

2013 YourSay Workplace Survey

LHD Report



Northern NSW Local Health District

This Report

This report provides Northern NSW 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.

Contents

01	Employee Engagement Index	07	External Comparison
02	Employee Workplace Culture Index	08	Unacceptable Behaviour
03	Drivers of Employee Engagement	09	All Questions
04	Highlights and Lowlights	10	Results by Demographic
05	Most Improved Least Improved since 2011	11	Guide to using this report
06	Trend Comparison		

2,038

2011: 1,131

ACTUAL RESPONSES

35%

2011: 23%

2% Confidence Interval

ESTIMATED RESPONSE RATE

68%

2011: 58%

ENGAGEMENT INDEX

50%

2011: 41%

WORKPLACE CULTURE INDEX

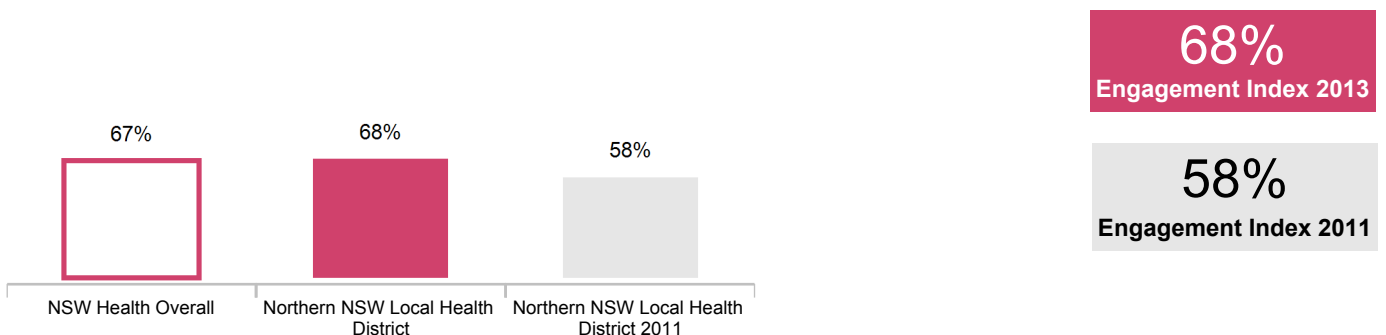
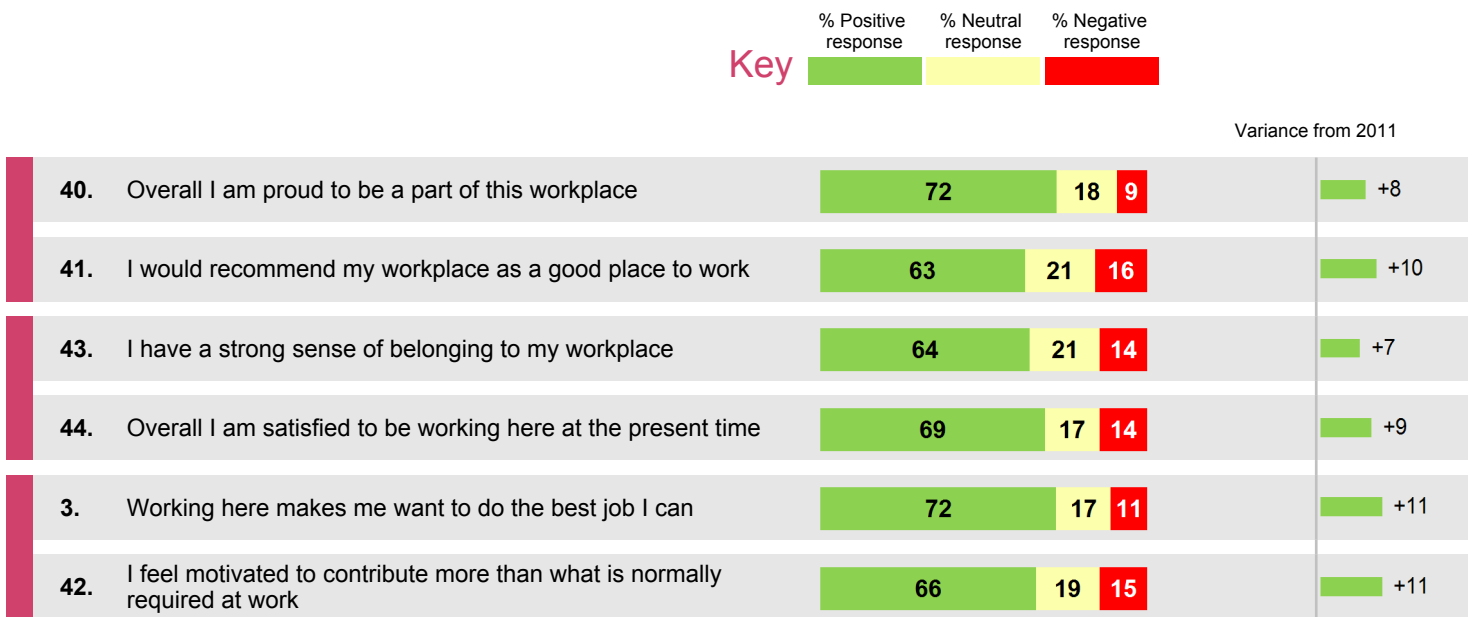
Employee Engagement Index

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:

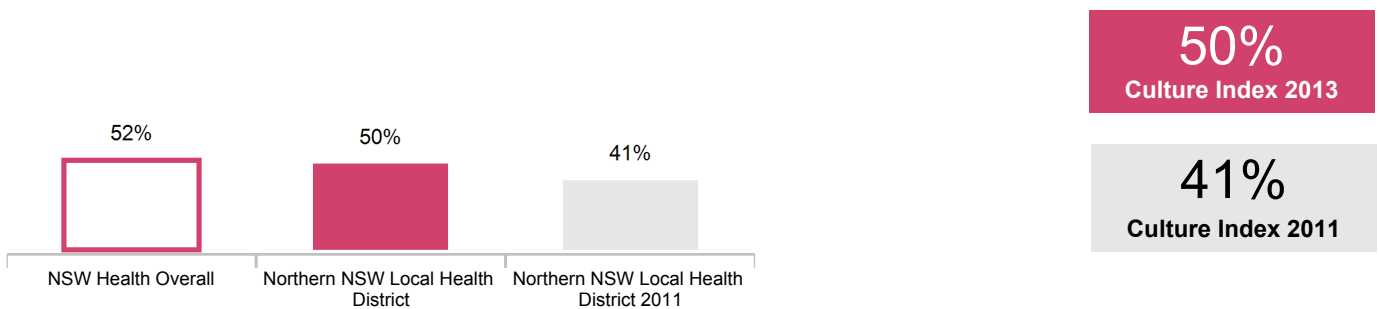


Employee Workplace Culture Index

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	50	23	28	+9
12. I believe I am valued for what I can offer at my workplace	62	19	19	+8
13. In my workplace, we recognise our successes and innovations	55	25	20	+9
14. Staff are treated respectfully regardless of their job	61	19	20	+8
17. Overall, I have confidence in the decisions made by my line manager	63	20	17	+8
18b. The senior managers at my workplace ... have a clear direction for the future	34	35	31	+12
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	29	34	+9
20. Overall, I have confidence in the decisions made by my senior managers	36	30	33	+6
22. I have a say in decisions which affect my work	43	26	31	+6
23. I think it is safe to speak up and challenge the way things are done	50	21	29	+8
24a. Where I work, we share the lessons learnt when mistakes are made	57	24	19	+6
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	29	34	+11
37. My team's objectives/work plans are clearly outlined	64	22	14	+8
38. Our objectives/work plans help us to deliver a quality service	63	25	13	+10
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	36	31	+9



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 Northern NSW Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Northern NSW 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	Northern NSW 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		33	36	24
19.	There is a positive relationship between senior management and staff in my workplace		35	40	27
20.	Overall, I have confidence in the decisions made by my senior managers		36	42	30
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		38	42	27
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace		37	41	28
11.	Morale is good in my team		50	51	41

Highlights and lowlights

This section shows the three highest scoring sections and five highest scoring questions (Highlights). It also shows the three lowest scoring sections and the five lowest scoring questions (Lowlights).

