

# 2011 YourSay Workplace Survey

## Facility Report



## South Eastern Sydney Local Health District

### This Report

This report provides South Eastern Sydney Local Health District with data from the 2011 YourSay Workplace Survey. It summarises staff views and presents comparative data to help put the results into perspective.

### Response Rates

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

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 27 April 2011. This figure does not include contractors, agency staff and volunteers, nor does it account for staff on secondment or extended leave, hence the estimated response rate is not accurate.

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

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

### Confidence Intervals

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

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

### Results

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

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

Please see the Guide to using this report for further information

### Comparative data

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

### Anonymity

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

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

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1,621

ACTUAL RESPONSES

17%

2% Confidence Interval

ESTIMATED RESPONSE RATE

63%

ENGAGEMENT INDEX

46%

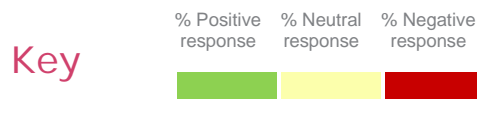
WORKPLACE CULTURE INDEX

# Employee Engagement Index

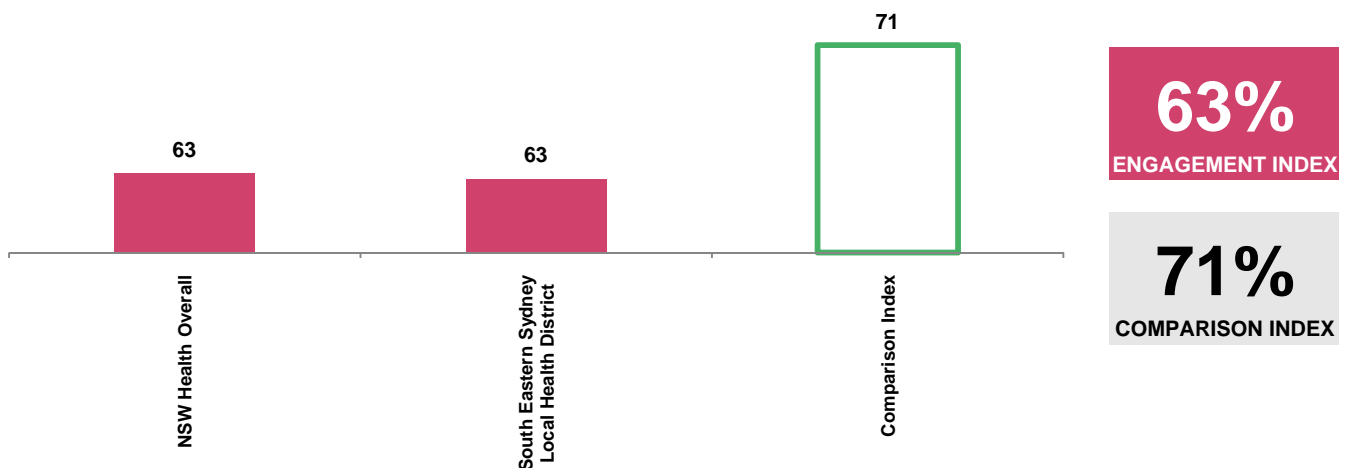
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

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

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



Question	% Positive response	% Neutral response	% Negative response	Variance NSW Health Overall
41. Overall I am proud to be a part of this workplace	68	19	13	0
42. I would recommend my workplace as a good place to work	59	20	22	+1
44. I have a strong sense of belonging to my workplace	60	22	19	-1
45. Overall I am satisfied to be working here at the present time	64	16	20	0
3. Working here makes me want to do the best job I can	66	19	15	-1
43. I feel motivated to contribute more than what is normally required at work	60	20	20	-1

