

2013 YourSay Workplace Survey

LHD Report



Murrumbidgee Local Health District

This Report

This report provides Murrumbidgee 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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1,601

2011: 1,351

ACTUAL RESPONSES

41%

2011: 37%

2% Confidence Interval

ESTIMATED RESPONSE RATE

74%

2011: 65%

ENGAGEMENT INDEX

60%

2011: 48%

WORKPLACE CULTURE INDEX

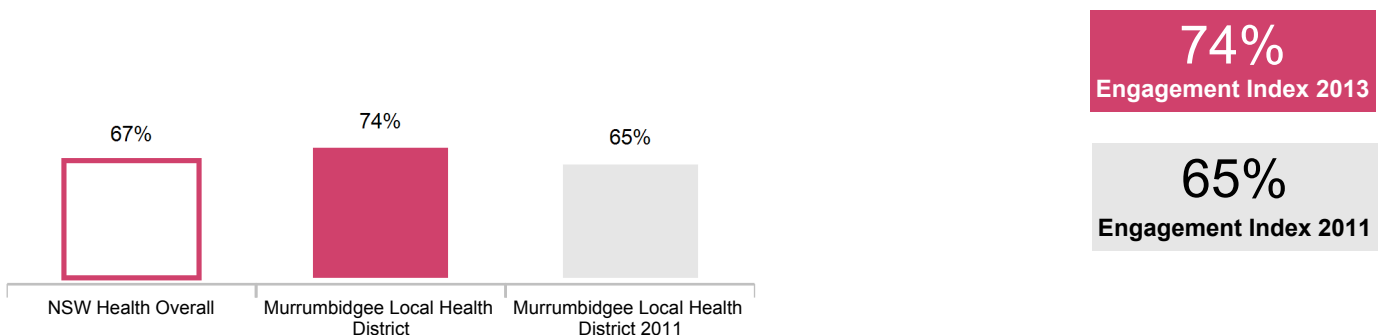
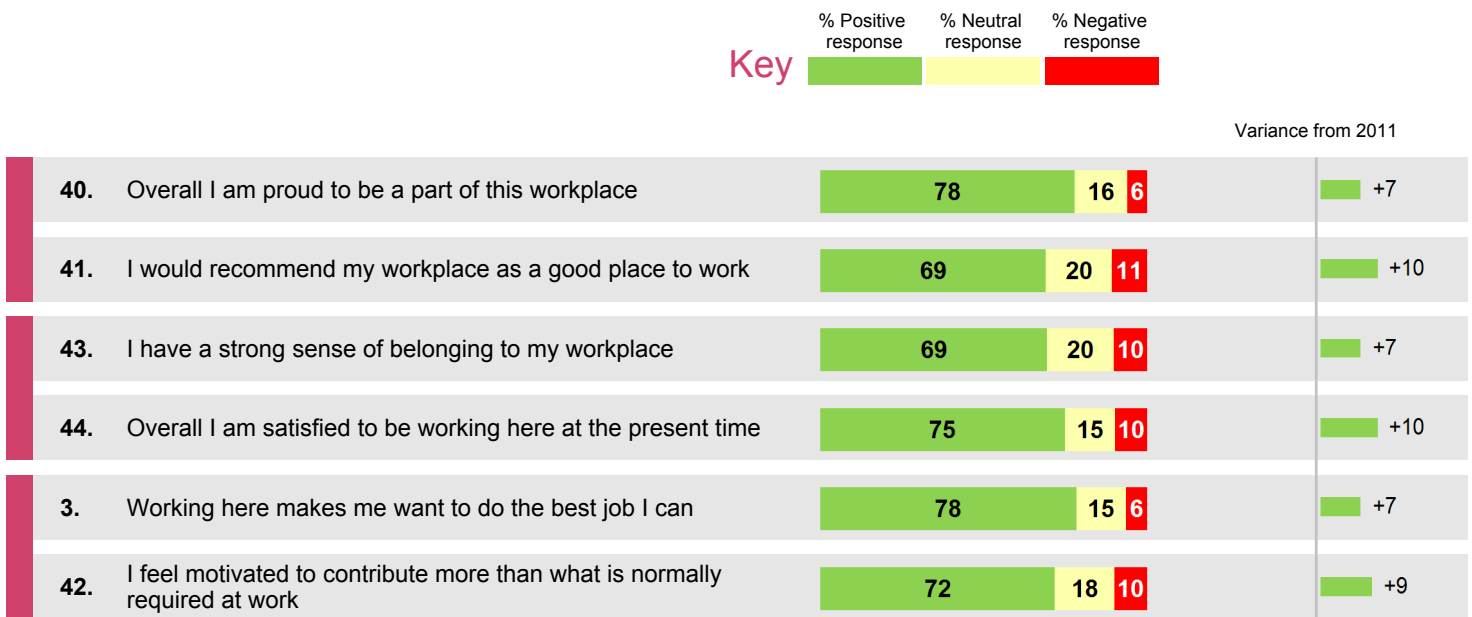
Employee Engagement Index

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:

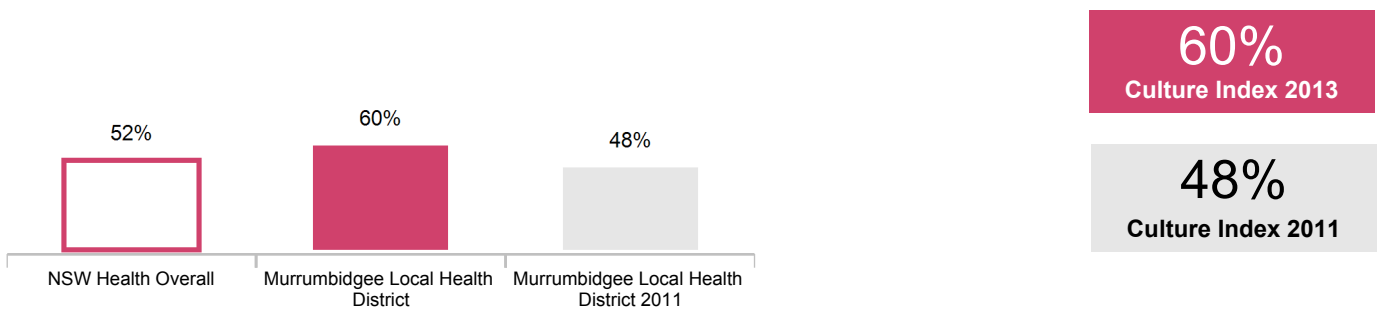


Employee Workplace Culture Index

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	56	22	22	+15
12. I believe I am valued for what I can offer at my workplace	68	17	15	+9
13. In my workplace, we recognise our successes and innovations	61	25	15	+10
14. Staff are treated respectfully regardless of their job	65	18	17	+10
17. Overall, I have confidence in the decisions made by my line manager	69	18	13	+11
18b. The senior managers at my workplace ... have a clear direction for the future	50	31	19	+16
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	26	21	+15
20. Overall, I have confidence in the decisions made by my senior managers	54	25	20	+16
22. I have a say in decisions which affect my work	58	23	19	+13
23. I think it is safe to speak up and challenge the way things are done	60	19	21	+11
24a. Where I work, we share the lessons learnt when mistakes are made	64	21	14	+10
28. I have confidence in the processes that my workplace uses to resolve staff conflict	47	27	25	+10
37. My team's objectives/work plans are clearly outlined	73	20	7	+12
38. Our objectives/work plans help us to deliver a quality service	74	19	6	+12
46. Overall, I believe the culture at my workplace has improved in the last 12 months	41	37	22	+10