Highlights

Sections

	% Positive
Training and Development Opportunities	67
Your Job	66
Your Line Manager	63

Questions

	% Positive
1. My job makes good use of my skills and abilities	81
15d. My line manager ... treats me with respect	77
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76
40. Overall I am proud to be a part of this workplace	72
3. Working here makes me want to do the best job I can	72

Lowlights

Sections

	% Positive
Senior Managers	37
Communication	51
Work Environment	59




Questions






	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33
18b. The senior managers at my workplace ... have a clear direction for the future	34
19. There is a positive relationship between senior management and staff in my workplace	35
20. Overall, I have confidence in the decisions made by my senior managers	36
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37

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
Communication	51	 +9
Work Environment	59	 +9
Being valued	59	 +8

Questions	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	34	 +12
3. Working here makes me want to do the best job I can	72	 +11
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	 +11
42. I feel motivated to contribute more than what is normally required at work	66	 +11
2. I feel I am able to suggest ideas to improve our ways of doing things	70	 +10

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 Northern NSW Local Health District and the 2011 survey results for Northern NSW 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	34	+12
3. Working here makes me want to do the best job I can	72	+11
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	+11
42. I feel motivated to contribute more than what is normally required at work	66	+11
2. I feel I am able to suggest ideas to improve our ways of doing things	70	+10
16. I receive regular and constructive feedback on my performance	49	+10
38. Our objectives/work plans help us to deliver a quality service	63	+10
41. I would recommend my workplace as a good place to work	63	+10
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	61	+9
10. My team resolves conflict quickly when it arises	50	+9
11. Morale is good in my team	50	+9
13. In my workplace, we recognise our successes and innovations	55	+9
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	+9
29. I am able to achieve a healthy work/life balance most of the time	67	+9
30. There are mechanisms in place to support me if I experience stress or pressure	60	+9
44. Overall I am satisfied to be working here at the present time	69	+9

Trend Comparison

This section shows comparisons between Northern NSW Local Health District and the 2011 survey results for Northern NSW 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
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	■ +9
1. My job makes good use of my skills and abilities	81	■ +8
12. I believe I am valued for what I can offer at my workplace	62	■ +8
14. Staff are treated respectfully regardless of their job	61	■ +8
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	■ +8
17. Overall, I have confidence in the decisions made by my line manager	63	■ +8
18a. The senior managers at my workplace ... are aware of the issues I face in my job	44	■ +8
19. There is a positive relationship between senior management and staff in my workplace	35	■ +8
21. I am kept well informed about what is happening in my workplace	48	■ +8
23. I think it is safe to speak up and challenge the way things are done	50	■ +8
27. I am encouraged to take opportunities to learn new skills and have new experiences	55	■ +8
31. Reasonable expectations are placed on staff according to their position	56	■ +8
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	■ +8
35. My work environment allows me to deliver the best possible services (patient care or support services)	54	■ +8
37. My team's objectives/work plans are clearly outlined	64	■ +8
40. Overall I am proud to be a part of this workplace	72	■ +8

Trend Comparison

This section shows comparisons between Northern NSW Local Health District and the 2011 survey results for Northern NSW 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
5. I have sufficient control over my work so I can do my job well	64	+7
15a. My line manager ... recognises and acknowledges when I have done my job well	65	+7
25. I have received the appropriate training and development to do my job effectively	70	+7
43. I have a strong sense of belonging to my workplace	64	+7
9. People in my team are honest and open	64	+6
20. Overall, I have confidence in the decisions made by my senior managers	36	+6
22. I have a say in decisions which affect my work	43	+6
24a. Where I work, we share the lessons learnt when mistakes are made	57	+6
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	+6
8. In my team we generally acknowledge one another's efforts and achievements	71	+5
15b. My line manager ... treats all staff in my team fairly	62	+5
15d. My line manager ... treats me with respect	77	+5
36. In my workplace patient safety is at the centre of all decision making	67	+5
7. The people I work with are willing to help each other even if this means doing something outside their usual job	68	+4

External Comparison

This section shows comparisons between Northern NSW 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.



- 16% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 10% ■ Proportion of questions inline with the benchmark
- 75% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
15b. My line manager ... treats all staff in my team fairly	62	+4
17. Overall, I have confidence in the decisions made by my line manager	63	+4
15a. My line manager ... recognises and acknowledges when I have done my job well	65	+3
15d. My line manager ... treats me with respect	77	+3
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	+3
42. I feel motivated to contribute more than what is normally required at work	66	+2
22. I have a say in decisions which affect my work	43	+1
30. There are mechanisms in place to support me if I experience stress or pressure	60	+1
7. The people I work with are willing to help each other even if this means doing something outside their usual job	68	0
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	0
16. I receive regular and constructive feedback on my performance	49	0
18a. The senior managers at my workplace ... are aware of the issues I face in my job	44	0
41. I would recommend my workplace as a good place to work	63	0
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	-1
19. There is a positive relationship between senior management and staff in my workplace	35	-1
21. I am kept well informed about what is happening in my workplace	48	-1
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-1

External Comparison

This section shows comparisons between Northern NSW 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.



- 16% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 10% ■ Proportion of questions inline with the benchmark
- 75% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
29. I am able to achieve a healthy work/life balance most of the time	67	-1 ■
40. Overall I am proud to be a part of this workplace	72	-1 ■
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	-1 ■
1. My job makes good use of my skills and abilities	81	-2 ■
14. Staff are treated respectfully regardless of their job	61	-2 ■
43. I have a strong sense of belonging to my workplace	64	-2 ■
44. Overall I am satisfied to be working here at the present time	69	-2 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	70	-3 ■
8. In my team we generally acknowledge one another's efforts and achievements	71	-3 ■
9. People in my team are honest and open	64	-3 ■
23. I think it is safe to speak up and challenge the way things are done	50	-3 ■
24a. Where I work, we share the lessons learnt when mistakes are made	57	-3 ■
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	61	-4 ■
12. I believe I am valued for what I can offer at my workplace	62	-4 ■
13. In my workplace, we recognise our successes and innovations	55	-4 ■
20. Overall, I have confidence in the decisions made by my senior managers	36	-4 ■
31. Reasonable expectations are placed on staff according to their position	56	-5 ■

External Comparison

This section shows comparisons between Northern NSW 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.