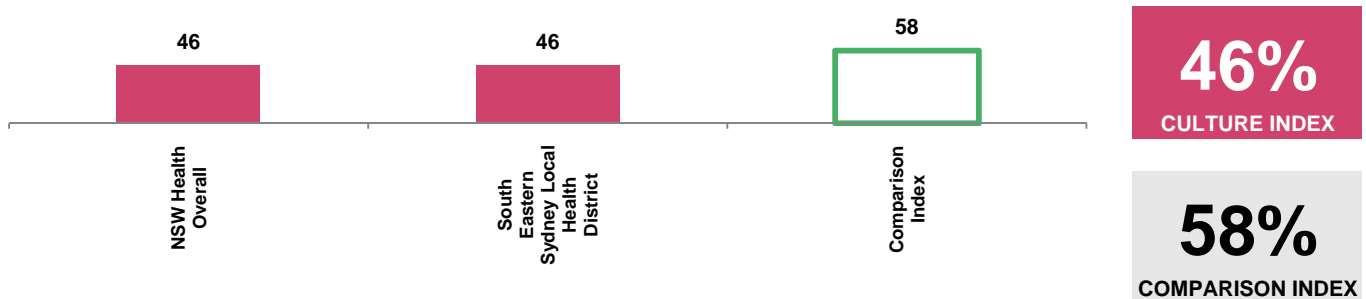


# Employee Workplace Culture Index

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

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

Question	Key			Response Scale	Variance from NSW Health Overall
	% Positive response	% Neutral response	% Negative response		
11. Morale is good in my team	47	19	34		+1
12. I believe I am valued for what I can offer at my workplace	59	16	25		+1
13. In my workplace, we recognise our successes and innovations	51	23	26		+1
14. Staff are treated respectfully regardless of their job	55	17	27		0
17. Overall, I have confidence in the decisions made by my line manager	56	21	23		-2
18b. The senior managers at my workplace have a clear direction for the future	31	33	36		-1
18c. The senior managers at my workplace lead by example in creating a positive workplace	33	27	41		-1
20. Overall, I have confidence in the decisions made by my senior managers	35	30	35		-1
22. I have a say in decisions which affect my work	41	24	36		0
23. I think it is safe to speak up and challenge the way things are done	45	19	36		-1
24. Where I work, we share the lessons learnt when mistakes are made	55	22	24		+2
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	27	36		+1
38. My team's objectives/work plans are clearly outlined	61	21	18		+1
39. Our objectives/work plans help us to deliver a quality service	60	23	17		0
46. Overall, I believe the culture at my workplace has improved in the last 12 months	25	36	39		-4



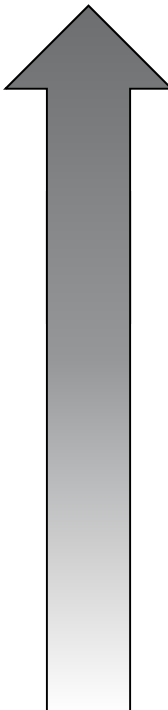
# Drivers of Engagement

A statistical technique known as Key Driver Analysis (KDA) has been used to help focus on those aspects of working for this organisation which have the greatest impact on Employee Engagement. The dashboard below shows the questions with the greatest impact on Employee Engagement for South Eastern Sydney Local Health District overall. 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 KDA should be used to guide the action planning process following the survey, as taking effective action in these areas should have a positive impact on Employee Engagement. This information should also be used in conjunction with the rest of the questions included in the survey.

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

## Drivers of Employee Engagement

	Impact (on Employee Engagement)	% Positive	NSW Health Overall % positive
12. I believe I am valued for what I can offer at my workplace	<i>Greatest</i> 	59	58
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		56	54
13. In my workplace, we recognise our successes and innovations		51	50
11. Morale is good in my team		47	46
36. My work environment allows me to deliver the best possible services (patient care or support services)		52	54
39. Our objectives/work plans help us to deliver a quality service		60	60

# 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	<b>68</b>
Your Line Manager	<b>57</b>
Your Team	<b>57</b>

### Questions

	% Positive
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	<b>77</b>
1. My job makes good use of my skills and abilities	<b>76</b>
15d. My line manager treats me with respect	<b>72</b>
25. I have received the appropriate training and development to do my job effectively	<b>71</b>
41. Overall I am proud to be a part of this workplace	<b>68</b>

## Lowlights

### Sections

	% Positive
Senior Managers	<b>34</b>
Communication	<b>47</b>
Work Environment	<b>51</b>

