(of 102853.77)

68% 2013: 67%

54% 2013: 52% **WORKPLACE CULTURE INDEX**

55,935 2013: 43324 **ACTUAL RESPONSES**

41% 2013: 32% 0% Confidence Interval **ESTIMATED RESPONSE RATE**

Employee Engagement Index

ENGAGEMENT INDEX

Sa	у	% Positive	Variance from 2013
44.	Overall I am proud to be a part of this workplace	73	+2
45.	I would recommend my workplace as a good place to work	64	+2
Sta	ау		
47.	I have a strong sense of belonging to my workplace	65	+2
48.	Overall I am satisfied to be working here at the present time	69	+1
Strive			
3.	Working here makes me want to do the best job I can	72	+1
46.	I feel motivated to contribute more than what is normally required at work	67	+2

NSW Health Overall

Key Questions to focus on

Questions which have been identified by statistical analysis as the most important for your team

		% Positive	Variance from 2013
12.	I believe I am valued for what I can offer at my workplace	63	+2
50.	There is a positive culture in my workplace	53	-
36.	My workplace enables strong professional leadership	52	-
39.	My work environment allows me to deliver the best possible services (patient care or support services)	62	+3
34.	Reasonable expectations are placed on staff according to their position	57	+1
15d.	My line manager treats me with respect	76	+1

In this report

HEADLINES

A top line summary of key insights

COMPARISONS

Score summary against selected comparators

ALL QUESTIONS

Detailed results for the entire question set

DEMOGRAPHICS

Score comparisons of demographics

GUIDE

A guide on how to interpret the results

ACTION

Initiatives for maintaining and improving engagement



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
	Training and Development Opportunities	67
	Your Job	67
	Service Delivery	64
Questions		% Positive
1.	My job makes good use of my skills and abilities	81
15d.	My line manager treats me with respect	76
44.	Overall I am proud to be a part of this workplace	73
28.	I have received the appropriate training and development to do my job effectively	73
3.	Working here makes me want to do the best job I can	72

Lowlights

Sections		% Positive
Senior Managers		44
	Communication	54
	Work Environment	57
Questions		% Positive
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	39
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	39
19.	19. There is a positive relationship between senior management and staff in my workplace	
22.	My organisation is making the necessary decisions to meet our future challenges	43
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	44

Most Improved and Least Improved since 2013

This section shows the three most improved sections and five most improved questions since 2013. It also shows the three sections and five questions that have least improved since 2013.

Most improved

Sections		% Positive	Variance from 2013
	Service Delivery	64	+2
	Being Valued	61	+2
	Your Job	67	+2
Questi	ons	% Positive	Variance from 2013
18b.	The senior managers at my workplace have a clear direction for the future	45	+4
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	39	+4
16.	I receive regular and constructive feedback on my performance	52	+4
18c.	The senior managers at my workplace lead by example in creating a positive workplace	45	+3
4.	The right amount of approvals are required for routine decisions	52	+3

Least improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	67	-2
Work Environment	57	0
Your Workplace	61	+1

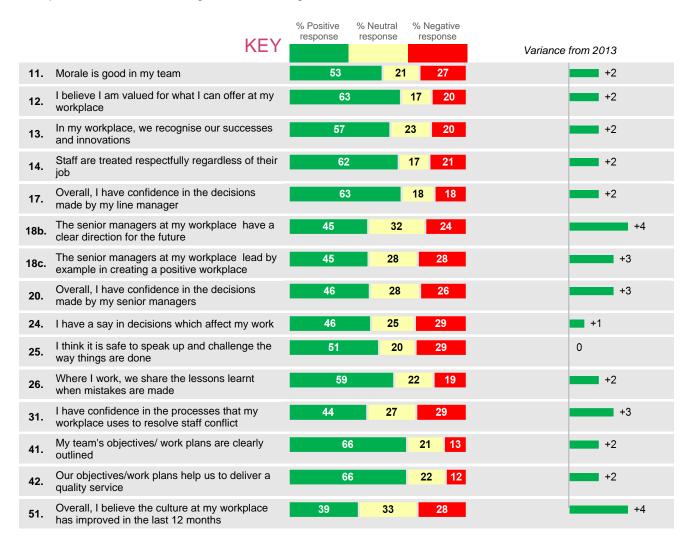
Questi	ions	% Positive	Variance from 2013
29.	I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	68	-8
23.	I am kept well informed about what is happening in my workplace	50	0
25.	I think it is safe to speak up and challenge the way things are done	51	0
8.	In my team we generally acknowledge one another's efforts and achievements	70	0
2.	I feel I am able to suggest ideas to improve our ways of doing things	69	+1

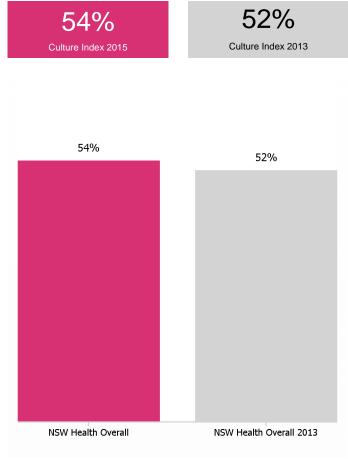
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

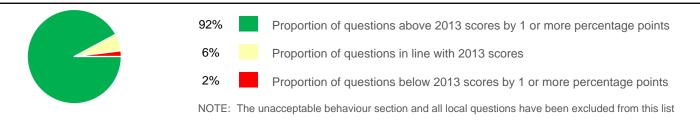
Employee Workplace Culture Index

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

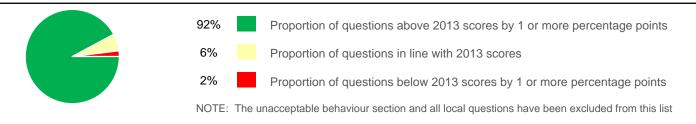
The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture is an average of the following scores:



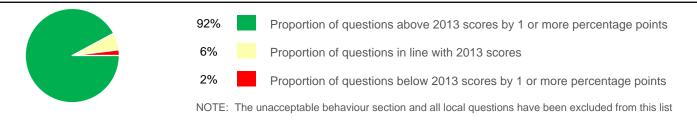




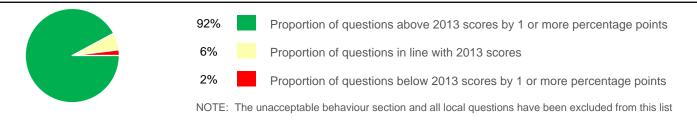
		% Positive	Variance from 2013
18b.	The senior managers at my workplace have a clear direction for the future	45	+4
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	39	+4
16.	I receive regular and constructive feedback on my performance	52	+4
18c.	The senior managers at my workplace lead by example in creating a positive workplace	45	+3
4.	The right amount of approvals are required for routine decisions	52	+3
20.	Overall, I have confidence in the decisions made by my senior managers	46	+3
49.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	+3
39.	My work environment allows me to deliver the best possible services (patient care or support services)	62	+3
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	44	+3
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	54	+2
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	62	+2
27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	62	+2



	% Positive	Variance from 2013
45. I would recommend my workplace as a good place to work	64	+2
14. Staff are treated respectfully regardless of their job	62	+2
19. There is a positive relationship between senior management and staff in my wo	rkplace 42	+2
13. In my workplace, we recognise our successes and innovations	57	+2
11. Morale is good in my team	53	+2
44. Overall I am proud to be a part of this workplace	73	+2
42. Our objectives/work plans help us to deliver a quality service	66	+2
40. In my workplace patient safety is at the centre of all decision making	69	+2
33. There are mechanisms in place to support me if I experience stress or pressure	56	+2
27a. I am aware of the strategic objectives and direction of the organisation I work fo	58	+2
5. I have sufficient control over my work so I can do my job well	65	+2
46. I feel motivated to contribute more than what is normally required at work	67	+2
17. Overall, I have confidence in the decisions made by my line manager	63	+2



		% Positive	Variance from 2013
26.	Where I work, we share the lessons learnt when mistakes are made	59	+2
41.	My team's objectives/ work plans are clearly outlined	66	+2
47.	I have a strong sense of belonging to my workplace	65	+2
12.	I believe I am valued for what I can offer at my workplace	63	+2
10.	My team resolves conflict quickly when it arises	53	+2
48.	Overall I am satisfied to be working here at the present time	69	+1
3.	Working here makes me want to do the best job I can	72	+1
1.	My job makes good use of my skills and abilities	81	+1
28.	I have received the appropriate training and development to do my job effectively	73	+1
	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	+1
	The people I work with are willing to help each other even if this means doing something outside their usual job	69	+1
15a.	My line manager recognises and acknowledges when I have done my job well	65	+1
15c.	My line manager ensures that when issues are raised in the team, they are addressed	61	+1

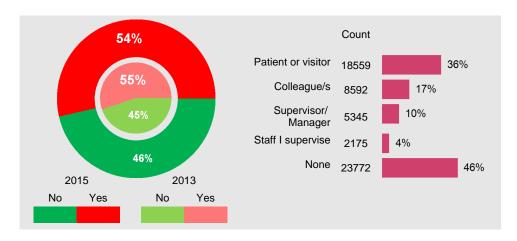


		% Positive	Variance from 2013
30.	I am encouraged to take opportunities to learn new skills and have new experiences	60	+1
15d.	My line manager treats me with respect	76	+1
34.	Reasonable expectations are placed on staff according to their position	57	+1
15b.	My line manager treats all staff in my team fairly	62	+1
9.	People in my team are honest and open	64	+1
24.	I have a say in decisions which affect my work	46	+1
32.	I am able to achieve a healthy work/life balance most of the time	65	+1
18a.	The senior managers at my workplace are aware of the issues I face in my job	46	+1
2.	I feel I am able to suggest ideas to improve our ways of doing things	69	+1
8.	In my team we generally acknowledge one another's efforts and achievements	70	0
25.	I think it is safe to speak up and challenge the way things are done	51	0
23.	I am kept well informed about what is happening in my workplace	50	0
29.	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	^{J.} 68	-8

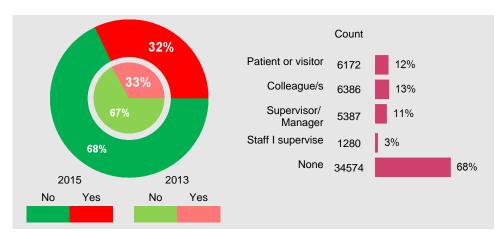
Unacceptable Behaviour

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

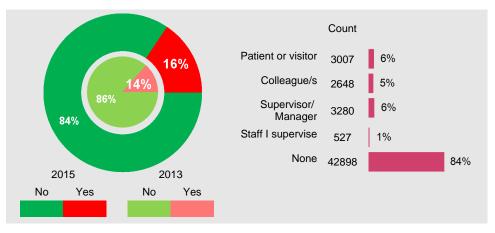
37a. In the last 12 months, I have been verbally abused by a ...



