	(r)	(r)	66	(r)	64	(r)	(r)	(r)	80	66	(r)
Unacceptable Behaviour																
34a. Do you currently know how to report occurrences of these types of behaviour?	80	91	73	(r)	90	(r)	(r)	86	(r)	74	(r)	(r)	(r)	85	78	(r)
34b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	63	64	62	(r)	60	(r)	(r)	58	(r)	62	(r)	(r)	(r)	85	58	(r)

Key At least 5% greater than overall score	At lea	ast 5% le	st 5% less than overall score (r) Where group has less than 10 respondents																
		Length of Service at NSW Health					alth	h Age Group											
	Health Education and Training Institute	Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say		
Respondents	98	35	(r)	15	13	16	12	(r)	(r)	13	10	14	15	15	11	(r)	(r)		
Employee Engagement Index	68	83	(r)	47	74	52	67	(r)	(r)	63	92	76	66	68	70	(r)	(r)		
Unacceptable Behaviour																			
34a. Do you currently know how to report occurrences of these types of behaviour?	80	77	(r)	50	85	100	91	(r)	(r)	64	80	86	93	79	91	(r)	(r)		
34b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	63	83	(r)	36	62	50	50	(r)	(r)	55	90	71	53	60	55	(r)	(r)		

Key At least 5% greater than overall score	At lea	st 5% les	ss than	overall s	score		(r)	Where g	group ha	s less th	nan 10 re	esponde	ents	
								Role						
	Health Education and Training Institute	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	98	(r)	(r)	(r)	36	(r)	10	(r)	(r)	(r)	42	(r)	(r)	(r)
Employee Engagement Index	68	(r)	(r)	(r)	71	(r)	65	(r)	(r)	(r)	69	(r)	(r)	(r)
Service Delivery														
35. My work environment allows me to deliver the best possible services (patient care or support services)	64	(r)	(r)	(r)	76	(r)	60	(r)	(r)	(r)	59	(r)	(r)	(r)
36. In my workplace patient safety is at the centre of all decision making	49	(r)	(r)	(r)	56	(r)	40	(r)	(r)	(r)	52	(r)	(r)	(r)
37. My team's objectives/work plans are clearly outlined	69	(r)	(r)	(r)	65	(r)	80	(r)	(r)	(r)	71	(r)	(r)	(r)
38. Our objectives/work plans help us to deliver a quality service	68	(r)	(r)	(r)	71	(r)	70	(r)	(r)	(r)	67	(r)	(r)	(r)
39. At my workplace there is a good balance between delivering services and monitoring service delivery	55	(r)	(r)	(r)	59	(r)	50	(r)	(r)	(r)	57	(r)	(r)	(r)

Key At least 5% greater than overall score	At lea	ast 5% le	ss than	overalls	score		(r)	Where g	roup ha	ents						
			age aff		Manag respon				En	nploym	ent sta	itus			Gende	Γ
	Health Education and Training Institute	Yes	ON.	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	98	36	62	(r)	20	(r)	(r)	44	(r)	34	(r)	(r)	(r)	26	68	(r)
Employee Engagement Index	68	69	67	(r)	62	(r)	(r)	66	(r)	64	(r)	(r)	(r)	80	66	(r)
Service Delivery																
35. My work environment allows me to deliver the best possible services (patient care or support services)	64	54	70	(r)	47	(r)	(r)	57	(r)	62	(r)	(r)	(r)	65	66	(r)
36. In my workplace patient safety is at the centre of all decision making	49	50	48	(r)	50	(r)	(r)	53	(r)	41	(r)	(r)	(r)	38	53	(r)
37. My team's objectives/work plans are clearly outlined	69	78	63	(r)	75	(r)	(r)	70	(r)	59	(r)	(r)	(r)	77	65	(r)
38. Our objectives/work plans help us to deliver a quality service	68	69	67	(r)	60	(r)	(r)	63	(r)	62	(r)	(r)	(r)	77	65	(r)
39. At my workplace there is a good balance between delivering services and monitoring service delivery	55	53	57	(r)	45	(r)	(r)	49	(r)	56	(r)	(r)	(r)	58	56	(r)