### Questions

	% Positive
4. Too many approvals are required for routine decisions*	<b>13</b>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	<b>25</b>
40. At my workplace we are too focused on monitoring rather than delivering services*	<b>30</b>
18b. The senior managers at my workplace have a clear direction for the future	<b>31</b>
19. There is a positive relationship between senior management and staff in my workplace	<b>31</b>

# External Comparison

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

Please see the Guide to using this report for further information



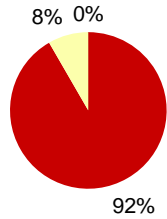
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
40. At my workplace we are too focused on monitoring rather than delivering services*	30	+2	
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	77	0	
4. Too many approvals are required for routine decisions*	13	-3	
15d. My line manager treats me with respect	72	-3	
43. I feel motivated to contribute more than what is normally required at work	60	-6	
15b. My line manager treats all staff in my team fairly	57	-7	
44. I have a strong sense of belonging to my workplace	60	-7	
22. I have a say in decisions which affect my work	41	-7	
42. I would recommend my workplace as a good place to work	59	-7	
15a. My line manager recognises and acknowledges when I have done my job well	60	-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	56	-8	
2. I feel I am able to suggest ideas to improve our ways of doing things	66	-8	
25. I have received the appropriate training and development to do my job effectively	71	-8	

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- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
37. In my workplace patient safety is at the centre of all decision making	64	-8	<span style="color: red;">■</span>
15c. My line manager ensures that when issues are raised in the team, they are addressed	55	-9	<span style="color: red;">■</span>
17. Overall, I have confidence in the decisions made by my line manager	56	-9	<span style="color: red;">■</span>
1. My job makes good use of my skills and abilities	76	-9	<span style="color: red;">■</span>
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	64	-9	<span style="color: red;">■</span>
45. Overall I am satisfied to be working here at the present time	64	-9	<span style="color: red;">■</span>
41. Overall I am proud to be a part of this workplace	68	-9	<span style="color: red;">■</span>
7. The people I work with are willing to help each other even if this means doing something outside their usual job	63	-10	<span style="color: red;">■</span>
14. Staff are treated respectfully regardless of their job	55	-10	<span style="color: red;">■</span>
18a. The senior managers at my workplace are aware of the issues I face in my job	39	-10	<span style="color: red;">■</span>
9. People in my team are honest and open	61	-10	<span style="color: red;">■</span>
24. Where I work, we share the lessons learnt when mistakes are made	55	-10	<span style="color: red;">■</span>
12. I believe I am valued for what I can offer at my workplace	59	-10	<span style="color: red;">■</span>

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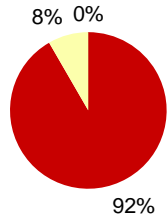
	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
8. In my team we generally acknowledge one another's efforts and achievements	65	-11	<span style="color: red;">■</span>
38. My team's objectives/work plans are clearly outlined	61	-11	<span style="color: red;">■</span>
20. Overall, I have confidence in the decisions made by my senior managers	35	-11	<span style="color: red;">■</span>
29. I am able to achieve a healthy work/life balance most of the time	60	-11	<span style="color: red;">■</span>
27. I am encouraged to take opportunities to learn new skills and have new experiences	55	-12	<span style="color: red;">■</span>
21. I am kept well informed about what is happening in my workplace	46	-12	<span style="color: red;">■</span>
16. I receive regular and constructive feedback on my performance	42	-12	<span style="color: red;">■</span>
39. Our objectives/work plans help us to deliver a quality service	60	-12	<span style="color: red;">■</span>
5. I have sufficient control over my work so I can do my job well	58	-12	<span style="color: red;">■</span>
11. Morale is good in my team	47	-12	<span style="color: red;">■</span>
3. Working here makes me want to do the best job I can	66	-12	<span style="color: red;">■</span>
31. Reasonable expectations are placed on staff according to their position	49	-12	<span style="color: red;">■</span>
23. I think it is safe to speak up and challenge the way things are done	45	-12	<span style="color: red;">■</span>