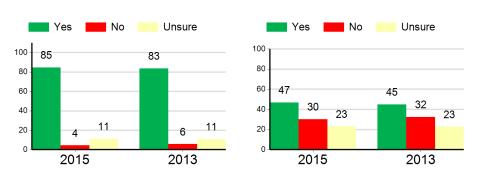
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a \dots



37c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religiousbackground, disability, age, homosexuality, transgender or carers responsibilities by a ...



38. Do you currently ...

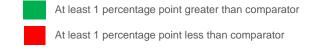


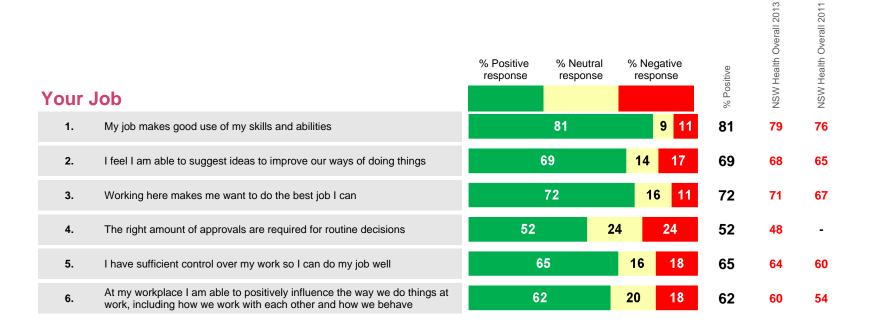
a) know how to report occurrences of these types of behaviour?

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





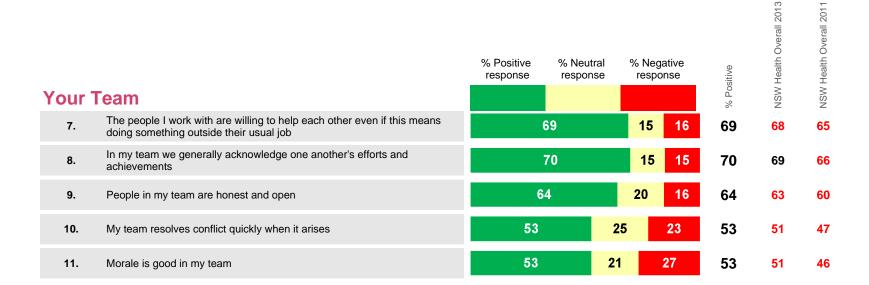






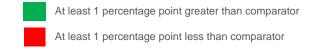






This section shows the breakdown of the responses to each question.





Being Valued		% Positive response			egative ponse	% Positive	NSW Health Ove	NSW Health Ove	
К	12.	I believe I am valued for what I can offer at my workplace	63	;	17	20	63	61	58
	13.	In my workplace, we recognise our successes and innovations	57		23	20	57	55	50
	14.	Staff are treated respectfully regardless of their job	62		17	21	62	60	55

rall 2013

rall 2011





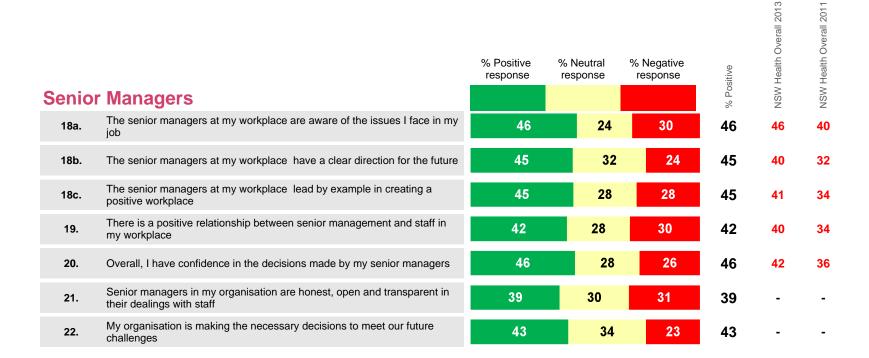






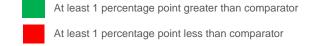








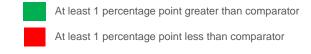


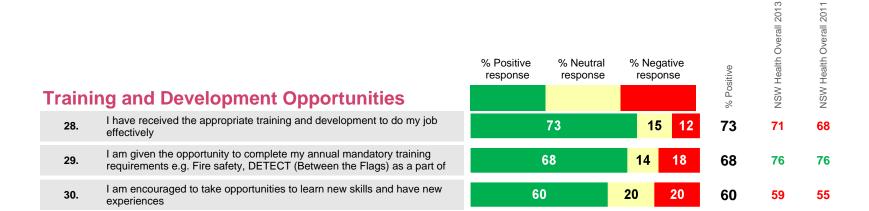








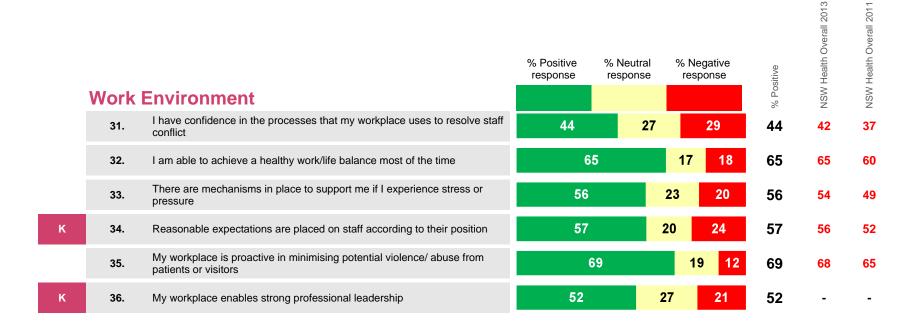


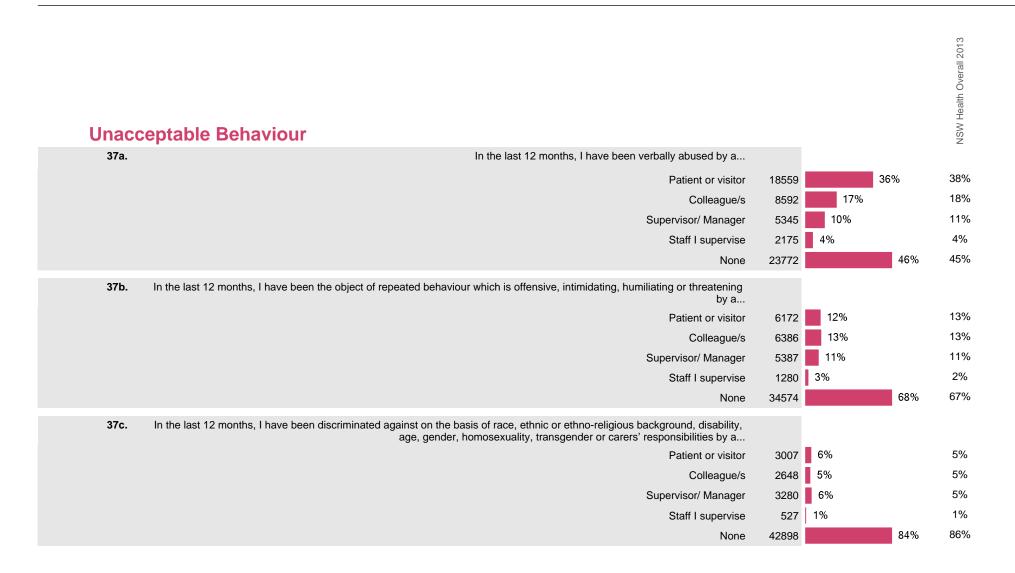
























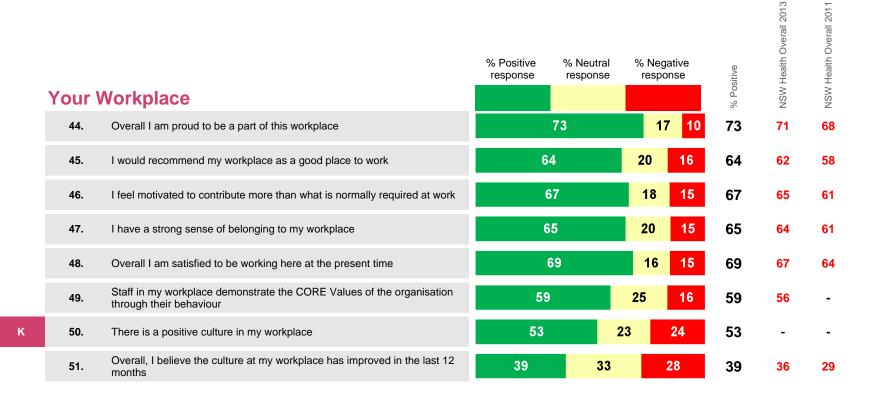












Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	NSW Health Overall	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	55935	2728	20825	3351	5863	7258	754	2304	950	1547	1849	2984	360	3682
Employee Engagement Index	68	72	67	68	72	72	73	62	62	63	75	64	64	67

Your Job

1. My job makes good use of my skills and abilities	81	86	83	74	79	86	81	76	72	70	83	71	76	75
2. I feel I am able to suggest ideas to improve our ways of doing things	69	68	68	68	76	75	74	65	55	41	82	62	69	68
3. Working here makes me want to do the best job I can	72	73	73	71	74	76	78	66	62	64	77	67	68	71
4. The right amount of approvals are required for routine decisions	52	45	52	54	55	50	53	50	48	36	51	55	48	53
5. I have sufficient control over my work so I can do my job well	65	60	62	69	73	70	72	64	57	58	69	66	62	68
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	62	65	61	59	66	67	67	57	52	53	74	55	54	59

This section shows the % positive scores for different demographic groups within your Business Unit.

