

2013 YourSay Workplace Survey

LHD Report



South Eastern Sydney Local Health District

This Report

This report provides South Eastern Sydney Local Health District 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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1,995

2011: 1,621

ACTUAL RESPONSES

17%

2011: 17%

2% Confidence Interval

ESTIMATED RESPONSE RATE

65%

2011: 63%

ENGAGEMENT INDEX

49%

2011: 46%

WORKPLACE CULTURE INDEX

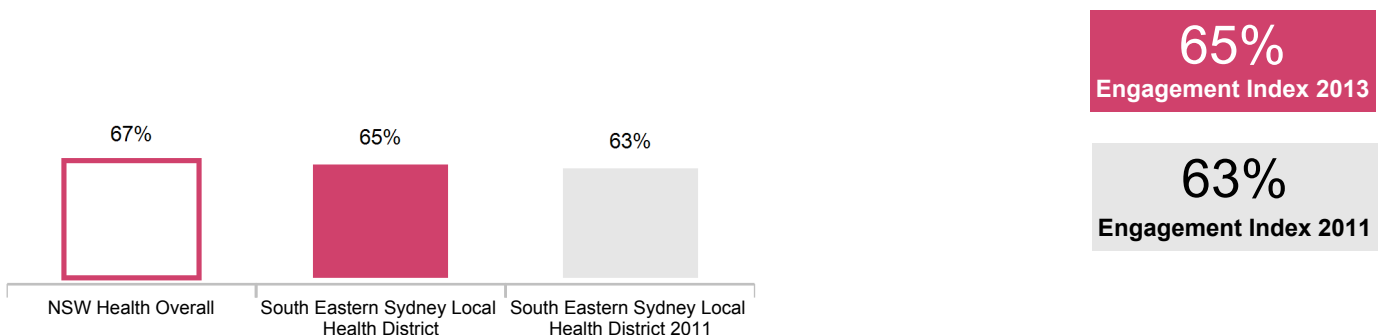
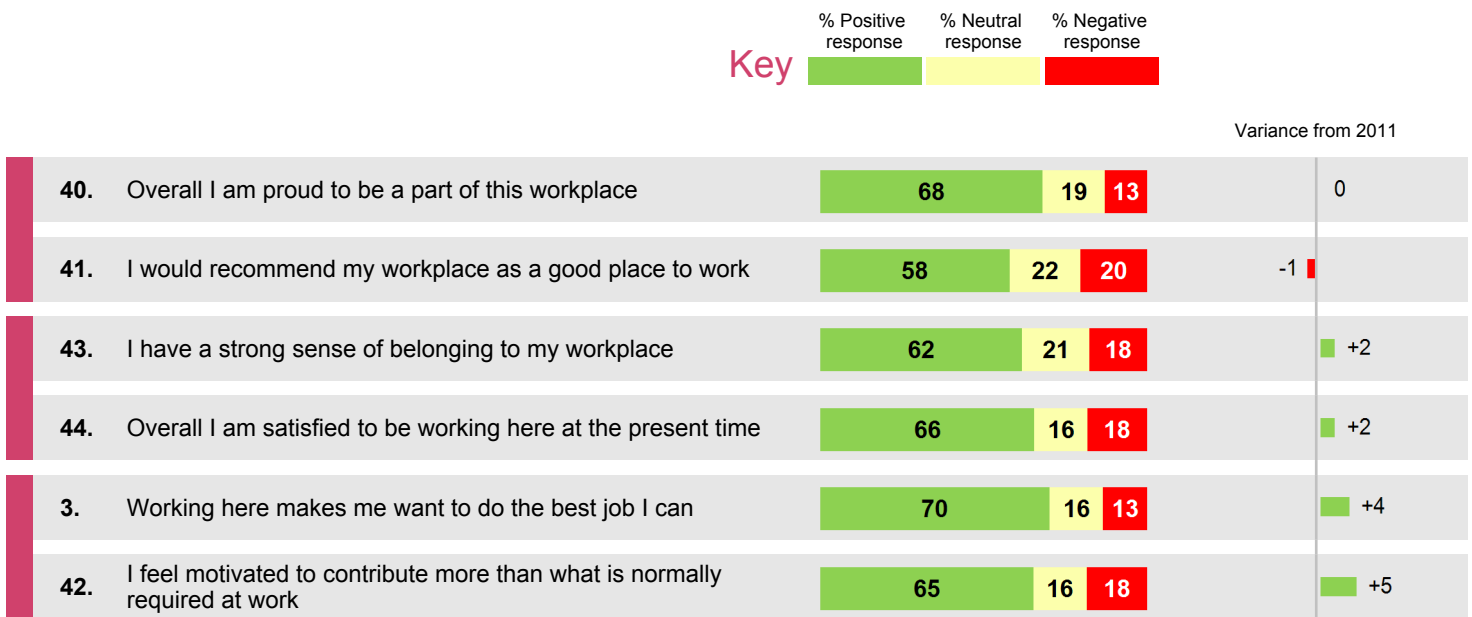
Employee Engagement Index

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:

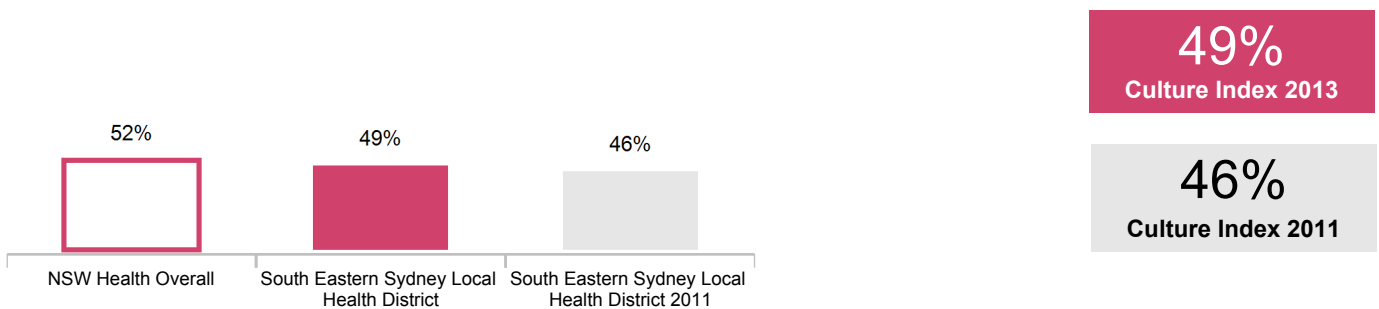


Employee Workplace Culture Index

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	49	22	29	+2
12. I believe I am valued for what I can offer at my workplace	59	17	24	0
13. In my workplace, we recognise our successes and innovations	54	23	23	+3
14. Staff are treated respectfully regardless of their job	59	18	23	+4
17. Overall, I have confidence in the decisions made by my line manager	59	19	22	+3
18b. The senior managers at my workplace ... have a clear direction for the future	38	32	30	+7
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	28	34	+5
20. Overall, I have confidence in the decisions made by my senior managers	39	28	32	+4
22. I have a say in decisions which affect my work	45	21	33	+4
23. I think it is safe to speak up and challenge the way things are done	47	20	33	+2
24a. Where I work, we share the lessons learnt when mistakes are made	55	22	23	0
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	26	35	+1
37. My team's objectives/work plans are clearly outlined	65	21	15	+4
38. Our objectives/work plans help us to deliver a quality service	64	23	13	+4
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	34	34	+7



