

2013 YourSay Workplace Survey

LHD Report



Sydney Children's Hospitals Network

This Report

This report provides Sydney Children's Hospitals Network with data from the 2013 YourSay Workplace Survey. It summarises staff views and presents comparative data to help put the results into perspective.

Response Rates

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

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

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

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

Confidence Intervals

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

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

Results

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

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

Comparative data

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

Anonymity

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

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

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1,850

2011: 2,205

ACTUAL RESPONSES

37%

2011: 46%

2% Confidence Interval

ESTIMATED RESPONSE RATE

73%

2011: 77%

ENGAGEMENT INDEX

54%

2011: 56%

WORKPLACE CULTURE INDEX

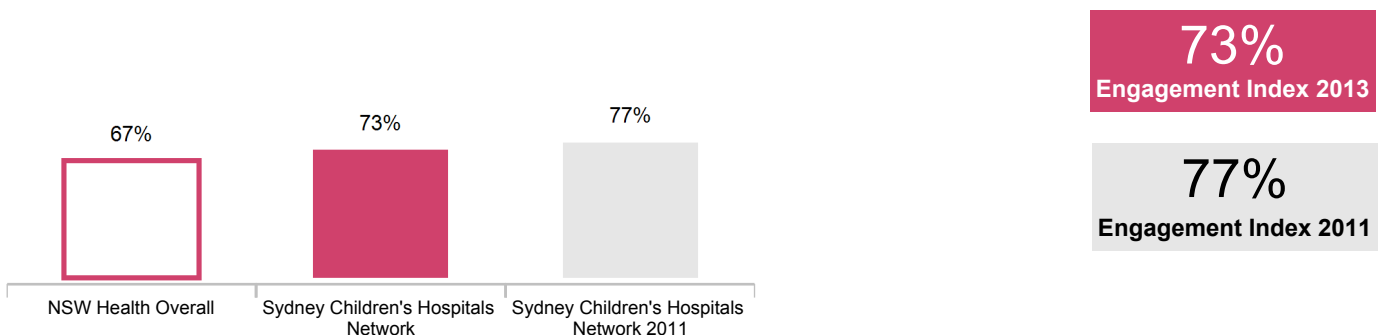
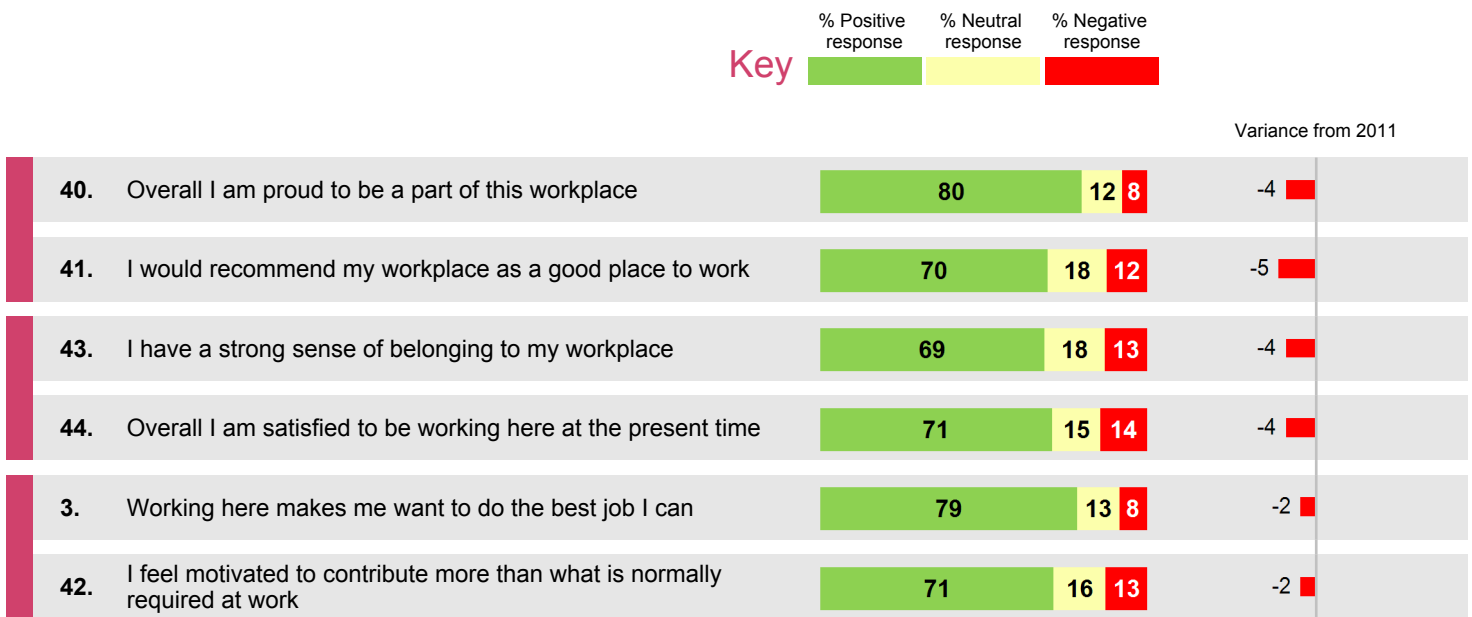
Employee Engagement Index

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

The three elements of Employee Engagement

- Say** Strongly advocating the organisation
- Stay** An emotional commitment to the organisation and a desire to stay
- Strive** Providing sustained additional effort in line with organisational goals

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

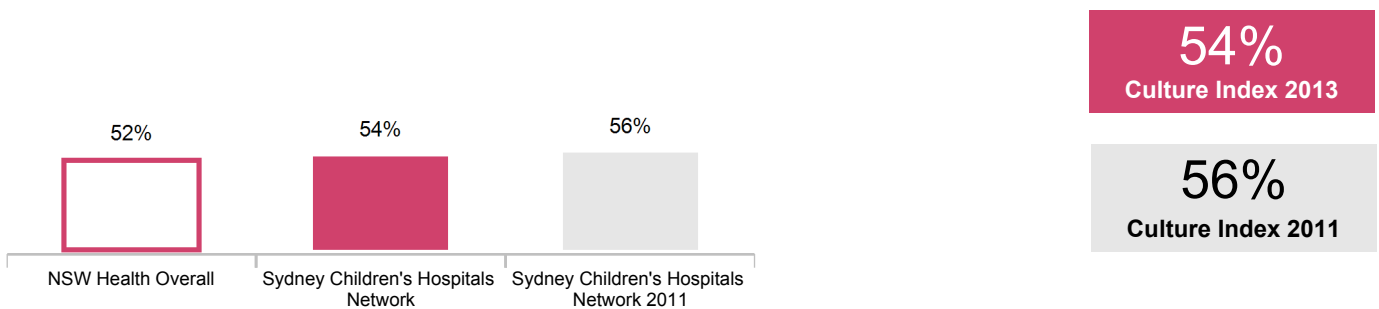


Employee Workplace Culture Index

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

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

	Key			Variance from 2011
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	58	19	23	+1
12. I believe I am valued for what I can offer at my workplace	64	17	19	-4
13. In my workplace, we recognise our successes and innovations	61	22	17	-3
14. Staff are treated respectfully regardless of their job	67	15	18	-1
17. Overall, I have confidence in the decisions made by my line manager	66	17	17	-2
18b. The senior managers at my workplace ... have a clear direction for the future	41	34	25	-2
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	30	29	-4
20. Overall, I have confidence in the decisions made by my senior managers	44	31	25	-6
22. I have a say in decisions which affect my work	47	25	28	-2
23. I think it is safe to speak up and challenge the way things are done	53	20	27	-3
24a. Where I work, we share the lessons learnt when mistakes are made	60	23	18	-2
28. I have confidence in the processes that my workplace uses to resolve staff conflict	45	28	27	0
37. My team's objectives/work plans are clearly outlined	69	20	11	-1
38. Our objectives/work plans help us to deliver a quality service	70	21	8	0
46. Overall, I believe the culture at my workplace has improved in the last 12 months	28	41	31	-2



