

# 2013 YourSay Workplace Survey

## LHD Report



## Northern Sydney Local Health District

### This Report

This report provides Northern Sydney Local Health District with data from the 2013 YourSay Workplace Survey. It summarises staff views and presents comparative data to help put the results into perspective.

### Response Rates

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

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

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

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

### Confidence Intervals

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

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

### Results

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

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

### Comparative data

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

### Anonymity

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

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

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**2,360**  
2011: 1,813

ACTUAL RESPONSES

**23%**  
2011: 22%

2% Confidence Interval

ESTIMATED RESPONSE RATE

**67%**  
2011: 65%

ENGAGEMENT INDEX

**52%**  
2011: 49%

WORKPLACE CULTURE INDEX

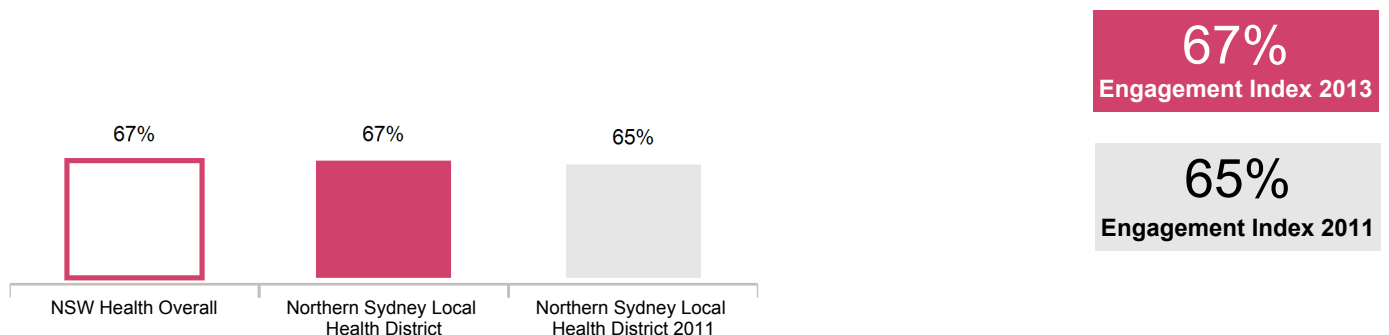
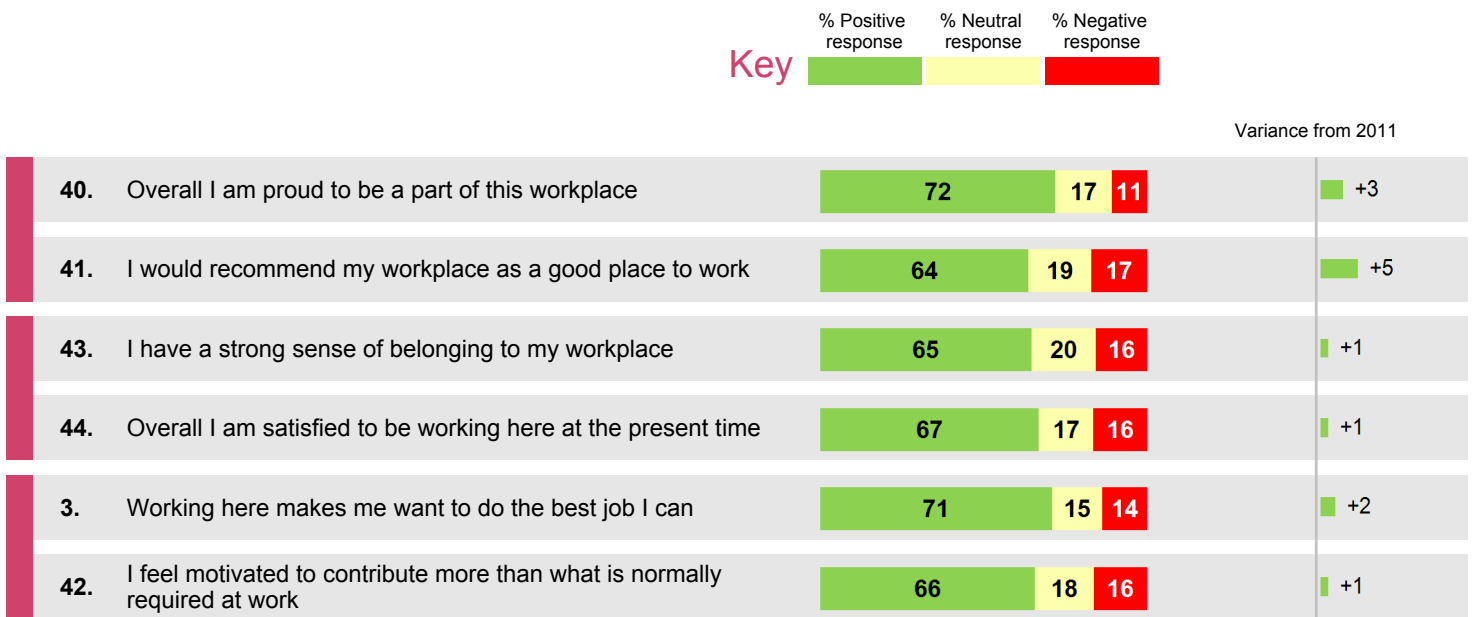
# Employee Engagement Index

