

2011 YourSay Workplace Survey

Facility Report



Clinical Education and Training Institute

This Report

This report provides Clinical Education and Training Institute with data from the 2011 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 27 April 2011. 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%.

Please see the Guide to using this report for further information

Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2011 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.

Content

- 01 Employee Engagement Index
- 02 Employee Workplace Culture Index
- 03 Drivers of Engagement
- 04 Highlights and Lowlights
- 05 External Comparisons
- 06 Inappropriate Behaviour
- 07 All Questions
- 08 Results by Demographic
- 09 Guide to using this report

31

ACTUAL RESPONSES

**

17% Confidence Interval

ESTIMATED RESPONSE RATE

63%

ENGAGEMENT INDEX

58%

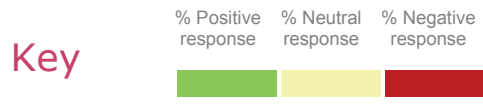
WORKPLACE CULTURE INDEX

Employee Engagement Index

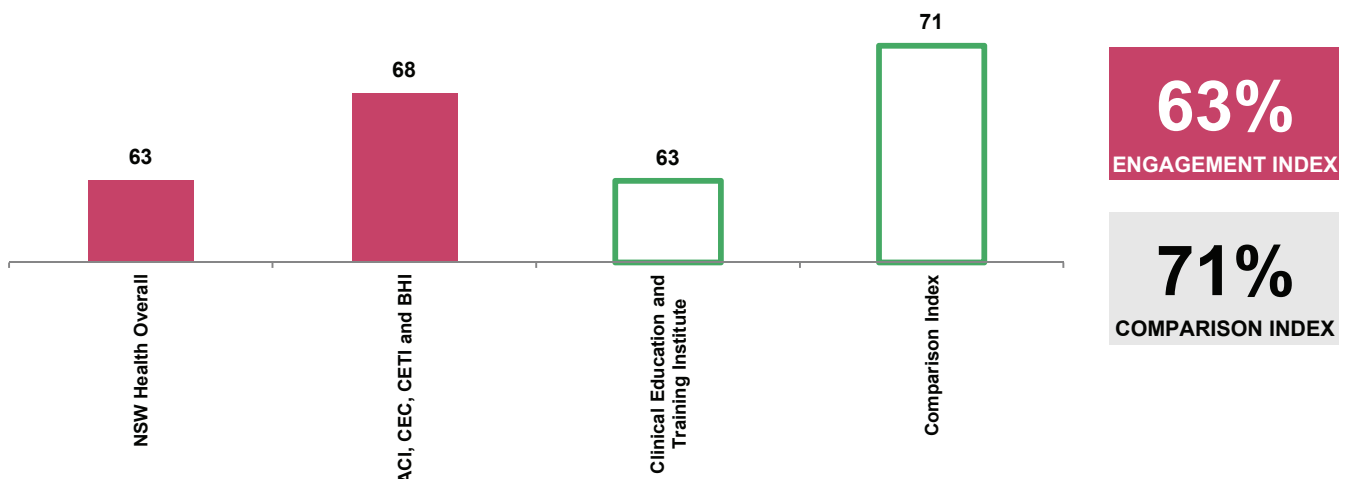
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- 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:



Question	Response Scale	Variance ACI, CEC, CETI and BHI
41. Overall I am proud to be a part of this workplace	67% Positive, 23% Neutral, 10% Negative	-4
42. I would recommend my workplace as a good place to work	57% Positive, 20% Neutral, 23% Negative	-5
44. I have a strong sense of belonging to my workplace	50% Positive, 23% Neutral, 27% Negative	-8
45. Overall I am satisfied to be working here at the present time	63% Positive, 17% Neutral, 20% Negative	-8
3. Working here makes me want to do the best job I can	71% Positive, 16% Neutral, 13% Negative	-7
43. I feel motivated to contribute more than what is normally required at work	70% Positive, 13% Neutral, 17% Negative	+2