Key At least 5% greater than overall score	At least 5% less than overall score							(r) Where group has less than 10 respondents										
	Length of Service at NSW Healt				alth	Age Group												
	Health Education and Training Institute	Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say	
Respondents	98	35	(r)	15	13	16	12	(r)	(r)	13	10	14	15	15	11	(r)	(r)	
Employee Engagement Index	68	83	(r)	47	74	52	67	(r)	(r)	63	92	76	66	68	70	(r)	(r)	
Service Delivery																		
35. My work environment allows me to deliver the best possible services (patient care or support services)	64	74	(r)	43	67	50	75	(r)	(r)	45	90	64	64	53	82	(r)	(r)	
36. In my workplace patient safety is at the centre of all decision making	49	51	(r)	36	62	50	42	(r)	(r)	55	60	50	53	33	64	(r)	(r)	
37. My team's objectives/work plans are clearly outlined	69	71	(r)	36	77	69	75	(r)	(r)	55	90	79	73	47	73	(r)	(r)	
38. Our objectives/work plans help us to deliver a quality service	68	77	(r)	43	77	56	67	(r)	(r)	64	100	79	60	60	64	(r)	(r)	
39. At my workplace there is a good balance between delivering services and monitoring service delivery	55	57	(r)	36	69	50	50	(r)	(r)	45	60	71	60	47	45	(r)	(r)	

Key At least 5% greater than overall score	At lea	st 5% les	ss than o	overall s	core		(r) \	Where o	group ha	s less th	nan 10 re	esponde	ents	
								Role						
	Health Education and Training Institute	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	98	(r)	(r)	(r)	36	(r)	10	(r)	(r)	(r)	42	(r)	(r)	(r)
Employee Engagement Index	68	(r)	(r)	(r)	71	(r)	65	(r)	(r)	(r)	69	(r)	(r)	(r)
our Workplace														
Overall I am proud to be a part of this workplace	74	(r)	(r)	(r)	79	(r)	60	(r)	(r)	(r)	76	(r)	(r)	(r)
1. I would recommend my workplace as a good place to work	65	(r)	(r)	(r)	71	(r)	60	(r)	(r)	(r)	62	(r)	(r)	(r)
2. I feel motivated to contribute more than what is normally required at work	73	(r)	(r)	(r)	76	(r)	70	(r)	(r)	(r)	76	(r)	(r)	(r)
43. I have a strong sense of belonging to my workplace	53	(r)	(r)	(r)	59	(r)	40	(r)	(r)	(r)	55	(r)	(r)	(r)
44. Overall I am satisfied to be working here at the present time	71	(r)	(r)	(r)	73	(r)	70	(r)	(r)	(r)	71	(r)	(r)	(r)
5. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	62	(r)	(r)	(r)	65	(r)	40	(r)	(r)	(r)	68	(r)	(r)	(r)
Overall, I believe the culture at my workplace has improved in the last 12 months	57	(r)	(r)	(r)	61	(r)	50	(r)	(r)	(r)	62	(r)	(r)	(r)

At least 5% greater than overall score	At least 5% less than overall score (r) Where group has less than 10 respondents																	
		Man sta			Manag respon		,		Em	nployme	ent sta	tus		Gender				
	Health Education and Training Institute	Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say		
Respondents	98	36	62	(r)	20	(r)	(r)	44	(r)	34	(r)	(r)	(r)	26	68	(r)		
Employee Engagement Index	68	69	67	(r)	62	(r)	(r)	66	(r)	64	(r)	(r)	(r)	80	66	(r)		
Your Workplace																		
40. Overall I am proud to be a part of this workplace	74	78	72	(r)	70	(r)	(r)	77	(r)	65	(r)	(r)	(r)	85	73	(r)		
41. I would recommend my workplace as a good place to work	65	67	63	(r)	60	(r)	(r)	58	(r)	62	(r)	(r)	(r)	77	64	(r)		
42. I feel motivated to contribute more than what is normally required at work	73	69	75	(r)	65	(r)	(r)	70	(r)	68	(r)	(r)	(r)	81	73	(r)		
43. I have a strong sense of belonging to my workplace	53	56	52	(r)	50	(r)	(r)	56	(r)	44	(r)	(r)	(r)	77	47	(r)		
44. Overall I am satisfied to be working here at the present time	71	67	73	(r)	60	(r)	(r)	70	(r)	65	(r)	(r)	(r)	81	71	(r)		
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	62	58	64	(r)	55	(r)	(r)	57	(r)	62	(r)	(r)	(r)	65	63	(r)		
46. Overall, I believe the culture at my workplace has improved in the last 12 months	57	69	49	(r)	70	(r)	(r)	56	(r)	56	(r)	(r)	(r)	54	61	(r)		