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 South Eastern Sydney Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for South Eastern Sydney Local Health District 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	South Eastern Sydney Local Health District 2011 % positive score
		<i>Greatest</i>			
46.	Overall, I believe the culture at my workplace has improved in the last 12 months		32	36	25
20.	Overall, I have confidence in the decisions made by my senior managers		39	42	35
19.	There is a positive relationship between senior management and staff in my workplace		37	40	31
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		39	42	38
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace		38	41	33
45.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour		53	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	71
Your Job	63
Service Delivery	60

Questions

	% Positive
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	82
1. My job makes good use of my skills and abilities	78
15d. My line manager ... treats me with respect	73
25. I have received the appropriate training and development to do my job effectively	72
3. Working here makes me want to do the best job I can	70

Lowlights

Sections

	% Positive
Senior Managers	39
Communication	52
Work Environment	54




Questions

	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32
19. There is a positive relationship between senior management and staff in my workplace	37
18b. The senior managers at my workplace ... have a clear direction for the future	38
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39

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
Senior Managers	39	 +5
Communication	52	 +5
Your Line Manager	60	 +3

Questions	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	38	 +7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	 +7
19. There is a positive relationship between senior management and staff in my workplace	37	 +6
18a. The senior managers at my workplace ... are aware of the issues I face in my job	44	 +5
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	 +5

Least improved

Sections	% Positive	Variance from 2011
There are no scores below		

Questions	% Positive	Variance from 2011
41. I would recommend my workplace as a good place to work	58	 -1

Trend Comparison

This section shows comparisons between South Eastern Sydney Local Health District and the 2011 survey results for South Eastern Sydney Local Health District.



- 91% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 7% ■ Proportion of questions inline with the 2011 scores
- 2% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	38	+7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	+7
19. There is a positive relationship between senior management and staff in my workplace	37	+6
18a. The senior managers at my workplace ... are aware of the issues I face in my job	44	+5
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	+5
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	82	+5
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	+5
35. My work environment allows me to deliver the best possible services (patient care or support services)	57	+5
42. I feel motivated to contribute more than what is normally required at work	65	+5
3. Working here makes me want to do the best job I can	70	+4
14. Staff are treated respectfully regardless of their job	59	+4
16. I receive regular and constructive feedback on my performance	46	+4
20. Overall, I have confidence in the decisions made by my senior managers	39	+4
21. I am kept well informed about what is happening in my workplace	50	+4
22. I have a say in decisions which affect my work	45	+4
30. There are mechanisms in place to support me if I experience stress or pressure	50	+4

Trend Comparison

This section shows comparisons between South Eastern Sydney Local Health District and the 2011 survey results for South Eastern Sydney Local Health District.

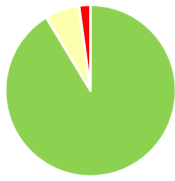


- 91% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 7% ■ Proportion of questions inline with the 2011 scores
- 2% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
37. My team's objectives/work plans are clearly outlined	65	+4
38. Our objectives/work plans help us to deliver a quality service	64	+4
13. In my workplace, we recognise our successes and innovations	54	+3
15a. My line manager ... recognises and acknowledges when I have done my job well	63	+3
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	+3
17. Overall, I have confidence in the decisions made by my line manager	59	+3
31. Reasonable expectations are placed on staff according to their position	52	+3
36. In my workplace patient safety is at the centre of all decision making	67	+3
1. My job makes good use of my skills and abilities	78	+2
5. I have sufficient control over my work so I can do my job well	60	+2
7. The people I work with are willing to help each other even if this means doing something outside their usual job	65	+2
10. My team resolves conflict quickly when it arises	49	+2
11. Morale is good in my team	49	+2
15b. My line manager ... treats all staff in my team fairly	59	+2
23. I think it is safe to speak up and challenge the way things are done	47	+2
29. I am able to achieve a healthy work/life balance most of the time	62	+2

Trend Comparison

This section shows comparisons between South Eastern Sydney Local Health District and the 2011 survey results for South Eastern Sydney Local Health District.



- 91% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 7% ■ Proportion of questions inline with the 2011 scores
- 2% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	+2
43. I have a strong sense of belonging to my workplace	62	+2
44. Overall I am satisfied to be working here at the present time	66	+2
2. I feel I am able to suggest ideas to improve our ways of doing things	67	+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	57	+1
8. In my team we generally acknowledge one another's efforts and achievements	66	+1
9. People in my team are honest and open	62	+1
15d. My line manager ... treats me with respect	73	+1
25. I have received the appropriate training and development to do my job effectively	72	+1
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	+1
12. I believe I am valued for what I can offer at my workplace	59	0
24a. Where I work, we share the lessons learnt when mistakes are made	55	0
40. Overall I am proud to be a part of this workplace	68	0
41. I would recommend my workplace as a good place to work	58	-1

External Comparison

This section shows comparisons between South Eastern Sydney Local Health District 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.



- 14% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 6% ■ Proportion of questions inline with the benchmark
- 80% ■ 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	82	+5
22. I have a say in decisions which affect my work	45	+3
15a. My line manager ... recognises and acknowledges when I have done my job well	63	+1
15b. My line manager ... treats all staff in my team fairly	59	+1
19. There is a positive relationship between senior management and staff in my workplace	37	+1
21. I am kept well informed about what is happening in my workplace	50	+1
42. I feel motivated to contribute more than what is normally required at work	65	+1
17. Overall, I have confidence in the decisions made by my line manager	59	0
18a. The senior managers at my workplace ... are aware of the issues I face in my job	44	0
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	0
15d. My line manager ... treats me with respect	73	-1
20. Overall, I have confidence in the decisions made by my senior managers	39	-1
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	-2
7. The people I work with are willing to help each other even if this means doing something outside their usual job	65	-3
16. I receive regular and constructive feedback on my performance	46	-3
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	-3
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	-3

External Comparison

This section shows comparisons between South Eastern Sydney Local Health District 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.



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- 6% ■ Proportion of questions inline with the benchmark
- 80% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
14. Staff are treated respectfully regardless of their job	59	-4 ■
24b. I am aware of the strategic objectives and direction of the organisation I work for	57	-4 ■
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	-4 ■
43. I have a strong sense of belonging to my workplace	62	-4 ■
1. My job makes good use of my skills and abilities	78	-5 ■
9. People in my team are honest and open	62	-5 ■
13. In my workplace, we recognise our successes and innovations	54	-5 ■
24a. Where I work, we share the lessons learnt when mistakes are made	55	-5 ■
40. Overall I am proud to be a part of this workplace	68	-5 ■
41. I would recommend my workplace as a good place to work	58	-5 ■
44. Overall I am satisfied to be working here at the present time	66	-5 ■
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	-5 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	67	-6 ■
18b. The senior managers at my workplace ... have a clear direction for the future	38	-6 ■
23. I think it is safe to speak up and challenge the way things are done	47	-6 ■
25. I have received the appropriate training and development to do my job effectively	72	-6 ■
29. I am able to achieve a healthy work/life balance most of the time	62	-6 ■

External Comparison

This section shows comparisons between South Eastern Sydney Local Health District 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.