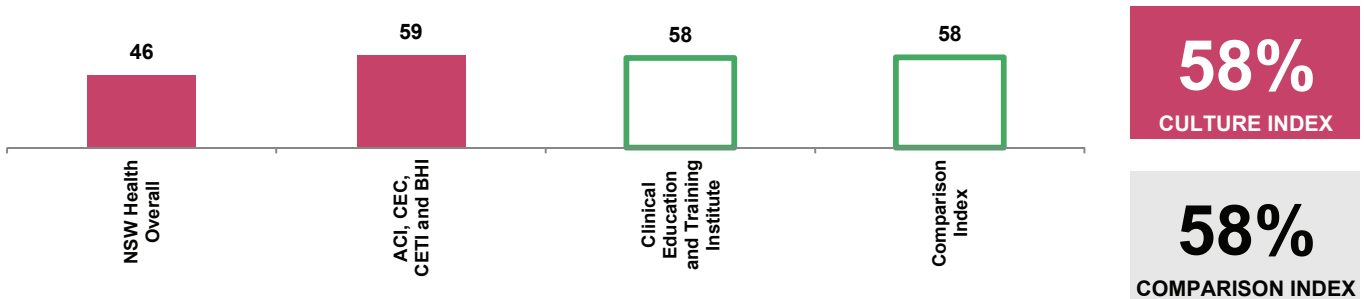


Employee Workplace Culture Index

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:

Question	Key			Response Scale	Variance from ACI, CEC, CETI and BHI
	% Positive response	% Neutral response	% Negative response		
11. Morale is good in my team	58	26	16	-4	
12. I believe I am valued for what I can offer at my workplace	68	10	23	-4	
13. In my workplace, we recognise our successes and innovations	71	19	10	-3	
14. Staff are treated respectfully regardless of their job	74	13	13	+3	
17. Overall, I have confidence in the decisions made by my line manager	65	23	13	-1	
18b. The senior managers at my workplace have a clear direction for the future	41	21	38	-7	
18c. The senior managers at my workplace lead by example in creating a positive workplace	45	17	38	-5	
20. Overall, I have confidence in the decisions made by my senior managers	43	27	30	-9	
22. I have a say in decisions which affect my work	58	29	13	+5	
23. I think it is safe to speak up and challenge the way things are done	68	10	23	+1	
24. Where I work, we share the lessons learnt when mistakes are made	55	23	23	-4	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	48	29	23	+8	
38. My team's objectives/work plans are clearly outlined	67	17	17	-1	
39. Our objectives/work plans help us to deliver a quality service	67	20	13	-4	
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34	45	21	+2	



Drivers of Engagement

A statistical technique known as Key Driver Analysis (KDA) has been used to help focus on those aspects of working for this organisation which have the greatest impact on Employee Engagement. The dashboard below shows the questions with the greatest impact on Employee Engagement for ACI, CEC, CETI and BHI overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for ACI, CEC, CETI and BHI as a whole.

The questions derived from the KDA 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.

Drivers of Employee Engagement

	Impact (on Employee Engagement)	% Positive	ACI, CEC, CETI and BHI % positive	NSW Health Overall % positive
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	<i>Greatest</i> 	68	66	54
12. I believe I am valued for what I can offer at my workplace		68	72	58
14. Staff are treated respectfully regardless of their job		74	71	55
36. My work environment allows me to deliver the best possible services (patient care or support services)		57	58	54
15a. My line manager recognises and acknowledges when I have done my job well		77	77	60
18c. The senior managers at my workplace lead by example in creating a positive workplace		45	50	34

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
Being valued	71
Your Team	71
Training and Development Opportunities	67

Questions

	% Positive
8. In my team we generally acknowledge one another's efforts and achievements	81
2. I feel I am able to suggest ideas to improve our ways of doing things	81
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	77
15d. My line manager treats me with respect	77
15a. My line manager recognises and acknowledges when I have done my job well	77