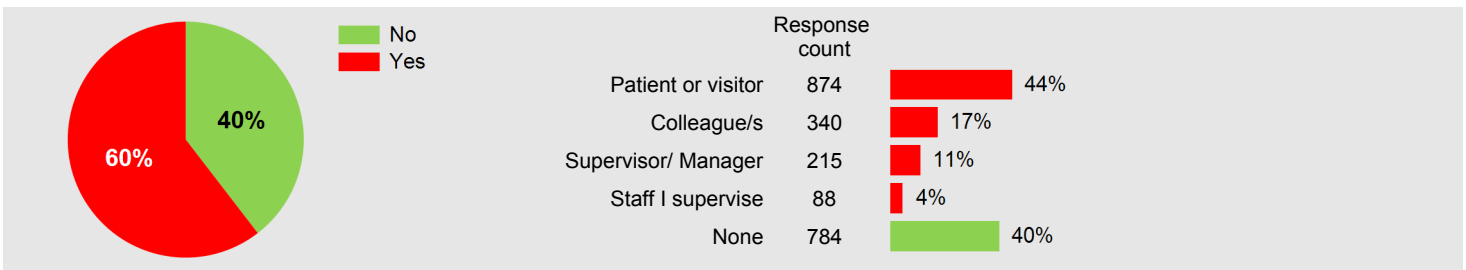
- 16% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 10% ■ Proportion of questions inline with the benchmark
- 75% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	-5 ■
3. Working here makes me want to do the best job I can	72	-6 ■
10. My team resolves conflict quickly when it arises	50	-6 ■
11. Morale is good in my team	50	-6 ■
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	57	-6 ■
36. In my workplace patient safety is at the centre of all decision making	67	-6 ■
37. My team's objectives/work plans are clearly outlined	64	-7 ■
38. Our objectives/work plans help us to deliver a quality service	63	-7 ■
5. I have sufficient control over my work so I can do my job well	64	-8 ■
24b. I am aware of the strategic objectives and direction of the organisation I work for	53	-8 ■
25. I have received the appropriate training and development to do my job effectively	70	-8 ■
27. I am encouraged to take opportunities to learn new skills and have new experiences	55	-8 ■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	-8 ■
4. The right amount of approvals are required for routine decisions	48	-9 ■
39. At my workplace there is a good balance between delivering services and monitoring service delivery	49	-9 ■
18b. The senior managers at my workplace ... have a clear direction for the future	34	-10 ■
35. My work environment allows me to deliver the best possible services (patient care or support services)	54	-12 ■

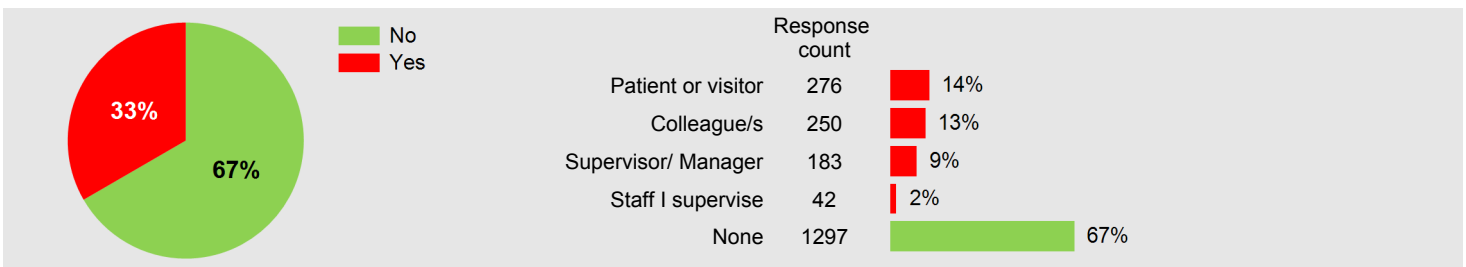
Unacceptable Behaviour

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

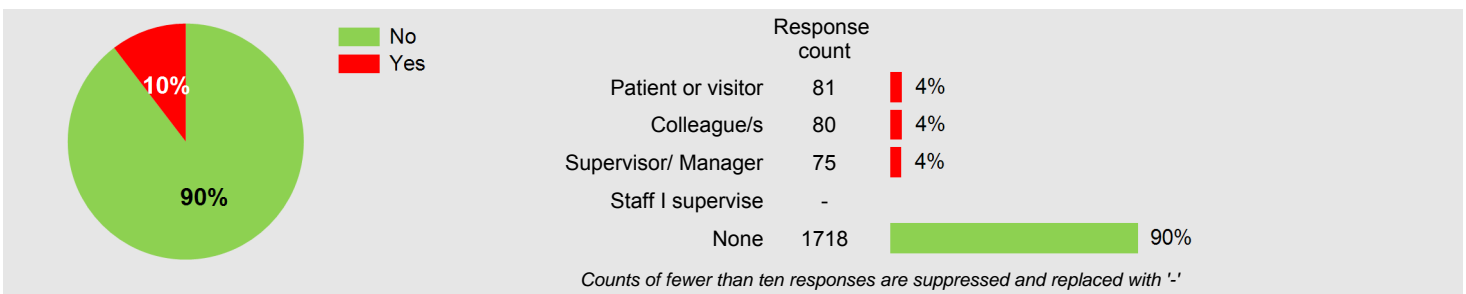
33a. In the last 12 months, I have been verbally abused by a ...



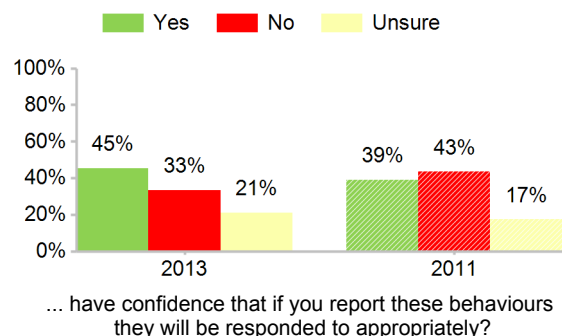
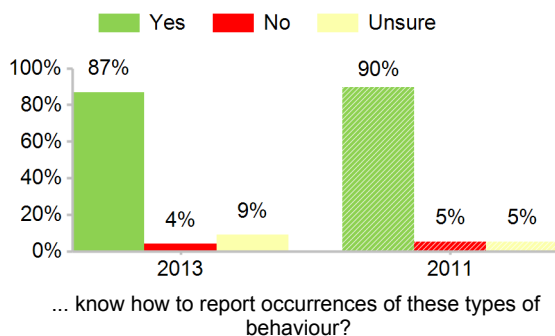
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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