Drivers of Engagement

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

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

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

Drivers of Employee Engagement		Impact (on Employee Engagement)	% Positive	NSW Health Overall % positive score	Sydney Children's Hospitals Network 2011 % positive score
		<i>Greatest</i>			
46.	Overall, I believe the culture at my workplace has improved in the last 12 months		28	36	30
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace		41	41	45
22.	I have a say in decisions which affect my work		47	46	49
20.	Overall, I have confidence in the decisions made by my senior managers		44	42	50
19.	There is a positive relationship between senior management and staff in my workplace		40	40	45
45.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour		61	56	

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	75
Your Job	68
Service Delivery	66

Questions

	% Positive
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	85
1. My job makes good use of my skills and abilities	82
40. Overall I am proud to be a part of this workplace	80
3. Working here makes me want to do the best job I can	79
15d. My line manager ... treats me with respect	78

Lowlights

Sections

	% Positive
Senior Managers	41
Communication	55
Work Environment	58

Questions

	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	28
19. There is a positive relationship between senior management and staff in my workplace	40
18a. The senior managers at my workplace ... are aware of the issues I face in my job	40
18b. The senior managers at my workplace ... have a clear direction for the future	41
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41

Most Improved and Least Improved since 2011

This section shows the three most improved sections and five most improved questions since 2011. It also shows the three sections and five questions that have least improved since 2011.

Most improved

Sections	% Positive	Variance from 2011
Your Team	65	+1
Work Environment	58	0

Questions	% Positive	Variance from 2011
7. The people I work with are willing to help each other even if this means doing something outside their usual job	73	+1
9. People in my team are honest and open	68	+1
11. Morale is good in my team	58	+1
16. I receive regular and constructive feedback on my performance	50	+1
30. There are mechanisms in place to support me if I experience stress or pressure	53	+1

Least improved

Sections	% Positive	Variance from 2011
Senior Managers	41	-4
Your Workplace	64	-4
Being valued	64	-3

Questions	% Positive	Variance from 2011
20. Overall, I have confidence in the decisions made by my senior managers	44	-6
19. There is a positive relationship between senior management and staff in my workplace	40	-5
21. I am kept well informed about what is happening in my workplace	55	-5
41. I would recommend my workplace as a good place to work	70	-5
12. I believe I am valued for what I can offer at my workplace	64	-4

Trend Comparison

This section shows comparisons between Sydney Children's Hospitals Network and the 2011 survey results for Sydney Children's Hospitals Network.



- 11% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 22% ■ Proportion of questions inline with the 2011 scores
- 67% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
7. The people I work with are willing to help each other even if this means doing something outside their usual job	73	+1
9. People in my team are honest and open	68	+1
11. Morale is good in my team	58	+1
16. I receive regular and constructive feedback on my performance	50	+1
30. There are mechanisms in place to support me if I experience stress or pressure	53	+1
2. I feel I am able to suggest ideas to improve our ways of doing things	72	0
8. In my team we generally acknowledge one another's efforts and achievements	73	0
10. My team resolves conflict quickly when it arises	53	0
15b. My line manager ... treats all staff in my team fairly	64	0
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	64	0
25. I have received the appropriate training and development to do my job effectively	75	0
27. I am encouraged to take opportunities to learn new skills and have new experiences	66	0
28. I have confidence in the processes that my workplace uses to resolve staff conflict	45	0
29. I am able to achieve a healthy work/life balance most of the time	62	0
38. Our objectives/work plans help us to deliver a quality service	70	0
1. My job makes good use of my skills and abilities	82	-1

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	% Positive	Variance from 2011
5. I have sufficient control over my work so I can do my job well	66	-1
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	63	-1
14. Staff are treated respectfully regardless of their job	67	-1
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	85	-1
31. Reasonable expectations are placed on staff according to their position	59	-1
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	71	-1
36. In my workplace patient safety is at the centre of all decision making	73	-1
37. My team's objectives/work plans are clearly outlined	69	-1
3. Working here makes me want to do the best job I can	79	-2
15a. My line manager ... recognises and acknowledges when I have done my job well	66	-2
15d. My line manager ... treats me with respect	78	-2
17. Overall, I have confidence in the decisions made by my line manager	66	-2
18b. The senior managers at my workplace ... have a clear direction for the future	41	-2
22. I have a say in decisions which affect my work	47	-2
24a. Where I work, we share the lessons learnt when mistakes are made	60	-2
42. I feel motivated to contribute more than what is normally required at work	71	-2

Trend Comparison

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	% Positive	Variance from 2011
46. Overall, I believe the culture at my workplace has improved in the last 12 months	28	-2 ■
13. In my workplace, we recognise our successes and innovations	61	-3 ■
23. I think it is safe to speak up and challenge the way things are done	53	-3 ■
35. My work environment allows me to deliver the best possible services (patient care or support services)	63	-3 ■
12. I believe I am valued for what I can offer at my workplace	64	-4 ■
18a. The senior managers at my workplace ... are aware of the issues I face in my job	40	-4 ■
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	-4 ■
40. Overall I am proud to be a part of this workplace	80	-4 ■
43. I have a strong sense of belonging to my workplace	69	-4 ■
44. Overall I am satisfied to be working here at the present time	71	-4 ■
19. There is a positive relationship between senior management and staff in my workplace	40	-5 ■
21. I am kept well informed about what is happening in my workplace	55	-5 ■
41. I would recommend my workplace as a good place to work	70	-5 ■
20. Overall, I have confidence in the decisions made by my senior managers	44	-6 ■

External Comparison

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



- 49% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 10% ■ Proportion of questions inline with the benchmark
- 41% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	85	■ +8
17. Overall, I have confidence in the decisions made by my line manager	66	■ +7
40. Overall I am proud to be a part of this workplace	80	■ +7
41. I would recommend my workplace as a good place to work	70	■ +7
42. I feel motivated to contribute more than what is normally required at work	71	■ +7
15b. My line manager ... treats all staff in my team fairly	64	■ +6
21. I am kept well informed about what is happening in my workplace	55	■ +6
7. The people I work with are willing to help each other even if this means doing something outside their usual job	73	■ +5
22. I have a say in decisions which affect my work	47	■ +5
14. Staff are treated respectfully regardless of their job	67	■ +4
15a. My line manager ... recognises and acknowledges when I have done my job well	66	■ +4
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	64	■ +4
15d. My line manager ... treats me with respect	78	■ +4
19. There is a positive relationship between senior management and staff in my workplace	40	■ +4
20. Overall, I have confidence in the decisions made by my senior managers	44	■ +4
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	■ +3
27. I am encouraged to take opportunities to learn new skills and have new experiences	66	■ +3

External Comparison

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- 10% ■ Proportion of questions inline with the benchmark
- 41% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
43. I have a strong sense of belonging to my workplace	69	+3
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	61	+3
11. Morale is good in my team	58	+2
13. In my workplace, we recognise our successes and innovations	61	+2
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	71	+2
3. Working here makes me want to do the best job I can	79	+1
9. People in my team are honest and open	68	+1
16. I receive regular and constructive feedback on my performance	50	+1
23. I think it is safe to speak up and challenge the way things are done	53	0
24a. Where I work, we share the lessons learnt when mistakes are made	60	0
36. In my workplace patient safety is at the centre of all decision making	73	0
38. Our objectives/work plans help us to deliver a quality service	70	0
44. Overall I am satisfied to be working here at the present time	71	0
1. My job makes good use of my skills and abilities	82	-1
2. I feel I am able to suggest ideas to improve our ways of doing things	72	-1
8. In my team we generally acknowledge one another's efforts and achievements	73	-1
28. I have confidence in the processes that my workplace uses to resolve staff conflict	45	-1