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 Murrumbidgee Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Murrumbidgee 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	Murrumbidgee 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		41	36	31
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		47	42	37
19.	There is a positive relationship between senior management and staff in my workplace		49	40	36
18b.	The senior managers at my workplace ... have a clear direction for the future		50	40	34
45.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour		62	56	
20.	Overall, I have confidence in the decisions made by my senior managers		54	42	38

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
Your Job	73
Training and Development Opportunities	73
Service Delivery	71

Questions

	% Positive
1. My job makes good use of my skills and abilities	86
15d. My line manager ... treats me with respect	81
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	79
3. Working here makes me want to do the best job I can	78
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	78

Lowlights

Sections

	% Positive
Senior Managers	53
Communication	63
Your Team	64

Questions

	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	41
28. I have confidence in the processes that my workplace uses to resolve staff conflict	47
19. There is a positive relationship between senior management and staff in my workplace	49
18b. The senior managers at my workplace ... have a clear direction for the future	50
10. My team resolves conflict quickly when it arises	53

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	53	 +15
Communication	63	 +14
Your Team	64	 +10

Questions

	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	50	 +16
20. Overall, I have confidence in the decisions made by my senior managers	54	 +16
11. Morale is good in my team	56	 +15
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	 +15
21. I am kept well informed about what is happening in my workplace	60	 +14

Least improved

Sections

	% Positive	Variance from 2011
There are no scores below		

Questions

	% Positive	Variance from 2011
There are no scores below		

Trend Comparison

This section shows comparisons between Murrumbidgee Local Health District and the 2011 survey results for Murrumbidgee Local Health District.



100% ■ Proportion of questions above 2011 scores by 1 or more percentage points
 0% ■ Proportion of questions inline with the 2011 scores
 0% ■ 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	50	■ +16
20. Overall, I have confidence in the decisions made by my senior managers	54	■ +16
11. Morale is good in my team	56	■ +15
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	■ +15
21. I am kept well informed about what is happening in my workplace	60	■ +14
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	69	■ +13
19. There is a positive relationship between senior management and staff in my workplace	49	■ +13
22. I have a say in decisions which affect my work	58	■ +13
16. I receive regular and constructive feedback on my performance	54	■ +12
18a. The senior managers at my workplace ... are aware of the issues I face in my job	57	■ +12
31. Reasonable expectations are placed on staff according to their position	64	■ +12
35. My work environment allows me to deliver the best possible services (patient care or support services)	69	■ +12
37. My team's objectives/work plans are clearly outlined	73	■ +12
38. Our objectives/work plans help us to deliver a quality service	74	■ +12
5. I have sufficient control over my work so I can do my job well	71	■ +11
10. My team resolves conflict quickly when it arises	53	■ +11

Trend Comparison

This section shows comparisons between Murrumbidgee Local Health District and the 2011 survey results for Murrumbidgee Local Health District.



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- 0% ■ Proportion of questions inline with the 2011 scores
- 0% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	63	■ +11
17. Overall, I have confidence in the decisions made by my line manager	69	■ +11
23. I think it is safe to speak up and challenge the way things are done	60	■ +11
2. I feel I am able to suggest ideas to improve our ways of doing things	75	■ +10
8. In my team we generally acknowledge one another's efforts and achievements	76	■ +10
13. In my workplace, we recognise our successes and innovations	61	■ +10
14. Staff are treated respectfully regardless of their job	65	■ +10
15b. My line manager ... treats all staff in my team fairly	67	■ +10
24a. Where I work, we share the lessons learnt when mistakes are made	64	■ +10
28. I have confidence in the processes that my workplace uses to resolve staff conflict	47	■ +10
30. There are mechanisms in place to support me if I experience stress or pressure	65	■ +10
41. I would recommend my workplace as a good place to work	69	■ +10
44. Overall I am satisfied to be working here at the present time	75	■ +10
46. Overall, I believe the culture at my workplace has improved in the last 12 months	41	■ +10
12. I believe I am valued for what I can offer at my workplace	68	■ +9
15a. My line manager ... recognises and acknowledges when I have done my job well	70	■ +9

Trend Comparison

This section shows comparisons between Murrumbidgee Local Health District and the 2011 survey results for Murrumbidgee Local Health District.



- 100% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 0% ■ Proportion of questions inline with the 2011 scores
- 0% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
42. I feel motivated to contribute more than what is normally required at work	72	■ +9
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	■ +8
29. I am able to achieve a healthy work/life balance most of the time	71	■ +8
36. In my workplace patient safety is at the centre of all decision making	78	■ +8
3. Working here makes me want to do the best job I can	78	■ +7
9. People in my team are honest and open	66	■ +7
15d. My line manager ... treats me with respect	81	■ +7
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	79	■ +7
40. Overall I am proud to be a part of this workplace	78	■ +7
43. I have a strong sense of belonging to my workplace	69	■ +7
1. My job makes good use of my skills and abilities	86	■ +6
27. I am encouraged to take opportunities to learn new skills and have new experiences	65	■ +6
25. I have received the appropriate training and development to do my job effectively	75	■ +5
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	78	■ +5

External Comparison

This section shows comparisons between Murrumbidgee 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.



- 88% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 4% ■ Proportion of questions inline with the benchmark
- 8% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
22. I have a say in decisions which affect my work	58	+16
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	+15
20. Overall, I have confidence in the decisions made by my senior managers	54	+14
18a. The senior managers at my workplace ... are aware of the issues I face in my job	57	+13
19. There is a positive relationship between senior management and staff in my workplace	49	+13
21. I am kept well informed about what is happening in my workplace	60	+11
17. Overall, I have confidence in the decisions made by my line manager	69	+10
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	79	+10
15b. My line manager ... treats all staff in my team fairly	67	+9
15a. My line manager ... recognises and acknowledges when I have done my job well	70	+8
42. I feel motivated to contribute more than what is normally required at work	72	+8
15d. My line manager ... treats me with respect	81	+7
23. I think it is safe to speak up and challenge the way things are done	60	+7
18b. The senior managers at my workplace ... have a clear direction for the future	50	+6
30. There are mechanisms in place to support me if I experience stress or pressure	65	+6
41. I would recommend my workplace as a good place to work	69	+6
16. I receive regular and constructive feedback on my performance	54	+5

External Comparison

This section shows comparisons between Murrumbidgee 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.



- 88% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 4% ■ Proportion of questions inline with the benchmark
- 8% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
24b. I am aware of the strategic objectives and direction of the organisation I work for	66	■ +5
36. In my workplace patient safety is at the centre of all decision making	78	■ +5
40. Overall I am proud to be a part of this workplace	78	■ +5
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	69	■ +4
24a. Where I work, we share the lessons learnt when mistakes are made	64	■ +4
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	67	■ +4
38. Our objectives/work plans help us to deliver a quality service	74	■ +4
44. Overall I am satisfied to be working here at the present time	75	■ +4
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	62	■ +4
1. My job makes good use of my skills and abilities	86	■ +3
7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	■ +3
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	63	■ +3
29. I am able to achieve a healthy work/life balance most of the time	71	■ +3
31. Reasonable expectations are placed on staff according to their position	64	■ +3
35. My work environment allows me to deliver the best possible services (patient care or support services)	69	■ +3
43. I have a strong sense of belonging to my workplace	69	■ +3
46. Overall, I believe the culture at my workplace has improved in the last 12 months	41	■ +3

External Comparison

This section shows comparisons between Murrumbidgee 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.