34. Do you currently ...



All Questions

This section shows the breakdown of responses to each question

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

Key

A question identified as being a key driver of employee engagement

% positive response % neutral response % negative response

At least 1% greater than comparator

At least 1% less than comparator

Your Job

				% Positive Score	Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	81	9	10	81	73	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	70	15	15	70	60	68	73
3. Working here makes me want to do the best job I can	72	17	11	72	61	71	78
4. The right amount of approvals are required for routine decisions *	48	27	25	48		48	57
5. I have sufficient control over my work so I can do my job well	64	17	19	64	57	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	61	21	18	61	52	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	% Neutral	% Negative	% Positive Score	Northern NSW 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	68	16	16	68	64	68	68
8. In my team we generally acknowledge one another's efforts and achievements	71	15	14	71	66	69	74
9. People in my team are honest and open	64	21	15	64	58	63	67
10. My team resolves conflict quickly when it arises	50	25	25	50	41	51	56
11. Morale is good in my team	50	23	28	50	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	62	19	19				
13. In my workplace, we recognise our successes and innovations	55	25	20				
14. Staff are treated respectfully regardless of their job	61	19	20				
	% Positive Score				Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	59	51	59		63		
	62	54	61		66		
	55	46	55		59		
	61	53	60		63		

All Questions

This section shows the breakdown of responses to each question

				At least 1% greater than comparator	At least 1% less than comparator		
	% positive response	% neutral response	% negative response				
Key A question identified as being a key driver of employee engagement							
Your Line Manager				% Positive Score	Northern NSW 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	65	18	17	65	58	64	62
15b. My line manager ... treats all staff in my team fairly	62	17	21	62	57	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	18	22	60	52	60	60
15d. My line manager ... treats me with respect	77	13	10	77	72	75	74
16. I receive regular and constructive feedback on my performance	49	26	25	49	39	49	49
17. Overall, I have confidence in the decisions made by my line manager	63	20	17	63	55	62	59

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					

Senior Managers

	% positive response	% neutral response	% negative response	% Positive Score	Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
18a. The senior managers at my workplace ... are aware of the issues I face in my job	44	22	34	44	36	46	44
18b. The senior managers at my workplace ... have a clear direction for the future	34	35	31	34	22	40	44
K 18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	29	34	37	28	41	38
K 19. There is a positive relationship between senior management and staff in my workplace	35	28	37	35	27	40	36
K 20. Overall, I have confidence in the decisions made by my senior managers	36	30	33	36	30	42	40

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Score	Comparators		
	% positive response	% neutral response	% negative response		Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Key A question identified as being a key driver of employee engagement							
Communication							
21. I am kept well informed about what is happening in my workplace	48	24	28	48	40	50	49
22. I have a say in decisions which affect my work	43	26	31	43	37	46	42
23. I think it is safe to speak up and challenge the way things are done	50	21	29	50	42	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	57	24	19	57	51	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	53	25	22	53		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	57	25	18	57		59	63

All Questions

This section shows the breakdown of responses to each question

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

Training and Development Opportunities






Question	% positive response	% neutral response	% negative response	% Positive Score	Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	70	15	14	70	63	71	78
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	11	13	76	70	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	55	22	23	55	47	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	Northern NSW 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		38	27	42	46
	29. I am able to achieve a healthy work/life balance most of the time		67	58	65	68
	30. There are mechanisms in place to support me if I experience stress or pressure		60	51	54	59
	31. Reasonable expectations are placed on staff according to their position		56	48	56	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		72	64	68	69

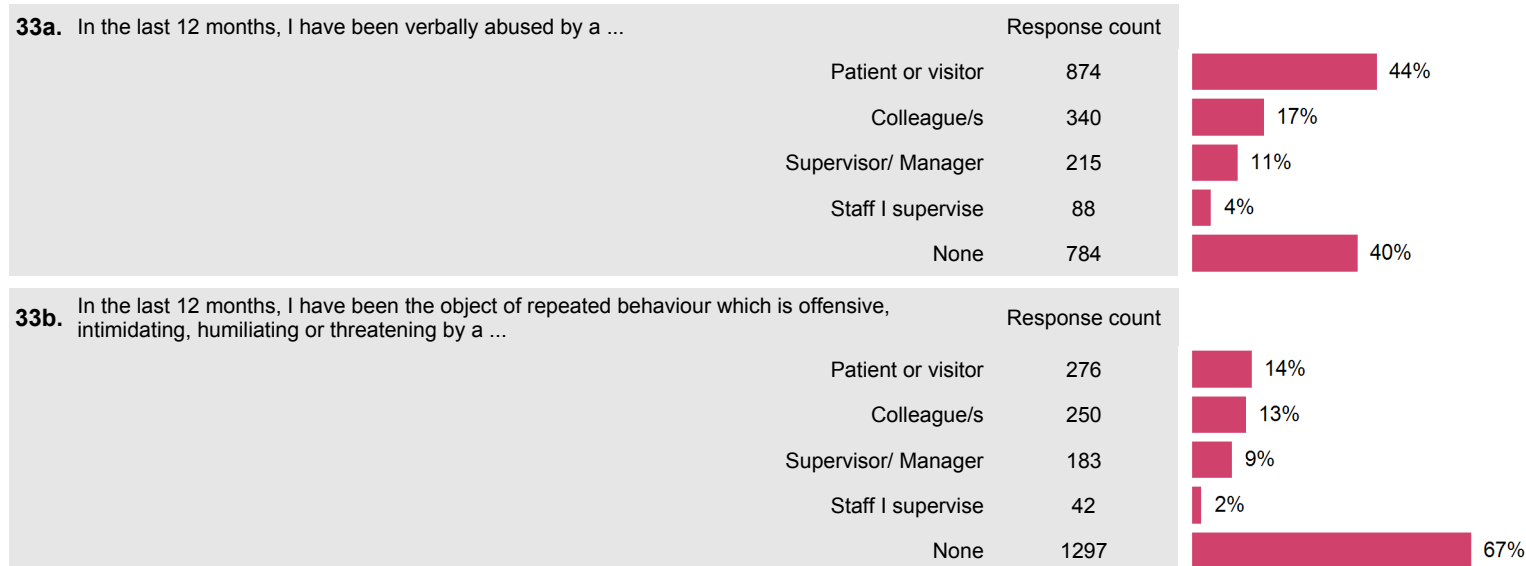
All Questions

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 ...

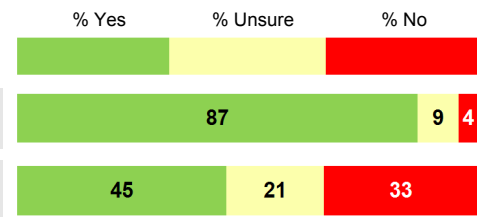
Response	Response count
Patient or visitor	81
Colleague/s	80
Supervisor/ Manager	75
Staff I supervise	-
None	1718

Please note: Counts of fewer than ten responses are suppressed and replaced with '-'



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

87 **90** **83** **88**
45 **39** **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	Northern NSW 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)	54	23	23	54	46	59	66
36. In my workplace patient safety is at the centre of all decision making	67	19	14	67	62	67	73
37. My team's objectives/work plans are clearly outlined	64	22	14	64	56	65	71
38. Our objectives/work plans help us to deliver a quality service	63	25	13	63	53	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	49	31	20	49		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	Northern NSW Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
Your Workplace				60	52	60	62
40. Overall I am proud to be a part of this workplace	72	18	9	72	64	71	73
41. I would recommend my workplace as a good place to work	63	21	16	63	53	62	63
42. I feel motivated to contribute more than what is normally required at work	66	19	15	66	55	65	64
43. I have a strong sense of belonging to my workplace	64	21	14	64	57	64	66
44. Overall I am satisfied to be working here at the present time	69	17	14	69	60	67	71
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	29	15	57		56	58
K 46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	36	31	33	24	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