# External Comparison

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

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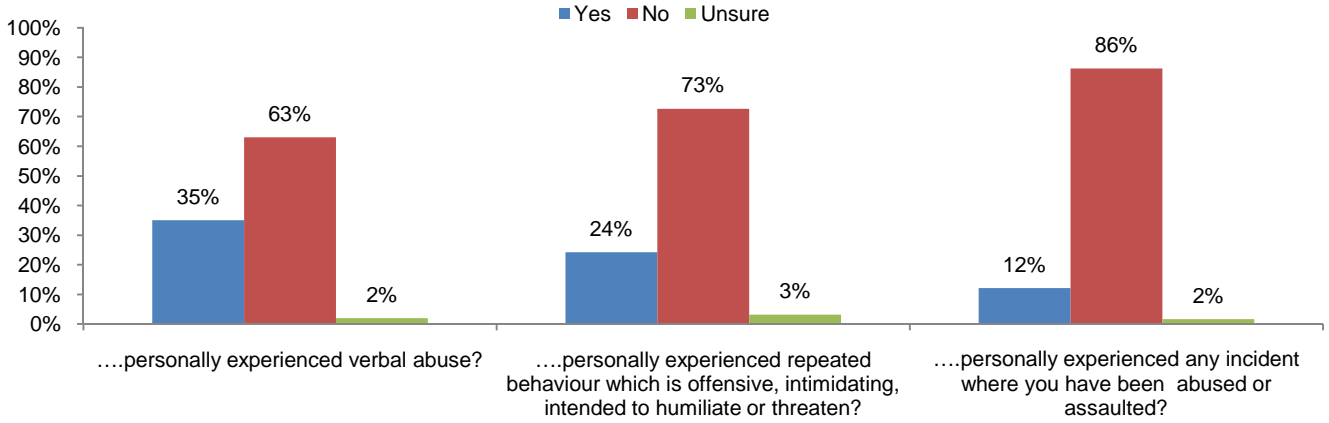
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- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
13. In my workplace, we recognise our successes and innovations	51	-12	<span style="color: red;">■</span>
18c. The senior managers at my workplace lead by example in creating a positive workplace	33	-12	<span style="color: red;">■</span>
19. There is a positive relationship between senior management and staff in my workplace	31	-13	<span style="color: red;">■</span>
10. My team resolves conflict quickly when it arises	47	-15	<span style="color: red;">■</span>
30. There are mechanisms in place to support me if I experience stress or pressure	46	-16	<span style="color: red;">■</span>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	25	-16	<span style="color: red;">■</span>
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	-16	<span style="color: red;">■</span>
36. My work environment allows me to deliver the best possible services (patient care or support services)	52	-18	<span style="color: red;">■</span>
18b. The senior managers at my workplace have a clear direction for the future	31	-19	<span style="color: red;">■</span>