Lowlights

Sections

	% Positive
Senior Managers	43
Work Environment	54
Service Delivery	54

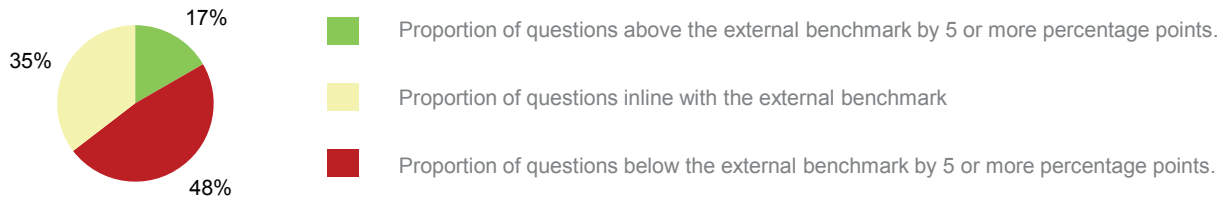
Questions

	% Positive
4. Too many approvals are required for routine decisions*	16
40. At my workplace we are too focused on monitoring rather than delivering services*	34
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34
18a. The senior managers at my workplace are aware of the issues I face in my job	40
18b. The senior managers at my workplace have a clear direction for the future	41

External Comparison

This section shows comparisons between Clinical Education and Training Institute and the Australian and International Health Sector comparisons. The comparative data has been drawn from random sampling of 1,065 Australian, 376 UK and 468 Canadian health care employees in both the public and private sectors.

Please see the Guide to using this report for further information

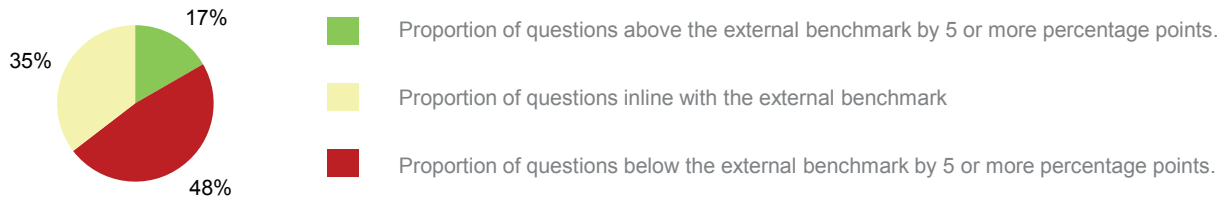


	% Positive	Variance from Australian and International Health Sector benchmark % Positive
23. I think it is safe to speak up and challenge the way things are done	68	+11
22. I have a say in decisions which affect my work	58	+10
15a. My line manager recognises and acknowledges when I have done my job well	77	+9
14. Staff are treated respectfully regardless of their job	74	+9
13. In my workplace, we recognise our successes and innovations	71	+8
2. I feel I am able to suggest ideas to improve our ways of doing things	81	+7
40. At my workplace we are too focused on monitoring rather than delivering services*	34	+6
8. In my team we generally acknowledge one another's efforts and achievements	81	+5
7. The people I work with are willing to help each other even if this means doing something outside their usual job	77	+4
16. I receive regular and constructive feedback on my performance	58	+4
43. I feel motivated to contribute more than what is normally required at work	70	+4
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	68	+4
21. I am kept well informed about what is happening in my workplace	61	+3

External Comparison

This section shows comparisons between Clinical Education and Training Institute and the Australian and International Health Sector comparisons. The comparative data has been drawn from random sampling of 1,065 Australian, 376 UK and 468 Canadian health care employees in both the public and private sectors.

Please see the Guide to using this report for further information

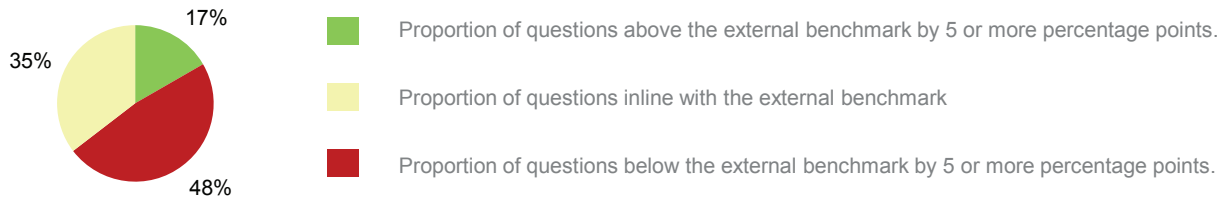


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
9. People in my team are honest and open	74	+3	
10. My team resolves conflict quickly when it arises	65	+3	
15d. My line manager treats me with respect	77	+2	
19. There is a positive relationship between senior management and staff in my workplace	45	+1	
15b. My line manager treats all staff in my team fairly	65	+1	
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	77	0	
4. Too many approvals are required for routine decisions*	16	0	
18c. The senior managers at my workplace lead by example in creating a positive workplace	45	0	
17. Overall, I have confidence in the decisions made by my line manager	65	0	
11. Morale is good in my team	58	-1	
12. I believe I am valued for what I can offer at my workplace	68	-1	
20. Overall, I have confidence in the decisions made by my senior managers	43	-3	
39. Our objectives/work plans help us to deliver a quality service	67	-5	