	Northern NSW 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	2038	82	968	195	175	303	66	45	37	(r)	30	70	16	42
Employee Engagement Index	68	67	69	72	66	68	65	66	72	(r)	66	54	55	60

Your Job

1. My job makes good use of my skills and abilities	81	85	85	79	76	80	76	82	81	(r)	73	65	56	74
2. I feel I am able to suggest ideas to improve our ways of doing things	70	72	70	71	73	70	71	64	78	(r)	80	55	69	71
3. Working here makes me want to do the best job I can	72	73	75	79	70	68	74	73	73	(r)	67	54	63	64
4. The right amount of approvals are required for routine decisions	48	40	50	49	53	43	56	53	57	(r)	37	43	53	38
5. I have sufficient control over my work so I can do my job well	64	52	64	69	64	66	71	67	68	(r)	70	57	63	52
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	61	58	62	62	60	66	65	44	62	(r)	63	47	31	48

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

	Northern NSW 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	2038	480	1524	265	151	46	11	956	766	157	(r)	123	30	443	1525	54
Employee Engagement Index	68	69	67	67	69	74	97	65	70	70	(r)	75	66	63	70	47

Your Job

1. My job makes good use of my skills and abilities	81	85	79	82	89	87	100	80	83	78	(r)	81	80	79	82	69
2. I feel I am able to suggest ideas to improve our ways of doing things	70	76	68	73	80	78	100	70	71	72	(r)	67	57	66	72	56
3. Working here makes me want to do the best job I can	72	71	72	72	68	74	100	69	74	75	(r)	86	57	63	75	54
4. The right amount of approvals are required for routine decisions	48	43	50	43	44	33	64	47	48	54	(r)	61	23	42	51	39
5. I have sufficient control over my work so I can do my job well	64	57	66	57	57	46	82	62	64	73	(r)	67	63	58	66	53
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	61	67	58	63	73	63	91	60	61	61	(r)	61	53	60	61	54

Results by Demographic

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

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

	Northern NSW 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	2038	129	127	232	429	570	531	41	68	132	169	265	282	439	354	207	53	
Employee Engagement Index	68	78	73	66	66	65	69	81	76	67	69	65	64	69	67	74	47	

Your Job

1. My job makes good use of my skills and abilities	81	86	80	78	78	81	84	83	85	84	82	78	81	85	79	84	60
2. I feel I am able to suggest ideas to improve our ways of doing things	70	69	71	64	67	73	73	78	67	63	73	71	70	72	69	74	49
3. Working here makes me want to do the best job I can	72	84	80	68	70	69	74	83	76	71	73	69	68	75	71	81	51
4. The right amount of approvals are required for routine decisions	48	65	59	46	46	45	49	63	56	52	51	42	47	51	45	54	27
5. I have sufficient control over my work so I can do my job well	64	75	68	61	62	63	64	76	76	61	66	62	61	65	64	67	47
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	61	67	61	58	59	59	62	83	74	60	61	62	61	60	58	61	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

	Northern NSW 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	2038	82	968	195	175	303	66	45	37	(r)	30	70	16	42	
Employee Engagement Index	68	67	69	72	66	68	65	66	72	(r)	66	54	55	60	

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	68	78	68	66	65	73	74	60	57	(r)	90	45	69	57
8. In my team we generally acknowledge one another's efforts and achievements	71	82	71	69	69	75	82	61	57	(r)	83	55	69	64
9. People in my team are honest and open	64	83	63	63	60	73	68	41	54	(r)	73	41	63	57
10. My team resolves conflict quickly when it arises	50	66	47	48	55	57	59	36	49	(r)	63	31	44	50
11. Morale is good in my team	50	56	52	45	47	52	52	41	49	(r)	60	30	31	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

	Northern NSW 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	2038	480	1524	265	151	46	11	956	766	157	(r)	123	30	443	1525	54
Employee Engagement Index	68	69	67	67	69	74	97	65	70	70	(r)	75	66	63	70	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	68	72	67	70	73	78	91	66	67	80	(r)	71	77	66	69	60
8. In my team we generally acknowledge one another's efforts and achievements	71	79	69	73	85	89	91	71	71	74	(r)	70	63	70	72	66
9. People in my team are honest and open	64	70	62	65	75	78	90	63	64	69	(r)	68	67	66	64	49
10. My team resolves conflict quickly when it arises	50	57	48	53	60	74	73	49	51	55	(r)	41	53	49	50	45
11. Morale is good in my team	50	56	47	53	59	61	64	48	49	57	(r)	55	53	49	50	35

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

	Northern NSW 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	2038	129	127	232	429	570	531	41	68	132	169	265	282	439	354	207	53	
Employee Engagement Index	68	78	73	66	66	65	69	81	76	67	69	65	64	69	67	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	68	77	69	68	65	66	71	90	78	69	66	64	67	67	69	72	51
8. In my team we generally acknowledge one another's efforts and achievements	71	74	71	70	69	71	74	83	78	72	70	71	71	69	73	75	55
9. People in my team are honest and open	64	76	63	62	63	60	68	78	79	72	69	65	63	59	63	65	43
10. My team resolves conflict quickly when it arises	50	53	52	47	48	51	51	73	60	53	51	49	49	50	45	55	42
11. Morale is good in my team	50	64	51	50	48	46	50	80	65	53	54	49	45	48	48	49	36

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

		Role													
	Northern NSW Local Health District	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	2038	82	968	195	175	303	66	45	37	(r)	30	70	16	42	
Employee Engagement Index	68	67	69	72	66	68	65	66	72	(r)	66	54	55	60	

Being valued

12. I believe I am valued for what I can offer at my workplace	62	59	62	65	64	66	68	67	70	(r)	63	50	44	51
13. In my workplace, we recognise our successes and innovations	55	50	55	52	53	60	68	41	61	(r)	73	37	40	49
14. Staff are treated respectfully regardless of their job	61	63	62	59	59	68	58	53	57	(r)	79	37	44	46

Results by Demographic

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

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

	Northern NSW 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	2038	480	1524	265	151	46	11	956	766	157	(r)	123	30	443	1525	54
Employee Engagement Index	68	69	67	67	69	74	97	65	70	70	(r)	75	66	63	70	47

Being valued

12. I believe I am valued for what I can offer at my workplace	62	62	63	57	69	57	100	60	63	64	(r)	71	67	61	63	47
13. In my workplace, we recognise our successes and innovations	55	60	53	56	63	67	82	55	53	60	(r)	59	53	50	57	40
14. Staff are treated respectfully regardless of their job	61	64	60	65	62	61	100	58	62	62	(r)	75	63	58	62	47

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

	Northern NSW Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	2038	129	127	232	429	570	531	41	68	132	169	265	282	439	354	207	53	
Employee Engagement Index	68	78	73	66	66	65	69	81	76	67	69	65	64	69	67	74	47	

Being valued

12. I believe I am valued for what I can offer at my workplace	62	73	65	60	61	60	65	80	68	59	67	62	63	62	60	67	39
13. In my workplace, we recognise our successes and innovations	55	70	64	52	49	54	55	78	66	59	60	52	54	54	51	58	31
14. Staff are treated respectfully regardless of their job	61	74	63	60	62	56	62	73	81	62	68	58	60	62	57	60	37