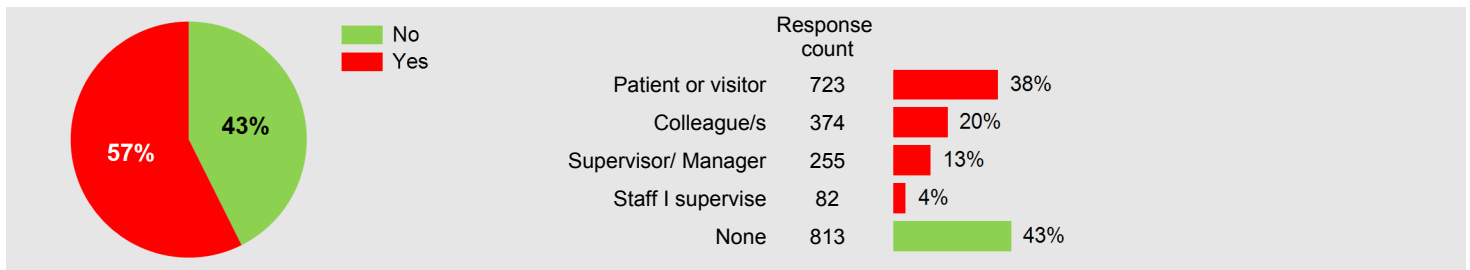
- 14% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 6% ■ Proportion of questions inline with the benchmark
- 80% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
36. In my workplace patient safety is at the centre of all decision making	67	-6 ■
37. My team's objectives/work plans are clearly outlined	65	-6 ■
38. Our objectives/work plans help us to deliver a quality service	64	-6 ■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	-6 ■
10. My team resolves conflict quickly when it arises	49	-7 ■
11. Morale is good in my team	49	-7 ■
12. I believe I am valued for what I can offer at my workplace	59	-7 ■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	-7 ■
3. Working here makes me want to do the best job I can	70	-8 ■
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	57	-8 ■
8. In my team we generally acknowledge one another's efforts and achievements	66	-8 ■
39. At my workplace there is a good balance between delivering services and monitoring service delivery	50	-8 ■
30. There are mechanisms in place to support me if I experience stress or pressure	50	-9 ■
31. Reasonable expectations are placed on staff according to their position	52	-9 ■
35. My work environment allows me to deliver the best possible services (patient care or support services)	57	-9 ■
4. The right amount of approvals are required for routine decisions	45	-12 ■
5. I have sufficient control over my work so I can do my job well	60	-12 ■

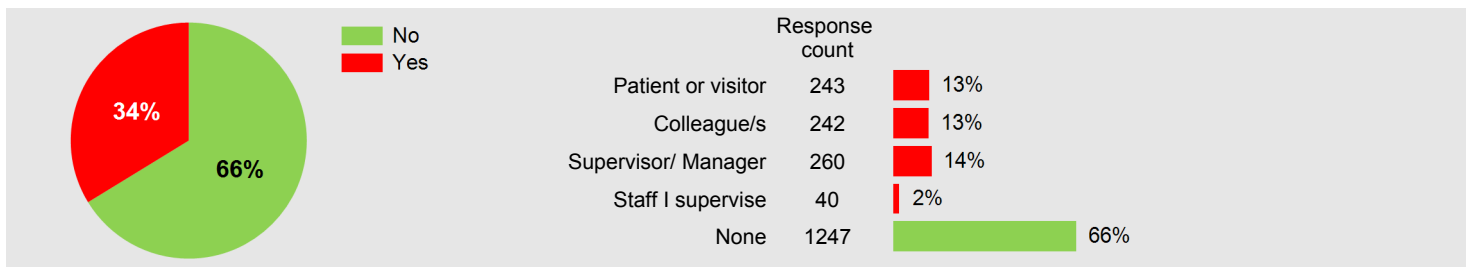
Unacceptable Behaviour

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

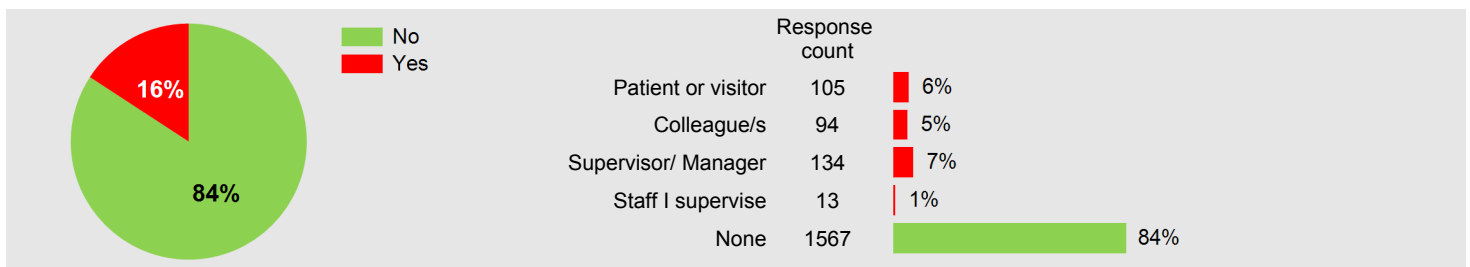
33a. In the last 12 months, I have been verbally abused by a ...



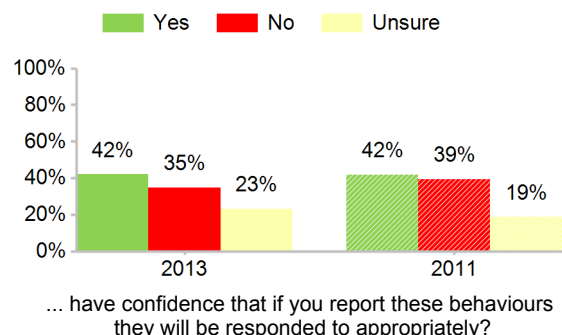
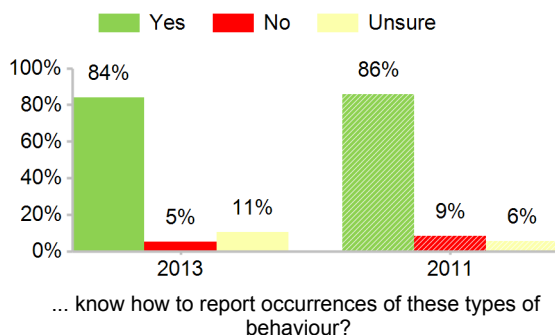
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	78	10	12	78	76	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	67	13	19	67	66	68	73
3. Working here makes me want to do the best job I can	70	16	13	70	66	71	78
4. The right amount of approvals are required for routine decisions *	45	24	31	45		48	57
5. I have sufficient control over my work so I can do my job well	60	15	25	60	58	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	57	19	24	57	56	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	South Eastern Sydney Local Health District 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	65	16	19	65	63	68	68
8. In my team we generally acknowledge one another's efforts and achievements	66	16	18	66	65	69	74
9. People in my team are honest and open	62	21	17	62	61	63	67
10. My team resolves conflict quickly when it arises	49	24	27	49	47	51	56
11. Morale is good in my team	49	22	29	49	47	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	59	17	24			
13. In my workplace, we recognise our successes and innovations	54	23	23			
14. Staff are treated respectfully regardless of their job	59	18	23			
	57				55	59
					61	63
					51	55
					55	60
					66	59
					63	66