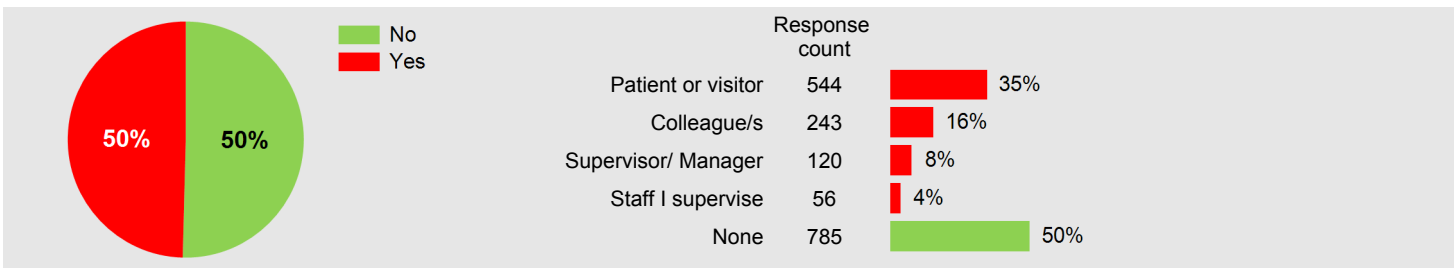
- 88% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 4% ■ Proportion of questions inline with the benchmark
- 8% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
2. I feel I am able to suggest ideas to improve our ways of doing things	75	+2
8. In my team we generally acknowledge one another's efforts and achievements	76	+2
12. I believe I am valued for what I can offer at my workplace	68	+2
13. In my workplace, we recognise our successes and innovations	61	+2
14. Staff are treated respectfully regardless of their job	65	+2
27. I am encouraged to take opportunities to learn new skills and have new experiences	65	+2
37. My team's objectives/work plans are clearly outlined	73	+2
39. At my workplace there is a good balance between delivering services and monitoring service delivery	60	+2
4. The right amount of approvals are required for routine decisions	58	+1
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	78	+1
28. I have confidence in the processes that my workplace uses to resolve staff conflict	47	+1
3. Working here makes me want to do the best job I can	78	0
11. Morale is good in my team	56	0
5. I have sufficient control over my work so I can do my job well	71	-1
9. People in my team are honest and open	66	-1
10. My team resolves conflict quickly when it arises	53	-3
25. I have received the appropriate training and development to do my job effectively	75	-3

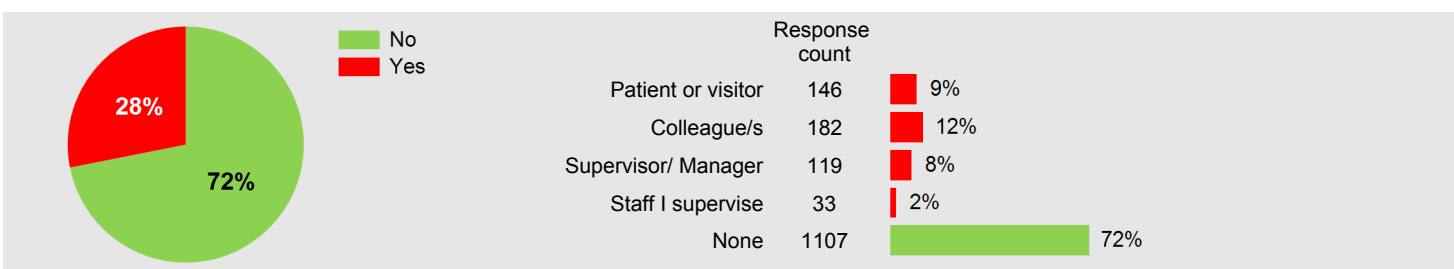
Unacceptable Behaviour

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

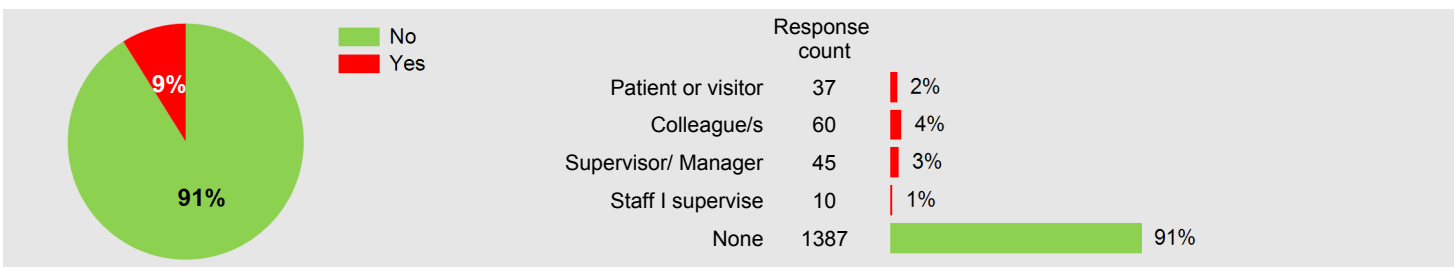
33a. In the last 12 months, I have been verbally abused by a ...



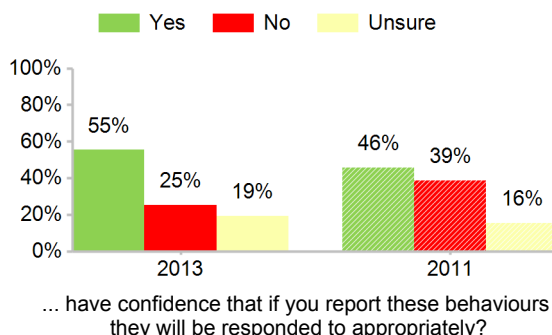
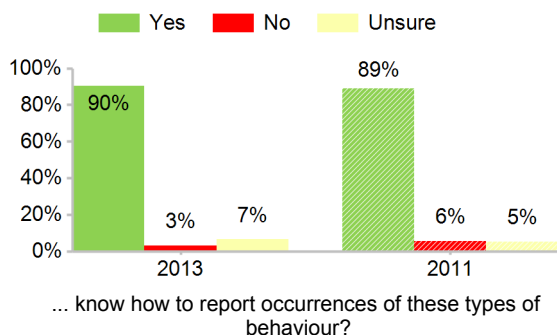
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	Murrumbidgee Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	86	8	7	86	80	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	75	13	12	75	65	68	73
3. Working here makes me want to do the best job I can	78	15	6	78	71	71	78
4. The right amount of approvals are required for routine decisions *	58	22	20	58		48	57
5. I have sufficient control over my work so I can do my job well	71	16	12	71	60	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	69	19	13	69	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	Murrumbidgee 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	71	16	13	71	63	68	68
8. In my team we generally acknowledge one another's efforts and achievements	76	14	10	76	66	69	74
9. People in my team are honest and open	66	23	12	66	59	63	67
10. My team resolves conflict quickly when it arises	53	26	21	53	42	51	56
11. Morale is good in my team	56	22	22	56	41	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	68	17	15			
13. In my workplace, we recognise our successes and innovations	61	25	15			
14. Staff are treated respectfully regardless of their job	65	18	17			
	65				55	59
					63	