External Comparison

This section shows comparisons between Clinical Education and Training Institute and the Australian and International Health Sector comparisons. The comparative data has been drawn from random sampling of 1,065 Australian, 376 UK and 468 Canadian health care employees in both the public and private sectors.

Please see the Guide to using this report for further information

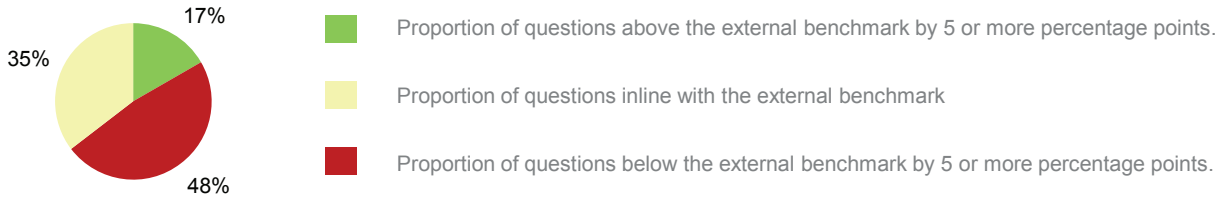


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
38. My team's objectives/work plans are clearly outlined	67	-5	
5. I have sufficient control over my work so I can do my job well	65	-5	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	48	-6	
31. Reasonable expectations are placed on staff according to their position	55	-6	
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34	-7	
3. Working here makes me want to do the best job I can	71	-7	
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	-7	
18b. The senior managers at my workplace have a clear direction for the future	41	-9	
27. I am encouraged to take opportunities to learn new skills and have new experiences	58	-9	
18a. The senior managers at my workplace are aware of the issues I face in my job	40	-9	
15c. My line manager ensures that when issues are raised in the team, they are addressed	55	-9	
42. I would recommend my workplace as a good place to work	57	-9	
45. Overall I am satisfied to be working here at the present time	63	-10	

External Comparison

This section shows comparisons between Clinical Education and Training Institute and the Australian and International Health Sector comparisons. The comparative data has been drawn from random sampling of 1,065 Australian, 376 UK and 468 Canadian health care employees in both the public and private sectors.