External Comparison

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



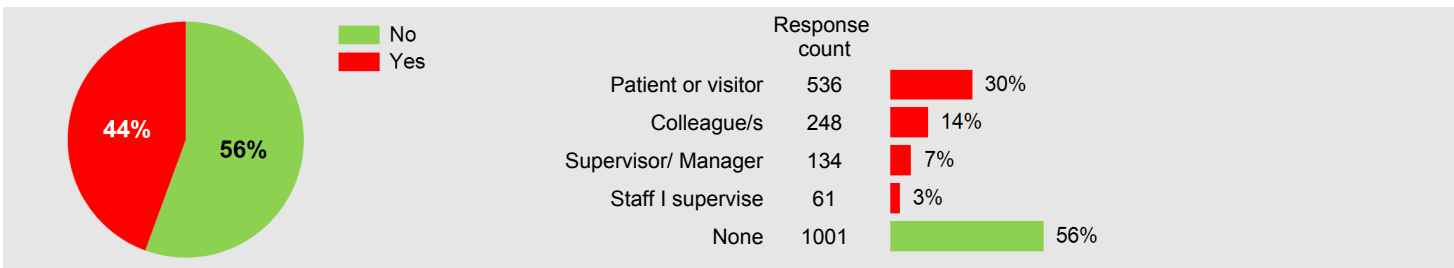
- 49% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 10% ■ Proportion of questions inline with the benchmark
- 41% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
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	63	-2 ■
12. I believe I am valued for what I can offer at my workplace	64	-2 ■
31. Reasonable expectations are placed on staff according to their position	59	-2 ■
37. My team's objectives/work plans are clearly outlined	69	-2 ■
10. My team resolves conflict quickly when it arises	53	-3 ■
18b. The senior managers at my workplace ... have a clear direction for the future	41	-3 ■
24b. I am aware of the strategic objectives and direction of the organisation I work for	58	-3 ■
25. I have received the appropriate training and development to do my job effectively	75	-3 ■
35. My work environment allows me to deliver the best possible services (patient care or support services)	63	-3 ■
18a. The senior managers at my workplace ... are aware of the issues I face in my job	40	-4 ■
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	58	-5 ■
39. At my workplace there is a good balance between delivering services and monitoring service delivery	53	-5 ■
5. I have sufficient control over my work so I can do my job well	66	-6 ■
29. I am able to achieve a healthy work/life balance most of the time	62	-6 ■
30. There are mechanisms in place to support me if I experience stress or pressure	53	-6 ■
4. The right amount of approvals are required for routine decisions	47	-10 ■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	28	-10 ■

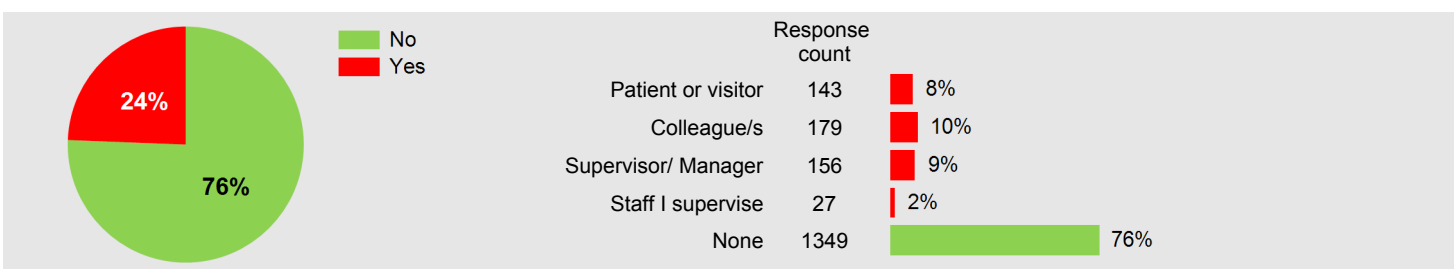
Unacceptable Behaviour

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

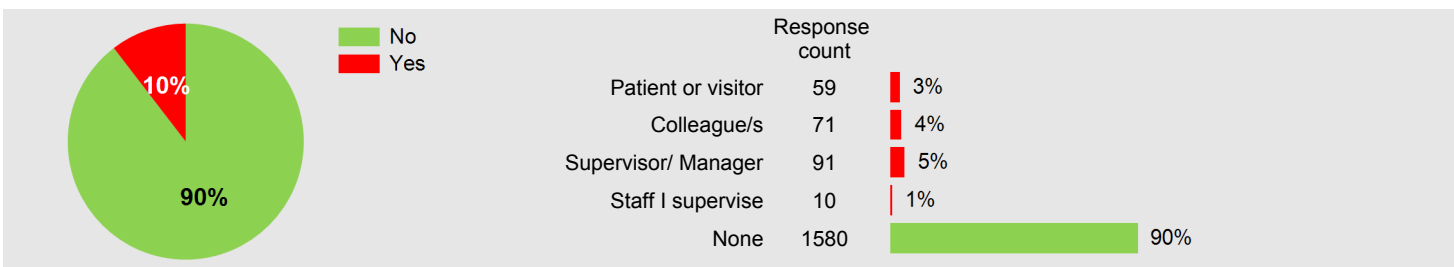
33a. In the last 12 months, I have been verbally abused by a ...



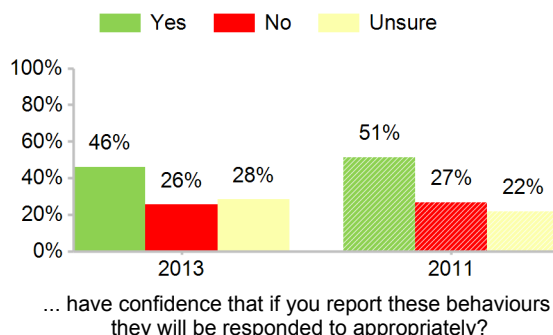
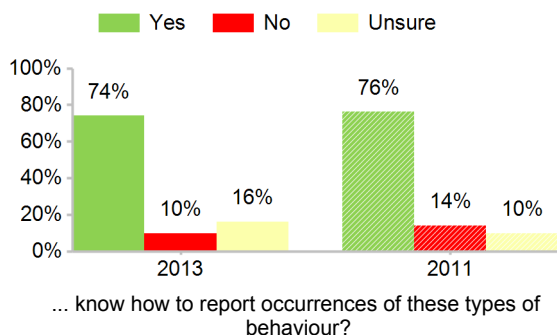
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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



34. Do you currently ...



All Questions

This section shows the breakdown of responses to each question

* This question was negatively worded in 2011 and is not directly comparable to 2013 results

Key

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

At least 1% greater than comparator

At least 1% less than comparator

Your Job

				% Positive Score	Sydney Children's Hospitals Network 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
				68		65	71
1. My job makes good use of my skills and abilities	82	7	11	82	83	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	72	13	15	72	72	68	73
3. Working here makes me want to do the best job I can	79	13	8	79	81	71	78
4. The right amount of approvals are required for routine decisions *	47	24	29	47		48	57
5. I have sufficient control over my work so I can do my job well	66	17	17	66	67	64	72
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	63	20	17	63	64	60	65

All Questions

This section shows the breakdown of responses to each question

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

Your Team

Question	% positive response	% neutral response	% negative response	% Positive Score	Sydney Children's Hospitals Network 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
7. The people I work with are willing to help each other even if this means doing something outside their usual job	73	13	14	73	64	60	64
8. In my team we generally acknowledge one another's efforts and achievements	73	13	14	73	73	69	74
9. People in my team are honest and open	68	17	15	68	67	63	67
10. My team resolves conflict quickly when it arises	53	26	21	53	53	51	56
11. Morale is good in my team	58	19	23	58	57	51	56

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Key	At least 1% greater than comparator	At least 1% less than comparator	
	% positive response	% neutral response	% negative response				
Being valued							
12. I believe I am valued for what I can offer at my workplace	64	17	19				
13. In my workplace, we recognise our successes and innovations	61	22	17				
14. Staff are treated respectfully regardless of their job	67	15	18				
	% Positive Score				Sydney Children's Hospitals Network 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	64				67	59	63
	64				68	61	66
	61				64	55	59
	67				68	60	63