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:

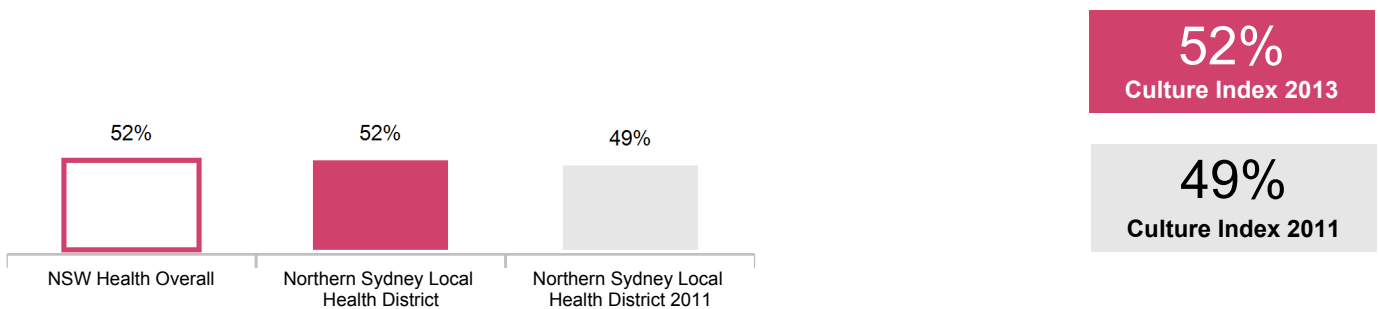


# Employee Workplace Culture Index

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	54	20	25	+1
12. I believe I am valued for what I can offer at my workplace	63	15	22	+1
13. In my workplace, we recognise our successes and innovations	56	23	21	+3
14. Staff are treated respectfully regardless of their job	61	17	22	+2
17. Overall, I have confidence in the decisions made by my line manager	62	19	19	-1
18b. The senior managers at my workplace ... have a clear direction for the future	42	31	27	+12
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	43	28	30	+9
20. Overall, I have confidence in the decisions made by my senior managers	43	29	28	+7
22. I have a say in decisions which affect my work	45	25	30	+2
23. I think it is safe to speak up and challenge the way things are done	51	20	29	+1
24a. Where I work, we share the lessons learnt when mistakes are made	58	23	20	+2
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	28	29	+1
37. My team's objectives/work plans are clearly outlined	64	21	15	0
38. Our objectives/work plans help us to deliver a quality service	64	23	13	+1
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	37	30	+3



# 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 Sydney Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Northern Sydney Local Health District as a whole.

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

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

Drivers of Employee Engagement		Impact (on Employee Engagement)	% Positive	NSW Health Overall % positive score	Northern Sydney Local Health District 2011 % positive score
		<i>Greatest</i>			
46.	Overall, I believe the culture at my workplace has improved in the last 12 months		33	36	30
20.	Overall, I have confidence in the decisions made by my senior managers		43	42	36
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		42	42	41
22.	I have a say in decisions which affect my work		45	46	43
19.	There is a positive relationship between senior management and staff in my workplace		41	40	33
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace		43	41	34