Please see the Guide to using this report for further information

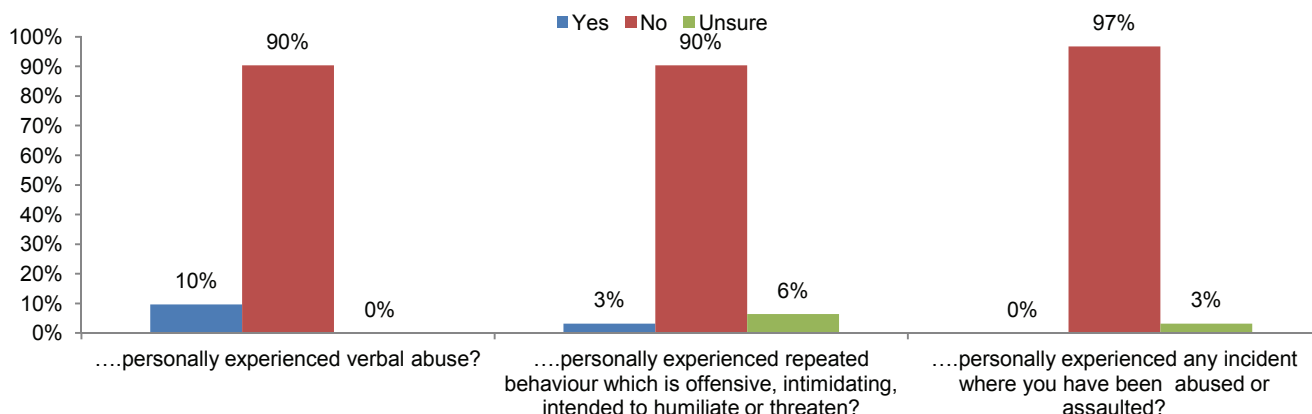


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
24. Where I work, we share the lessons learnt when mistakes are made	55	-10	
41. Overall I am proud to be a part of this workplace	67	-10	
36. My work environment allows me to deliver the best possible services (patient care or support services)	57	-13	
25. I have received the appropriate training and development to do my job effectively	65	-14	
29. I am able to achieve a healthy work/life balance most of the time	55	-16	
30. There are mechanisms in place to support me if I experience stress or pressure	45	-17	
44. I have a strong sense of belonging to my workplace	50	-17	
1. My job makes good use of my skills and abilities	68	-17	
37. In my workplace patient safety is at the centre of all decision making	44	-28	

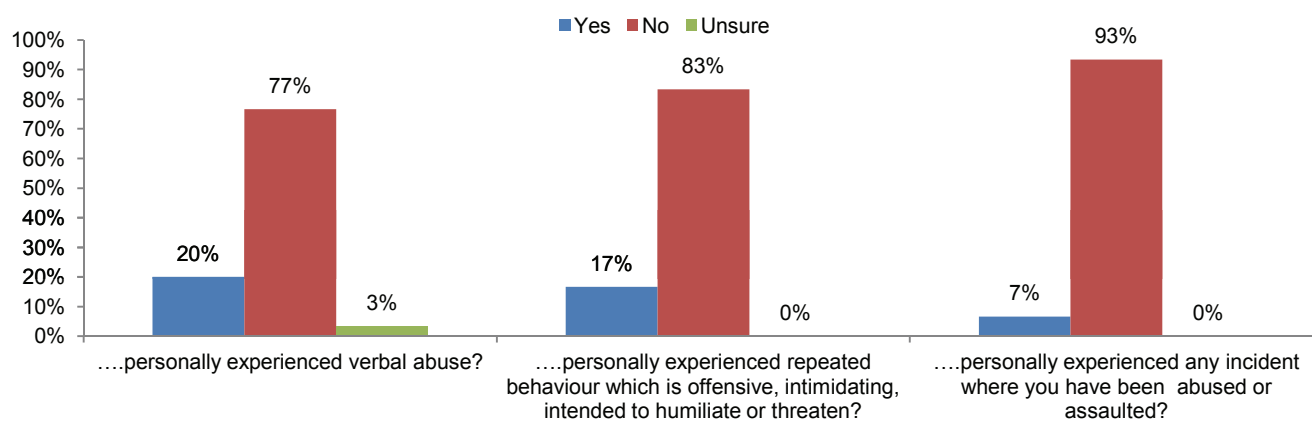
Inappropriate Behaviour

This sections shows the results to questions asked regarding Inappropriate Behaviour.

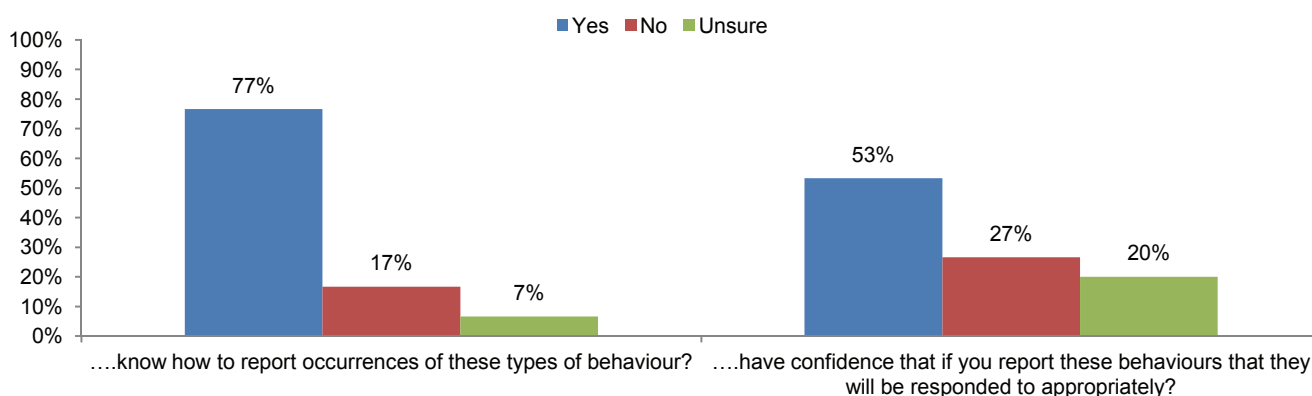
33. In the last three (3) months have you.....