All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response	At least 1% greater than comparator	At least 1% less than comparator		
Key A question identified as being a key driver of employee engagement							
Your Line Manager				% Positive Score	Murrumbidgee Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
15a. My line manager ... recognises and acknowledges when I have done my job well	70	17	13	70	61	64	62
15b. My line manager ... treats all staff in my team fairly	67	17	15	67	57	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	63	21	16	63	52	60	60
15d. My line manager ... treats me with respect	81	12	8	81	74	75	74
16. I receive regular and constructive feedback on my performance	54	25	21	54	42	49	49
17. Overall, I have confidence in the decisions made by my line manager	69	18	13	69	58	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	Murrumbidgee Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Senior Managers					53	38	42	40
	18a. The senior managers at my workplace ... are aware of the issues I face in my job				57	45	46	44
K	18b. The senior managers at my workplace ... have a clear direction for the future				50	34	40	44
	18c. The senior managers at my workplace ... lead by example in creating a positive workplace				53	38	41	38
K	19. There is a positive relationship between senior management and staff in my workplace				49	36	40	36
	20. Overall, I have confidence in the decisions made by my senior managers				54	38	42	40

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Overall % Positive Score	Comparators		
	% positive response	% neutral response	% negative response		Murrumbidgee Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
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				63	49	53	55
21. I am kept well informed about what is happening in my workplace	60	22	18	60	46	50	49
22. I have a say in decisions which affect my work	58	23	19	58	45	46	42
23. I think it is safe to speak up and challenge the way things are done	60	19	21	60	49	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	64	21	14	64	54	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	66	23	12	66		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	67	23	10	67		59	63

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Murrumbidgee 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							
Training and Development Opportunities							
25. I have received the appropriate training and development to do my job effectively	75	15	9	75	70	71	78
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	78	11	11	78	73	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	65	19	16	65	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

Work Environment

		% Positive Score	Murrumbidgee 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		47	37	42	46
	29. I am able to achieve a healthy work/life balance most of the time		71	63	65	68
	30. There are mechanisms in place to support me if I experience stress or pressure		65	55	54	59
	31. Reasonable expectations are placed on staff according to their position		64	52	56	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		79	72	68	69

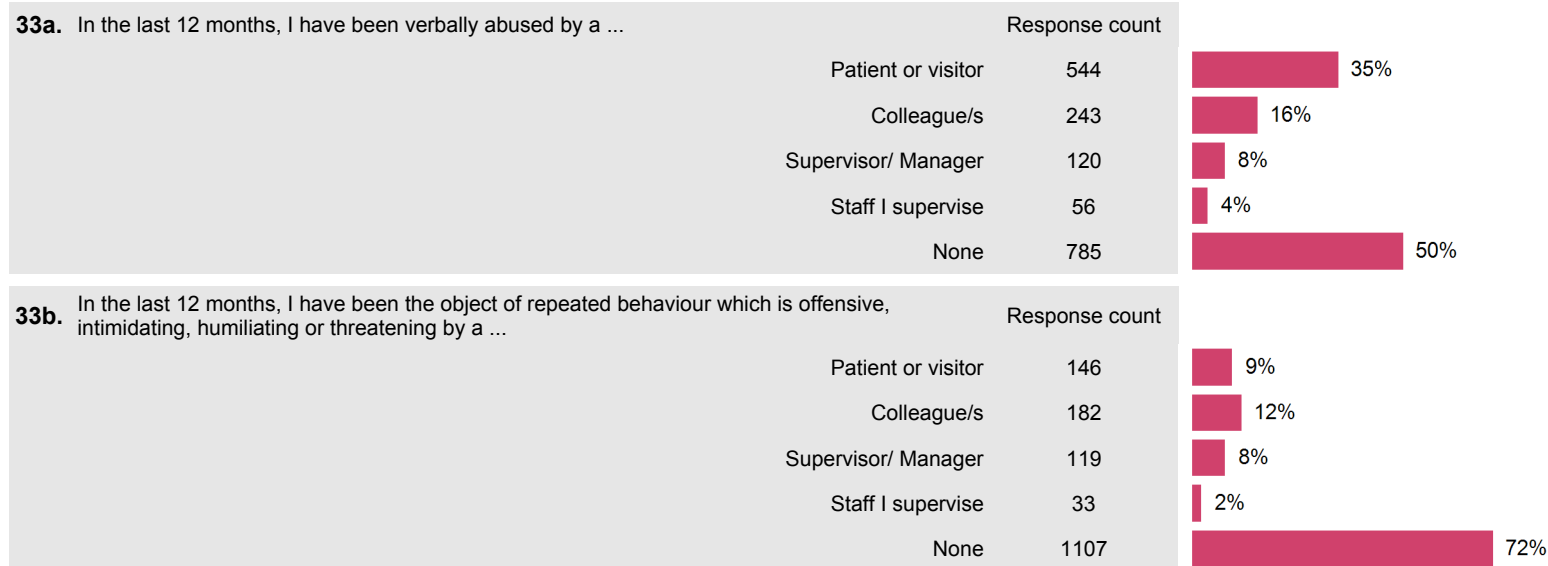
All Questions

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

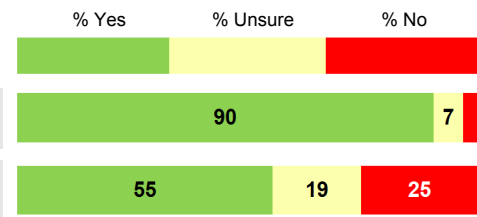
33c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, homosexuality, transgender or carers responsibilities by a ...

Response	Response count
Patient or visitor	37
Colleague/s	60
Supervisor/ Manager	45
Staff I supervise	10
None	1387



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
Murrumbidgee Local Health District 2011
NSW Health Overall 2013
Australian Health Sector Benchmark

90 **89** **83** **88**
55 **46** **45** **52**

All Questions

This section shows the breakdown of responses to each question

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

Key

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

At least 1% greater than comparator

At least 1% less than comparator

Service Delivery

	% positive response	% neutral response	% negative response	% Positive Score	Murrumbidgee 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)	69	17	14	69	57	59	66
36. In my workplace patient safety is at the centre of all decision making	78	15	7	78	70	67	73
37. My team's objectives/work plans are clearly outlined	73	20	7	73	61	65	71
38. Our objectives/work plans help us to deliver a quality service	74	19	6	74	62	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	60	28	13	60		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	Murrumbidgee Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Your Workplace					67	58	60	62
40.	Overall I am proud to be a part of this workplace				78	71	71	73
41.	I would recommend my workplace as a good place to work				69	59	62	63
42.	I feel motivated to contribute more than what is normally required at work				72	63	65	64
43.	I have a strong sense of belonging to my workplace				69	62	64	66
44.	Overall I am satisfied to be working here at the present time				75	65	67	71
K	45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour				62		56	58
K	46. Overall, I believe the culture at my workplace has improved in the last 12 months				41	31	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