All Questions

This section shows the breakdown of responses to each question

				% Positive Score	South Eastern Sydney Local Health District 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							
					At least 1% greater than comparator		At least 1% less than comparator
Your Line Manager							
15a. My line manager ... recognises and acknowledges when I have done my job well	63	17	20	63	60	64	62
15b. My line manager ... treats all staff in my team fairly	59	16	24	59	57	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	18	24	58	55	60	60
15d. My line manager ... treats me with respect	73	13	14	73	72	75	74
16. I receive regular and constructive feedback on my performance	46	23	30	46	42	49	49
17. Overall, I have confidence in the decisions made by my line manager	59	19	22	59	56	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	
				% Positive Score	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Senior Managers				39	34	42	40
18a. The senior managers at my workplace ... are aware of the issues I face in my job				44	39	46	44
18b. The senior managers at my workplace ... have a clear direction for the future				38	31	40	44
K 18c. The senior managers at my workplace ... lead by example in creating a positive workplace				38	33	41	38
K 19. There is a positive relationship between senior management and staff in my workplace				37	31	40	36
K 20. Overall, I have confidence in the decisions made by my senior managers				39	35	42	40

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	South Eastern Sydney Local Health District 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							
					At least 1% greater than comparator	At least 1% less than comparator	
Communication							
21. I am kept well informed about what is happening in my workplace	50	21	29	50	46	50	49
22. I have a say in decisions which affect my work	45	21	33	45	41	46	42
23. I think it is safe to speak up and challenge the way things are done	47	20	33	47	45	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	55	22	23	55	55	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	57	21	22	57		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	21	19	59		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	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	72	15	13	72	68	69	73
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	82	10	9	82	77	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	20	20	60	55	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

		% Positive Score	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
K	28. I have confidence in the processes that my workplace uses to resolve staff conflict		39	51	61
	29. I am able to achieve a healthy work/life balance most of the time		62	60	68
	30. There are mechanisms in place to support me if I experience stress or pressure		50	46	59
	31. Reasonable expectations are placed on staff according to their position		52	49	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		66	64	69

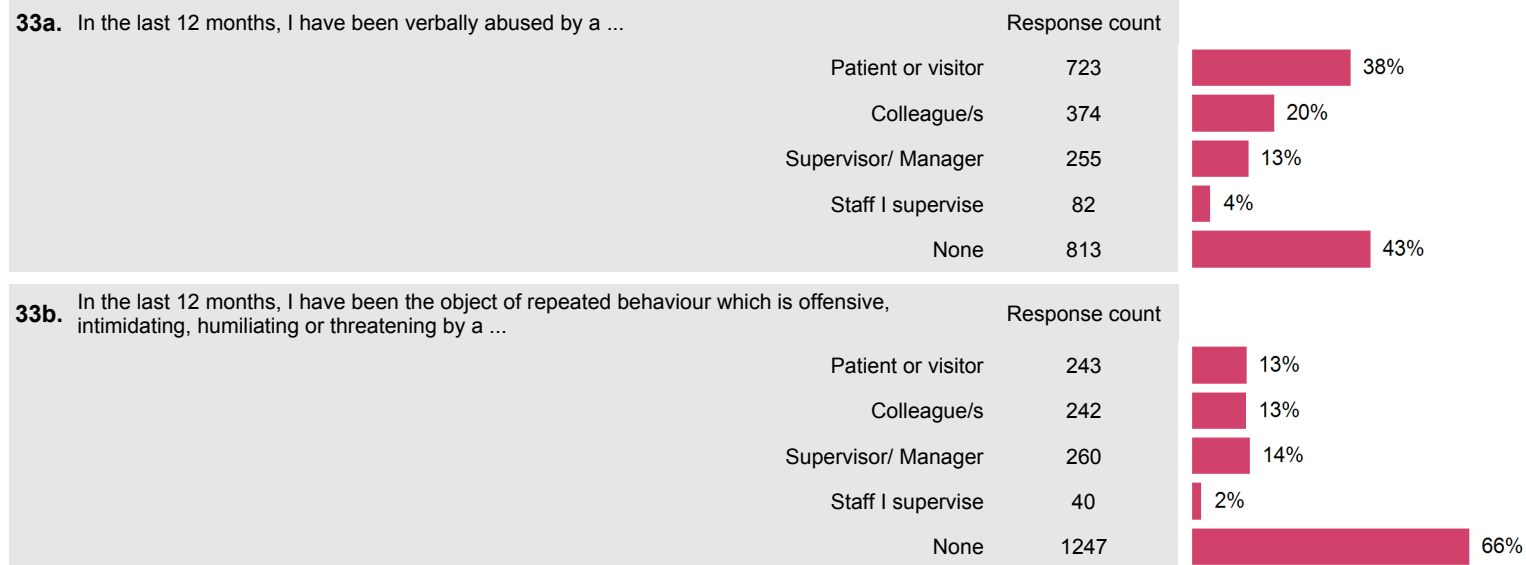
All Questions

This section shows the breakdown of responses to each question

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

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

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

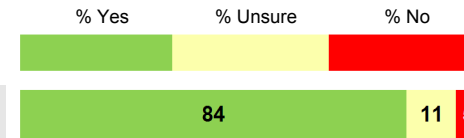
Unacceptable Behaviour

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 ...

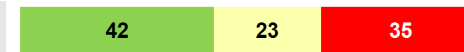
	Response count
Patient or visitor	105
Colleague/s	94
Supervisor/ Manager	134
Staff I supervise	13
None	1567



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
South Eastern Sydney Local Health District 2011
NSW Health Overall 2013
Australian Health Sector Benchmark

84	86	83	88
42	42	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

Question	% positive response	% neutral response	% negative response	% Positive Score	South Eastern Sydney Local Health District 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)	57	21	22	57	52	59	66
36. In my workplace patient safety is at the centre of all decision making	67	20	13	67	64	67	73
37. My team's objectives/work plans are clearly outlined	65	21	15	65	61	65	71
38. Our objectives/work plans help us to deliver a quality service	64	23	13	64	60	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	50	29	21	50		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	South Eastern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Your Workplace				58	56	60	62
40. Overall I am proud to be a part of this workplace				68	68	71	73
41. I would recommend my workplace as a good place to work				58	59	62	63
42. I feel motivated to contribute more than what is normally required at work				65	60	65	64
43. I have a strong sense of belonging to my workplace				62	60	64	66
44. Overall I am satisfied to be working here at the present time				66	64	67	71
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour				53		56	58
K 46. Overall, I believe the culture at my workplace has improved in the last 12 months				32	25	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

		South Eastern Sydney Local Health District	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	1995	115	711	179	289	391	46	83	(r)	(r)	50	49	(r)	59
	Employee Engagement Index	65	61	64	62	67	65	71	63	(r)	(r)	75	54	(r)	69

Your Job

1.	My job makes good use of my skills and abilities	78	81	79	71	76	81	78	75	(r)	(r)	90	55	(r)	79
2.	I feel I am able to suggest ideas to improve our ways of doing things	67	58	69	52	74	71	78	60	(r)	(r)	82	65	(r)	66
3.	Working here makes me want to do the best job I can	70	66	70	72	74	68	74	71	(r)	(r)	78	61	(r)	74
4.	The right amount of approvals are required for routine decisions	45	28	48	46	52	40	43	46	(r)	(r)	48	38	(r)	49
5.	I have sufficient control over my work so I can do my job well	60	38	57	59	68	61	74	63	(r)	(r)	78	48	(r)	73
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	57	51	59	44	54	62	65	44	(r)	(r)	72	44	(r)	67