Key

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

	Role	NSW Health Overall	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
	Respondents	55935	2728	20825	3351	5863	7258	754	2304	950	1547	1849	2984	360	3682	
Employee Er	ngagement Index	68	72	67	68	72	72	73	62	62	63	75	64	64	67	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	76	68	63	72	76	72	63	64	69	80	53	67	67
8. In my team we generally acknowledge one another's efforts and achievements	70	79	69	62	73	76	78	61	60	71	83	54	67	66
9. People in my team are honest and open	64	78	63	57	68	72	71	57	51	64	77	48	61	61
10. My team resolves conflict quickly when it arises	53	62	49	49	61	57	58	46	47	45	68	44	57	55
11. Morale is good in my team	53	61	50	49	60	59	61	44	46	43	68	43	50	52

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Profession	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondent	55935	2728	20825	3351	5863	7258	754	2304	950	1547	1849	2984	360	3682	
Employee Engagement Inde	c 68	72	67	68	72	72	73	62	62	63	75	64	64	67	

Being Valued

12. I believe I am valued for what I can offer at my workplace	63	70	61	61	68	68	69	57	53	41	72	60	59	62
13. In my workplace, we recognise our successes and innovations	57	62	56	52	61	65	69	48	47	37	71	48	46	54
14. Staff are treated respectfully regardless of their job	62	71	60	59	67	70	69	56	52	46	73	49	54	59

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	NSW Health Overall	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	55935	2728	20825	3351	5863	7258	754	2304	950	1547	1849	2984	360	3682	
Employee Engagement Index	68	72	67	68	72	72	73	62	62	63	75	64	64	67	

Your Line Manager

15a. recognises and acknowledges when I have done my job well	65	65	62	64	74	69	76	57	60	54	79	59	63	66
15b. treats all staff in my team fairly	62	71	58	60	70	69	71	55	55	58	75	53	63	63
15c. ensures that when issues are raised in the team, they are addressed	61	67	58	59	68	66	68	56	52	53	72	53	58	62
15d. treats me with respect	76	80	75	74	81	82	83	70	65	73	85	66	73	75
16. I receive regular and constructive feedback on my performance	52	52	51	50	61	55	64	43	47	30	65	49	51	54
17. Overall, I have confidence in the decisions made by my line manager	63	70	62	60	70	68	69	57	54	52	75	55	63	63

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	NSW Health Overall	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	55935	2728	20825	3351	5863	7258	754	2304	950	1547	1849	2984	360	3682
Employee Engagement Index	68	72	67	68	72	72	73	62	62	63	75	64	64	67

Senior Managers

18a. are aware of the issues I face in my job	46	51	44	43	53	46	51	42	49	42	58	48	43	47
18b. have a clear direction for the future	45	44	42	42	55	46	53	37	41	29	62	41	37	46
18c. lead by example in creating a positive workplace	45	47	41	43	54	47	54	37	41	28	61	44	41	47
19. There is a positive relationship between senior management and staff in my workplace	42	47	37	40	53	44	51	36	40	25	60	41	38	45
20. Overall, I have confidence in the decisions made by my senior managers	46	48	42	43	56	47	54	39	44	27	64	44	40	48
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39	44	35	37	48	40	47	33	38	19	53	40	37	41
22. My organisation is making the necessary decisions to meet our future challenges	43	41	39	41	54	42	52	37	40	28	61	42	38	46

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	NSW Health Overall	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professiona	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	55935	2728	20825	3351	5863	7258	754	2304	950	1547	1849	2984	360	3682
Employee Engagement Index	68	72	67	68	72	72	73	62	62	63	75	64	64	67

Communication

23. I am kept well informed about what is happening in my workplace	50	52	50	44	55	53	58	44	43	36	64	45	42	47
24. I have a say in decisions which affect my work	46	47	44	43	54	49	59	43	40	18	64	44	50	48
25. I think it is safe to speak up and challenge the way things are done	51	57	49	47	57	53	58	48	42	29	64	50	50	49
26. Where I work, we share the lessons learnt when mistakes are made	59	66	59	54	63	62	60	60	54	51	64	53	53	56
27a. I am aware of the strategic objectives and direction of the organisation I work for	58	53	55	54	68	60	74	53	53	49	79	53	45	60
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	62	57	57	64	73	62	74	58	56	46	78	61	59	66

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	NSW Health Overall	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professiona	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	55935	2728	20825	3351	5863	7258	754	2304	950	1547	1849	2984	360	3682	
Employee Engagement Index	68	72	67	68	72	72	73	62	62	63	75	64	64	67	

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	73	81	76	66	67	78	74	67	69	62	74	71	56	65
29. 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	68	54	62	72	77	78	87	68	65	43	80	72	81	73
30. I am encouraged to take opportunities to learn new skills and have new experiences	60	67	62	51	62	65	69	52	48	39	72	52	46	55

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	NSW Health Overall	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	55935	2728	20825	3351	5863	7258	754	2304	950	1547	1849	2984	360	3682	
Employee Engagement Index	68	72	67	68	72	72	73	62	62	63	75	64	64	67	

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	44	46	42	42	50	46	48	37	42	35	51	43	40	45
32. I am able to achieve a healthy work/life balance most of the time	65	57	63	68	71	71	75	61	60	58	69	64	64	67
33. There are mechanisms in place to support me if I experience stress or pressure	56	47	56	56	60	62	65	46	50	60	63	55	56	55
34. Reasonable expectations are placed on staff according to their position	57	59	54	53	61	61	65	53	53	51	65	56	54	56
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	68	66	72	72	80	76	63	65	59	73	65	62	67
36. My workplace enables strong professional leadership	52	59	52	49	57	56	59	42	46	34	65	47	42	49

This section shows the % positive scores for different demographic groups within your Business Unit.

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	NSW Health Overall	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	55935	2728	20825	3351	5863	7258	754	2304	950	1547	1849	2984	360	3682	
Employee Engagement Index	68	72	67	68	72	72	73	62	62	63	75	64	64	67	

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	85	69	89	85	83	85	87	74	85	91	86	82	79	80
38b. have confidence that if you report these behaviours they will be responded to appropriately?	47	42	45	47	53	51	54	41	43	30	54	46	42	47

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	NSW Health Overall	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professiona	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	55935	2728	20825	3351	5863	7258	754	2304	950	1547	1849	2984	360	3682
Employee Engagement Index	68	72	67	68	72	72	73	62	62	63	75	64	64	67

Service Delivery

39. My work environment allows me to deliver the best possible services (patient care or support services)	62	54	60	67	69	59	69	61	64	55	66	68	55	64
40. In my workplace patient safety is at the centre of all decision making	69	67	71	71	63	74	66	64	71	57	66	74	67	63
41. My team's objectives/ work plans are clearly outlined	66	70	66	62	68	70	73	63	61	56	75	65	56	65
42. Our objectives/work plans help us to deliver a quality service	66	67	66	64	70	69	75	64	63	52	74	66	60	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	54	50	52	56	59	53	65	54	53	33	64	58	50	56

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	NSW Health Overall	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	55935	2728	20825	3351	5863	7258	754	2304	950	1547	1849	2984	360	3682	
Employee Engagement Index	68	72	67	68	72	72	73	62	62	63	75	64	64	67	

Your Workplace

44. Overall I am proud to be a part of this workplace	73	76	72	73	77	77	78	68	67	76	80	70	66	71
45. I would recommend my workplace as a good place to work	64	69	62	62	68	68	69	55	60	60	73	59	61	62
46. I feel motivated to contribute more than what is normally required at work	67	72	65	67	72	71	71	60	59	54	76	63	61	66
47. I have a strong sense of belonging to my workplace	65	70	65	64	67	68	66	59	59	60	71	62	59	62
48. Overall I am satisfied to be working here at the present time	69	72	67	68	72	73	74	62	64	64	74	65	66	68
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	62	58	55	62	66	65	50	51	54	68	51	50	56
50. There is a positive culture in my workplace	53	63	51	50	57	59	60	45	49	40	65	47	46	51
51. Overall, I believe the culture at my workplace has improved in the last 12 months	39	36	39	37	44	37	45	31	38	32	50	42	34	40

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff	NSW Health Overall	Yes	NO N	
Respondents	55935	11773	43475	

Respondents	55935	11773	43475
Employee Engagement Index	68	74	67

Your Job

1.	My job makes good use of my skills and abilities	81	85	79
2.	I feel I am able to suggest ideas to improve our ways of doing things	69	78	67
3.	Working here makes me want to do the best job I can	72	77	71
4.	The right amount of approvals are required for routine decisions	52	48	53
5.	I have sufficient control over my work so I can do my job well	65	63	66
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	62	74	59

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

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Manage staff

 Respondents
 55935
 11773
 43475

 Employee Engagement Index
 68
 74
 67

Your Team

7.	The people I work with are willing to help each other even if this means doing something outside their usual job	69	75	67
8.	In my team we generally acknowledge one another's efforts and achievements	70	80	67
9.	People in my team are honest and open	64	72	62
10.	My team resolves conflict quickly when it arises	53	62	50
11.	Morale is good in my team	53	61	50

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff	NSW Health Overall	Yes	°N
Respondents	55935	11773	43475
Employee Engagement Index	68	74	67

Being Valued

12. I believe I am valued for what I can offer at my workplace	63	68	62
13. In my workplace, we recognise our successes and innovations	57	65	55
14. Staff are treated respectfully regardless of their job	62	69	60

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff	NSW Health Overall	Yes	o Z
Respondents	55935	11773	43475
Employee Engagement Index	68	74	67

Your Line Manager

15a. recognises and acknowledges when I have done my job well	65	69	64
15b. treats all staff in my team fairly	62	67	61
15c. ensures that when issues are raised in the team, they are addressed	61	65	60
15d. treats me with respect	76	79	75
16. I receive regular and constructive feedback on my performance	52	56	52
17. Overall, I have confidence in the decisions made by my line manager	63	67	62

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff	NSW Health Overall	Yes	No
Respondents	55935	11773	43475
Employee Engagement Index	68	74	67

Senior Managers

18a. are aware of the issues I face in my job	46	53	45
18b. have a clear direction for the future	45	51	43
18c. lead by example in creating a positive workplace	45	50	43
19. There is a positive relationship between senior management and staff in my workplace	42	46	41
20. Overall, I have confidence in the decisions made by my senior managers	46	51	44
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39	43	38
22. My organisation is making the necessary decisions to meet our future challenges	43	48	41

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff	NSW Health Overall	Yes	No
Respondents	55935	11773	43475
Employee Engagement Index	68	74	67

Communication

23. I am kept well informed about what is happening in my workplace	50	55	48
24. I have a say in decisions which affect my work	46	55	44
25. I think it is safe to speak up and challenge the way things are done	51	58	49
26. Where I work, we share the lessons learnt when mistakes are made	59	66	58
27a. I am aware of the strategic objectives and direction of the organisation I work for	58	67	56
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	62	68	60

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff	NSW Health Overall	Yes	o Z
Respondents	55935	11773	43475
Employee Engagement Index	68	74	67

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	73	74	72	
29. 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	68	66	69	
30. I am encouraged to take opportunities to learn new skills and have new experiences	60	66	58	

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff	NSW Health Overall	Yes	°Z	
Respondents	55935	11773	43475	
Employee Engagement Index	68	74	67	