	Murrumbidgee 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	1601	13	888	86	183	196	52	26	51	(r)	13	46	14	33
Employee Engagement Index	74	73	71	80	77	74	74	69	88	(r)	86	85	74	77

Your Job

1. My job makes good use of my skills and abilities	86	69	84	85	84	89	90	96	92	(r)	100	89	79	91
2. I feel I am able to suggest ideas to improve our ways of doing things	75	46	74	74	78	80	79	58	86	(r)	85	83	71	79
3. Working here makes me want to do the best job I can	78	62	77	84	80	78	73	81	84	(r)	92	85	79	73
4. The right amount of approvals are required for routine decisions	58	46	57	62	64	53	50	46	65	(r)	62	70	71	64
5. I have sufficient control over my work so I can do my job well	71	46	67	72	74	81	73	69	86	(r)	92	85	71	76
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	69	62	66	64	76	72	67	62	82	(r)	77	76	50	76

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

	Murrumbidgee 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	1601	358	1199	185	122	36	13	837	622	89	(r)	35	(r)	217	1352	24
Employee Engagement Index	74	81	71	79	84	75	92	73	74	76	(r)	70	(r)	72	74	47

Your Job

1. My job makes good use of my skills and abilities	86	91	84	91	91	92	85	87	85	84	(r)	77	(r)	83	86	75
2. I feel I am able to suggest ideas to improve our ways of doing things	75	84	73	84	86	78	85	77	75	72	(r)	66	(r)	69	77	46
3. Working here makes me want to do the best job I can	78	82	77	78	88	83	77	78	79	81	(r)	77	(r)	70	80	42
4. The right amount of approvals are required for routine decisions	58	56	58	57	59	39	69	57	57	65	(r)	68	(r)	52	59	17
5. I have sufficient control over my work so I can do my job well	71	69	72	73	67	56	62	71	73	66	(r)	74	(r)	69	72	46
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	69	80	65	77	86	78	85	70	66	70	(r)	74	(r)	68	69	42

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

	Murrumbidgee 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	1601	141	113	224	308	361	445	64	123	120	145	201	194	287	257	150	46	
Employee Engagement Index	74	80	77	74	69	73	75	86	68	71	72	69	74	72	78	80	58	

Your Job

1. My job makes good use of my skills and abilities	86	82	85	82	83	86	90	89	79	84	82	84	89	87	89	89	67
2. I feel I am able to suggest ideas to improve our ways of doing things	75	75	71	72	75	77	78	77	70	74	76	71	78	78	78	79	54
3. Working here makes me want to do the best job I can	78	82	82	77	77	76	79	91	68	76	81	74	76	80	82	87	57
4. The right amount of approvals are required for routine decisions	58	66	62	60	53	57	56	69	49	53	61	55	53	63	61	63	29
5. I have sufficient control over my work so I can do my job well	71	78	73	71	70	70	71	83	72	68	72	67	72	69	72	77	54
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	69	78	69	68	65	71	67	78	59	72	71	68	70	68	66	78	46

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

	Murrumbidgee 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	1601	13	888	86	183	196	52	26	51	(r)	13	46	14	33	
Employee Engagement Index	74	73	71	80	77	74	74	69	88	(r)	86	85	74	77	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	69	68	73	74	78	75	62	84	(r)	92	70	64	79
8. In my team we generally acknowledge one another's efforts and achievements	76	69	75	70	77	78	83	65	80	(r)	100	76	57	79
9. People in my team are honest and open	66	69	62	67	69	73	75	54	73	(r)	92	65	64	73
10. My team resolves conflict quickly when it arises	53	54	47	53	66	59	58	54	47	(r)	77	65	50	67
11. Morale is good in my team	56	46	50	56	60	62	71	50	80	(r)	85	65	50	70

Results by Demographic

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	Murrumbidgee 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	1601	358	1199	185	122	36	13	837	622	89	(r)	35	(r)	217	1352	24
Employee Engagement Index	74	81	71	79	84	75	92	73	74	76	(r)	70	(r)	72	74	47

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	81	68	74	84	92	100	72	70	69	(r)	80	(r)	75	71	54
8. In my team we generally acknowledge one another's efforts and achievements	76	87	73	86	89	83	100	77	73	78	(r)	83	(r)	79	76	71
9. People in my team are honest and open	66	73	63	65	80	81	100	64	66	78	(r)	71	(r)	67	66	50
10. My team resolves conflict quickly when it arises	53	64	49	56	69	77	100	56	49	52	(r)	54	(r)	58	52	33
11. Morale is good in my team	56	67	52	57	74	78	100	57	52	60	(r)	63	(r)	62	55	33

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

	Murrumbidgee Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	1601	141	113	224	308	361	445	64	123	120	145	201	194	287	257	150	46	
Employee Engagement Index	74	80	77	74	69	73	75	86	68	71	72	69	74	72	78	80	58	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	71	73	69	72	68	70	73	73	65	73	66	65	75	70	77	79	48
8. In my team we generally acknowledge one another's efforts and achievements	76	77	69	78	72	75	80	72	78	73	72	69	80	80	77	79	67
9. People in my team are honest and open	66	77	65	63	61	63	69	73	59	65	63	62	68	64	70	72	54
10. My team resolves conflict quickly when it arises	53	55	57	54	50	49	56	63	51	48	52	48	52	51	58	60	41
11. Morale is good in my team	56	67	62	59	53	50	55	78	54	60	52	50	58	55	56	59	39

Results by Demographic

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	Murrumbidgee 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	1601	13	888	86	183	196	52	26	51	(r)	13	46	14	33	
Employee Engagement Index	74	73	71	80	77	74	74	69	88	(r)	86	85	74	77	

Being valued

12. I believe I am valued for what I can offer at my workplace	68	69	65	69	76	70	69	54	80	(r)	85	76	71	70
13. In my workplace, we recognise our successes and innovations	61	54	58	52	64	66	65	46	78	(r)	85	67	50	61
14. Staff are treated respectfully regardless of their job	65	38	64	60	70	71	69	46	80	(r)	85	60	64	73

Results by Demographic

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Respondents	1601	358	1199	185	122	36	13	837	622	89	(r)	35	(r)	217	1352	24
Employee Engagement Index	74	81	71	79	84	75	92	73	74	76	(r)	70	(r)	72	74	47

Being valued

12. I believe I am valued for what I can offer at my workplace	68	74	66	73	75	72	85	68	66	72	(r)	80	(r)	68	68	50
13. In my workplace, we recognise our successes and innovations	61	69	58	63	74	72	100	61	59	63	(r)	74	(r)	62	61	42
14. Staff are treated respectfully regardless of their job	65	74	63	72	79	72	77	65	64	73	(r)	77	(r)	62	67	38

Results by Demographic

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	Murrumbidgee Local Health District	Length of Service at NSW Health						Age Group										
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Employee Engagement Index	74	80	77	74	69	73	75	86	68	71	72	69	74	72	78	80	58	