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

	South Eastern Sydney Local Health District	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	1995	519	1427	240	183	69	19	1283	488	153	(r)	39	(r)	409	1487	70
Employee Engagement Index	65	72	62	68	71	86	91	65	63	66	(r)	73	(r)	63	67	39

Your Job

1. My job makes good use of my skills and abilities	78	85	75	83	83	97	95	79	76	78	(r)	79	(r)	76	79	54
2. I feel I am able to suggest ideas to improve our ways of doing things	67	78	64	76	76	88	100	71	58	70	(r)	58	(r)	68	68	51
3. Working here makes me want to do the best job I can	70	75	68	69	78	88	89	70	70	74	(r)	84	(r)	66	73	41
4. The right amount of approvals are required for routine decisions	45	45	45	43	45	43	89	46	43	43	(r)	51	(r)	42	47	34
5. I have sufficient control over my work so I can do my job well	60	57	61	52	59	67	84	61	57	59	(r)	63	(r)	55	62	36
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	57	70	52	68	67	83	89	58	53	58	(r)	50	(r)	55	59	31

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

	South Eastern Sydney Local Health District	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	1995	153	112	287	382	540	490	64	181	182	224	221	263	296	258	181	74	
Employee Engagement Index	65	77	73	60	61	62	67	74	64	63	59	65	64	64	66	74	54	

Your Job

1. My job makes good use of my skills and abilities	78	78	82	75	76	78	80	83	82	85	74	81	75	77	76	82	57
2. I feel I am able to suggest ideas to improve our ways of doing things	67	69	66	60	66	67	73	61	65	70	64	70	66	69	73	69	54
3. Working here makes me want to do the best job I can	70	79	74	64	68	68	74	78	65	67	67	72	67	70	74	80	58
4. The right amount of approvals are required for routine decisions	45	47	56	47	43	42	46	44	45	39	48	42	42	49	46	49	39
5. I have sufficient control over my work so I can do my job well	60	71	68	57	61	56	60	64	62	62	57	60	60	54	63	70	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	57	59	61	51	53	56	62	59	56	61	52	57	56	56	59	63	42

Results by Demographic

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		South Eastern Sydney Local Health District	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
	1995	115	711	179	289	391	46	83	(r)	(r)	50	49	(r)	59	
	Employee Engagement Index	65	61	64	62	67	65	71	63	(r)	(r)	75	54	(r)	69

Your Team

7.	The people I work with are willing to help each other even if this means doing something outside their usual job	65	69	67	56	62	69	72	56	(r)	(r)	74	43	(r)	67
8.	In my team we generally acknowledge one another's efforts and achievements	66	71	67	51	64	75	70	48	(r)	(r)	80	51	(r)	67
9.	People in my team are honest and open	62	70	64	48	57	69	65	50	(r)	(r)	79	39	(r)	57
10.	My team resolves conflict quickly when it arises	49	57	50	41	49	53	48	40	(r)	(r)	63	35	(r)	44
11.	Morale is good in my team	49	53	50	39	48	51	57	40	(r)	(r)	74	29	(r)	54

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

	South Eastern Sydney Local Health District	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	1995	519	1427	240	183	69	19	1283	488	153	(r)	39	(r)	409	1487	70
Employee Engagement Index	65	72	62	68	71	86	91	65	63	66	(r)	73	(r)	63	67	39

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	65	72	62	68	70	88	95	65	61	68	(r)	79	(r)	64	66	52
8. In my team we generally acknowledge one another's efforts and achievements	66	79	61	76	78	90	89	67	61	70	(r)	69	(r)	65	67	49
9. People in my team are honest and open	62	72	58	68	72	84	84	62	58	70	(r)	66	(r)	62	63	39
10. My team resolves conflict quickly when it arises	49	60	46	59	58	74	79	51	41	57	(r)	54	(r)	51	50	29
11. Morale is good in my team	49	60	45	57	58	75	83	50	43	56	(r)	64	(r)	49	50	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

	South Eastern Sydney Local Health District	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	1995	153	112	287	382	540	490	64	181	182	224	221	263	296	258	181	74	
Employee Engagement Index	65	77	73	60	61	62	67	74	64	63	59	65	64	64	66	74	54	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	65	75	61	62	58	64	70	83	63	59	59	63	68	64	64	78	53
8. In my team we generally acknowledge one another's efforts and achievements	66	75	65	63	60	67	70	72	62	66	65	62	69	68	65	75	54
9. People in my team are honest and open	62	75	67	59	54	60	66	78	63	59	61	60	64	58	62	68	47
10. My team resolves conflict quickly when it arises	49	65	51	46	44	45	55	64	50	46	50	48	47	48	47	59	41
11. Morale is good in my team	49	67	52	47	41	46	52	59	46	51	46	48	49	48	47	57	34

Results by Demographic

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

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	South Eastern Sydney Local Health District	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	1995	115	711	179	289	391	46	83	(r)	(r)	50	49	(r)	59	
Employee Engagement Index	65	61	64	62	67	65	71	63	(r)	(r)	75	54	(r)	69	

Being valued

12. I believe I am valued for what I can offer at my workplace	59	50	57	53	63	63	67	56	(r)	(r)	70	43	(r)	71
13. In my workplace, we recognise our successes and innovations	54	52	55	44	53	59	71	41	(r)	(r)	72	40	(r)	56
14. Staff are treated respectfully regardless of their job	59	58	56	57	58	63	71	52	(r)	(r)	82	35	(r)	63

Results by Demographic

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

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	South Eastern Sydney Local Health District	Manage staff		Management responsibility				Employment status					Gender			
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Respondents	1995	519	1427	240	183	69	19	1283	488	153	(r)	39	(r)	409	1487	70
Employee Engagement Index	65	72	62	68	71	86	91	65	63	66	(r)	73	(r)	63	67	39

Being valued

12. I believe I am valued for what I can offer at my workplace	59	67	56	63	68	77	89	61	53	64	(r)	62	(r)	57	61	26
13. In my workplace, we recognise our successes and innovations	54	64	50	59	68	75	79	55	48	59	(r)	51	(r)	51	56	29
14. Staff are treated respectfully regardless of their job	59	67	56	63	69	72	89	57	58	71	(r)	74	(r)	56	60	41

Results by Demographic

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

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	South Eastern Sydney Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	1995	153	112	287	382	540	490	64	181	182	224	221	263	296	258	181	74	
Employee Engagement Index	65	77	73	60	61	62	67	74	64	63	59	65	64	64	66	74	54	

Being valued

12. I believe I am valued for what I can offer at my workplace	59	72	61	60	50	57	63	66	56	60	57	58	58	61	59	66	44
13. In my workplace, we recognise our successes and innovations	54	65	61	52	48	51	58	63	52	52	54	57	48	54	56	62	38
14. Staff are treated respectfully regardless of their job	59	74	61	59	55	56	58	67	56	62	61	60	55	57	55	64	55