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

	Northern NSW 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	2038	82	968	195	175	303	66	45	37	(r)	30	70	16	42	
Employee Engagement Index	68	67	69	72	66	68	65	66	72	(r)	66	54	55	60	

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	65	55	66	69	66	65	75	71	61	(r)	73	59	44	73
15b. My line manager ... treats all staff in my team fairly	62	65	60	61	66	68	71	67	61	(r)	83	57	44	59
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	61	58	57	63	65	74	56	50	(r)	70	53	38	55
15d. My line manager ... treats me with respect	77	74	77	77	79	80	77	73	81	(r)	90	66	63	83
16. I receive regular and constructive feedback on my performance	49	35	47	56	51	50	65	53	42	(r)	60	44	44	51
17. Overall, I have confidence in the decisions made by my line manager	63	58	64	66	63	63	68	58	56	(r)	67	53	50	59

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

	Northern NSW 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	2038	480	1524	265	151	46	11	956	766	157	(r)	123	30	443	1525	54
Employee Engagement Index	68	69	67	67	69	74	97	65	70	70	(r)	75	66	63	70	47

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	65	67	65	67	68	57	82	63	66	74	(r)	73	50	61	67	51
15b. My line manager ... treats all staff in my team fairly	62	66	61	63	69	61	82	60	62	72	(r)	69	63	62	63	53
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	61	59	60	63	52	64	56	59	74	(r)	72	50	57	61	45
15d. My line manager ... treats me with respect	77	79	76	79	79	74	100	76	76	84	(r)	84	73	76	78	58
16. I receive regular and constructive feedback on my performance	49	50	49	47	55	40	100	51	47	55	(r)	42	27	45	50	40
17. Overall, I have confidence in the decisions made by my line manager	63	64	63	63	65	57	82	59	63	75	(r)	76	57	59	65	48

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

	Northern NSW 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	2038	129	127	232	429	570	531	41	68	132	169	265	282	439	354	207	53	
Employee Engagement Index	68	78	73	66	66	65	69	81	76	67	69	65	64	69	67	74	47	

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	65	73	73	64	65	65	64	78	72	69	72	68	63	67	62	64	39
15b. My line manager ... treats all staff in my team fairly	62	76	72	58	61	60	61	73	75	64	69	63	62	61	61	58	41
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	73	69	59	57	58	59	80	74	64	62	61	58	59	57	59	35
15d. My line manager ... treats me with respect	77	86	84	71	77	76	76	83	78	82	80	77	76	78	78	73	52
16. I receive regular and constructive feedback on my performance	49	55	56	43	46	50	49	68	51	53	55	48	47	51	46	48	26
17. Overall, I have confidence in the decisions made by my line manager	63	81	71	63	60	61	62	83	78	63	76	62	60	62	62	58	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

		Northern NSW 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		2038	82	968	195	175	303	66	45	37	(r)	30	70	16	42
Employee Engagement Index		68	67	69	72	66	68	65	66	72	(r)	66	54	55	60

Senior Managers

18a.	The senior managers at my workplace ... are aware of the issues I face in my job	44	50	42	43	58	39	54	40	56	(r)	60	39	38	44
18b.	The senior managers at my workplace ... have a clear direction for the future	34	38	33	29	50	28	42	29	56	(r)	53	30	38	39
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace	37	41	34	38	49	34	48	24	44	(r)	63	28	56	39
19.	There is a positive relationship between senior management and staff in my workplace	35	39	32	37	46	34	38	22	47	(r)	57	27	44	32
20.	Overall, I have confidence in the decisions made by my senior managers	36	41	35	35	49	33	49	22	48	(r)	47	26	56	29

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

	Northern NSW 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	2038	480	1524	265	151	46	11	956	766	157	(r)	123	30	443	1525	54
Employee Engagement Index	68	69	67	67	69	74	97	65	70	70	(r)	75	66	63	70	47

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	44	47	43	37	59	52	91	46	40	44	(r)	55	37	42	45	32
18b. The senior managers at my workplace ... have a clear direction for the future	34	34	34	28	39	37	82	37	28	42	(r)	43	27	32	35	25
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	39	36	32	44	48	82	39	33	37	(r)	52	33	34	38	32
19. There is a positive relationship between senior management and staff in my workplace	35	37	34	33	38	46	73	35	32	39	(r)	45	40	35	35	30
20. Overall, I have confidence in the decisions made by my senior managers	36	36	36	27	44	46	91	37	32	43	(r)	52	40	35	37	28

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

	Northern NSW 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	2038	129	127	232	429	570	531	41	68	132	169	265	282	439	354	207	53	
Employee Engagement Index	68	78	73	66	66	65	69	81	76	67	69	65	64	69	67	74	47	

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	44	61	47	45	41	41	44	63	62	41	43	48	41	48	37	46	20
18b. The senior managers at my workplace ... have a clear direction for the future	34	53	36	36	31	32	34	68	49	32	35	37	29	36	29	35	16
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	37	59	45	36	36	33	35	61	57	33	40	38	33	39	32	39	24
19. There is a positive relationship between senior management and staff in my workplace	35	52	45	34	33	32	34	63	54	33	38	34	32	38	30	37	22
20. Overall, I have confidence in the decisions made by my senior managers	36	61	45	38	32	32	37	71	54	37	40	35	32	37	32	39	22

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

	Northern NSW 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	2038	82	968	195	175	303	66	45	37	(r)	30	70	16	42	
Employee Engagement Index	68	67	69	72	66	68	65	66	72	(r)	66	54	55	60	

Communication

21. I am kept well informed about what is happening in my workplace	48	47	49	38	50	54	62	48	44	(r)	63	31	44	27
22. I have a say in decisions which affect my work	43	45	42	40	46	45	57	52	53	(r)	57	34	50	29
23. I think it is safe to speak up and challenge the way things are done	50	59	49	46	52	53	57	50	65	(r)	70	31	50	49
24a. Where I work, we share the lessons learnt when mistakes are made	57	59	59	52	57	55	68	57	61	(r)	73	49	56	46
24b. I am aware of the strategic objectives and direction of the organisation I work for	53	44	52	55	60	51	66	59	71	(r)	77	39	50	46
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	57	45	55	64	66	50	68	66	76	(r)	73	50	63	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

	Northern NSW 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	2038	480	1524	265	151	46	11	956	766	157	(r)	123	30	443	1525	54
Employee Engagement Index	68	69	67	67	69	74	97	65	70	70	(r)	75	66	63	70	47

Communication

21. I am kept well informed about what is happening in my workplace	48	49	47	49	47	43	100	47	47	59	(r)	50	37	49	48	37
22. I have a say in decisions which affect my work	43	47	42	44	46	50	100	46	42	41	(r)	38	47	47	43	27
23. I think it is safe to speak up and challenge the way things are done	50	55	48	51	57	60	100	50	50	54	(r)	48	53	51	51	33
24a. Where I work, we share the lessons learnt when mistakes are made	57	62	55	63	59	63	91	55	57	61	(r)	67	53	57	58	42
24b. I am aware of the strategic objectives and direction of the organisation I work for	53	54	52	49	61	54	82	53	52	52	(r)	61	37	50	55	40
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	57	58	56	53	64	59	82	57	55	59	(r)	65	40	55	58	37