34. In the last twelve (12) months, have you....



35. Do you currently....

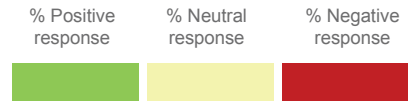


All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Your Job

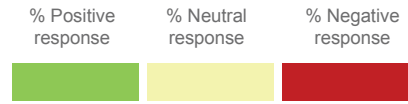
	Response Scale	% Positive Score	ACI, CEC, CETI and BHI	NSW Health Overall	% Positive Variance Compared to:
1. My job makes good use of my skills and abilities		68	-1	+5	
2. I feel I am able to suggest ideas to improve our ways of doing things		81	+4	+16	
3. Working here makes me want to do the best job I can		71	-7	+4	
4. Too many approvals are required for routine decisions*		16	-1	+2	
5. I have sufficient control over my work so I can do my job well		65	+2	+5	
Key 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		68	+2	+14	

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Your Team

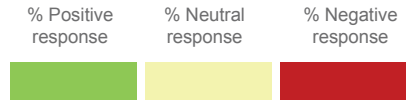
	Response Scale	% Positive Score	% Positive Variance Compared to:	ACI, CEC, CETI and BHI	NSW Health Overall
7. The people I work with are willing to help each other even if this means doing something outside their usual job	77 (10% Neutral, 13% Negative)	77	+2	+12	+14
8. In my team we generally acknowledge one another's efforts and achievements	81 (10% Neutral, 10% Negative)	81	+6	+15	+15
9. People in my team are honest and open	74 (16% Neutral, 10% Negative)	74	+2	+14	+14
10. My team resolves conflict quickly when it arises	65 (19% Neutral, 16% Negative)	65	+7	+18	+18
11. Morale is good in my team	58 (26% Neutral, 16% Negative)	58	-4	+12	+12

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Being valued

	Response Scale	% Positive Score	ACI, CEC, CETI and BHI	NSW Health Overall
Key 12. I believe I am valued for what I can offer at my workplace	68 10 23	68	-4	+10
13. In my workplace, we recognise our successes and innovations	71 19 10	71	-3	+21
Key 14. Staff are treated respectfully regardless of their job	74 13 13	74	+3	+19

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Your Line Manager

Key

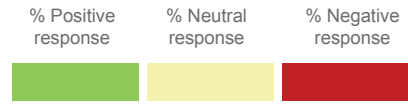
Question	Response Scale			% Positive Score	ACI, CEC, CETI and BHI	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	77	10	13	77	0	+17
15b. My line manager treats all staff in my team fairly	65	23	13	65	-0	+7
15c. My line manager ensures that when issues are raised in the team, they are addressed	55	26	19	55	-8	-1
15d. My line manager treats me with respect	77	13	10	77	+3	+4
16. I receive regular and constructive feedback on my performance	58	16	26	58	+0	+14
17. Overall, I have confidence in the decisions made by my line manager	65	23	13	65	-1	+7

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Senior Managers

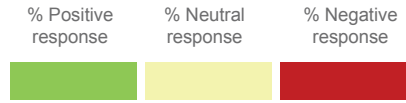
	Response Scale			% Positive Score	ACI, CEC, CETI and BHI	NSW Health Overall
18a. The senior managers at my workplace are aware of the issues I face in my job	40	23	37	40	-6	0
18b. The senior managers at my workplace have a clear direction for the future	41	21	38	41	-7	+9
Key 18c. The senior managers at my workplace lead by example in creating a positive workplace	45	17	38	45	-5	+11
19. There is a positive relationship between senior management and staff in my workplace	45	24	31	45	-10	+11
20. Overall, I have confidence in the decisions made by my senior managers	43	27	30	43	-9	+7