Results by Demographic

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		South Eastern Sydney Local Health District	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	1995	115	711	179	289	391	46	83	(r)	(r)	50	49	(r)	59
	Employee Engagement Index	65	61	64	62	67	65	71	63	(r)	(r)	75	54	(r)	69

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	63	58	63	53	69	62	73	60	(r)	(r)	78	53	(r)	64
15b. My line manager ... treats all staff in my team fairly	59	61	58	54	64	62	64	54	(r)	(r)	74	43	(r)	60
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	57	59	50	61	57	67	58	(r)	(r)	67	43	(r)	52
15d. My line manager ... treats me with respect	73	71	73	62	75	79	73	70	(r)	(r)	84	50	(r)	79
16. I receive regular and constructive feedback on my performance	46	40	47	41	52	47	62	35	(r)	(r)	58	29	(r)	49
17. Overall, I have confidence in the decisions made by my line manager	59	49	59	51	66	59	69	59	(r)	(r)	78	44	(r)	62

Results by Demographic

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Respondents	1995	519	1427	240	183	69	19	1283	488	153	(r)	39	(r)	409	1487	70
Employee Engagement Index	65	72	62	68	71	86	91	65	63	66	(r)	73	(r)	63	67	39

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	63	70	60	66	70	81	95	65	57	69	(r)	63	(r)	65	63	38
15b. My line manager ... treats all staff in my team fairly	59	66	57	65	62	81	79	60	56	65	(r)	67	(r)	60	61	32
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	63	55	59	64	75	84	58	54	63	(r)	64	(r)	58	59	28
15d. My line manager ... treats me with respect	73	80	71	79	80	86	95	73	72	82	(r)	73	(r)	72	75	50
16. I receive regular and constructive feedback on my performance	46	51	45	51	51	48	89	48	41	53	(r)	44	(r)	46	48	24
17. Overall, I have confidence in the decisions made by my line manager	59	64	57	61	65	68	84	59	54	71	(r)	68	(r)	58	61	24

Results by Demographic

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Respondents	1995	153	112	287	382	540	490	64	181	182	224	221	263	296	258	181	74
Employee Engagement Index	65	77	73	60	61	62	67	74	64	63	59	65	64	64	66	74	54

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	63	81	67	61	61	60	63	68	60	69	60	64	60	63	62	69	47
15b. My line manager ... treats all staff in my team fairly	59	76	62	61	55	59	57	68	61	66	59	58	60	58	57	66	42
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	58	70	64	58	53	58	56	62	58	58	59	59	57	56	56	67	42
15d. My line manager ... treats me with respect	73	86	83	76	72	69	70	79	80	78	71	73	71	69	75	74	66
16. I receive regular and constructive feedback on my performance	46	62	51	47	46	40	47	54	44	49	48	46	45	46	45	50	32
17. Overall, I have confidence in the decisions made by my line manager	59	77	66	62	55	53	59	67	59	65	57	59	57	56	62	63	43

Results by Demographic

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	Respondents	1995	115	711	179	289	391	46	83	(r)	(r)	50	49	(r)	59
	Employee Engagement Index	65	61	64	62	67	65	71	63	(r)	(r)	75	54	(r)	69

Senior Managers

18a.	The senior managers at my workplace ... are aware of the issues I face in my job	44	46	43	35	55	44	51	31	(r)	(r)	54	35	(r)	51
18b.	The senior managers at my workplace ... have a clear direction for the future	38	29	39	33	46	38	51	25	(r)	(r)	52	22	(r)	35
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace	38	32	35	36	50	36	53	26	(r)	(r)	58	24	(r)	44
19.	There is a positive relationship between senior management and staff in my workplace	37	29	34	32	48	35	56	30	(r)	(r)	64	26	(r)	44
20.	Overall, I have confidence in the decisions made by my senior managers	39	29	36	35	55	37	53	29	(r)	(r)	66	30	(r)	46

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

	South Eastern Sydney Local Health District	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	1995	519	1427	240	183	69	19	1283	488	153	(r)	39	(r)	409	1487	70
Employee Engagement Index	65	72	62	68	71	86	91	65	63	66	(r)	73	(r)	63	67	39

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	44	54	40	46	54	75	95	46	41	41	(r)	42	(r)	44	45	18
18b. The senior managers at my workplace ... have a clear direction for the future	38	43	36	36	46	57	74	40	35	37	(r)	35	(r)	35	40	10
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	43	36	35	46	59	79	40	31	44	(r)	42	(r)	37	39	12
19. There is a positive relationship between senior management and staff in my workplace	37	44	34	36	46	57	79	37	32	46	(r)	50	(r)	36	39	6
20. Overall, I have confidence in the decisions made by my senior managers	39	46	37	39	49	57	89	40	33	49	(r)	47	(r)	36	42	10

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

	South Eastern Sydney Local Health District	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	1995	153	112	287	382	540	490	64	181	182	224	221	263	296	258	181	74	
Employee Engagement Index	65	77	73	60	61	62	67	74	64	63	59	65	64	64	66	74	54	

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	44	51	50	45	38	42	47	49	38	40	42	46	41	49	48	54	23
18b. The senior managers at my workplace ... have a clear direction for the future	38	47	43	40	35	33	41	38	36	39	34	37	36	39	41	48	27
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	38	55	44	40	33	35	37	49	40	37	35	40	32	39	42	45	20
19. There is a positive relationship between senior management and staff in my workplace	37	50	50	39	30	34	38	49	36	39	34	36	33	39	39	45	14
20. Overall, I have confidence in the decisions made by my senior managers	39	59	53	39	34	34	40	52	43	37	35	39	38	45	38	43	17

Results by Demographic

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

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	South Eastern Sydney Local Health District	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	1995	115	711	179	289	391	46	83	(r)	(r)	50	49	(r)	59	
Employee Engagement Index	65	61	64	62	67	65	71	63	(r)	(r)	75	54	(r)	69	

Communication

21. I am kept well informed about what is happening in my workplace	50	41	51	42	53	55	62	33	(r)	(r)	66	44	(r)	53
22. I have a say in decisions which affect my work	45	29	45	42	50	48	64	41	(r)	(r)	63	26	(r)	50
23. I think it is safe to speak up and challenge the way things are done	47	40	48	43	49	51	53	41	(r)	(r)	65	35	(r)	47
24a. Where I work, we share the lessons learnt when mistakes are made	55	55	56	51	56	56	58	56	(r)	(r)	68	39	(r)	51
24b. I am aware of the strategic objectives and direction of the organisation I work for	57	41	57	57	62	56	78	46	(r)	(r)	78	40	(r)	57
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	43	56	63	68	57	89	59	(r)	(r)	80	53	(r)	69

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

	South Eastern Sydney Local Health District	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	1995	519	1427	240	183	69	19	1283	488	153	(r)	39	(r)	409	1487	70
Employee Engagement Index	65	72	62	68	71	86	91	65	63	66	(r)	73	(r)	63	67	39