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

	Northern NSW 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	2038	129	127	232	429	570	531	41	68	132	169	265	282	439	354	207	53	
Employee Engagement Index	68	78	73	66	66	65	69	81	76	67	69	65	64	69	67	74	47	

Communication

21. I am kept well informed about what is happening in my workplace	48	58	55	48	44	48	46	61	63	51	53	49	44	50	44	48	24
22. I have a say in decisions which affect my work	43	47	44	44	39	44	46	49	53	47	49	43	38	45	41	47	22
23. I think it is safe to speak up and challenge the way things are done	50	54	58	50	45	50	52	66	60	51	54	46	49	52	48	54	27
24a. Where I work, we share the lessons learnt when mistakes are made	57	70	59	56	53	55	59	76	79	59	57	54	58	58	55	59	32
24b. I am aware of the strategic objectives and direction of the organisation I work for	53	63	61	55	48	52	53	73	57	54	50	48	51	55	54	58	33
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	57	68	62	56	50	57	58	78	57	56	54	54	54	59	55	67	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

		Northern NSW 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	2038	82	968	195	175	303	66	45	37	(r)	30	70	16	42
	Employee Engagement Index	68	67	69	72	66	68	65	66	72	(r)	66	54	55	60

Training and Development Opportunities

25.	I have received the appropriate training and development to do my job effectively	70	86	76	58	53	69	71	75	76	(r)	57	66	50	56
26.	I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	72	71	78	80	87	95	70	74	(r)	83	77	75	71
27.	I am encouraged to take opportunities to learn new skills and have new experiences	55	53	61	40	50	56	49	57	59	(r)	55	37	38	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

	Northern NSW 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	2038	480	1524	265	151	46	11	956	766	157	(r)	123	30	443	1525	54
Employee Engagement Index	68	69	67	67	69	74	97	65	70	70	(r)	75	66	63	70	47

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	70	69	70	70	66	72	91	69	73	69	(r)	66	73	67	72	54
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	75	76	73	78	72	91	77	74	82	(r)	74	67	72	77	69
27. I am encouraged to take opportunities to learn new skills and have new experiences	55	57	54	56	58	46	91	54	53	62	(r)	61	43	49	57	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

	Northern NSW 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	2038	129	127	232	429	570	531	41	68	132	169	265	282	439	354	207	53	
Employee Engagement Index	68	78	73	66	66	65	69	81	76	67	69	65	64	69	67	74	47	

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	70	71	65	70	70	70	73	76	74	75	69	67	69	71	70	76	59
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	76	80	80	76	76	73	80	78	81	74	75	75	73	77	81	71
27. I am encouraged to take opportunities to learn new skills and have new experiences	55	74	63	56	50	53	53	80	65	59	65	56	52	53	52	53	24

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

	Northern NSW 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	2038	82	968	195	175	303	66	45	37	(r)	30	70	16	42	
Employee Engagement Index	68	67	69	72	66	68	65	66	72	(r)	66	54	55	60	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	44	35	38	41	42	46	42	47	(r)	43	21	19	39
29. I am able to achieve a healthy work/life balance most of the time	67	68	68	69	59	70	75	66	79	(r)	70	51	44	54
30. There are mechanisms in place to support me if I experience stress or pressure	60	49	62	60	56	61	72	59	65	(r)	66	54	44	46
31. Reasonable expectations are placed on staff according to their position	56	63	59	49	47	58	66	56	76	(r)	53	49	31	48
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	66	70	73	75	82	81	64	85	(r)	77	49	60	75

Results by Demographic

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

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	Northern NSW 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	2038	480	1524	265	151	46	11	956	766	157	(r)	123	30	443	1525	54
Employee Engagement Index	68	69	67	67	69	74	97	65	70	70	(r)	75	66	63	70	47

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	37	37	34	38	43	82	36	37	42	(r)	44	40	35	39	33
29. I am able to achieve a healthy work/life balance most of the time	67	59	69	60	60	43	64	59	73	74	(r)	77	67	60	69	49
30. There are mechanisms in place to support me if I experience stress or pressure	60	61	60	61	66	39	82	58	63	61	(r)	62	43	54	62	47
31. Reasonable expectations are placed on staff according to their position	56	57	56	57	54	54	73	52	60	58	(r)	62	63	54	57	45
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	69	73	66	72	70	82	67	76	77	(r)	80	67	62	75	67

Results by Demographic

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

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

	Northern NSW 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	2038	129	127	232	429	570	531	41	68	132	169	265	282	439	354	207	53	
Employee Engagement Index	68	78	73	66	66	65	69	81	76	67	69	65	64	69	67	74	47	
Work Environment																		
28. I have confidence in the processes that my workplace uses to resolve staff conflict	38	51	44	38	35	38	34	66	53	40	45	40	33	37	32	37	25	
29. I am able to achieve a healthy work/life balance most of the time	67	78	74	69	65	65	64	73	72	68	69	65	69	65	63	75	41	
30. There are mechanisms in place to support me if I experience stress or pressure	60	65	63	63	56	59	61	73	62	59	64	56	55	64	57	67	40	
31. Reasonable expectations are placed on staff according to their position	56	64	63	53	55	55	56	68	59	61	60	53	53	57	54	62	33	
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	72	85	74	73	67	73	71	88	76	66	72	69	69	73	72	82	59	

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

		Northern NSW 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	2038	82	968	195	175	303	66	45	37	(r)	30	70	16	42
	Employee Engagement Index	68	67	69	72	66	68	65	66	72	(r)	66	54	55	60

Unacceptable Behaviour

34a.	Do you currently ... know how to report occurrences of these types of behaviour?	87	64	91	87	87	84	88	84	74	(r)	80	87	88	78
34b.	Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	45	48	45	48	41	51	55	36	56	(r)	50	34	25	39

Results by Demographic

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	Northern NSW 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	2038	480	1524	265	151	46	11	956	766	157	(r)	123	30	443	1525	54
Employee Engagement Index	68	69	67	67	69	74	97	65	70	70	(r)	75	66	63	70	47

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	87	90	86	90	91	80	100	89	87	79	(r)	77	77	85	88	78
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	45	46	45	44	48	43	73	44	45	55	(r)	53	33	43	47	31

Results by Demographic

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	Northern NSW Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	2038	129	127	232	429	570	531	41	68	132	169	265	282	439	354	207	53	
Employee Engagement Index	68	78	73	66	66	65	69	81	76	67	69	65	64	69	67	74	47	
Unacceptable Behaviour																		
34a. Do you currently ... know how to report occurrences of these types of behaviour?	87	73	77	82	87	90	91	85	76	82	83	84	87	89	90	90	80	
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	45	62	51	46	43	44	44	76	62	53	48	45	45	43	38	50	28	