Being valued

12. I believe I am valued for what I can offer at my workplace	68	76	77	64	66	67	67	83	63	68	64	64	72	67	68	79	44
13. In my workplace, we recognise our successes and innovations	61	68	59	64	58	59	60	81	59	57	62	61	62	58	61	68	31
14. Staff are treated respectfully regardless of their job	65	76	68	67	58	65	66	81	66	63	62	62	65	65	67	73	39

Results by Demographic

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

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	Murrumbidgee Local Health District	Role													
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Respondents	1601	13	888	86	183	196	52	26	51	(r)	13	46	14	33	
Employee Engagement Index	74	73	71	80	77	74	74	69	88	(r)	86	85	74	77	

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	70	46	67	53	82	76	71	73	78	(r)	77	82	71	85
15b. My line manager ... treats all staff in my team fairly	67	54	64	62	76	74	65	50	76	(r)	85	71	71	85
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	63	46	58	58	70	74	69	54	71	(r)	92	78	64	79
15d. My line manager ... treats me with respect	81	62	79	73	84	87	77	69	86	(r)	85	80	71	97
16. I receive regular and constructive feedback on my performance	54	42	53	42	59	55	60	62	49	(r)	77	63	71	52
17. Overall, I have confidence in the decisions made by my line manager	69	46	66	61	73	74	71	62	78	(r)	85	73	71	76

Results by Demographic

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	Murrumbidgee Local Health District	Manage staff		Management responsibility				Employment status						Gender		
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Respondents	1601	358	1199	185	122	36	13	837	622	89	(r)	35	(r)	217	1352	24
Employee Engagement Index	74	81	71	79	84	75	92	73	74	76	(r)	70	(r)	72	74	47

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	70	74	68	72	80	61	85	73	66	75	(r)	66	(r)	76	69	43
15b. My line manager ... treats all staff in my team fairly	67	73	66	71	80	58	85	69	64	78	(r)	69	(r)	72	67	52
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	63	69	61	68	73	64	77	65	60	72	(r)	63	(r)	69	63	48
15d. My line manager ... treats me with respect	81	84	80	85	86	75	85	81	80	85	(r)	89	(r)	82	81	70
16. I receive regular and constructive feedback on my performance	54	61	52	60	60	58	83	55	52	55	(r)	66	(r)	58	54	30
17. Overall, I have confidence in the decisions made by my line manager	69	73	67	73	73	64	92	69	67	76	(r)	71	(r)	73	68	52

Results by Demographic

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Respondents	1601	141	113	224	308	361	445	64	123	120	145	201	194	287	257	150	46	
Employee Engagement Index	74	80	77	74	69	73	75	86	68	71	72	69	74	72	78	80	58	

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	70	80	73	69	71	68	68	84	75	63	70	70	72	68	71	73	49
15b. My line manager ... treats all staff in my team fairly	67	81	75	64	68	65	65	80	69	69	66	72	67	59	69	74	53
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	63	77	65	68	63	61	58	84	59	62	65	64	65	61	63	65	47
15d. My line manager ... treats me with respect	81	91	86	78	83	79	77	95	81	81	76	82	82	76	84	82	71
16. I receive regular and constructive feedback on my performance	54	61	54	53	57	53	51	67	55	47	52	57	53	51	55	62	36
17. Overall, I have confidence in the decisions made by my line manager	69	84	73	73	66	68	64	89	73	66	67	70	67	63	70	74	53

Results by Demographic

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	Murrumbidgee Local Health District	Role													
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Respondents	1601	13	888	86	183	196	52	26	51	(r)	13	46	14	33	
Employee Engagement Index	74	73	71	80	77	74	74	69	88	(r)	86	85	74	77	

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	57	38	56	51	64	50	54	38	71	(r)	85	73	71	58
18b. The senior managers at my workplace ... have a clear direction for the future	50	31	47	48	59	47	54	38	57	(r)	62	59	64	64
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	23	49	57	65	52	54	24	67	(r)	69	64	71	64
19. There is a positive relationship between senior management and staff in my workplace	49	23	44	54	64	51	39	24	67	(r)	69	53	64	64
20. Overall, I have confidence in the decisions made by my senior managers	54	23	51	54	68	53	50	27	67	(r)	77	62	64	61

Results by Demographic

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	Murrumbidgee 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	1601	358	1199	185	122	36	13	837	622	89	(r)	35	(r)	217	1352	24
Employee Engagement Index	74	81	71	79	84	75	92	73	74	76	(r)	70	(r)	72	74	47

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	57	63	55	58	66	69	85	59	54	57	(r)	71	(r)	58	57	39
18b. The senior managers at my workplace ... have a clear direction for the future	50	56	48	51	60	64	77	52	46	53	(r)	54	(r)	47	51	17
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	61	51	54	68	61	85	54	51	61	(r)	60	(r)	54	53	30
19. There is a positive relationship between senior management and staff in my workplace	49	55	47	50	60	53	85	51	44	58	(r)	57	(r)	53	49	22
20. Overall, I have confidence in the decisions made by my senior managers	54	63	52	58	68	64	85	55	51	67	(r)	60	(r)	54	55	26

Results by Demographic

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

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	Murrumbidgee 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	1601	141	113	224	308	361	445	64	123	120	145	201	194	287	257	150	46	
Employee Engagement Index	74	80	77	74	69	73	75	86	68	71	72	69	74	72	78	80	58	

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	57	74	65	51	51	55	57	87	51	55	57	53	54	55	58	63	42
18b. The senior managers at my workplace ... have a clear direction for the future	50	66	59	53	41	46	50	76	47	46	50	50	47	47	49	57	29
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	53	74	62	52	45	51	52	84	51	57	53	53	53	48	52	58	29
19. There is a positive relationship between senior management and staff in my workplace	49	67	61	49	42	46	48	81	52	51	49	46	50	44	48	53	27
20. Overall, I have confidence in the decisions made by my senior managers	54	74	69	56	46	53	50	87	64	56	56	51	54	48	53	54	31

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

		Murrumbidgee 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	1601	13	888	86	183	196	52	26	51	(r)	13	46	14	33
	Employee Engagement Index	74	73	71	80	77	74	74	69	88	(r)	86	85	74	77

Communication

21. I am kept well informed about what is happening in my workplace	60	27	58	52	67	71	63	58	59	(r)	85	65	57	61
22. I have a say in decisions which affect my work	58	42	55	53	67	60	73	54	63	(r)	77	67	64	58
23. I think it is safe to speak up and challenge the way things are done	60	42	56	57	67	67	71	46	75	(r)	77	74	57	61
24a. Where I work, we share the lessons learnt when mistakes are made	64	58	62	65	71	65	65	69	71	(r)	77	80	57	64
24b. I am aware of the strategic objectives and direction of the organisation I work for	66	42	63	64	73	63	79	69	71	(r)	85	76	64	64
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	67	42	64	70	79	63	75	73	71	(r)	92	85	57	69

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

	Murrumbidgee 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	1601	358	1199	185	122	36	13	837	622	89	(r)	35	(r)	217	1352	24
Employee Engagement Index	74	81	71	79	84	75	92	73	74	76	(r)	70	(r)	72	74	47