Communication

21. I am kept well informed about what is happening in my workplace	50	57	48	54	55	64	95	53	45	53	(r)	42	(r)	49	52	22
22. I have a say in decisions which affect my work	45	53	43	49	53	60	95	48	39	49	(r)	47	(r)	43	48	14
23. I think it is safe to speak up and challenge the way things are done	47	52	46	47	54	62	89	48	44	50	(r)	54	(r)	44	50	11
24a. Where I work, we share the lessons learnt when mistakes are made	55	65	51	61	61	85	84	56	51	61	(r)	54	(r)	54	57	23
24b. I am aware of the strategic objectives and direction of the organisation I work for	57	62	54	54	68	74	89	58	53	55	(r)	58	(r)	53	58	36
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	65	57	56	70	75	89	61	54	62	(r)	69	(r)	56	61	34

Results by Demographic

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	South Eastern Sydney Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	1995	153	112	287	382	540	490	64	181	182	224	221	263	296	258	181	74	
Employee Engagement Index	65	77	73	60	61	62	67	74	64	63	59	65	64	64	66	74	54	

Communication

21. I am kept well informed about what is happening in my workplace	50	65	58	49	46	47	52	59	50	52	50	51	53	45	53	55	35
22. I have a say in decisions which affect my work	45	57	53	44	43	41	48	55	47	47	44	41	46	46	47	51	24
23. I think it is safe to speak up and challenge the way things are done	47	60	52	47	43	45	49	54	47	51	43	51	46	47	49	55	24
24a. Where I work, we share the lessons learnt when mistakes are made	55	67	62	53	50	52	59	65	59	54	53	55	59	54	55	59	33
24b. I am aware of the strategic objectives and direction of the organisation I work for	57	63	61	52	51	56	61	56	52	53	58	55	55	60	60	61	41
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	66	68	53	54	58	64	63	57	54	60	57	58	63	63	66	45

Results by Demographic

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		South Eastern Sydney Local Health District	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	1995	115	711	179	289	391	46	83	(r)	(r)	50	49	(r)	59
	Employee Engagement Index	65	61	64	62	67	65	71	63	(r)	(r)	75	54	(r)	69

Training and Development Opportunities

25.	I have received the appropriate training and development to do my job effectively	72	79	76	61	66	73	73	73	(r)	(r)	74	63	(r)	71
26.	I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	82	58	79	86	82	90	84	80	(r)	(r)	78	89	(r)	87
27.	I am encouraged to take opportunities to learn new skills and have new experiences	60	56	66	42	57	62	70	42	(r)	(r)	74	43	(r)	59

Results by Demographic

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	South Eastern Sydney Local Health District	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	1995	519	1427	240	183	69	19	1283	488	153	(r)	39	(r)	409	1487	70
Employee Engagement Index	65	72	62	68	71	86	91	65	63	66	(r)	73	(r)	63	67	39

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	72	75	71	74	71	86	95	72	72	67	(r)	77	(r)	70	73	60
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	82	79	83	80	80	77	95	82	80	83	(r)	82	(r)	80	83	73
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	69	56	65	71	79	89	62	52	67	(r)	46	(r)	54	62	40

Results by Demographic

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Respondents	1995	153	112	287	382	540	490	64	181	182	224	221	263	296	258	181	74	
Employee Engagement Index	65	77	73	60	61	62	67	74	64	63	59	65	64	64	66	74	54	

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	72	68	73	72	74	69	74	69	74	72	68	71	69	70	74	81	72
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	82	82	92	80	82	79	83	90	86	80	76	82	83	78	85	85	78
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	69	67	57	57	56	62	69	68	62	55	60	58	59	58	60	46

Results by Demographic

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	South Eastern Sydney Local Health District	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	1995	115	711	179	289	391	46	83	(r)	(r)	50	49	(r)	59	
Employee Engagement Index	65	61	64	62	67	65	71	63	(r)	(r)	75	54	(r)	69	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	29	43	35	42	36	47	31	(r)	(r)	50	29	(r)	40
29. I am able to achieve a healthy work/life balance most of the time	62	44	59	58	64	68	78	63	(r)	(r)	70	49	(r)	69
30. There are mechanisms in place to support me if I experience stress or pressure	50	29	53	42	47	58	60	41	(r)	(r)	68	44	(r)	51
31. Reasonable expectations are placed on staff according to their position	52	47	50	43	54	59	66	54	(r)	(r)	62	44	(r)	58
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	61	64	59	63	76	73	60	(r)	(r)	67	62	(r)	63

Results by Demographic

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	South Eastern Sydney Local Health District	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	1995	519	1427	240	183	69	19	1283	488	153	(r)	39	(r)	409	1487	70
Employee Engagement Index	65	72	62	68	71	86	91	65	63	66	(r)	73	(r)	63	67	39

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	47	36	42	47	59	84	40	35	43	(r)	46	(r)	41	40	10
29. I am able to achieve a healthy work/life balance most of the time	62	57	63	60	55	58	63	58	69	68	(r)	70	(r)	58	64	31
30. There are mechanisms in place to support me if I experience stress or pressure	50	52	50	54	47	57	79	50	49	58	(r)	62	(r)	48	53	23
31. Reasonable expectations are placed on staff according to their position	52	55	51	51	52	70	84	52	51	59	(r)	54	(r)	53	54	27
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	72	63	69	75	75	84	66	63	73	(r)	68	(r)	63	68	48

Results by Demographic

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Respondents	1995	153	112	287	382	540	490	64	181	182	224	221	263	296	258	181	74	
Employee Engagement Index	65	77	73	60	61	62	67	74	64	63	59	65	64	64	66	74	54	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	39	57	50	36	36	37	37	47	42	43	41	40	36	37	36	48	17
29. I am able to achieve a healthy work/life balance most of the time	62	74	78	58	59	61	58	73	66	59	55	63	67	62	60	64	46
30. There are mechanisms in place to support me if I experience stress or pressure	50	65	63	48	45	50	49	62	55	49	48	50	45	49	54	53	40
31. Reasonable expectations are placed on staff according to their position	52	68	66	52	50	49	51	62	58	52	51	51	51	52	52	55	44
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	75	81	64	62	61	69	73	71	61	63	68	63	64	69	71	58

Results by Demographic

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		South Eastern Sydney Local Health District	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	1995	115	711	179	289	391	46	83	(r)	(r)	50	49	(r)	59
	Employee Engagement Index	65	61	64	62	67	65	71	63	(r)	(r)	75	54	(r)	69

Unacceptable Behaviour

34a.	Do you currently ... know how to report occurrences of these types of behaviour?	84	69	90	85	80	88	78	68	(r)	(r)	84	65	(r)	80
34b.	Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	42	32	43	37	43	48	51	24	(r)	(r)	48	31	(r)	45

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Respondents	1995	519	1427	240	183	69	19	1283	488	153	(r)	39	(r)	409	1487	70
Employee Engagement Index	65	72	62	68	71	86	91	65	63	66	(r)	73	(r)	63	67	39

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	84	90	82	89	91	87	89	85	83	80	(r)	70	(r)	80	85	82
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	42	49	40	45	50	54	84	42	41	42	(r)	46	(r)	39	44	18

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Respondents		1995	153	112	287	382	540	490	64	181	182	224	221	263	296	258	181	74	
Employee Engagement Index		65	77	73	60	61	62	67	74	64	63	59	65	64	64	66	74	54	
Unacceptable Behaviour																			
34a.	Do you currently ... know how to report occurrences of these types of behaviour?	84	70	81	82	82	85	89	72	82	82	85	84	85	85	87	85	81	
34b.	Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	42	53	45	44	37	38	45	48	43	41	41	41	40	41	44	48	30	