Results by Demographic

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	Northern NSW 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	2038	82	968	195	175	303	66	45	37	(r)	30	70	16	42	
Employee Engagement Index	68	67	69	72	66	68	65	66	72	(r)	66	54	55	60	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	54	51	55	61	55	47	58	60	68	(r)	40	59	40	44
36. In my workplace patient safety is at the centre of all decision making	67	59	68	67	59	68	69	72	74	(r)	43	70	67	66
37. My team's objectives/work plans are clearly outlined	64	58	65	60	62	63	74	68	76	(r)	73	63	60	56
38. Our objectives/work plans help us to deliver a quality service	63	57	63	64	63	59	69	61	70	(r)	73	67	53	56
39. At my workplace there is a good balance between delivering services and monitoring service delivery	49	43	49	52	54	39	68	58	64	(r)	43	45	33	48

Results by Demographic

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	Northern NSW 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	2038	480	1524	265	151	46	11	956	766	157	(r)	123	30	443	1525	54
Employee Engagement Index	68	69	67	67	69	74	97	65	70	70	(r)	75	66	63	70	47

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	54	50	55	52	46	50	73	53	57	48	(r)	58	53	48	57	35
36. In my workplace patient safety is at the centre of all decision making	67	64	67	64	61	65	82	65	69	60	(r)	79	57	61	69	49
37. My team's objectives/work plans are clearly outlined	64	66	63	62	72	67	73	63	65	65	(r)	66	37	59	66	43
38. Our objectives/work plans help us to deliver a quality service	63	62	63	62	62	59	73	63	63	57	(r)	69	57	58	65	45
39. At my workplace there is a good balance between delivering services and monitoring service delivery	49	47	49	46	46	48	91	46	52	49	(r)	53	50	43	51	37

Results by Demographic

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	Northern NSW 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	2038	129	127	232	429	570	531	41	68	132	169	265	282	439	354	207	53	
Employee Engagement Index	68	78	73	66	66	65	69	81	76	67	69	65	64	69	67	74	47	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	54	63	59	50	51	53	56	76	59	58	55	50	51	59	50	59	28
36. In my workplace patient safety is at the centre of all decision making	67	78	70	68	63	64	69	78	78	66	63	61	61	70	67	78	42
37. My team's objectives/work plans are clearly outlined	64	68	65	59	60	62	70	80	79	60	61	57	61	68	63	70	46
38. Our objectives/work plans help us to deliver a quality service	63	68	67	57	59	62	67	76	75	59	61	58	59	64	64	70	44
39. At my workplace there is a good balance between delivering services and monitoring service delivery	49	56	53	43	48	47	51	71	60	45	51	45	46	51	46	56	22

Results by Demographic

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	Northern NSW 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	2038	82	968	195	175	303	66	45	37	(r)	30	70	16	42	
Employee Engagement Index	68	67	69	72	66	68	65	66	72	(r)	66	54	55	60	

Your Workplace

40. Overall I am proud to be a part of this workplace	72	66	74	78	71	72	66	72	79	(r)	60	57	50	66
41. I would recommend my workplace as a good place to work	63	56	64	70	56	66	63	58	71	(r)	57	44	33	59
42. I feel motivated to contribute more than what is normally required at work	66	70	66	67	68	68	66	60	74	(r)	73	51	63	59
43. I have a strong sense of belonging to my workplace	64	70	65	64	66	64	60	65	65	(r)	67	51	69	54
44. Overall I am satisfied to be working here at the present time	69	66	69	76	65	72	63	67	73	(r)	73	64	50	61
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	58	56	55	51	61	78	53	61	(r)	70	43	31	49
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	33	33	24	38	31	52	40	44	(r)	28	25	25	17

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

	Northern NSW 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	2038	480	1524	265	151	46	11	956	766	157	(r)	123	30	443	1525	54
Employee Engagement Index	68	69	67	67	69	74	97	65	70	70	(r)	75	66	63	70	47

Your Workplace

40. Overall I am proud to be a part of this workplace	72	72	72	71	72	72	100	68	76	76	(r)	79	67	68	74	54
41. I would recommend my workplace as a good place to work	63	64	62	62	64	65	91	59	65	65	(r)	74	60	58	65	45
42. I feel motivated to contribute more than what is normally required at work	66	69	65	65	72	85	100	65	65	74	(r)	68	70	62	68	43
43. I have a strong sense of belonging to my workplace	64	71	62	68	71	80	100	64	67	53	(r)	60	70	64	65	39
44. Overall I am satisfied to be working here at the present time	69	65	70	63	67	65	91	64	72	76	(r)	80	70	64	71	47
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	55	57	53	53	59	91	52	61	56	(r)	68	30	53	58	39
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	35	31	34	32	41	64	34	32	32	(r)	28	20	32	33	26

Results by Demographic

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

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	Northern NSW 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	2038	129	127	232	429	570	531	41	68	132	169	265	282	439	354	207	53	
Employee Engagement Index	68	78	73	66	66	65	69	81	76	67	69	65	64	69	67	74	47	

Your Workplace

40. Overall I am proud to be a part of this workplace	72	85	77	70	71	70	73	88	82	74	74	69	68	73	70	80	60
41. I would recommend my workplace as a good place to work	63	75	73	61	62	60	60	78	72	71	68	61	56	64	61	63	41
42. I feel motivated to contribute more than what is normally required at work	66	79	69	66	62	63	69	78	72	61	65	62	64	69	65	73	46
43. I have a strong sense of belonging to my workplace	64	63	61	58	63	64	69	71	71	55	62	66	61	65	67	70	46
44. Overall I am satisfied to be working here at the present time	69	83	78	70	68	65	66	88	81	67	72	65	68	68	68	76	40
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	64	60	56	55	54	58	66	70	50	59	58	53	55	57	63	42
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	31	34	35	33	31	31	32	43	36	42	32	29	33	27	36	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	$\frac{18750}{18750 + 7753}$	$\times 1661 = 1175$ Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661		
Agency (4)	132	$\frac{7753}{18750 + 7753}$	$\times 1661 = 486$ Part time
Casual (5)	975		
Contractor (6)	203		
TOTAL answering Q51	29474		
TOTAL number of respondents to the survey	31493		

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

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

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

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

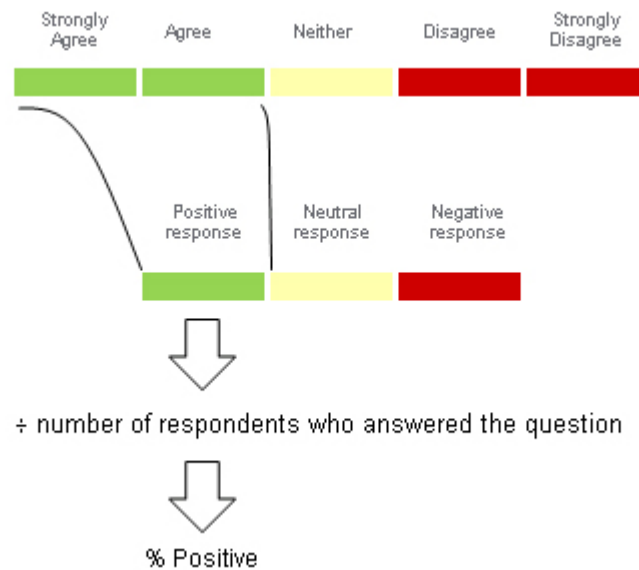
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

Guide to using this report

% Positive

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



Index and Section Scores

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

Rounding

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

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

Trend data

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

Benchmark data

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