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Sydney Children's Hospitals Network 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% positive response	% neutral response	% negative response				
Key A question identified as being a key driver of employee engagement							
Your Line Manager							
15a. My line manager ... recognises and acknowledges when I have done my job well	66	17	16	66	68	64	62
15b. My line manager ... treats all staff in my team fairly	64	15	21	64	64	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	64	17	19	64	64	60	60
15d. My line manager ... treats me with respect	78	12	10	78	80	75	74
16. I receive regular and constructive feedback on my performance	50	22	28	50	49	49	49
17. Overall, I have confidence in the decisions made by my line manager	66	17	17	66	68	62	59

All Questions

This section shows the breakdown of responses to each question

		% positive response	% neutral response	% negative response				
Key	A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator	
Senior Managers								
					% Positive Score	Sydney Children's Hospitals Network 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	18a. The senior managers at my workplace ... are aware of the issues I face in my job	40	26	33	40	44	46	44
	18b. The senior managers at my workplace ... have a clear direction for the future	41	34	25	41	43	40	44
K	18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	30	29	41	45	41	38
K	19. There is a positive relationship between senior management and staff in my workplace	40	30	30	40	45	40	36
K	20. Overall, I have confidence in the decisions made by my senior managers	44	31	25	44	50	42	40

All Questions

This section shows the breakdown of responses to each question

		% positive response	% neutral response	% negative response				
Key	A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator	
Communication					% Positive Score	Sydney Children's Hospitals Network 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	21. I am kept well informed about what is happening in my workplace	55	21	25	55	60	50	49
K	22. I have a say in decisions which affect my work	47	25	28	47	49	46	42
	23. I think it is safe to speak up and challenge the way things are done	53	20	27	53	56	51	53
	24a. Where I work, we share the lessons learnt when mistakes are made	60	23	18	60	62	58	60
	24b. I am aware of the strategic objectives and direction of the organisation I work for	58	24	18	58		56	61
	24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	58	27	15	58		59	63

All Questions

This section shows the breakdown of responses to each question

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

Training and Development Opportunities

Question	% Positive	% Neutral	% Negative	% Positive Score	Sydney Children's Hospitals Network 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	75	14	11	75	76	69	73
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	85	7	7	85	86	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	66	18	16	66	66	59	63

All Questions

This section shows the breakdown of responses to each question

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

Work Environment

Question	% Positive	% Neutral	% Negative	% Positive Score	Sydney Children's Hospitals Network 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
28. I have confidence in the processes that my workplace uses to resolve staff conflict	45	28	27	45	45	42	46
29. I am able to achieve a healthy work/life balance most of the time	62	18	20	62	62	65	68
30. There are mechanisms in place to support me if I experience stress or pressure	53	26	21	53	52	54	59
31. Reasonable expectations are placed on staff according to their position	59	19	22	59	60	56	61
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	71	21	8	71	72	68	69

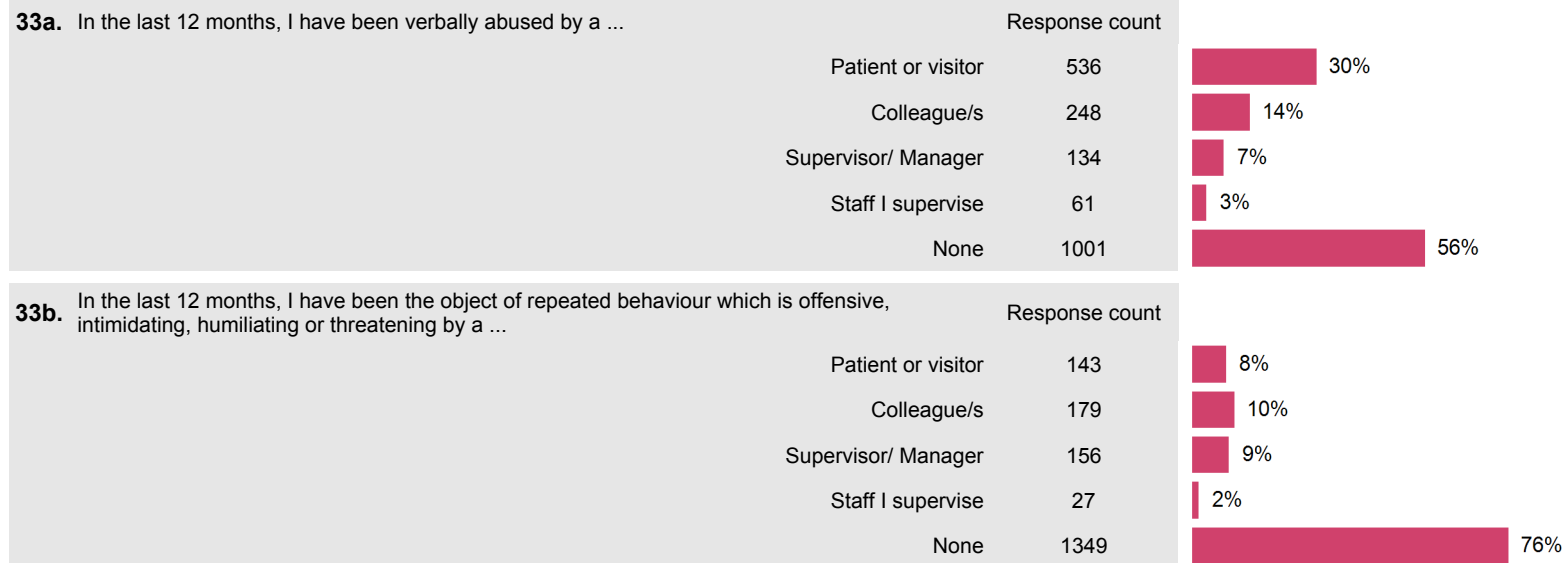
All Questions

This section shows the breakdown of responses to each question

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

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

Unacceptable Behaviour



All Questions

This section shows the breakdown of responses to each question

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

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

Unacceptable Behaviour

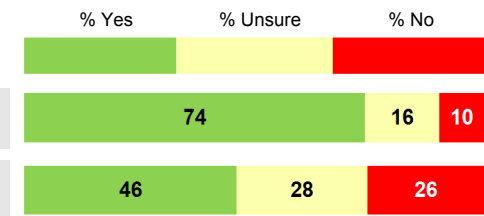
33c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, homosexuality, transgender or carers responsibilities by a ...

Response	Response count
Patient or visitor	59
Colleague/s	71
Supervisor/ Manager	91
Staff I supervise	10
None	1580



34a. Do you currently ... know how to report occurrences of these types of behaviour?

34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?



% Positive Score
Sydney Children's Hospitals Network 2011
NSW Health Overall 2013
Australian Health Sector Benchmark

74 **76** **83** **88**
46 **51** **45** **52**

All Questions

This section shows the breakdown of responses to each question

* This question was negatively worded in 2011 and is not directly comparable to 2013 results

Key

A question identified as being a key driver of employee engagement

% positive response % neutral response % negative response

At least 1% greater than comparator

At least 1% less than comparator

Service Delivery

	% positive response	% neutral response	% negative response	% Positive Score	Sydney Children's Hospitals Network 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
35. My work environment allows me to deliver the best possible services (patient care or support services)	63	20	16	63	66	59	66
36. In my workplace patient safety is at the centre of all decision making	73	20	8	73	74	67	73
37. My team's objectives/work plans are clearly outlined	69	20	11	69	70	65	71
38. Our objectives/work plans help us to deliver a quality service	70	21	8	70	70	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	53	30	17	53		52	58

All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response				
Key A question identified as being a key driver of employee engagement						At least 1% greater than comparator	At least 1% less than comparator
				% Positive Score	Sydney Children's Hospitals Network 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Your Workplace				64	68	60	62
40. Overall I am proud to be a part of this workplace	80	12	8	80	84	71	73
41. I would recommend my workplace as a good place to work	70	18	12	70	75	62	63
42. I feel motivated to contribute more than what is normally required at work	71	16	13	71	73	65	64
43. I have a strong sense of belonging to my workplace	69	18	13	69	73	64	66
44. Overall I am satisfied to be working here at the present time	71	15	14	71	75	67	71
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	61	26	13	61		56	58
K 46. Overall, I believe the culture at my workplace has improved in the last 12 months	28	41	31	28	30	36	38