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	44	50	42
32. I am able to achieve a healthy work/life balance most of the time	65	61	66
33. There are mechanisms in place to support me if I experience stress or pressure	56	58	56
34. Reasonable expectations are placed on staff according to their position	57	58	56
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	72	68
36. My workplace enables strong professional leadership	52	59	50

Key

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents



Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	85	91	83
38b. have confidence that if you report these behaviours they will be responded to appropriately?	47	51	46

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff	NSW Health Overall	Yes	o _N	
Respondents	55935	11773	43475	

Respondents	55935	11773	43475
Employee Engagement Index	68	74	67

Service Delivery

39.	My work environment allows me to deliver the best possible services (patient care or support services)	62	62	62
40.	In my workplace patient safety is at the centre of all decision making	69	71	69
41.	My team's objectives/ work plans are clearly outlined	66	74	64
42.	Our objectives/work plans help us to deliver a quality service	66	72	65
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	54	57	53

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff	NSW Health Overall	Yes	No
Respondents	55935	11773	43475
Employee Engagement Index	68	74	67

Your Workplace

44. Overall I am proud to be a part of this workplace	73	79	72
45. I would recommend my workplace as a good place to work	64	69	62
46. I feel motivated to contribute more than what is normally required at work	67	74	65
47. I have a strong sense of belonging to my workplace	65	73	63
48. Overall I am satisfied to be working here at the present time	69	72	68
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	63	58
50. There is a positive culture in my workplace	53	57	52
51. Overall, I believe the culture at my workplace has improved in the last 12 months	39	47	37

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

1iddle Manager

ISW Health Overall

(r) Where group has less than 10 respondents

Management Responsibility

management responsibility	_	ш	_	0)	ш
Respondents	55935	6230	3289	1224	304
Employee Engagement Index	68	71	76	82	89

Your Job

1.	My job makes good use of my skills and abilities	81	84	86	90	93
2.	I feel I am able to suggest ideas to improve our ways of doing things	69	74	81	86	92
3.	Working here makes me want to do the best job I can	72	74	78	83	91
4.	The right amount of approvals are required for routine decisions	52	48	48	46	63
5.	I have sufficient control over my work so I can do my job well	65	60	65	66	79
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	62	69	77	82	90

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

Health Overall

(r) Where group has less than 10 respondents

Management Respon	nsibility	NSN	Front	Middl	Senic	Exec
F	Respondents	55935	6230	3289	1224	304
Employee Engage	ement Index	68	71	76	82	89

Your Team

7. The people I work with are outside their usual job	e willing to help each other even if this means doing something	69	71	79	84	88
8. In my team we generally a	acknowledge one another's efforts and achievements	70	76	84	89	92
9. People in my team are ho	onest and open	64	67	77	83	88
10. My team resolves conflict	quickly when it arises	53	56	67	72	80
11. Morale is good in my team	n	53	56	66	70	83

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

W Health Overall

(r) Where group has less than 10 respondents

Management Responsibility	NSW Health Over	Front line Manage	Middle Manager	Senior Manager	Executive	
Respondents	55935	6230	3289	1224	304	
Employee Engagement Index	68	71	76	82	89	

Being Valued

12. I believe I am valued for what I can offer at my workplace	63	64	70	79	86
13. In my workplace, we recognise our successes and innovations	57	60	67	78	87
14. Staff are treated respectfully regardless of their job	62	65	73	79	81

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

iddle Manager

(r) Where group has less than 10 respondents

Management Responsibility

wanage	ement Responsibility	ž	Ψ̈́	≥	Š	யி
	Respondents	55935	6230	3289	1224	304
	Employee Engagement Index	68	71	76	82	89

Your Line Manager

15a. recognises and acknowledges when I have done my job well	65	66	71	77	83
15b. treats all staff in my team fairly	62	63	72	76	81
15c. ensures that when issues are raised in the team, they are addressed	61	61	68	73	83
15d. treats me with respect	76	77	82	86	87
16. I receive regular and constructive feedback on my performance	52	52	58	63	76
17. Overall, I have confidence in the decisions made by my line manager	63	63	71	76	86

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility	NSW Health Overall	Front line Manager	Middle Manager	Senior Manager	Executive	
Respondents	55935	6230	3289	1224	304	

Respondents	55935	6230	3289	1224	304
Employee Engagement Index	68	71	76	82	89

Senior Managers

18a. are aware of the issues I face in my job	46	47	56	69	86
18b. have a clear direction for the future	45	45	56	63	80
18c. lead by example in creating a positive workplace	45	44	54	64	78
19. There is a positive relationship between senior management and staff in my workplace	42	39	50	62	81
20. Overall, I have confidence in the decisions made by my senior managers	46	45	56	66	83
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39	37	47	58	76
22. My organisation is making the necessary decisions to meet our future challenges	43	42	54	63	81

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

liddle Manager

(r) Where group has less than 10 respondents

Management Responsibility

Management Responsibility	Z	ш	2	S	Ш
Respondents	55935	6230	3289	1224	304
Employee Engagement Index	68	71	76	82	89

Communication

23. I am kept well informed about what is happening in my workplace	50	50	59	66	84
24. I have a say in decisions which affect my work	46	49	61	72	85
25. I think it is safe to speak up and challenge the way things are done	51	53	63	71	80
26. Where I work, we share the lessons learnt when mistakes are made	59	63	68	76	81
27a. I am aware of the strategic objectives and direction of the organisation I work for	58	60	74	78	91
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	62	62	75	80	92

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

Middle Manager Respondents 55935 6230 3289 1224 304 Employee Engagement Index 68 76 82 89 71

Training and Development Opportunities

28.	I have received the appropriate training and development to do my job effectively	73	72	72	82	85	
29.	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	68	63	71	68	79	
30.	I am encouraged to take opportunities to learn new skills and have new experiences	60	63	67	76	83	

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

liddle Manager

(r) Where group has less than 10 respondents

Management Responsibility

management responsibility	Z	ш	2	S	Ш
Respondents	55935	6230	3289	1224	304
Employee Engagement Index	68	71	76	82	89

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	44	46	52	60	74
32. I am able to achieve a healthy work/life balance most of the time	65	61	62	58	61
33. There are mechanisms in place to support me if I experience stress or pressure	56	56	60	61	74
34. Reasonable expectations are placed on staff according to their position	57	55	61	67	78
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	69	75	79	85
36. My workplace enables strong professional leadership	52	54	61	72	84

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

NSW Health Overall	Front line Manager	Middle Manager	Senior Manager
55935	6230	3289	1224

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Respondents	55935	6230	3289	1224	304
Employee Engagement Index	68	71	76	82	89

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	85	90	91	91	96
38b. have confidence that if you report these behaviours they will be responded to appropriately?	47	47	55	60	78

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

W Health Overall

(r) Where group has less than 10 respondents

Management	Responsibility

Management Responsibility	NSV	Fro	Mid	Sen	Exe	
Respondents	55935	6230	3289	1224	304	
Employee Engagement Index	68	71	76	82	89	

Service Delivery

39.	My work environment allows me to deliver the best possible services (patient care or support services)	62	59	63	67	80
40.	In my workplace patient safety is at the centre of all decision making	69	70	69	72	84
41.	My team's objectives/ work plans are clearly outlined	66	70	77	81	89
42.	Our objectives/work plans help us to deliver a quality service	66	68	75	80	89
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	54	54	60	63	80

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

SW Health Overall

(r) Where group has less than 10 respondents

Management	Responsibility	

Management Responsibility	NSW Health Over	Front line Manage	Middle Manager	Senior Manager	Executive	
Respondents	55935	6230	3289	1224	304	
Employee Engagement Index	68	71	76	82	89	

Your Workplace

44. Overall I am proud to be a part of this workplace	73	76	80	86	92
45. I would recommend my workplace as a good place to work	64	66	72	79	87
46. I feel motivated to contribute more than what is normally required at work	67	70	76	83	90
47. I have a strong sense of belonging to my workplace	65	70	74	82	88
48. Overall I am satisfied to be working here at the present time	69	69	74	80	86
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	59	66	72	81
50. There is a positive culture in my workplace	53	53	60	69	81
51. Overall, I believe the culture at my workplace has improved in the last 12 months	39	43	49	58	74

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

rmanent/Ongoing Part time

(r) Where group has less than 10 respondents

Employment Status	NSW Healt	Permanent	Permanent	Fixed term	Agency	Casual	Contractor	
Respondents	55935	33986	13963	4639	203	2185	523	
Employee Engagement Index	68	68	67	76	70	72	74	

Your Job

1. My job makes good use of my skills and abilities	81	80	81	84	73	78	84
2. I feel I am able to suggest ideas to improve our ways of doing things	69	69	68	73	64	63	75
3. Working here makes me want to do the best job I can	72	71	72	80	74	77	77
4. The right amount of approvals are required for routine decisions	52	51	51	57	56	59	47
5. I have sufficient control over my work so I can do my job well	65	65	64	71	71	69	74
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	62	62	59	68	59	60	69

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status	NSW Health Overall	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contra	Agency	Casual	Contractor	
Respondents	55935	33986	13963	4639	203	2185	523	
Employee Engagement Index	68	68	67	76	70	72	74	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	68	68	77	69	68	77
8. In my team we generally acknowledge one another's efforts and achievements	70	69	68	77	66	68	76
9. People in my team are honest and open	64	63	62	74	66	64	74
10. My team resolves conflict quickly when it arises	53	53	49	60	57	53	65
11. Morale is good in my team	53	52	48	65	63	56	64

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

NSW Health Overall	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	
55935	33986	13963	4639	203	

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	Respondents	55935	33986	13963	4639	203	2185	523
E	Employee Engagement Index	68	68	67	76	70	72	74

Being Valued

12. I believe I am valued for what I can offer at my workplace	63	62	61	72	68	66	74
13. In my workplace, we recognise our successes and innovations	57	56	55	69	60	57	63
14. Staff are treated respectfully regardless of their job	62	61	60	74	65	63	73

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

rmanent/Ongoing Part time

(r) Where group has less than 10 respondents

Employment Status	NSW Healt	Permanent	Permanent	Fixed term	Agency	Casual	Contractor	
Respondents	55935	33986	13963	4639	203	2185	523	
Employee Engagement Index	68	68	67	76	70	72	74	

Your Line Manager

15a. recognises and acknowledges when I have done my job well	65	64	63	74	67	66	72
15b. treats all staff in my team fairly	62	61	59	75	68	66	76
15c. ensures that when issues are raised in the team, they are addressed	61	60	58	73	65	65	72
15d. treats me with respect	76	75	76	86	77	79	82
16. I receive regular and constructive feedback on my performance	52	52	50	61	54	52	55
17. Overall, I have confidence in the decisions made by my line manager	63	62	61	76	67	67	73