Communication

21. I am kept well informed about what is happening in my workplace	60	68	58	63	73	77	69	60	60	68	(r)	66	(r)	62	61	39
22. I have a say in decisions which affect my work	58	68	56	67	69	67	85	58	59	57	(r)	56	(r)	56	59	43
23. I think it is safe to speak up and challenge the way things are done	60	69	58	68	70	67	85	60	62	57	(r)	63	(r)	62	61	13
24a. Where I work, we share the lessons learnt when mistakes are made	64	71	62	69	70	72	92	65	64	63	(r)	66	(r)	69	64	39
24b. I am aware of the strategic objectives and direction of the organisation I work for	66	73	63	68	76	83	85	69	62	59	(r)	71	(r)	63	66	39
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	67	73	65	69	75	74	85	69	65	63	(r)	69	(r)	65	68	43

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

	Murrumbidgee 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	1601	141	113	224	308	361	445	64	123	120	145	201	194	287	257	150	46	
Employee Engagement Index	74	80	77	74	69	73	75	86	68	71	72	69	74	72	78	80	58	

Communication

21. I am kept well informed about what is happening in my workplace	60	75	66	61	61	59	55	78	66	62	56	54	62	60	60	65	42
22. I have a say in decisions which affect my work	58	68	55	58	56	60	56	71	56	54	58	53	58	60	61	63	38
23. I think it is safe to speak up and challenge the way things are done	60	69	63	59	56	62	59	70	56	68	58	55	64	58	61	66	38
24a. Where I work, we share the lessons learnt when mistakes are made	64	80	69	66	62	62	61	83	73	66	63	59	63	66	61	68	38
24b. I am aware of the strategic objectives and direction of the organisation I work for	66	67	70	66	61	65	67	75	60	65	63	60	67	67	67	75	44
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	67	72	70	68	63	65	70	78	62	62	65	61	70	66	72	78	44

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

	Murrumbidgee 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	1601	13	888	86	183	196	52	26	51	(r)	13	46	14	33	
Employee Engagement Index	74	73	71	80	77	74	74	69	88	(r)	86	85	74	77	

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	75	75	80	63	60	75	65	58	84	(r)	77	85	50	67
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	78	58	74	69	80	89	79	92	90	(r)	85	87	86	82
27. I am encouraged to take opportunities to learn new skills and have new experiences	65	50	69	52	59	68	58	46	67	(r)	62	74	29	58

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

	Murrumbidgee 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	1601	358	1199	185	122	36	13	837	622	89	(r)	35	(r)	217	1352	24
Employee Engagement Index	74	81	71	79	84	75	92	73	74	76	(r)	70	(r)	72	74	47

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	75	76	75	81	74	67	69	73	80	66	(r)	71	(r)	66	77	57
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	78	77	78	79	77	72	69	77	79	80	(r)	66	(r)	77	78	65
27. I am encouraged to take opportunities to learn new skills and have new experiences	65	72	63	72	73	58	85	64	67	61	(r)	71	(r)	60	66	52

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

	Murrumbidgee 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	1601	141	113	224	308	361	445	64	123	120	145	201	194	287	257	150	46	
Employee Engagement Index	74	80	77	74	69	73	75	86	68	71	72	69	74	72	78	80	58	

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	75	72	73	72	75	75	78	79	74	69	74	76	72	73	76	86	67
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	78	77	79	78	77	80	76	81	73	84	83	77	73	80	75	80	69
27. I am encouraged to take opportunities to learn new skills and have new experiences	65	72	65	65	61	64	67	84	67	65	61	64	64	63	65	73	55

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

	Murrumbidgee 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	1601	13	888	86	183	196	52	26	51	(r)	13	46	14	33	
Employee Engagement Index	74	73	71	80	77	74	74	69	88	(r)	86	85	74	77	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	47	42	43	42	59	52	52	35	57	(r)	69	54	57	56
29. I am able to achieve a healthy work/life balance most of the time	71	75	68	81	69	74	81	50	86	(r)	92	85	79	69
30. There are mechanisms in place to support me if I experience stress or pressure	65	58	63	63	66	73	75	46	71	(r)	69	80	50	63
31. Reasonable expectations are placed on staff according to their position	64	50	62	58	62	68	65	69	75	(r)	85	80	57	69
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	79	83	77	78	76	85	81	54	92	(r)	85	89	64	75

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

	Murrumbidgee 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	1601	358	1199	185	122	36	13	837	622	89	(r)	35	(r)	217	1352	24
Employee Engagement Index	74	81	71	79	84	75	92	73	74	76	(r)	70	(r)	72	74	47

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	47	55	45	48	63	56	85	49	44	51	(r)	54	(r)	52	47	23
29. I am able to achieve a healthy work/life balance most of the time	71	64	73	65	67	61	23	67	75	76	(r)	80	(r)	68	72	50
30. There are mechanisms in place to support me if I experience stress or pressure	65	70	64	69	74	63	69	65	65	68	(r)	69	(r)	60	66	48
31. Reasonable expectations are placed on staff according to their position	64	65	63	64	69	58	46	63	63	68	(r)	71	(r)	62	64	41
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	79	81	78	78	84	83	85	77	81	79	(r)	88	(r)	73	80	45

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

	Murrumbidgee 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	1601	141	113	224	308	361	445	64	123	120	145	201	194	287	257	150	46	
Employee Engagement Index	74	80	77	74	69	73	75	86	68	71	72	69	74	72	78	80	58	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	47	61	47	49	46	45	45	74	45	45	46	49	43	47	47	50	27
29. I am able to achieve a healthy work/life balance most of the time	71	85	69	72	70	68	69	89	71	70	70	69	67	70	71	75	64
30. There are mechanisms in place to support me if I experience stress or pressure	65	77	68	61	65	65	63	84	63	67	66	64	63	64	69	63	53
31. Reasonable expectations are placed on staff according to their position	64	82	71	66	59	61	61	85	66	56	63	64	66	63	59	71	50
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	79	83	86	80	74	77	80	90	77	75	80	78	77	79	80	84	62

Results by Demographic

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

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	Murrumbidgee 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	1601	13	888	86	183	196	52	26	51	(r)	13	46	14	33	
Employee Engagement Index	74	73	71	80	77	74	74	69	88	(r)	86	85	74	77	

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	90	92	92	91	92	87	88	58	92	(r)	92	89	86	90
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	55	50	51	56	66	57	58	38	76	(r)	62	70	43	58

Results by Demographic

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	Murrumbidgee 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	1601	358	1199	185	122	36	13	837	622	89	(r)	35	(r)	217	1352	24
Employee Engagement Index	74	81	71	79	84	75	92	73	74	76	(r)	70	(r)	72	74	47

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	90	94	89	94	93	100	100	92	90	80	(r)	83	(r)	88	91	82
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	55	64	52	61	71	56	85	56	55	59	(r)	57	(r)	58	56	18

Results by Demographic

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	Murrumbidgee Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	1601	141	113	224	308	361	445	64	123	120	145	201	194	287	257	150	46	
Employee Engagement Index	74	80	77	74	69	73	75	86	68	71	72	69	74	72	78	80	58	
Unacceptable Behaviour																		
34a. Do you currently ... know how to report occurrences of these types of behaviour?	90	78	87	90	91	91	95	81	86	88	89	90	89	94	92	94	91	
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	55	72	59	52	53	52	56	63	50	56	52	52	57	58	57	61	28	