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

		Sydney Children's Hospitals Network	Role											
			Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades
Respondents	1850	227	526	151	276	290	14	193	(r)	(r)	46	34	(r)	61
Employee Engagement Index	73	76	70	71	69	80	71	75	(r)	(r)	68	84	(r)	74

Your Job

1. My job makes good use of my skills and abilities	82	86	82	76	73	90	93	84	(r)	(r)	70	82	(r)	72
2. I feel I am able to suggest ideas to improve our ways of doing things	72	62	67	71	72	82	79	78	(r)	(r)	78	62	(r)	75
3. Working here makes me want to do the best job I can	79	80	78	77	74	84	79	78	(r)	(r)	63	85	(r)	79
4. The right amount of approvals are required for routine decisions	47	39	51	49	44	48	57	49	(r)	(r)	33	52	(r)	44
5. I have sufficient control over my work so I can do my job well	66	52	63	72	69	72	79	73	(r)	(r)	52	82	(r)	64
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	63	62	59	56	59	69	71	72	(r)	(r)	67	59	(r)	72

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Sydney Children's Hospitals Network	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	1850	454	1364	194	176	61	(r)	1019	423	344	(r)	38	11	280	1495	43
Employee Engagement Index	73	73	74	73	71	78	(r)	70	75	78	(r)	80	72	72	75	41

Your Job

1. My job makes good use of my skills and abilities	82	86	80	87	83	90	(r)	82	82	82	(r)	61	82	78	83	63
2. I feel I am able to suggest ideas to improve our ways of doing things	72	79	70	78	83	67	(r)	70	72	77	(r)	55	82	67	73	47
3. Working here makes me want to do the best job I can	79	77	79	78	76	80	(r)	77	79	82	(r)	82	82	75	80	47
4. The right amount of approvals are required for routine decisions	47	38	50	47	32	28	(r)	48	47	46	(r)	50	45	41	49	28
5. I have sufficient control over my work so I can do my job well	66	58	69	64	55	49	(r)	63	68	71	(r)	61	100	62	68	33
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	63	74	59	69	81	67	(r)	61	59	74	(r)	50	82	67	63	42

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Sydney Children's Hospitals Network	Length of Service at NSW Health						Age Group										
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say	
Respondents	1850	154	137	310	401	464	353	93	216	237	238	232	233	225	163	120	62	
Employee Engagement Index	73	78	76	78	70	71	73	84	77	71	70	70	71	77	74	77	55	

Your Job

1. My job makes good use of my skills and abilities	82	74	81	85	82	81	83	89	84	81	79	80	81	82	85	84	63
2. I feel I am able to suggest ideas to improve our ways of doing things	72	73	68	76	66	71	76	75	69	70	70	70	73	75	75	79	48
3. Working here makes me want to do the best job I can	79	83	81	82	74	79	77	87	82	74	75	78	78	82	83	82	55
4. The right amount of approvals are required for routine decisions	47	49	50	58	44	42	45	57	54	52	46	42	44	47	44	51	34
5. I have sufficient control over my work so I can do my job well	66	64	72	71	67	64	63	82	69	68	63	61	66	66	61	74	52
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	63	69	66	63	60	61	65	72	63	62	60	60	67	65	59	65	48

Results by Demographic

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Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

		Role													
		Sydney Children's Hospitals Network													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	1850	227	526	151	276	290	14	193	(r)	(r)	46	34	(r)	61	
Employee Engagement Index	73	76	70	71	69	80	71	75	(r)	(r)	68	84	(r)	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	73	82	72	68	64	76	79	80	(r)	(r)	76	62	(r)	67
8. In my team we generally acknowledge one another's efforts and achievements	73	84	71	64	61	80	86	78	(r)	(r)	78	65	(r)	75
9. People in my team are honest and open	68	83	67	54	58	70	93	77	(r)	(r)	67	53	(r)	72
10. My team resolves conflict quickly when it arises	53	62	53	46	49	50	71	58	(r)	(r)	60	56	(r)	53
11. Morale is good in my team	58	66	55	51	49	59	64	69	(r)	(r)	58	53	(r)	58

Results by Demographic

This section shows the % positive scores for different demographic groups.

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	Sydney Children's Hospitals Network	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	1850	454	1364	194	176	61	(r)	1019	423	344	(r)	38	11	280	1495	43
Employee Engagement Index	73	73	74	73	71	78	(r)	70	75	78	(r)	80	72	72	75	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	73	77	72	76	76	84	(r)	71	73	80	(r)	82	82	76	73	42
8. In my team we generally acknowledge one another's efforts and achievements	73	84	69	84	83	90	(r)	71	71	82	(r)	76	64	76	73	51
9. People in my team are honest and open	68	73	67	71	73	85	(r)	65	66	80	(r)	68	64	75	68	49
10. My team resolves conflict quickly when it arises	53	59	52	55	61	66	(r)	52	49	62	(r)	45	40	59	53	33
11. Morale is good in my team	58	62	56	61	64	62	(r)	55	52	72	(r)	66	50	62	58	26

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Sydney Children's Hospitals Network	Length of Service at NSW Health						Age Group										
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say	
Respondents	1850	154	137	310	401	464	353	93	216	237	238	232	233	225	163	120	62	
Employee Engagement Index	73	78	76	78	70	71	73	84	77	71	70	70	71	77	74	77	55	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	73	77	76	73	69	69	81	80	72	72	72	73	75	75	75	74	58
8. In my team we generally acknowledge one another's efforts and achievements	73	77	79	72	69	71	76	77	75	72	72	75	74	76	72	70	52
9. People in my team are honest and open	68	74	76	70	66	61	73	82	72	69	67	62	67	71	66	69	53
10. My team resolves conflict quickly when it arises	53	59	62	56	47	49	57	65	58	51	47	50	54	57	54	58	42
11. Morale is good in my team	58	67	68	61	54	51	59	74	66	62	51	53	55	59	55	57	38

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Sydney Children's Hospitals Network	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	1850	227	526	151	276	290	14	193	(r)	(r)	46	34	(r)	61	
Employee Engagement Index	73	76	70	71	69	80	71	75	(r)	(r)	68	84	(r)	74	

Being valued

12. I believe I am valued for what I can offer at my workplace	64	67	60	61	61	68	71	72	(r)	(r)	59	64	(r)	64
13. In my workplace, we recognise our successes and innovations	61	64	56	55	53	71	71	66	(r)	(r)	70	64	(r)	56
14. Staff are treated respectfully regardless of their job	67	73	62	65	66	69	79	75	(r)	(r)	65	55	(r)	73

Results by Demographic

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Respondents	1850	454	1364	194	176	61	(r)	1019	423	344	(r)	38	11	280	1495	43
Employee Engagement Index	73	73	74	73	71	78	(r)	70	75	78	(r)	80	72	72	75	41

Being valued

12. I believe I am valued for what I can offer at my workplace	64	65	64	64	62	74	(r)	62	63	72	(r)	55	73	65	65	30
13. In my workplace, we recognise our successes and innovations	61	63	60	64	58	72	(r)	58	57	72	(r)	58	70	59	62	26
14. Staff are treated respectfully regardless of their job	67	71	67	73	67	75	(r)	65	65	78	(r)	63	64	68	68	35

Results by Demographic

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	Sydney Children's Hospitals Network	Length of Service at NSW Health						Age Group									
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Respondents	1850	154	137	310	401	464	353	93	216	237	238	232	233	225	163	120	62
Employee Engagement Index	73	78	76	78	70	71	73	84	77	71	70	70	71	77	74	77	55

Being valued

12. I believe I am valued for what I can offer at my workplace	64	69	70	67	62	60	65	75	70	61	61	63	62	67	62	70	39
13. In my workplace, we recognise our successes and innovations	61	71	67	65	55	57	61	71	69	62	57	58	56	65	59	62	32
14. Staff are treated respectfully regardless of their job	67	76	73	70	65	65	64	81	72	64	66	70	66	67	65	66	47