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Respondents	1995	115	711	179	289	391	46	83	(r)	(r)	50	49	(r)	59	
Employee Engagement Index	65	61	64	62	67	65	71	63	(r)	(r)	75	54	(r)	69	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	57	37	57	64	64	50	67	57	(r)	(r)	66	51	(r)	70
36. In my workplace patient safety is at the centre of all decision making	67	48	69	68	64	70	69	68	(r)	(r)	51	79	(r)	71
37. My team's objectives/work plans are clearly outlined	65	60	66	63	62	65	78	63	(r)	(r)	66	54	(r)	66
38. Our objectives/work plans help us to deliver a quality service	64	56	66	59	64	62	80	69	(r)	(r)	60	57	(r)	65
39. At my workplace there is a good balance between delivering services and monitoring service delivery	50	38	52	50	54	43	68	52	(r)	(r)	59	48	(r)	56

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Employee Engagement Index	65	72	62	68	71	86	91	65	63	66	(r)	73	(r)	63	67	39

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	57	55	57	56	52	58	84	57	56	56	(r)	64	(r)	50	60	36
36. In my workplace patient safety is at the centre of all decision making	67	71	66	74	66	67	89	68	64	64	(r)	70	(r)	64	69	52
37. My team's objectives/work plans are clearly outlined	65	72	62	70	74	75	89	64	65	67	(r)	70	(r)	60	67	42
38. Our objectives/work plans help us to deliver a quality service	64	70	62	67	71	74	95	63	64	66	(r)	68	(r)	57	67	45
39. At my workplace there is a good balance between delivering services and monitoring service delivery	50	54	49	50	55	59	84	51	48	47	(r)	57	(r)	48	52	24

Results by Demographic

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Employee Engagement Index	65	77	73	60	61	62	67	74	64	63	59	65	64	64	66	74	54	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	57	68	69	53	58	51	57	72	54	52	53	59	54	60	59	61	46
36. In my workplace patient safety is at the centre of all decision making	67	72	75	71	66	62	69	67	67	63	67	65	67	61	73	75	62
37. My team's objectives/work plans are clearly outlined	65	73	72	65	62	60	67	68	68	64	62	63	60	64	66	74	54
38. Our objectives/work plans help us to deliver a quality service	64	70	75	60	61	60	67	65	65	60	62	61	59	66	69	72	52
39. At my workplace there is a good balance between delivering services and monitoring service delivery	50	59	62	49	46	45	53	62	49	45	44	51	46	52	54	59	33

Results by Demographic

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

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	South Eastern Sydney Local Health District	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	1995	115	711	179	289	391	46	83	(r)	(r)	50	49	(r)	59	
Employee Engagement Index	65	61	64	62	67	65	71	63	(r)	(r)	75	54	(r)	69	

Your Workplace

40. Overall I am proud to be a part of this workplace	68	61	68	67	71	67	73	63	(r)	(r)	80	60	(r)	74
41. I would recommend my workplace as a good place to work	58	52	58	56	60	58	64	55	(r)	(r)	66	43	(r)	58
42. I feel motivated to contribute more than what is normally required at work	65	64	63	65	67	67	75	62	(r)	(r)	78	48	(r)	71
43. I have a strong sense of belonging to my workplace	62	60	62	58	60	63	66	59	(r)	(r)	70	51	(r)	68
44. Overall I am satisfied to be working here at the present time	66	63	65	56	68	68	73	67	(r)	(r)	78	61	(r)	66
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	46	53	45	55	61	66	44	(r)	(r)	66	34	(r)	50
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	27	33	27	33	30	42	22	(r)	(r)	44	43	(r)	25

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	1995	519	1427	240	183	69	19	1283	488	153	(r)	39	(r)	409	1487	70
Employee Engagement Index	65	72	62	68	71	86	91	65	63	66	(r)	73	(r)	63	67	39

Your Workplace

40. Overall I am proud to be a part of this workplace	68	75	65	71	76	88	95	68	66	72	(r)	81	(r)	67	70	39
41. I would recommend my workplace as a good place to work	58	65	55	62	62	78	89	59	53	61	(r)	70	(r)	55	60	31
42. I feel motivated to contribute more than what is normally required at work	65	72	63	67	72	91	95	66	63	68	(r)	73	(r)	63	67	39
43. I have a strong sense of belonging to my workplace	62	71	58	69	68	83	89	63	61	53	(r)	54	(r)	61	63	38
44. Overall I am satisfied to be working here at the present time	66	74	62	72	72	87	89	67	62	65	(r)	76	(r)	64	67	45
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	58	51	55	55	72	84	52	53	59	(r)	70	(r)	49	55	32
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	39	29	34	36	57	79	34	28	25	(r)	29	(r)	33	32	15

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

	South Eastern Sydney Local Health District	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	1995	153	112	287	382	540	490	64	181	182	224	221	263	296	258	181	74
Employee Engagement Index	65	77	73	60	61	62	67	74	64	63	59	65	64	64	66	74	54

Your Workplace

40. Overall I am proud to be a part of this workplace	68	83	80	64	67	64	69	78	72	66	62	69	64	67	71	75	56
41. I would recommend my workplace as a good place to work	58	77	71	56	53	55	58	73	59	62	53	57	58	55	55	66	48
42. I feel motivated to contribute more than what is normally required at work	65	79	76	59	61	63	68	75	59	64	60	68	67	65	65	77	56
43. I have a strong sense of belonging to my workplace	62	65	64	59	57	59	67	67	60	57	53	60	64	64	64	73	52
44. Overall I am satisfied to be working here at the present time	66	81	75	60	63	61	68	73	66	64	58	65	66	64	66	75	54
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	69	61	52	49	50	54	67	49	50	48	54	54	55	54	60	45
46. Overall, I believe the culture at my workplace has improved in the last 12 months	32	33	35	32	28	29	35	32	27	27	28	37	31	33	30	44	13

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	$\frac{18750}{18750 + 7753}$	× 1661 = 1175 Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661	$\frac{7753}{18750 + 7753}$	× 1661 = 486 Part time
Agency (4)	132		
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:

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

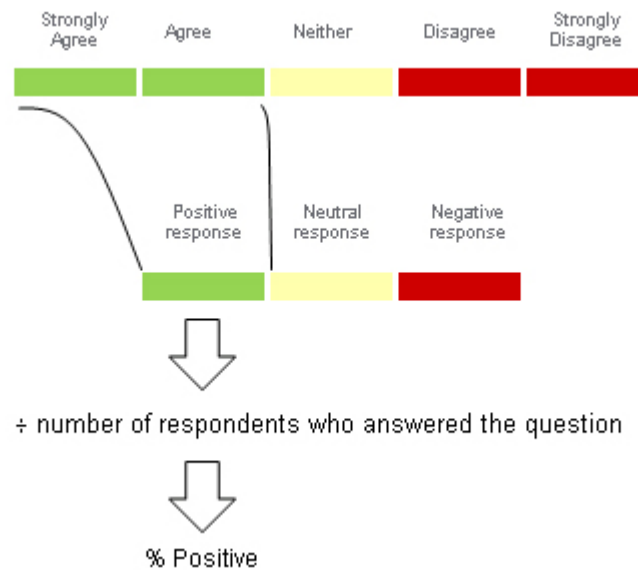
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

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.