Results by Demographic

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	Murrumbidgee 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	1601	13	888	86	183	196	52	26	51	(r)	13	46	14	33	
Employee Engagement Index	74	73	71	80	77	74	74	69	88	(r)	86	85	74	77	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	69	42	67	74	71	68	69	58	78	(r)	92	89	57	84
36. In my workplace patient safety is at the centre of all decision making	78	67	80	82	69	78	67	73	86	(r)	69	91	71	69
37. My team's objectives/work plans are clearly outlined	73	67	71	68	76	74	79	85	86	(r)	85	80	71	69
38. Our objectives/work plans help us to deliver a quality service	74	67	72	67	77	75	81	77	90	(r)	85	85	71	72
39. At my workplace there is a good balance between delivering services and monitoring service delivery	60	67	56	57	65	61	59	69	67	(r)	54	80	54	66

Results by Demographic

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	Murrumbidgee 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	1601	358	1199	185	122	36	13	837	622	89	(r)	35	(r)	217	1352	24
Employee Engagement Index	74	81	71	79	84	75	92	73	74	76	(r)	70	(r)	72	74	47

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	69	68	69	67	69	58	77	69	69	69	(r)	76	(r)	62	71	41
36. In my workplace patient safety is at the centre of all decision making	78	78	77	79	78	75	85	76	80	77	(r)	80	(r)	66	80	68
37. My team's objectives/work plans are clearly outlined	73	80	71	76	85	80	100	74	72	68	(r)	74	(r)	66	75	41
38. Our objectives/work plans help us to deliver a quality service	74	83	71	82	84	78	100	75	75	67	(r)	82	(r)	64	76	50
39. At my workplace there is a good balance between delivering services and monitoring service delivery	60	68	57	63	71	64	100	60	58	60	(r)	77	(r)	53	61	27

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

	Murrumbidgee 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	1601	141	113	224	308	361	445	64	123	120	145	201	194	287	257	150	46	
Employee Engagement Index	74	80	77	74	69	73	75	86	68	71	72	69	74	72	78	80	58	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	69	73	72	71	63	70	70	89	64	62	69	68	68	69	71	78	45
36. In my workplace patient safety is at the centre of all decision making	78	84	86	78	73	73	82	92	79	67	74	73	78	78	82	87	59
37. My team's objectives/work plans are clearly outlined	73	79	73	77	69	71	74	90	67	76	67	71	71	73	72	84	58
38. Our objectives/work plans help us to deliver a quality service	74	79	73	77	70	74	75	89	69	79	72	68	74	76	73	83	59
39. At my workplace there is a good balance between delivering services and monitoring service delivery	60	71	66	65	53	54	61	84	57	54	54	54	61	57	62	74	41

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

	Murrumbidgee 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	1601	13	888	86	183	196	52	26	51	(r)	13	46	14	33	
Employee Engagement Index	74	73	71	80	77	74	74	69	88	(r)	86	85	74	77	

Your Workplace

40. Overall I am proud to be a part of this workplace	78	75	75	88	81	75	78	81	90	(r)	85	89	79	84
41. I would recommend my workplace as a good place to work	69	67	65	75	75	68	73	58	88	(r)	77	82	71	81
42. I feel motivated to contribute more than what is normally required at work	72	83	69	81	75	71	78	58	80	(r)	92	84	64	81
43. I have a strong sense of belonging to my workplace	69	83	67	73	72	71	65	65	88	(r)	77	84	71	65
44. Overall I am satisfied to be working here at the present time	75	67	70	81	80	78	78	69	94	(r)	92	89	79	80
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	62	67	59	69	66	66	60	50	80	(r)	85	75	50	71
46. Overall, I believe the culture at my workplace has improved in the last 12 months	41	33	41	41	49	36	25	31	57	(r)	46	57	38	39

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

	Murrumbidgee 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	1601	358	1199	185	122	36	13	837	622	89	(r)	35	(r)	217	1352	24
Employee Engagement Index	74	81	71	79	84	75	92	73	74	76	(r)	70	(r)	72	74	47

Your Workplace

40. Overall I am proud to be a part of this workplace	78	84	76	85	84	72	100	77	78	80	(r)	74	(r)	77	78	50
41. I would recommend my workplace as a good place to work	69	76	67	73	79	69	100	68	71	68	(r)	69	(r)	69	69	45
42. I feel motivated to contribute more than what is normally required at work	72	81	69	78	84	78	100	71	72	77	(r)	74	(r)	70	72	64
43. I have a strong sense of belonging to my workplace	69	80	66	81	83	69	92	71	68	69	(r)	54	(r)	69	70	45
44. Overall I am satisfied to be working here at the present time	75	81	73	80	83	78	85	74	75	83	(r)	74	(r)	76	75	36
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	62	71	60	69	73	75	85	62	62	67	(r)	66	(r)	62	63	36
46. Overall, I believe the culture at my workplace has improved in the last 12 months	41	54	38	49	57	58	77	43	40	41	(r)	37	(r)	43	42	5

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

	Murrumbidgee 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	1601	141	113	224	308	361	445	64	123	120	145	201	194	287	257	150	46	
Employee Engagement Index	74	80	77	74	69	73	75	86	68	71	72	69	74	72	78	80	58	

Your Workplace

40. Overall I am proud to be a part of this workplace	78	84	84	77	71	76	81	92	72	76	79	72	80	76	81	84	61
41. I would recommend my workplace as a good place to work	69	78	76	72	63	70	67	89	66	70	67	69	72	65	72	70	52
42. I feel motivated to contribute more than what is normally required at work	72	83	76	72	66	68	75	84	66	67	70	65	69	71	78	82	61
43. I have a strong sense of belonging to my workplace	69	66	69	71	64	70	74	72	65	71	64	62	71	70	75	78	55
44. Overall I am satisfied to be working here at the present time	75	86	77	74	70	75	74	89	69	69	74	73	76	72	79	82	61
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	62	76	66	64	56	61	63	82	61	60	59	59	59	57	68	72	50
46. Overall, I believe the culture at my workplace has improved in the last 12 months	41	40	43	44	40	40	43	47	34	41	35	39	43	40	45	53	16

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:

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

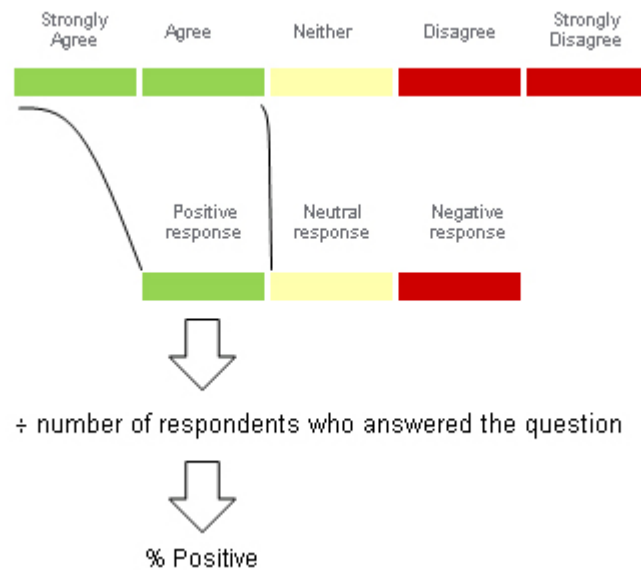
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

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.