Results by Demographic

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		Sydney Children's Hospitals Network	Role												
	Respondents		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
	Respondents	1850	227	526	151	276	290	14	193	(r)	(r)	46	34	(r)	61
	Employee Engagement Index	73	76	70	71	69	80	71	75	(r)	(r)	68	84	(r)	74

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	66	69	61	69	64	67	79	78	(r)	(r)	70	52	(r)	67
15b. My line manager ... treats all staff in my team fairly	64	75	57	64	61	63	71	71	(r)	(r)	74	50	(r)	73
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	64	66	60	58	59	64	79	76	(r)	(r)	73	52	(r)	68
15d. My line manager ... treats me with respect	78	83	75	77	72	80	93	85	(r)	(r)	78	66	(r)	76
16. I receive regular and constructive feedback on my performance	50	52	48	52	42	50	57	56	(r)	(r)	43	52	(r)	54
17. Overall, I have confidence in the decisions made by my line manager	66	73	62	65	63	66	71	73	(r)	(r)	63	52	(r)	69

Results by Demographic

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Respondents	1850	454	1364	194	176	61	(r)	1019	423	344	(r)	38	11	280	1495	43
Employee Engagement Index	73	73	74	73	71	78	(r)	70	75	78	(r)	80	72	72	75	41

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	66	66	67	70	61	64	(r)	62	64	83	(r)	68	64	66	67	37
15b. My line manager ... treats all staff in my team fairly	64	64	64	66	63	62	(r)	60	60	79	(r)	66	55	66	64	33
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	64	61	65	67	58	51	(r)	60	59	78	(r)	73	73	62	65	26
15d. My line manager ... treats me with respect	78	76	78	77	75	78	(r)	74	76	89	(r)	79	80	77	79	50
16. I receive regular and constructive feedback on my performance	50	45	51	51	40	38	(r)	47	44	63	(r)	50	60	48	50	29
17. Overall, I have confidence in the decisions made by my line manager	66	63	67	66	61	62	(r)	62	63	80	(r)	68	60	64	67	29

Results by Demographic

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Respondents	1850	154	137	310	401	464	353	93	216	237	238	232	233	225	163	120	62
Employee Engagement Index	73	78	76	78	70	71	73	84	77	71	70	70	71	77	74	77	55

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	66	81	74	69	64	60	66	71	75	72	63	63	63	70	65	65	42
15b. My line manager ... treats all staff in my team fairly	64	82	71	67	60	57	64	72	69	66	63	56	61	69	67	66	37
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	64	79	76	67	63	55	61	75	73	69	65	56	59	64	58	68	31
15d. My line manager ... treats me with respect	78	92	84	84	74	70	78	89	87	81	75	70	78	79	77	78	50
16. I receive regular and constructive feedback on my performance	50	67	59	55	49	39	48	58	66	49	46	47	48	48	46	46	26
17. Overall, I have confidence in the decisions made by my line manager	66	83	72	72	66	57	62	74	80	66	67	60	63	65	69	59	36

Results by Demographic

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		Sydney Children's Hospitals Network	Role												
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	Respondents	1850	227	526	151	276	290	14	193	(r)	(r)	46	34	(r)	61
	Employee Engagement Index	73	76	70	71	69	80	71	75	(r)	(r)	68	84	(r)	74

Senior Managers

18a.	The senior managers at my workplace ... are aware of the issues I face in my job	40	38	35	42	43	39	50	48	(r)	(r)	28	50	(r)	53
18b.	The senior managers at my workplace ... have a clear direction for the future	41	39	36	42	44	42	36	50	(r)	(r)	33	28	(r)	48
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace	41	41	33	44	45	40	50	53	(r)	(r)	43	41	(r)	42
19.	There is a positive relationship between senior management and staff in my workplace	40	40	32	46	44	36	31	54	(r)	(r)	41	39	(r)	49
20.	Overall, I have confidence in the decisions made by my senior managers	44	45	36	51	48	41	36	54	(r)	(r)	37	45	(r)	47

Results by Demographic

This section shows the % positive scores for different demographic groups.

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Respondents	1850	454	1364	194	176	61	(r)	1019	423	344	(r)	38	11	280	1495	43
Employee Engagement Index	73	73	74	73	71	78	(r)	70	75	78	(r)	80	72	72	75	41

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	40	39	41	38	38	42	(r)	39	39	45	(r)	49	50	43	41	19
18b. The senior managers at my workplace ... have a clear direction for the future	41	38	42	35	40	39	(r)	39	35	53	(r)	57	60	39	42	15
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	38	42	38	37	37	(r)	38	35	57	(r)	49	50	45	41	19
19. There is a positive relationship between senior management and staff in my workplace	40	36	42	34	34	41	(r)	37	35	54	(r)	49	50	44	40	14
20. Overall, I have confidence in the decisions made by my senior managers	44	41	45	39	39	47	(r)	41	39	56	(r)	59	60	47	44	12

Results by Demographic

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	Sydney Children's Hospitals Network	Length of Service at NSW Health						Age Group										
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say	
Respondents	1850	154	137	310	401	464	353	93	216	237	238	232	233	225	163	120	62	
Employee Engagement Index	73	78	76	78	70	71	73	84	77	71	70	70	71	77	74	77	55	

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	40	50	51	43	41	35	36	56	42	39	34	42	38	45	36	47	22
18b. The senior managers at my workplace ... have a clear direction for the future	41	60	52	43	40	37	33	57	48	44	37	41	37	39	37	43	24
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	62	57	45	40	34	33	56	48	42	36	39	38	44	36	45	22
19. There is a positive relationship between senior management and staff in my workplace	40	63	54	48	39	30	33	62	47	41	38	38	34	39	37	43	27
20. Overall, I have confidence in the decisions made by my senior managers	44	64	60	50	43	36	34	62	51	45	41	47	39	44	36	47	20

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

		Sydney Children's Hospitals Network	Role												
	Respondents		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
	Respondents	1850	227	526	151	276	290	14	193	(r)	(r)	46	34	(r)	61
	Employee Engagement Index	73	76	70	71	69	80	71	75	(r)	(r)	68	84	(r)	74

Communication

21. I am kept well informed about what is happening in my workplace	55	58	53	48	47	63	57	59	(r)	(r)	50	55	(r)	52
22. I have a say in decisions which affect my work	47	46	41	46	47	50	64	57	(r)	(r)	48	55	(r)	52
23. I think it is safe to speak up and challenge the way things are done	53	52	52	50	51	54	57	66	(r)	(r)	54	45	(r)	57
24a. Where I work, we share the lessons learnt when mistakes are made	60	67	58	55	51	60	64	71	(r)	(r)	61	55	(r)	57
24b. I am aware of the strategic objectives and direction of the organisation I work for	58	57	53	62	59	62	86	60	(r)	(r)	52	58	(r)	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	58	54	50	66	62	61	79	59	(r)	(r)	57	64	(r)	64

Results by Demographic

This section shows the % positive scores for different demographic groups.