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Permanent/Ongoing Part time Casual **Employment Status** Respondents 55935 33986 13963 4639 203 2185 523 Employee Engagement Index 68 68 67 76 70 72

Senior Managers

18a. are aware of the issues I face in my job	46	47	42	54	51	50	56
18b. have a clear direction for the future	45	45	40	55	51	48	52
18c. lead by example in creating a positive workplace	45	45	39	57	55	52	59
19. There is a positive relationship between senior management and staff in my workplace	42	42	36	56	58	49	57
20. Overall, I have confidence in the decisions made by my senior managers	46	45	40	60	61	53	57
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39	38	34	52	54	47	55
22. My organisation is making the necessary decisions to meet our future challenges	43	43	37	53	55	48	54

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

rmanent/Ongoing Part time

(r) Where group has less than 10 respondents

Employment Status	NSW Healt	Permanent	Permanent	Fixed term	Agency	Casual	Contractor	
Respondents	55935	33986	13963	4639	203	2185	523	
Employee Engagement Index	68	68	67	76	70	72	74	

Communication

23. I am kept well informed about what is happening in my workplace	50	50	47	60	55	53	59
24. I have a say in decisions which affect my work	46	47	43	54	50	44	54
25. I think it is safe to speak up and challenge the way things are done	51	50	49	58	54	54	68
26. Where I work, we share the lessons learnt when mistakes are made	59	59	57	68	62	61	67
27a. I am aware of the strategic objectives and direction of the organisation I work for	58	59	53	65	57	58	62
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	62	62	57	68	62	63	70

At least 1 percentage points greater than overall score At least 1 percentage points less than overall score Key

(r) Where group has less than 10 respondents

Employment Status

ermanent/Ongoing Part time

Employment Status	NSW Healt	Permanent	Permanent	Fixed term	Agency	Casual	Contractor	
Respondents	55935	33986	13963	4639	203	2185	523	
Employee Engagement Index	68	68	67	76	70	72	74	

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	73	72	74	75	64	73	64	
29. 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	68	70	65	72	56	66	58	ı
30. I am encouraged to take opportunities to learn new skills and have new experiences	60	60	56	70	56	58	53	ı

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

ermanent/Ongoing Part time

(r) Where group has less than 10 respondents

Employment Status

Employment Status	NSW Healt	Permanent	Permanent	Fixed term	Agency	Casual	Contractor	
Respondents	55935	33986	13963	4639	203	2185	523	
Employee Engagement Index	68	68	67	76	70	72	74	

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	44	44	40	53	48	49	48
32. I am able to achieve a healthy work/life balance most of the time	65	62	70	71	69	72	74
33. There are mechanisms in place to support me if I experience stress or pressure	56	55	56	63	49	61	52
34. Reasonable expectations are placed on staff according to their position	57	55	56	68	61	61	69
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	68	70	76	62	73	67
36. My workplace enables strong professional leadership	52	51	49	65	56	56	58

Key

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents



Permanent/Ongoing Part time Casual Respondents 55935 33986 203 2185 523 13963 4639 Employee Engagement Index 68 68 67 76 70 72

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	85	86	86	77	70	81	67
38b. have confidence that if you report these behaviours they will be responded to appropriately?	47	46	46	52	47	54	54

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

rmanent/Ongoing Part time

(r) Where group has less than 10 respondents

Employment Status

Employment Status	ž	Pe	Ре	Ê	Å	Ö	ŏ
Respondents	55935	33986	13963	4639	203	2185	523
Employee Engagement Index	68	68	67	76	70	72	74

Service Delivery

39.	My work environment allows me to deliver the best possible services (patient care or support services)	62	62	59	68	61	68	59
40.	In my workplace patient safety is at the centre of all decision making	69	68	70	73	55	77	58
41.	My team's objectives/ work plans are clearly outlined	66	66	65	74	65	68	68
42.	Our objectives/work plans help us to deliver a quality service	66	66	65	74	66	69	67
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	54	54	51	63	55	59	55

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status	NSW Health Overall	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contra	Agency	Casual	Contractor	
Respondents	55935	33986	13963	4639	203	2185	523	
Employee Engagement Index	68	68	67	76	70	72	74	

Your Workplace

44. Overall I am proud to be a part of this workplace	73	72	72	81	75	77	79
45. I would recommend my workplace as a good place to work	64	63	62	74	71	70	72
46. I feel motivated to contribute more than what is normally required at work	67	66	65	77	70	71	74
47. I have a strong sense of belonging to my workplace	65	65	66	66	60	63	66
48. Overall I am satisfied to be working here at the present time	69	67	68	78	72	75	78
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	57	58	69	63	63	65
50. There is a positive culture in my workplace	53	52	51	66	64	59	64
51. Overall, I believe the culture at my workplace has improved in the last 12 months	39	41	35	38	40	40	40

Key At least 1 percentage points greater than overall score At least 1 percentage points less than overall score (r) Where group has less than 10 respondents more than 2 years At least 5 years but not more than 10 years At least 12 months but not NSW Health Overall 10 years or more **Length of Service** Respondents 11785 25873 Employee Engagement Index **Your Job** 1. My job makes good use of my skills and abilities 2. I feel I am able to suggest ideas to improve our ways of doing things 3. Working here makes me want to do the best job I can 4. The right amount of approvals are required for routine decisions 5. I have sufficient control over my work so I can do my job well 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

Key At least 1 percentage points greater than overall score At least 1 percentage points less than overall score (r) Where group has less than 10 respondents At least 12 months but not more than 2 years At least 5 years but not more than 10 years At least 2 years but not more than 5 years NSW Health Overall 10 years or more **Length of Service** 55935 4461 3886 9262 Respondents 11785 25873 Employee Engagement Index 68 66 80 74 69 67 **Your Team** The people I work with are willing to help each other even if this means doing something 69 78 71 66 69 68 outside their usual job 8. In my team we generally acknowledge one another's efforts and achievements 70 71 68 67 70 64 75 9. People in my team are honest and open 68 63 61 64 53 62 53 10. My team resolves conflict quickly when it arises 56 50 **52** 53 69 60 54 50 11. Morale is good in my team

At least 1 percentage points less than overall score Key At least 1 percentage points greater than overall score (r) Where group has less than 10 respondents more than 2 years At least 5 years but not more than 10 years At least 12 months but not 10 years or more **Length of Service** 55935 4461 3886 9262 Respondents 11785 25873 Employee Engagement Index 68 80 69 66 67 74 **Being Valued** 12. I believe I am valued for what I can offer at my workplace 63 75 69 63 60 57 70 62 13. In my workplace, we recognise our successes and innovations 57 14. Staff are treated respectfully regardless of their job 62 **77** 69 62

Key At least 1 percentage points greater than overall score At least 1 percentage points less than overall score (r) Where group has less than 10 respondents more than 2 years At least 5 years but not more than 10 years At least 12 months but not NSW Health Overall 10 years or more **Length of Service** Respondents 11785 25873 Employee Engagement Index **Your Line Manager** 15a. recognises and acknowledges when I have done my job well 15b. treats all staff in my team fairly 15c. ensures that when issues are raised in the team, they are addressed 15d. treats me with respect 16. I receive regular and constructive feedback on my performance 17. Overall, I have confidence in the decisions made by my line manager

Key At least 1 percentage points greater than overall score At least 1 percentage points less than overall score (r) Where group has less than 10 respondents more than 2 years At least 5 years but not more than 10 years At least 12 months but not NSW Health Overall 10 years or more **Length of Service** Respondents 11785 25873 Employee Engagement Index **Senior Managers** 18a. are aware of the issues I face in my job 18b. have a clear direction for the future **18c.** lead by example in creating a positive workplace 19. There is a positive relationship between senior management and staff in my workplace 20. Overall, I have confidence in the decisions made by my senior managers Senior managers in my organisation are honest, open and transparent in their dealings with staff 22. My organisation is making the necessary decisions to meet our future challenges

Key At least 1 percentage points greater than overall score At least 1 percentage points less than overall score (r) Where group has less than 10 respondents more than 2 years At least 5 years but not more than 10 years At least 2 years but not more than 5 years At least 12 months but not NSW Health Overall 10 years or more **Length of Service** 9262 Respondents 55935 4461 3886 11785 25873 Employee Engagement Index 68 66 80 74 69 67 Communication 23. I am kept well informed about what is happening in my workplace 50 67 56 52 48 46 58 51 46 43 24. I have a say in decisions which affect my work 25. I think it is safe to speak up and challenge the way things are done 51 62 57 51 48 49 59 **26.** Where I work, we share the lessons learnt when mistakes are made 70 65 61 57 27a. I am aware of the strategic objectives and direction of the organisation I work for 58 68 62 59 55 62 27b. I am aware of how my work contributes to the overall strategic objectives of my organisation 72 66 62 59

Key	At least 1 percentage points greater than overall score	t 1 percer	ntage po	oints less	s than o	verall sc	core	(r) Where group has less than 10 respon-
	Length of Service	NSW Health Overall	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	10 years or more	
	Respondents	55935	4461	3886	9262	11785	25873	
	Employee Engagement Index	68	80	74	69	66	67	
Training	and Development Opportunities							
28. I have rec	ceived the appropriate training and development to do my job effectively	73	73	75	72	71	73	
29. I am giver safety, DE	n the opportunity to complete my annual mandatory training requirements e.g. Fire ETECT (Between the Flags) as a part of my every day work	68	74	74	71	68	65	
	ouraged to take opportunities to learn new skills and have new experiences	60	72	68	62	57	57	

Key At least 1 percentage points greater than overall score At least 1 percentage points less than overall score (r) Where group has less than 10 respondents more than 2 years At least 5 years but not more than 10 years At least 12 months but not NSW Health Overall 10 years or more **Length of Service** Respondents 11785 25873 Employee Engagement Index **Work Environment** 31. I have confidence in the processes that my workplace uses to resolve staff conflict 32. I am able to achieve a healthy work/life balance most of the time 33. There are mechanisms in place to support me if I experience stress or pressure **34.** Reasonable expectations are placed on staff according to their position 35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors 36. My workplace enables strong professional leadership

At least 1 percentage points less than overall score Key At least 1 percentage points greater than overall score (r) Where group has less than 10 respondents more than 2 years At least 5 years but not more than 10 years At least 12 months but not 10 years or more **Length of Service** 55935 4461 3886 9262 Respondents 11785 25873 Employee Engagement Index 68 69 66 67 80 74 **Unacceptable Behaviour** 38a. know how to report occurrences of these types of behaviour? 85 82 85 89 **38b.** have confidence that if you report these behaviours they will be responded to appropriately? 47 48