Key	At least 5% greater than overall score	At least 5% less than overall score (r) Where group has less than 10 respondents																		
			Length of Service at NSW Health							Age Group										
		Health Education and Training Institute	Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say		
	Respondents	98	35	(r)	15	13	16	12	(r)	(r)	13	10	14	15	15	11	(r)	(r)		
	Employee Engagement Index	68	83	(r)	47	74	52	67	(r)	(r)	63	92	76	66	68	70	(r)	(r)		
Your Work	place																			
40. Overall I a	am proud to be a part of this workplace	74	89	(r)	50	77	63	75	(r)	(r)	73	100	79	80	73	64	(r)	(r)		
41. I would re	commend my workplace as a good place to work	65	86	(r)	43	77	19	75	(r)	(r)	64	100	64	60	60	64	(r)	(r)		
42. I feel moti work	vated to contribute more than what is normally required at	73	86	(r)	57	77	75	58	(r)	(r)	64	90	93	80	73	73	(r)	(r)		
43. I have a s	trong sense of belonging to my workplace	53	69	(r)	43	62	38	33	(r)	(r)	55	70	71	47	53	55	(r)	(r)		
44. Overall I a	am satisfied to be working here at the present time	71	82	(r)	43	77	63	83	(r)	(r)	64	100	86	64	60	82	(r)	(r)		
45. Staff in morganisati	y workplace demonstrate the CORE Values of the on through their behaviour	62	71	(r)	46	77	44	58	(r)	(r)	55	100	71	67	73	45	(r)	(r)		
46. Overall, I 12 months	believe the culture at my workplace has improved in the last s	57	57	(r)	43	85	44	42	(r)	(r)	45	100	64	53	33	64	(r)	(r)		

Guide to using this report

Methodology

The YourSay survey was delivered as an online and paper based survey to meet the operational needs of a workforce that operates 24 hours a day, 7 days a week.

Questionnaire design

The questionnaire was designed by ORC International in conjunction with the NSW Health workplace culture project team, the Department of Health Workplace Culture Survey Reference Group and Chief Executives of all NSW Health organisations. The questionnaire was designed to be succinct and provide actionable results to help inform the organisation and highlight areas for improvement.

Data collection

The survey used an online methodology with all staff invited to participate however, paper copies of the survey were also made available.

All staff were given the opportunity to complete the survey between 25th March to the 29th April, 2013. Paper surveys were accepted until the 3rd of May, 2013.

ORC International set up and hosted the online survey. Respondents were asked to put in a user name and password unique to them in order to enable the respondent to leave and return the survey.

Estimated Response Rate Calculation

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 2nd April 2013. This figure does not include contractors, agency staff and volunteers, nor does it account for staff on secondment or extended leave, hence the estimated response rate is not accurate.

The final estimated response rates have been weighted to account for our part-time and temporary staff. The proportion of Full time and Part time staff have been taken from those who responded to "Q5. Which of the following best describes your current employment status?" A Part-time respondent has been weighted by 0.33 (i.e. they are assumed to work one in three days).

Fixed term or temporary contract (3) proportioned into Full and Part

Example calculation for NSW Health Overall:

Q5. Which of the following best describes your current employment status?

time based on responses to (1) and (2). Responses Permanent Full time (1) 18750 18750 × 1661 = 1175 Full time Permanent Part time (2) 7753 18750 + 7753 Fixed term or temporary contract (3) 1661 -132 Agency (4) 7753 x 1661 = 486 Part time 18750 + 7753 Casual (5) 975 203 Contractor (6) TOTAL answering Q51 29474 TOTAL number of respondents to the survey 31493

Total estimated Full time responses as a proportion of all respondents to the survey:

$$\frac{1850 + 1175}{29474}$$
 x 31493 = 21290 Estimated Full Time responses

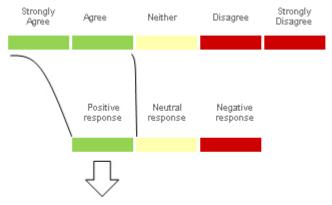
Total estimated Part time responses as a proportion of all respondents to the survey:

Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

Guide to using this report

% Positive

Where results are shown as positive percentages (% Positive), these are calculated by adding together positive responses ("Strongly Agree" + "Agree") and dividing by the number of respondents which answered the question.



+ number of respondents who answered the question



Index and Section Scores

Index and Section scores are calculated as the sum of positive responses given to all questions in that Index or Section divided by the number of answers to all questions in the group.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

-	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%	100.00%
Rounded Percentage	25%	27%	29%	16%	4%	101%
Number of positive responses	(151	+	166)	=	317	
% Positive	317	÷	613	=	52%	

Benchmark data

ORC International facilitates a benchmarking programme which allows organisations to benchmark their results against the results of other organisations in their sector. In this report, the external benchmark data is the average % positive score achieved from a recent surveys of a random sample of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.