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	Sydney Children's Hospitals Network	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	1850	454	1364	194	176	61	(r)	1019	423	344	(r)	38	11	280	1495	43
Employee Engagement Index	73	73	74	73	71	78	(r)	70	75	78	(r)	80	72	72	75	41

Communication

21. I am kept well informed about what is happening in my workplace	55	51	56	54	49	47	(r)	51	54	66	(r)	54	60	55	55	26
22. I have a say in decisions which affect my work	47	51	46	51	49	58	(r)	46	42	56	(r)	40	60	51	47	21
23. I think it is safe to speak up and challenge the way things are done	53	55	53	55	55	58	(r)	52	51	61	(r)	47	70	57	54	14
24a. Where I work, we share the lessons learnt when mistakes are made	60	60	60	60	61	61	(r)	57	57	72	(r)	54	70	63	60	21
24b. I am aware of the strategic objectives and direction of the organisation I work for	58	62	57	52	71	66	(r)	58	56	62	(r)	57	50	57	59	33
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	58	60	57	55	66	53	(r)	57	54	64	(r)	57	60	54	59	40

Results by Demographic

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	Sydney Children's Hospitals Network	Length of Service at NSW Health						Age Group									
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Respondents	1850	154	137	310	401	464	353	93	216	237	238	232	233	225	163	120	62
Employee Engagement Index	73	78	76	78	70	71	73	84	77	71	70	70	71	77	74	77	55

Communication

21. I am kept well informed about what is happening in my workplace	55	68	69	60	52	49	49	73	65	59	53	52	50	56	48	48	34
22. I have a say in decisions which affect my work	47	56	53	50	43	43	47	58	48	44	42	45	45	55	47	58	23
23. I think it is safe to speak up and challenge the way things are done	53	62	61	57	50	48	54	64	59	53	49	52	54	55	51	62	20
24a. Where I work, we share the lessons learnt when mistakes are made	60	76	63	64	57	53	59	74	65	60	55	60	57	62	61	59	31
24b. I am aware of the strategic objectives and direction of the organisation I work for	58	56	65	60	52	57	62	66	60	51	53	57	58	62	62	66	48
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	58	58	65	63	55	56	55	61	60	52	57	53	56	66	58	66	43

Results by Demographic

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		Sydney Children's Hospitals Network	Role												
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Respondents	1850	227	526	151	276	290	14	193	(r)	(r)	46	34	(r)	61	
Employee Engagement Index	73	76	70	71	69	80	71	75	(r)	(r)	68	84	(r)	74	

Training and Development Opportunities

25.	I have received the appropriate training and development to do my job effectively	75	83	81	64	63	77	71	80	(r)	(r)	46	79	(r)	69
26.	I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	85	74	79	85	90	93	93	96	(r)	(r)	83	94	(r)	88
27.	I am encouraged to take opportunities to learn new skills and have new experiences	66	72	69	58	54	73	64	70	(r)	(r)	59	58	(r)	64

Results by Demographic

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	Sydney Children's Hospitals Network	Manage staff		Management responsibility				Employment status					Gender			
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	1850	454	1364	194	176	61	(r)	1019	423	344	(r)	38	11	280	1495	43
Employee Engagement Index	73	73	74	73	71	78	(r)	70	75	78	(r)	80	72	72	75	41

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	75	72	76	76	64	78	(r)	73	79	76	(r)	80	70	74	76	67
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	85	86	85	89	84	81	(r)	86	83	89	(r)	76	67	83	86	81
27. I am encouraged to take opportunities to learn new skills and have new experiences	66	68	66	70	66	64	(r)	64	65	76	(r)	51	60	65	68	33

Results by Demographic

This section shows the % positive scores for different demographic groups.

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	Sydney Children's Hospitals Network	Length of Service at NSW Health						Age Group										
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Respondents	1850	154	137	310	401	464	353	93	216	237	238	232	233	225	163	120	62	
Employee Engagement Index	73	78	76	78	70	71	73	84	77	71	70	70	71	77	74	77	55	

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	75	76	72	79	75	70	78	76	83	78	71	75	72	74	73	77	64
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	85	86	84	85	90	84	82	91	86	86	83	83	83	87	86	85	85
27. I am encouraged to take opportunities to learn new skills and have new experiences	66	75	76	70	64	60	66	75	76	71	67	63	63	67	63	65	33

Results by Demographic

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	Sydney Children's Hospitals Network	Role													
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Respondents	1850	227	526	151	276	290	14	193	(r)	(r)	46	34	(r)	61	
Employee Engagement Index	73	76	70	71	69	80	71	75	(r)	(r)	68	84	(r)	74	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	45	47	44	42	46	43	43	49	(r)	(r)	41	56	(r)	49
29. I am able to achieve a healthy work/life balance most of the time	62	45	67	64	59	67	79	68	(r)	(r)	54	72	(r)	59
30. There are mechanisms in place to support me if I experience stress or pressure	53	44	51	52	52	61	71	55	(r)	(r)	52	63	(r)	55
31. Reasonable expectations are placed on staff according to their position	59	60	60	55	55	60	86	64	(r)	(r)	59	61	(r)	55
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	71	69	72	66	66	81	71	65	(r)	(r)	64	75	(r)	69

Results by Demographic

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		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	1850	454	1364	194	176	61	(r)	1019	423	344	(r)	38	11	280	1495	43
Employee Engagement Index	73	73	74	73	71	78	(r)	70	75	78	(r)	80	72	72	75	41

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	45	44	46	45	41	47	(r)	44	40	53	(r)	49	40	50	45	10
29. I am able to achieve a healthy work/life balance most of the time	62	53	66	60	49	45	(r)	58	67	68	(r)	69	70	57	65	29
30. There are mechanisms in place to support me if I experience stress or pressure	53	52	54	55	51	44	(r)	51	53	59	(r)	57	60	46	55	26
31. Reasonable expectations are placed on staff according to their position	59	54	61	61	47	56	(r)	55	58	72	(r)	66	70	59	60	29
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	71	68	71	73	64	71	(r)	70	72	71	(r)	66	80	64	72	62

Results by Demographic

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	Sydney Children's Hospitals Network	Length of Service at NSW Health						Age Group									
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Respondents	1850	154	137	310	401	464	353	93	216	237	238	232	233	225	163	120	62
Employee Engagement Index	73	78	76	78	70	71	73	84	77	71	70	70	71	77	74	77	55

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	45	56	57	49	43	38	43	63	50	47	40	43	41	48	43	47	28
29. I am able to achieve a healthy work/life balance most of the time	62	73	64	67	62	58	60	77	71	63	60	59	62	59	57	66	46
30. There are mechanisms in place to support me if I experience stress or pressure	53	60	53	59	54	50	48	59	56	54	55	52	52	59	48	45	31
31. Reasonable expectations are placed on staff according to their position	59	74	65	67	58	53	54	74	67	60	62	54	60	62	50	53	40
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	71	79	68	70	68	71	71	80	75	71	67	66	66	77	66	74	70

Results by Demographic

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			Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents		1850	227	526	151	276	290	14	193	(r)	(r)	46	34	(r)	61
Employee Engagement Index		73	76	70	71	69	80	71	75	(r)	(r)	68	84	(r)	74

Unacceptable Behaviour

34a.	Do you currently ... know how to report occurrences of these types of behaviour?	74	62	82	78	77	79	86	49	(r)	(r)	89	77	(r)	79
34b.	Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	46	46	45	53	46	49	64	41	(r)	(r)	41	58	(r)	40

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Respondents	1850	454	1364	194	176	61	(r)	1019	423	344	(r)	38	11	280	1495	43
Employee Engagement Index	73	73	74	73	71	78	(r)	70	75	78	(r)	80	72	72	75	41

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	74	82	71	81	81	90	(r)	78	74	63	(r)	77	50	66	75	76
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	46	48	46	43	47	56	(r)	46	46	47	(r)	51	20	49	46	22

Results by Demographic

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Respondents		1850	154	137	310	401	464	353	93	216	237	238	232	233	225	163	120	62
Employee Engagement Index		73	78	76	78	70	71	73	84	77	71	70	70	71	77	74	77	55

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	74	52	67	67	75	81	85	66	70	68	71	76	78	80	75	84	76
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	46	44	48	48	45	43	50	46	50	45	39	46	46	52	46	51	31

Results by Demographic

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Respondents	1850	227	526	151	276	290	14	193	(r)	(r)	46	34	(r)	61	
Employee Engagement Index	73	76	70	71	69	80	71	75	(r)	(r)	68	84	(r)	74	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	63	52	69	67	63	61	57	60	(r)	(r)	48	94	(r)	60
36. In my workplace patient safety is at the centre of all decision making	73	75	78	72	62	78	57	63	(r)	(r)	65	97	(r)	67
37. My team's objectives/work plans are clearly outlined	69	75	68	62	61	73	64	72	(r)	(r)	59	84	(r)	79
38. Our objectives/work plans help us to deliver a quality service	70	73	71	65	65	74	71	68	(r)	(r)	65	94	(r)	76
39. At my workplace there is a good balance between delivering services and monitoring service delivery	53	50	54	58	51	48	57	52	(r)	(r)	48	78	(r)	64