Key At least 1 percentage points greater than overall score At least 1 percentage points less than overall score (r) Where group has less than 10 respondents more than 2 years At least 5 years but not more than 10 years At least 12 months but not NSW Health Overall 10 years or more **Length of Service** 55935 Respondents 4461 3886 9262 11785 25873 **Employee Engagement Index** 66 68 80 74 69 67 **Service Delivery** My work environment allows me to deliver the best possible services (patient care or support 62 73 63 67 60 60 40. In my workplace patient safety is at the centre of all decision making 69 76 71 69 68 69 66 75 41. My team's objectives/ work plans are clearly outlined 70 67 64 67 65 42. Our objectives/work plans help us to deliver a quality service 66 76 70 64 At my workplace there is a good balance between delivering services and monitoring service delivery 54 67 60 56 52

Key At least 1 percentage points greater than overall score At least 1 percentage points less than overall score (r) Where group has less than 10 respondents more than 2 years At least 5 years but not more than 10 years At least 2 years but not more than 5 years At least 12 months but not NSW Health Overall 10 years or more **Length of Service** Respondents 11785 25873 Employee Engagement Index **Your Workplace** 44. Overall I am proud to be a part of this workplace 45. I would recommend my workplace as a good place to work **46.** I feel motivated to contribute more than what is normally required at work 47. I have a strong sense of belonging to my workplace 48. Overall I am satisfied to be working here at the present time Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour **50.** There is a positive culture in my workplace 51. Overall, I believe the culture at my workplace has improved in the last 12 months

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender	NSW Health Overall	Male	Female	Prefer not to say	
Respondents	55935	11141	39000	2401	
Employee Engagement Index	68	68	70	41	

Your Job

1.	My job makes good use of my skills and abilities	81	79	83	59
2.	I feel I am able to suggest ideas to improve our ways of doing things	69	68	71	44
3.	Working here makes me want to do the best job I can	72	70	75	46
4.	The right amount of approvals are required for routine decisions	52	48	54	31
5.	I have sufficient control over my work so I can do my job well	65	64	67	41
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	62	64	63	37

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender	NSW Health Overall	Male	Female	Prefer not to say
Respondents	55935	11141	39000	2401
Employee Engagement Index	68	68	70	41

Your Team

7.	The people I work with are willing to help each other even if this means doing something outside their usual job	69	71	69	52
8.	In my team we generally acknowledge one another's efforts and achievements	70	71	71	51
9.	People in my team are honest and open	64	68	64	45
10.	My team resolves conflict quickly when it arises	53	57	53	37
11.	Morale is good in my team	53	55	53	32

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender Respondents	NSW Health Overall			Prefer not to say	
Respondents	33933	11141	39000	2401	
Employee Engagement Index	68	68	70	41	

Being Valued

12. I believe I am valued for what I can offer at my workplace	63	64	64	36
13. In my workplace, we recognise our successes and innovations	57	57	59	33
14. Staff are treated respectfully regardless of their job	62	63	63	35

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender	NSW Health Overall	Male	Female	Prefer not to say
Respondents	55935	11141	39000	2401
Employee Engagement Index	68	68	70	41

Your Line Manager

15a. recognises and acknowledges when I have done my job well	65	66	66	44
15b. treats all staff in my team fairly	62	66	63	39
15c. ensures that when issues are raised in the team, they are addressed	61	64	62	38
15d. treats me with respect	76	76	78	53
16. I receive regular and constructive feedback on my performance	52	53	53	33
17. Overall, I have confidence in the decisions made by my line manager	63	65	65	38

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender	NSW Health Overall	Male	Female	Prefer not to say
Respondents	55935	11141	39000	2401
Employee Engagement Index	68	68	70	41

Senior Managers

18a. are aware of the issues I face in my job	46	49	47	27
18b. have a clear direction for the future	45	44	46	24
18c. lead by example in creating a positive workplace	45	46	46	22
19. There is a positive relationship between senior management and staff in my workplace	42	44	43	20
20. Overall, I have confidence in the decisions made by my senior managers	46	46	47	22
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39	41	39	18
22. My organisation is making the necessary decisions to meet our future challenges	43	43	44	22

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender	NSW Health Overall	Male	Female	Prefer not to say	
Respondents	55935	11141	39000	2401	
Employee Engagement Index	68	68	70	41	

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23. I am kept well informed about what is happening in my workplace	50	51	51	27
24. I have a say in decisions which affect my work	46	48	47	24
25. I think it is safe to speak up and challenge the way things are done	51	53	52	24
26. Where I work, we share the lessons learnt when mistakes are made	59	61	60	36
27a. I am aware of the strategic objectives and direction of the organisation I work for	58	58	59	38
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	62	62	63	42

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender	NSW Health Overal	Male	Female	Prefer not to say	
Respondents	55935	11141	39000	2401	
Employee Engagement Index	68	68	70	41	

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	73	70	75	53	
29. 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	68	68	69	55	
30. I am encouraged to take opportunities to learn new skills and have new experiences	60	58	62	37	

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender	NSW Health Overal	Male	Female	Prefer not to say
Respondents	55935	11141	39000	2401
Employee Engagement Index	68	68	70	41

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	44	48	44	23
32. I am able to achieve a healthy work/life balance most of the time	65	64	67	44
33. There are mechanisms in place to support me if I experience stress or pressure	56	56	58	34
34. Reasonable expectations are placed on staff according to their position	57	59	57	32
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	66	71	47
36. My workplace enables strong professional leadership	52	52	54	26

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents



Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	85	83	86	80
38b. have confidence that if you report these behaviours they will be responded to appropriately?	47	48	48	24

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender	NSW Health Overal	Male	Female	Prefer not to say	
Respondents	55935	11141	39000	2401	
Employee Engagement Index	68	68	70	41	

Service Delivery

39.	My work environment allows me to deliver the best possible services (patient care or support services)	62	60	64	39
40.	In my workplace patient safety is at the centre of all decision making	69	65	72	49
41.	My team's objectives/ work plans are clearly outlined	66	64	68	45
42.	Our objectives/work plans help us to deliver a quality service	66	64	69	43
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	54	52	56	32

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender	NSW Health Overal	Male	Female	Prefer not to say	
Respondents	55935	11141	39000	2401	
Employee Engagement Index	68	68	70	41	

Your Workplace

44. Overall I am proud to be a part of this workplace	73	74	75	44
45. I would recommend my workplace as a good place to work	64	65	65	35
46. I feel motivated to contribute more than what is normally required at work	67	66	69	42
47. I have a strong sense of belonging to my workplace	65	66	67	40
48. Overall I am satisfied to be working here at the present time	69	69	70	41
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	60	60	35
50. There is a positive culture in my workplace	53	55	54	28
51. Overall, I believe the culture at my workplace has improved in the last 12 months	39	41	40	20

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group	NSW Health Overall	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	55935	2363	5240	5726	5751	6785	6976	8112	7179	4671	2656	
Employee Engagement Index	68	78	71	70	68	68	68	69	69	74	44	

Your Job

1. My job makes good use of my skills and abilities	81	85	82	82	81	81	81	80	81	84	61
2. I feel I am able to suggest ideas to improve our ways of doing things	69	68	69	71	70	70	69	70	71	73	45
3. Working here makes me want to do the best job I can	72	80	73	72	71	72	73	73	75	80	49
4. The right amount of approvals are required for routine decisions	52	66	56	52	51	50	51	50	52	57	33
5. I have sufficient control over my work so I can do my job well	65	73	67	67	66	64	64	65	65	72	44
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	^{ow} 62	68	64	64	64	63	62	62	62	64	39

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group	NSW Health Overall	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	55935	2363	5240	5726	5751	6785	6976	8112	7179	4671	2656

71 70 68

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	73	70	69	69	70	68	69	69	73	54
8. In my team we generally acknowledge one another's efforts and achievements	70	73	71	70	70	70	69	70	71	74	52
9. People in my team are honest and open	64	71	68	66	65	64	63	63	64	67	46
10. My team resolves conflict quickly when it arises	53	59	56	55	53	53	51	52	52	56	39
11. Morale is good in my team	53	68	58	56	54	53	51	51	50	55	33

Employee Engagement Index

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group	NSW Health Overall	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	55935	2363	5240	5726	5751	6785	6976	8112	7179	4671	2656	
Employee Engagement Index	68	78	71	70	68	68	68	69	69	74	44	

Being Valued

12. I believe I am valued for what I can offer at my workplace	63	71	65	65	63	63	62	63	64	69	37
13. In my workplace, we recognise our successes and innovations	57	67	61	60	58	57	56	56	56	60	34
14. Staff are treated respectfully regardless of their job	62	71	67	66	64	62	60	61	61	64	36

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group	NSW Health Overall	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	55935	2363	5240	5726	5751	6785	6976	8112	7179	4671	2656	
Employee Engagement Index	68	78	71	70	68	68	68	69	69	74	44	

Your Line Manager

15a. recognises and acknowledges when I have done my job well	65	73	69	69	68	66	64	63	63	66	46
15b. treats all staff in my team fairly	62	75	68	67	65	63	60	60	60	63	41
15c. ensures that when issues are raised in the team, they are addressed	61	74	67	66	63	61	59	59	58	62	41
15d. treats me with respect	76	86	82	81	79	76	74	74	75	77	55
16. I receive regular and constructive feedback on my performance	52	62	56	56	55	53	52	51	51	52	34
17. Overall, I have confidence in the decisions made by my line manager	63	77	70	69	66	64	61	61	61	63	41

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group	NSW Health Overall	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	55935	2363	5240	5726	5751	6785	6976	8112	7179	4671	2656
Employee Engagement Index	68	78	71	70	68	68	68	69	69	74	44

Senior Managers

18a. are aware of the issues I face in my job	46	57	50	47	48	45	47	46	45	48	30
18b. have a clear direction for the future	45	59	49	48	46	46	43	43	42	44	25
18c. lead by example in creating a positive workplace	45	62	51	49	47	45	43	43	42	44	23
19. There is a positive relationship between senior management and staff in my workplace	42	61	49	46	44	42	40	40	39	41	22
20. Overall, I have confidence in the decisions made by my senior managers	46	65	53	51	47	45	44	43	42	44	24
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39	59	46	44	41	38	37	36	34	37	19
22. My organisation is making the necessary decisions to meet our future challenges	43	59	48	47	44	43	41	41	40	42	24

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group	NSW Health Overall	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	55935	2363	5240	5726	5751	6785	6976	8112	7179	4671	2656
Employee Engagement Index	68	78	71	70	68	68	68	69	69	74	44