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Communication

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		ACI, CEC, CETI and BHI	NSW Health Overall
21. I am kept well informed about what is happening in my workplace	61	10	29	61	+4	+16
22. I have a say in decisions which affect my work	58	29	13	58	+5	+17
23. I think it is safe to speak up and challenge the way things are done	68	10	23	68	+1	+22
24. Where I work, we share the lessons learnt when mistakes are made	55	23	23	55	-4	+2

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Training and Development Opportunities

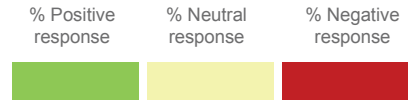
Question	Response Scale	% Positive Score	ACI, CEC, CETI and BHI	NSW Health Overall	% Positive Variance Compared to:
25. I have received the appropriate training and development to do my job effectively	65 (19% Neutral, 16% Negative)	65	+3	0	
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	77 (6% Negative)	77	+10	+1	
27. I am encouraged to take opportunities to learn new skills and have new experiences	58 (23% Neutral, 19% Negative)	58	-5	+3	

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Work Environment

Question	Response Scale			% Positive Score	ACI, CEC, CETI and BHI	NSW Health Overall
28. I have confidence in the processes that my workplace uses to resolve staff conflict	48	29	23	48	+8	+11
29. I am able to achieve a healthy work/life balance most of the time	55	19	26	55	-0	-5
30. There are mechanisms in place to support me if I experience stress or pressure	45	32	23	45	+1	-4
31. Reasonable expectations are placed on staff according to their position	55	35	10	55	-7	+3
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	31	3	66	+12	+1

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement

At least 5% greater than comparator

At least 5% less than comparator

Note: Questions 33, 34 and 35 below use a scale of Yes, No and Unsure. Questions 33 and 34 questions are negatively worded, therefore the positive score is taken as those who responded 'No', the negative score as those who responded 'Yes' and those who responded 'Unsure' are not included in score calculations. Question 35 is positively worded, therefore positive is 'Yes', negative is 'No'.

% Positive Variance Compared to:

Inappropriate Behaviour

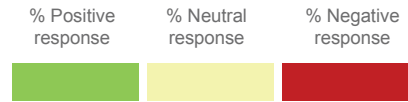
	% No response	% Unsure response	% Yes response	% Positive Score	ACI, CEC, CETI and BHI	NSW Health
33a. In the last three (3) months, have you personally experienced verbal abuse?	90		10	90	+2	+15
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	90		6	90	+1	+19
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	97			97	-1	+12
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	77		20	77	-0	+23
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	83		17	83	+6	+18
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	93		7	93	+3	+11
	% Yes response	% Unsure response	% No response			
35a. Do you currently know how to report occurrences of these types of behaviour?	77	7	17	77	+1	-6
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	53	20	27	53	+3	+10

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Service Delivery

Key

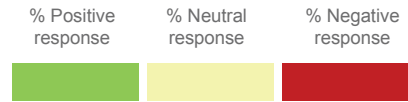
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	ACI, CEC, CETI and BHI	NSW Health Overall
36. My work environment allows me to deliver the best possible services (patient care or support services)	57	23	20	57	-1	+3	
37. In my workplace patient safety is at the centre of all decision making	44	44	11	44	-9	-20	
38. My team's objectives/work plans are clearly outlined	67	17	17	67	-1	+7	
39. Our objectives/work plans help us to deliver a quality service	67	20	13	67	-4	+7	
40. At my workplace we are too focused on monitoring rather than delivering services*	34	38	28	34	-3	+7	

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Your Workplace

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		ACI, CEC, CETI and BHI	NSW Health Overall
41. Overall I am proud to be a part of this workplace	67	23	10	67	-4	-1
42. I would recommend my workplace as a good place to work	57	20	23	57	-5	-1
43. I feel motivated to contribute more than what is normally required at work	70	13	17	70	+2	+9
44. I have a strong sense of belonging to my workplace	50	23	27	50	-8	-11
45. Overall I am satisfied to be working here at the present time	63	17	20	63	-8	-1
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34	45	21	34	+2	+5