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Employee Engagement Index	73	73	74	73	71	78	(r)	70	75	78	(r)	80	72	72	75	41

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	63	56	66	62	51	51	(r)	62	66	62	(r)	71	70	56	65	40
36. In my workplace patient safety is at the centre of all decision making	73	69	74	68	67	76	(r)	73	78	67	(r)	65	80	66	75	54
37. My team's objectives/work plans are clearly outlined	69	72	69	69	71	81	(r)	66	72	74	(r)	69	60	67	70	48
38. Our objectives/work plans help us to deliver a quality service	70	73	70	72	71	80	(r)	68	71	76	(r)	68	60	68	72	45
39. At my workplace there is a good balance between delivering services and monitoring service delivery	53	51	54	53	48	53	(r)	51	55	56	(r)	63	70	54	54	33

Results by Demographic

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Employee Engagement Index	73	78	76	78	70	71	73	84	77	71	70	70	71	77	74	77	55	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	63	71	61	68	63	63	57	79	68	63	61	63	61	65	58	64	47
36. In my workplace patient safety is at the centre of all decision making	73	80	71	76	70	72	72	85	73	68	73	69	75	79	70	68	66
37. My team's objectives/work plans are clearly outlined	69	74	74	72	65	64	74	79	70	67	69	66	67	75	65	71	58
38. Our objectives/work plans help us to deliver a quality service	70	78	73	76	69	65	71	84	71	68	68	69	69	79	67	69	56
39. At my workplace there is a good balance between delivering services and monitoring service delivery	53	71	60	55	50	47	53	74	55	51	47	50	52	58	50	57	42

Results by Demographic

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	Employee Engagement Index	73	76	70	71	69	80	71	75	(r)	(r)	68	84	(r)	74

Your Workplace

40.	Overall I am proud to be a part of this workplace	80	81	79	77	76	87	79	79	(r)	(r)	78	88	(r)	82
41.	I would recommend my workplace as a good place to work	70	72	67	67	64	76	71	73	(r)	(r)	61	81	(r)	70
42.	I feel motivated to contribute more than what is normally required at work	71	78	66	68	67	76	64	75	(r)	(r)	74	81	(r)	82
43.	I have a strong sense of belonging to my workplace	69	72	64	66	64	75	64	72	(r)	(r)	70	84	(r)	67
44.	Overall I am satisfied to be working here at the present time	71	75	66	68	67	80	71	74	(r)	(r)	61	84	(r)	67
45.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	61	68	58	60	56	65	64	61	(r)	(r)	59	69	(r)	51
46.	Overall, I believe the culture at my workplace has improved in the last 12 months	28	20	30	35	29	23	21	29	(r)	(r)	28	56	(r)	28

Results by Demographic

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		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	1850	454	1364	194	176	61	(r)	1019	423	344	(r)	38	11	280	1495	43
Employee Engagement Index	73	73	74	73	71	78	(r)	70	75	78	(r)	80	72	72	75	41

Your Workplace

40. Overall I am proud to be a part of this workplace	80	80	80	82	77	83	(r)	78	84	83	(r)	86	80	76	82	57
41. I would recommend my workplace as a good place to work	70	67	71	68	65	71	(r)	66	72	76	(r)	80	70	69	71	26
42. I feel motivated to contribute more than what is normally required at work	71	74	71	72	75	85	(r)	68	71	79	(r)	89	60	72	73	33
43. I have a strong sense of belonging to my workplace	69	72	68	69	70	85	(r)	67	72	69	(r)	71	80	70	69	40
44. Overall I am satisfied to be working here at the present time	71	66	73	68	64	64	(r)	67	74	79	(r)	71	60	68	72	40
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	61	60	62	60	56	71	(r)	59	59	69	(r)	74	30	61	62	19
46. Overall, I believe the culture at my workplace has improved in the last 12 months	28	26	29	29	22	27	(r)	30	27	25	(r)	31	30	29	29	12

Results by Demographic

This section shows the % positive scores for different demographic groups.

Key ■ At least 5% greater than overall score ■ At least 5% less than overall score (r) Where group has less than 10 respondents

	Sydney Children's Hospitals Network	Length of Service at NSW Health						Age Group									
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say
Respondents	1850	154	137	310	401	464	353	93	216	237	238	232	233	225	163	120	62
Employee Engagement Index	73	78	76	78	70	71	73	84	77	71	70	70	71	77	74	77	55

Your Workplace

40. Overall I am proud to be a part of this workplace	80	88	82	87	76	78	79	91	84	80	79	77	77	82	81	82	64
41. I would recommend my workplace as a good place to work	70	78	73	76	68	64	68	86	75	72	67	68	67	72	67	69	41
42. I feel motivated to contribute more than what is normally required at work	71	76	72	74	68	69	74	74	74	69	71	65	69	76	73	81	56
43. I have a strong sense of belonging to my workplace	69	63	69	72	66	66	73	78	69	63	64	67	67	75	70	75	59
44. Overall I am satisfied to be working here at the present time	71	82	79	76	67	67	69	89	76	71	68	65	67	75	71	72	53
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	61	71	63	65	60	53	63	75	65	60	56	58	58	65	61	62	41
46. Overall, I believe the culture at my workplace has improved in the last 12 months	28	25	42	35	31	24	23	48	31	28	28	28	24	25	24	36	14

Guide to using this report

Methodology

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

Questionnaire design

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

Data collection

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

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

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

Estimated Response Rate Calculation

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

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

Example calculation for NSW Health Overall:

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

	Responses	<i>Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).</i>	
Permanent Full time (1)	18750	$\frac{18750}{18750 + 7753}$	$\times 1661 = 1175$ Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661		
Agency (4)	132	$\frac{7753}{18750 + 7753}$	$\times 1661 = 486$ Part time
Casual (5)	975		
Contractor (6)	203		
TOTAL answering Q51	29474		
TOTAL number of respondents to the survey	31493		

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

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

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

$$\frac{7753 + 486}{29474} \times 31493 = 8803 \text{ Estimated Part Time responses}$$

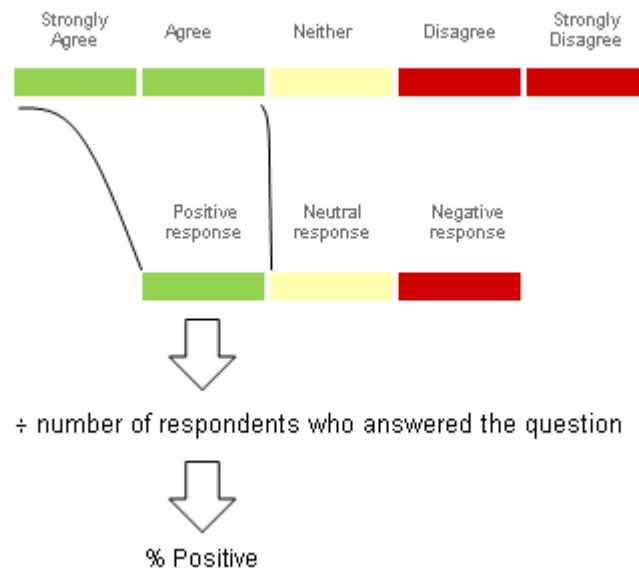
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

$$\frac{21289 + (8803 \times 0.33)}{94882.6} = 25\% \text{ Estimated Response Rate}$$

Guide to using this report

% Positive

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



Index and Section Scores

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

Rounding

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

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
Number of Responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100.00%
Rounded Percentage	25%	27%	29%	16%	4%	101%
Number of positive responses	(151	+	166)	=	317	
% Positive	317	÷	613	=	52%	

Trend data

Comparisons to the previous survey relate to the results from the 2011 YourSay Workplace Survey. Questions 4 and 39 were negatively worded in 2011 and so are not directly comparable to 2013 results. Questions 33a and 33b specifically excluded patients and visitors from the inappropriate behaviour and are not directly comparable to 2013 results. Questions 24b, 24c and 33c were introduced to the survey in 2013 and therefore do not have trend data.

Benchmark data

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