Communication

23. I am kept well informed about what is happening in my workplace	50	63	55	54	52	50	49	49	47	49	29
24. I have a say in decisions which affect my work	46	52	48	49	48	46	46	46	46	50	25
25. I think it is safe to speak up and challenge the way things are done	51	58	54	54	54	52	50	50	50	54	25
26. Where I work, we share the lessons learnt when mistakes are made	59	71	66	62	60	60	58	58	58	61	37
27a. I am aware of the strategic objectives and direction of the organisation I work for	58	65	60	59	58	57	57	58	59	61	41
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	62	69	64	62	61	61	60	62	62	67	45

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group	NSW Health Overall	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	55935	2363	5240	5726	5751	6785	6976	8112	7179	4671	2656
polovee Engagement Index	68	78	71	70	68	68	68	69	69	74	44

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	73	81	76	74	73	71	71	71	73	76	57
29. 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	68	75	71	70	70	68	67	66	67	71	59
30. I am encouraged to take opportunities to learn new skills and have new experiences	60	75	68	65	62	60	57	57	57	60	40

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group	NSW Health Overall	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	55935	2363	5240	5726	5751	6785	6976	8112	7179	4671	2656
Employee Engagement Index	68	78	71	70	68	68	68	69	69	74	44

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	44	60	51	48	47	44	42	42	41	44	24
32. I am able to achieve a healthy work/life balance most of the time	65	70	68	67	67	65	64	64	64	70	47
33. There are mechanisms in place to support me if I experience stress or pressure	56	65	60	58	58	57	56	56	55	60	36
34. Reasonable expectations are placed on staff according to their position	57	69	61	59	59	57	55	54	55	60	34
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	76	71	70	70	68	68	69	70	74	50
36. My workplace enables strong professional leadership	52	70	61	57	55	52	50	50	49	52	27

Key

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents



Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	85	75	79	81	83	85	87	87	89	90	82
38b. have confidence that if you report these behaviours they will be responded to appropriately?	47	55	50	48	48	46	46	46	47	52	26

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

	Age Group	NSW Health Overall	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	55935	2363	5240	5726	5751	6785	6976	8112	7179	4671	2656	
En	nployee Engagement Index	68	78	71	70	68	68	68	69	69	74	44	

Service Delivery

39. My work environment allows me to deliver the best possible services (patient care or support services)	62	73	64	63	62	61	61	62	62	67	42
40. In my workplace patient safety is at the centre of all decision making	69	77	71	67	68	68	69	70	72	75	52
41. My team's objectives/ work plans are clearly outlined	66	76	70	68	66	65	66	66	66	69	48
42. Our objectives/work plans help us to deliver a quality service	66	77	71	68	66	66	65	66	67	70	45
43. At my workplace there is a good balance between delivering services and monitoring service delivery	54	69	59	55	54	53	53	53	53	57	35

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group	NSW Health Overall	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	55935	2363	5240	5726	5751	6785	6976	8112	7179	4671	2656
Employee Engagement Index	68	78	71	70	68	68	68	69	69	74	44

Your Workplace

44. Overall I am proud to be a part of this workplace	73	83	76	75	74	73	72	73	73	78	48
45. I would recommend my workplace as a good place to work	64	77	69	68	65	64	62	63	62	67	37
46. I feel motivated to contribute more than what is normally required at work	67	77	70	68	66	66	66	68	68	72	44
47. I have a strong sense of belonging to my workplace	65	70	65	66	65	66	65	66	67	72	42
48. Overall I am satisfied to be working here at the present time	69	79	71	71	68	68	68	68	69	75	43
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	71	63	60	59	58	57	59	59	64	36
50. There is a positive culture in my workplace	53	71	60	56	54	52	51	51	52	57	30
51. Overall, I believe the culture at my workplace has improved in the last 12 months	39	46	41	41	41	41	39	39	38	40	22

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

orres Strait Islander

one of the above

refer not to say

(r) Where group has less than 10 respondents

Australian Aboriginal

₾.	Z	H	\triangleleft	Z	Australian Aboriginal
2685	50870	80	1685	55935	Respondents
44	70	65	69	68	Employee Engagement Index

Your Job

1.	My job makes good use of my skills and abilities	81	77	74	82	58
2.	I feel I am able to suggest ideas to improve our ways of doing things	69	68	64	70	44
3.	Working here makes me want to do the best job I can	72	73	69	74	48
4.	The right amount of approvals are required for routine decisions	52	58	61	52	33
5.	I have sufficient control over my work so I can do my job well	65	67	63	66	43
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	62	62	64	63	39

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian	Aboriginal

Australian Aboriginal	NSW Health Overall	Australian Aboriginal (Torres Strait Islander	None of the above	Prefer not to say	
Respondents	55935	1685	80	50870	2685	
Employee Engagement Index	68	69	65	70	44	

Your Team

7. The people I work with are willing to help each other even if this means doing someth outside their usual job	ing 69	65	54	70	52
8. In my team we generally acknowledge one another's efforts and achievements	70	68	63	71	51
9. People in my team are honest and open	64	62	61	65	47
10. My team resolves conflict quickly when it arises	53	52	46	53	38
11. Morale is good in my team	53	54	46	54	34

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents



Being Valued

12. I believe I am valued for what I can offer at my workplace	63	63	61	64	39
13. In my workplace, we recognise our successes and innovations	57	58	53	58	34
14. Staff are treated respectfully regardless of their job	62	58	54	63	36

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal	NSW Health Overall	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	55935	1685	80	50870	2685
Employee Engagement Index	68	69	65	70	44

Your Line Manager

15a. recognises and acknowledges when I have done my job well	65	66	61	66	45
15b. treats all staff in my team fairly	62	64	61	64	41
15c. ensures that when issues are raised in the team, they are addressed	61	62	53	62	40
15d. treats me with respect	76	75	71	77	53
16. I receive regular and constructive feedback on my performance	52	58	62	53	34
17. Overall, I have confidence in the decisions made by my line manager	63	65	61	65	41

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal	NSW Health Overall	Australian Aboriginal Origir	Torres Strait Islander	None of the above	Prefer not to say	
Respondents	55935	1685	80	50870	2685	
Employee Engagement Index	68	69	65	70	44	

Senior Managers

18a. are aware of the issues I face in my job	46	52	50	47	32
18b. have a clear direction for the future	45	50	50	45	26
18c. lead by example in creating a positive workplace	45	51	50	46	25
19. There is a positive relationship between senior management and staff in my workplace	42	47	44	43	24
20. Overall, I have confidence in the decisions made by my senior managers	46	49	43	46	25
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39	45	45	39	21
22. My organisation is making the necessary decisions to meet our future challenges	43	49	46	43	24

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

Torres Strait Islander None of the above Prefer not to say Respondents 55935 1685 80 50870 2685 Employee Engagement Index 68 69 65 70

Communication

23. I am kept well informed about what is happening in my workplace	50	49	50	51	29
24. I have a say in decisions which affect my work	46	49	51	47	25
25. I think it is safe to speak up and challenge the way things are done	51	53	51	52	28
26. Where I work, we share the lessons learnt when mistakes are made	59	57	54	60	38
27a. I am aware of the strategic objectives and direction of the organisation I work for	58	63	57	59	38
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	62	66	62	62	42

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal	NSW Health Overall	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	55935	1685	80	50870	2685
Employee Engagement Index	68	69	65	70	44

Training and Development Opportunities

28.	I have received the appropriate training and development to do my job effectively	73	71	68	74	53	
29.	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	68	72	64	69	53	
30.	I am encouraged to take opportunities to learn new skills and have new experiences	60	62	55	61	38	

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

orres Strait Islander

one of the above

refer not to say

(r) Where group has less than 10 respondents

	Heal
Australian Aboriginal	NSW

₾.	Z	\vdash	⋖	Z	Australian Aboriginal
2685	50870	80	1685	55935	Respondents
44	70	65	69	68	Employee Engagement Index

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	44	47	48	45	27
32. I am able to achieve a healthy work/life balance most of the time	65	66	60	66	45
33. There are mechanisms in place to support me if I experience stress or pressure	56	60	58	57	35
34. Reasonable expectations are placed on staff according to their position	57	58	53	58	34
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	69	63	70	46
36. My workplace enables strong professional leadership	52	55	49	53	29

Key

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents



Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	85	86	88	85	77
38b. have confidence that if you report these behaviours they will be responded to appropriately?	47	51	48	48	26

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal	NSW Health Overall	Australian Aboriginal Origi	Torres Strait Islander	None of the above	Prefer not to say
Respondents	55935	1685	80	50870	2685
Employee Engagement Index	68	69	65	70	44

Service	Delivery

39.	My work environment allows me to deliver the best possible services (patient care or support services)	62	67	63	63	41
40.	In my workplace patient safety is at the centre of all decision making	69	72	71	70	52
41.	My team's objectives/ work plans are clearly outlined	66	68	68	67	45
42.	Our objectives/work plans help us to deliver a quality service	66	68	69	67	45
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	54	61	60	55	34

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal	NSW Health Overall	Australian Aboriginal (Torres Strait Islander	None of the above	Prefer not to say	
Respondents	55935	1685	80	50870	2685	
Employee Engagement Index	68	69	65	70	44	

Your Workplace

44. Overall I am proud to be a part of this workplace	73	74	69	75	48
45. I would recommend my workplace as a good place to work	64	65	64	65	39
46. I feel motivated to contribute more than what is normally required at work	67	68	65	68	44
47. I have a strong sense of belonging to my workplace	65	65	61	67	42
48. Overall I am satisfied to be working here at the present time	69	69	66	70	44
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	59	60	60	37
50. There is a positive culture in my workplace	53	54	54	54	31
51. Overall, I believe the culture at my workplace has improved in the last 12 months	39	47	48	40	25

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability	NSW Health Overall	Yes	ON	Prefer not to say
Respondents	55935	1160	52673	1613
Employee Engagement Index	68	58	70	40

Your Job

1.	My job makes good use of my skills and abilities	81	69	82	53
2.	I feel I am able to suggest ideas to improve our ways of doing things	69	59	70	40
3.	Working here makes me want to do the best job I can	72	62	74	45
4.	The right amount of approvals are required for routine decisions	52	45	52	30
5.	I have sufficient control over my work so I can do my job well	65	57	66	37
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	62	52	63	35

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Dischility	NSW Health Overall	Yes	0	Prefer not to say	
Disability	ž	×	Š	P	
Respondents	55935	1160	52673	1613	

Respondents	55935	1160	52673	1613
Employee Engagement Index	68	58	70	40

Your Team

	The people I work with are willing to help each other even if this means doing something outside their usual job	69	58	70	51
8.	In my team we generally acknowledge one another's efforts and achievements	70	60	71	49
9.	People in my team are honest and open	64	55	65	42
10.	My team resolves conflict quickly when it arises	53	45	53	35
11.	Morale is good in my team	53	44	54	30