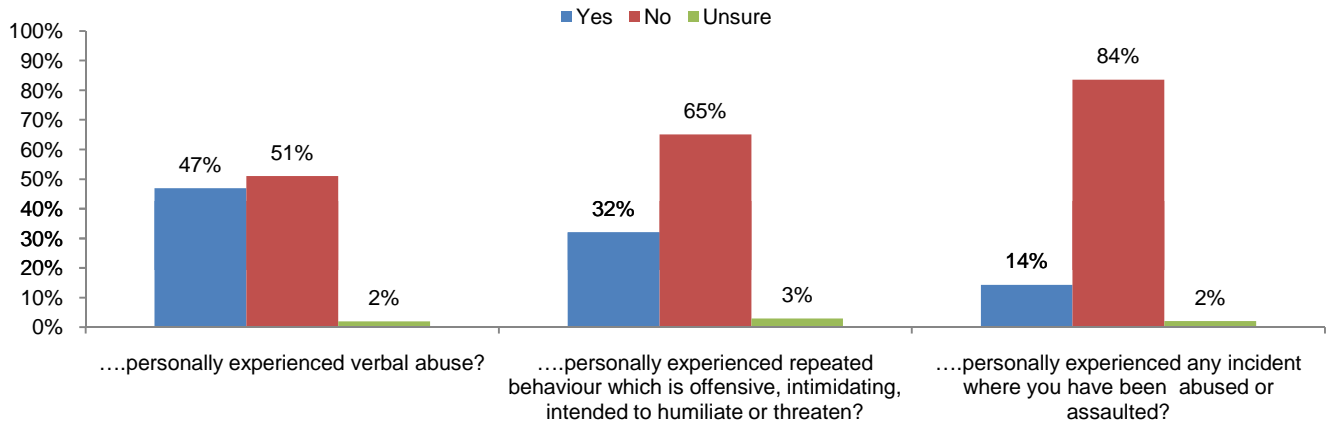
# Inappropriate Behaviour

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

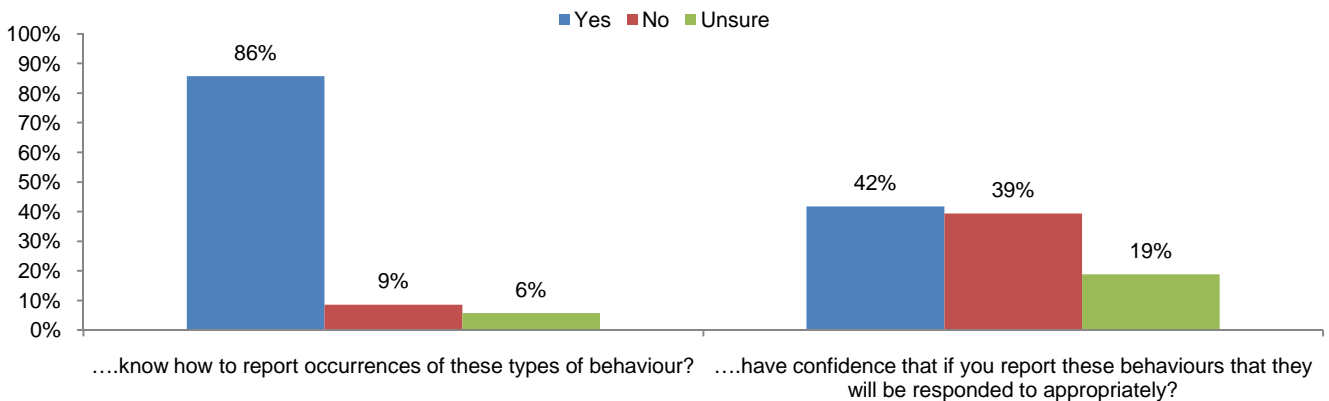
## 33. In the last three (3) months have you....



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



## 35. Do you currently....

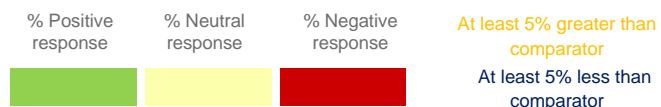


# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Your Job

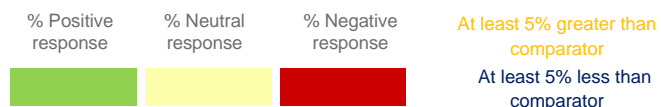
	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
		<b>56</b>	<b>0</b>	<b>0</b>	<b>-9</b>
1. My job makes good use of my skills and abilities	76% Positive, 9% Neutral, 15% Negative	<b>76</b>	<b>0</b>	<b>0</b>	<b>-9</b>
2. I feel I am able to suggest ideas to improve our ways of doing things	66% Positive, 12% Neutral, 22% Negative	<b>66</b>	<b>+1</b>	<b>+1</b>	<b>-8</b>
3. Working here makes me want to do the best job I can	66% Positive, 19% Neutral, 15% Negative	<b>66</b>	<b>-1</b>	<b>-1</b>	<b>-12</b>
4. Too many approvals are required for routine decisions*	13% Positive, 20% Neutral, 67% Negative	<b>13</b>	<b>-1</b>	<b>-1</b>	<b>-3</b>
5. I have sufficient control over my work so I can do my job well	58% Positive, 17% Neutral, 25% Negative	<b>58</b>	<b>-2</b>	<b>-2</b>	<b>-12</b>
<b>Key</b> 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	56% Positive, 19% Neutral, 25% Negative	<b>56</b>	<b>+2</b>	<b>+2</b>	<b>-8</b>

# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Your Team

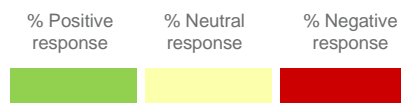
	Response Scale	% Positive Score	NSW Health Overall	Australian and International Health Sector Benchmark
		<b>57</b>	<b>0</b>	<b>-11</b>
7. The people I work with are willing to help each other even if this means doing something outside their usual job	63% Positive, 16% Neutral, 20% Negative	<b>63</b>	-2	<b>-10</b>
8. In my team we generally acknowledge one another's efforts and achievements	65% Positive, 16% Neutral, 19% Negative	<b>65</b>	-1	<b>-11</b>
9. People in my team are honest and open	61% Positive, 20% Neutral, 19% Negative	<b>61</b>	+1	<b>-10</b>
10. My team resolves conflict quickly when it arises	47% Positive, 24% Neutral, 28% Negative	<b>47</b>	+0	<b>-15</b>
<b>Key</b> 11. Morale is good in my team	47% Positive, 19% Neutral, 34% Negative	<b>47</b>	+1	<b>-12</b>

# All Questions

This section shows the breakdown of responses to each question.

## Key

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



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

## Being valued

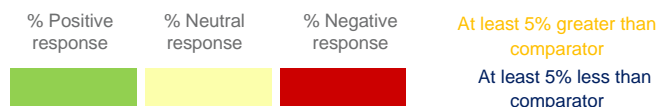
Key	Question	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:
		Response Scale				
						NSW Health Overall
						Australian and International Health Sector Benchmark
					<b>55</b>	<b>+1</b>
<b>Key</b>	<b>12.</b> I believe I am valued for what I can offer at my workplace	<b>59</b>	<b>16</b>	<b>25</b>	<b>59</b>	<b>+1</b>
<b>Key</b>	<b>13.</b> In my workplace, we recognise our successes and innovations	<b>51</b>	<b>23</b>	<b>26</b>	<b>51</b>	<b>+1</b>
	<b>14.</b> Staff are treated respectfully regardless of their job	<b>55</b>	<b>17</b>	<b>27</b>	<b>55</b>	<b>+0</b>

# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Your Line Manager

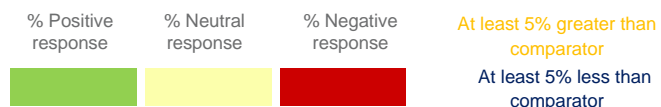
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>15a.</b> My line manager recognises and acknowledges when I have done my job well	60	17	23	60	0	-1	-8
<b>15b.</b> My line manager treats all staff in my team fairly	57	16	27	57	-1	-1	-7
<b>15c.</b> My line manager ensures that when issues are raised in the team, they are addressed	55	18	27	55	-1	-1	-9
<b>15d.</b> My line manager treats me with respect	72	14	14	72	-1	-1	-3
<b>16.</b> I receive regular and constructive feedback on my performance	42	23	35	42	-2	-2	-12
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	56	21	23	56	-2	-2	-9

# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Senior Managers

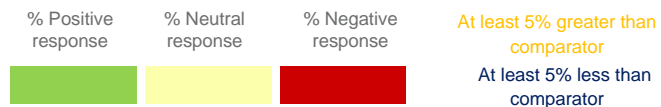
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>18a.</b> The senior managers at my workplace are aware of the issues I face in my job	39	22	39	34	-1	-13
<b>18b.</b> The senior managers at my workplace have a clear direction for the future	31	33	36	31	-1	-19
<b>18c.</b> The senior managers at my workplace lead by example in creating a positive workplace	33	27	41	33	-1	-12
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	31	28	41	31	-3	-13
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	35	30	35	35	-1	-11

# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Communication

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>21.</b> I am kept well informed about what is happening in my workplace	46	20	34	47	+1	-10
<b>22.</b> I have a say in decisions which affect my work	41	24	36	41	-0	-7
<b>23.</b> I think it is safe to speak up and challenge the way things are done	45	19	36	45	-1	-12
<b>24.</b> Where I work, we share the lessons learnt when mistakes are made	55	22	24	55	+2	-10

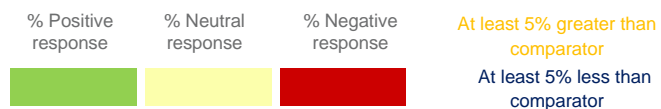


# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Training and Development Opportunities

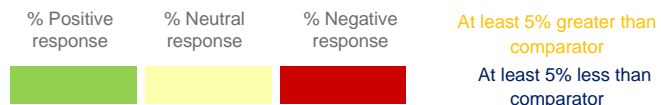
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>25.</b> I have received the appropriate training and development to do my job effectively	71	15	14	71	+3	-8		
<b>26.</b> I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	77	12	11	77	+1	0		
<b>27.</b> I am encouraged to take opportunities to learn new skills and have new experiences	55	19	25	55	+0	-12		

# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Work Environment

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict	38	27	36	38	+1	-16
<b>29.</b> I am able to achieve a healthy work/life balance most of the time	60	16	25	60	-0	-11
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	46	24	30	46	-3	-16
<b>31.</b> Reasonable expectations are placed on staff according to their position	49	20	31	49	-3	-12
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	64	19	16	64	-1	-9

# All Questions

This section shows the breakdown of responses to each question.

## Key

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

At least 5% greater than comparator

At least 5% less than comparator

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

% Positive Variance Compared to:

## Inappropriate Behaviour

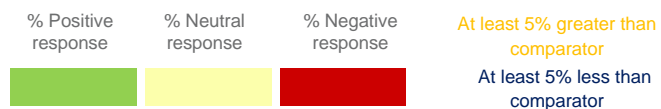
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark
<b>33a.</b> In the last three (3) months, have you personally experienced verbal abuse?	63		35	63	+1	-2
<b>33b.</b> In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	73		24	73	+2	+1
<b>33c.</b> In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	86		12	86	+1	+2
<b>34a.</b> In the last twelve (12) months, have you personally experienced verbal abuse?	51		47	51	-3	-7
<b>34b.</b> In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	65		32	65	+0	-5
<b>34c.</b> In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	84		14	84	+2	+1
	% Yes response	% Unsure response	% No response			
<b>35a.</b> Do you currently know how to report occurrences of these types of behaviour?	86	6	9	86	+3	+5
<b>35b.</b> Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	42	19	39	42	-1	-13

# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Service Delivery

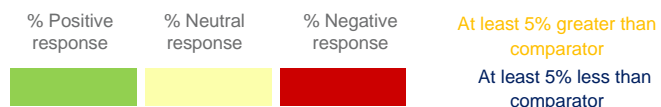
	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response	NSW Health Overall	Australian and International Health Sector Benchmark	
				<b>53</b>	<b>0</b>	<b>-10</b>
<b>Key</b> 36. My work environment allows me to deliver the best possible services (patient care or support services)	52	20	28	52	-2	-18
37. In my workplace patient safety is at the centre of all decision making	64	21	15	64	-0	-8
38. My team's objectives/work plans are clearly outlined	61	21	18	61	+1	-11
<b>Key</b> 39. Our objectives/work plans help us to deliver a quality service	60	23	17	60	+0	-12
40. At my workplace we are too focused on monitoring rather than delivering services*	30	29	42	30	+3	+2

# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Your Workplace

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
41. Overall I am proud to be a part of this workplace	68	19	13	68	0	-9
42. I would recommend my workplace as a good place to work	59	20	22	59	+1	-7
43. I feel motivated to contribute more than what is normally required at work	60	20	20	60	-1	-6
44. I have a strong sense of belonging to my workplace	60	22	19	60	-1	-7
45. Overall I am satisfied to be working here at the present time	64	16	20	64	+0	-9
46. Overall, I believe the culture at my workplace has improved in the last 12 months	25	36	39	25	-4	-16