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability Respondents	NSW Health Overall	\$ > \ \	O Z	Prefer not to say	
Respondents	55935	1160	52673	1013	
Employee Engagement Index	68	58	70	40	

Being Valued

12. I believe I am valued for what I can offer at my workplace	63	52	64	36
13. In my workplace, we recognise our successes and innovations	57	48	58	31
14. Staff are treated respectfully regardless of their job	62	51	63	33

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability	NSW Health Overall	Yes	o _Z	Prefer not to say
Respondents	55935	1160	52673	1613
Employee Engagement Index	68	58	70	40

Your Line Manager

15a. recognises and acknowledges when I have done my job well	65	56	66	43
15b. treats all staff in my team fairly	62	55	63	38
15c. ensures that when issues are raised in the team, they are addressed	61	53	62	37
15d. treats me with respect	76	66	77	49
16. I receive regular and constructive feedback on my performance	52	43	53	32
17. Overall, I have confidence in the decisions made by my line manager	63	55	64	38

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability	NSW Health Overall	Yes	o Z	Prefer not to say
Respondents	55935	1160	52673	1613
Employee Engagement Index	68	58	70	40

Senior Managers

18a. are aware of the issues I face in my job	46	41	47	27
18b. have a clear direction for the future	45	38	45	24
18c. lead by example in creating a positive workplace	45	38	46	23
19. There is a positive relationship between senior management and staff in my workplace	42	36	43	22
20. Overall, I have confidence in the decisions made by my senior managers	46	40	46	22
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39	33	39	20
22. My organisation is making the necessary decisions to meet our future challenges	43	37	43	21

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability	NSW Health Overa	Yes	o Z	Prefer not to say
Respondents	55935	1160	52673	1613
Employee Engagement Index	68	58	70	40

Communication

23. I am kept well informed about what is happening in my workplace	50	42	51	25
24. I have a say in decisions which affect my work	46	38	47	24
25. I think it is safe to speak up and challenge the way things are done	51	40	52	26
26. Where I work, we share the lessons learnt when mistakes are made	59	50	60	34
27a. I am aware of the strategic objectives and direction of the organisation I work for	58	51	59	34
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	62	55	62	37

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability	NSW Health Overal	Yes	0 N	Prefer not to say
Respondents	55935	1160	52673	1613
Employee Engagement Index	68	58	70	40

Training and Development Opportunities

28.	I have received the appropriate training and development to do my job effectively	73	62	74	50
29.	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	68	60	69	49
30.	I am encouraged to take opportunities to learn new skills and have new experiences	60	49	61	35

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability	NSW Health Overa	Yes	o _N	Prefer not to say
Respondents	55935	1160	52673	1613
Employee Engagement Index	68	58	70	40

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	44	36	45	23
32. I am able to achieve a healthy work/life balance most of the time	65	54	66	39
33. There are mechanisms in place to support me if I experience stress or pressure	56	49	57	31
34. Reasonable expectations are placed on staff according to their position	57	45	58	29
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	61	70	40
36. My workplace enables strong professional leadership	52	43	53	25

This section shows the % positive scores for different demographic groups within your Business Unit.

Key

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents



Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	85	82	85	76
38b. have confidence that if you report these behaviours they will be responded to appropriately?	47	37	48	24

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability	NSW Health Overall	Yes	ON.	Prefer not to say
Respondents	55935	1160	52673	1613
Employee Engagement Index	68	58	70	40

Service Delivery

.39	My work environment allows me to deliver the best possible services (patient care or support services)	62	53	63	37
40 .	In my workplace patient safety is at the centre of all decision making	69	62	70	47
41. 1	My team's objectives/ work plans are clearly outlined	66	55	67	40
42. (Our objectives/work plans help us to deliver a quality service	66	56	67	40
	At my workplace there is a good balance between delivering services and monitoring service delivery	54	46	55	31

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability	NSW Health Overall	Yes	ON.	Prefer not to say
Respondents	55935	1160	52673	1613
Employee Engagement Index	68	58	70	40

Your Workplace

44. Overall I am proud to be a part of this workplace	73	64	75	43
45. I would recommend my workplace as a good place to work	64	53	65	35
46. I feel motivated to contribute more than what is normally required at work	67	56	68	41
47. I have a strong sense of belonging to my workplace	65	56	66	38
48. Overall I am satisfied to be working here at the present time	69	57	70	39
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	52	60	33
50. There is a positive culture in my workplace	53	46	54	27
51. Overall, I believe the culture at my workplace has improved in the last 12 months	39	38	40	22

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

English Speaking backg	ground	Z	>	Z	۵
Re	espondents	55935	45255	8673	1472
Employee Engage	ement Index	68	69	72	40

Your Job

1.	My job makes good use of my skills and abilities	81	81	83	53
2.	I feel I am able to suggest ideas to improve our ways of doing things	69	69	71	39
3.	Working here makes me want to do the best job I can	72	73	75	42
4.	The right amount of approvals are required for routine decisions	52	50	64	32
5.	I have sufficient control over my work so I can do my job well	65	65	70	40
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	62	62	66	36

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

 Peaking Background
 Second Packground
 Second Packground

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	Οι	41	16	alli

7. The people I work with are willing to help each other even if this means doing somethic outside their usual job	ing 69	69	69	49
8. In my team we generally acknowledge one another's efforts and achievements	70	70	72	47
9. People in my team are honest and open	64	65	63	40
10. My team resolves conflict quickly when it arises	53	52	59	37
11. Morale is good in my team	53	52	61	32

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background Respondents 55935 45255 8673 1472 Employee Engagement Index 68 69 72 40

Being Valued

12. I believe I am valued for what I can offer at my workplace	63	63	69	38
13. In my workplace, we recognise our successes and innovations	57	57	63	32
14. Staff are treated respectfully regardless of their job	62	62	68	34

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

Your Line Manager

15a. recognises and acknowledges when I have done my job well	65	65	69	43
15b. treats all staff in my team fairly	62	63	66	37
15c. ensures that when issues are raised in the team, they are addressed	61	61	68	37
15d. treats me with respect	76	77	78	47
16. I receive regular and constructive feedback on my performance	52	52	59	32
17. Overall, I have confidence in the decisions made by my line manager	63	64	67	37

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

English Spea	iking background	Z	>	Z	۵
	Respondents	55935	45255	8673	1472
E	mplovee Engagement Index	68	69	72	40

Senior Managers

18a. are aware of the issues I face in my job	46	45	54	29
18b. have a clear direction for the future	45	44	52	25
18c. lead by example in creating a positive workplace	45	44	53	25
19. There is a positive relationship between senior management and staff in my workplace	42	41	52	24
20. Overall, I have confidence in the decisions made by my senior managers	46	45	54	24
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	39	38	48	21
22. My organisation is making the necessary decisions to meet our future challenges	43	42	51	23

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

English Speaking Background	ž	×	ž	<u>P</u>
Respondents	55935	45255	8673	1472
Employee Engagement Index	68	69	72	40

Communication

23. I am kept well informed about what is happening in my workplace	50	49	59	29
24. I have a say in decisions which affect my work	46	45	54	26
25. I think it is safe to speak up and challenge the way things are done	51	51	56	27
26. Where I work, we share the lessons learnt when mistakes are made	59	59	67	35
27a. I am aware of the strategic objectives and direction of the organisation I work for	58	57	65	37
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	62	61	69	40

This section shows the % positive scores for different demographic groups within your Business Unit.

Key

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

Respondents	55935	45255	8673	1472
Employee Engagement Index	68	69	72	40

Training and Development Opportunities

28.	I have received the appropriate training and development to do my job effectively	73	73	76	50
29.	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	68	67	77	55
30.	I am encouraged to take opportunities to learn new skills and have new experiences	60	59	66	35

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

 English Speaking Background
 2
 2
 3
 6

 Respondents
 55935
 45255
 8673
 1472

 Employee Engagement Index
 68
 69
 72
 40

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	44	42	56	28
32. I am able to achieve a healthy work/life balance most of the time	65	66	68	40
33. There are mechanisms in place to support me if I experience stress or pressure	56	57	57	30
34. Reasonable expectations are placed on staff according to their position	57	56	64	31
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	70	70	40
36. My workplace enables strong professional leadership	52	52	59	27

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents



 Respondents
 55935
 45255
 8673
 1472

 Employee Engagement Index
 68
 69
 72
 40

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	85	87	77	74
38b. have confidence that if you report these behaviours they will be responded to appropriately?	47	47	49	26

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

Service Delivery

39.	My work environment allows me to deliver the best possible services (patient care or support services)	62	61	71	38
40.	In my workplace patient safety is at the centre of all decision making	69	69	76	48
41.	My team's objectives/ work plans are clearly outlined	66	66	72	41
42.	Our objectives/work plans help us to deliver a quality service	66	66	73	41
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	54	53	63	32

At least 1 percentage points greater than overall score

At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

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 Section
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Respondents	55935	45255	8673	14
Employee Engagement Index	68	69	72	4

Your Workplace

44. Overall I am proud to be a part of this workplace	73	74	77	44
45. I would recommend my workplace as a good place to work	64	64	69	35
46. I feel motivated to contribute more than what is normally required at work	67	67	70	39
47. I have a strong sense of belonging to my workplace	65	65	70	39
48. Overall I am satisfied to be working here at the present time	69	69	73	38
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	59	64	33
50. There is a positive culture in my workplace	53	52	62	30
51. Overall, I believe the culture at my workplace has improved in the last 12 months	39	38	51	24

Guide to 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 30th March to 24th April 2015. Paper surveys were accepted until the 1st of May 2015. 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.

Comparative data

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

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%.

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 fifty respondents from each demographic.

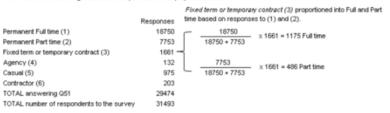
Confidence Intervals

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.

Rounding

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at April 2015. 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).

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



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

$$\frac{1850 + 1175}{29474} \times 31493 = 21290$$
 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 rumber of Part time responses by 0.33.

Action Planning

Asking our employees for their feedback is the first step towards improving the employee experience. The next step is to implement changes. Please use the information in this report to help decide what you and your team need to change.

This simple form is one way you can record the actions and changes you plan to make within your team.

Top 3 areas to focus on		Celebrate! What three things are working well?			
		1			
		2			
		3			
What	How	Who	When		
needs to be improved?	will this be achieved?	is going to make this happen?	will this be achieved?		