# Highlights and lowlights

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

## Highlights

### Sections

	% Positive
Training and Development Opportunities	71
Your Job	65
Your Team	62

### Questions

	% Positive
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	84
1. My job makes good use of my skills and abilities	80
15d. My line manager ... treats me with respect	75
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	71

## Lowlights

### Sections

	% Positive
Senior Managers	42
Communication	53
Work Environment	57

### Questions

	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33
19. There is a positive relationship between senior management and staff in my workplace	41
18b. The senior managers at my workplace ... have a clear direction for the future	42
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42
20. Overall, I have confidence in the decisions made by my senior managers	43

# 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	42	+8
Communication	53	+4
Being valued	60	+2

### Questions

	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	42	+12
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	43	+9
19. There is a positive relationship between senior management and staff in my workplace	41	+8
35. My work environment allows me to deliver the best possible services (patient care or support services)	58	+8
20. Overall, I have confidence in the decisions made by my senior managers	43	+7

## Least improved

### Sections

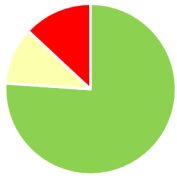
	% Positive	Variance from 2011
Your Line Manager	62	-1

### Questions

	% Positive	Variance from 2011
15a. My line manager ... recognises and acknowledges when I have done my job well	63	-3
16. I receive regular and constructive feedback on my performance	46	-3
15d. My line manager ... treats me with respect	75	-2
15b. My line manager ... treats all staff in my team fairly	62	-1
17. Overall, I have confidence in the decisions made by my line manager	62	-1

# Trend Comparison

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

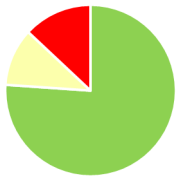


- 76% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 11% ■ Proportion of questions inline with the 2011 scores
- 13% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	42	<span style="color: green;">■</span> +12
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	43	<span style="color: green;">■</span> +9
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	41	<span style="color: green;">■</span> +8
<b>35.</b> My work environment allows me to deliver the best possible services (patient care or support services)	58	<span style="color: green;">■</span> +8
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	43	<span style="color: green;">■</span> +7
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	43	<span style="color: green;">■</span> +5
<b>41.</b> I would recommend my workplace as a good place to work	64	<span style="color: green;">■</span> +5
<b>5.</b> I have sufficient control over my work so I can do my job well	64	<span style="color: green;">■</span> +3
<b>13.</b> In my workplace, we recognise our successes and innovations	56	<span style="color: green;">■</span> +3
<b>21.</b> I am kept well informed about what is happening in my workplace	51	<span style="color: green;">■</span> +3
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	69	<span style="color: green;">■</span> +3
<b>40.</b> Overall I am proud to be a part of this workplace	72	<span style="color: green;">■</span> +3
<b>46.</b> Overall, I believe the culture at my workplace has improved in the last 12 months	33	<span style="color: green;">■</span> +3
<b>1.</b> My job makes good use of my skills and abilities	80	<span style="color: green;">■</span> +2
<b>3.</b> Working here makes me want to do the best job I can	71	<span style="color: green;">■</span> +2
<b>6.</b> 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	60	<span style="color: green;">■</span> +2

# Trend Comparison

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



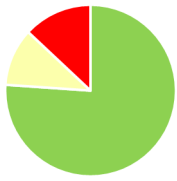
- 76% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 11% ■ Proportion of questions inline with the 2011 scores
- 13% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
14. Staff are treated respectfully regardless of their job	61	+2
22. I have a say in decisions which affect my work	45	+2
24a. Where I work, we share the lessons learnt when mistakes are made	58	+2
31. Reasonable expectations are placed on staff according to their position	56	+2
36. In my workplace patient safety is at the centre of all decision making	66	+2
2. I feel I am able to suggest ideas to improve our ways of doing things	69	+1
8. In my team we generally acknowledge one another's efforts and achievements	70	+1
9. People in my team are honest and open	66	+1
11. Morale is good in my team	54	+1
12. I believe I am valued for what I can offer at my workplace	63	+1
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	63	+1
23. I think it is safe to speak up and challenge the way things are done	51	+1
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	+1
29. I am able to achieve a healthy work/life balance most of the time	63	+1
30. There are mechanisms in place to support me if I experience stress or pressure	54	+1
38. Our objectives/work plans help us to deliver a quality service	64	+1



# Trend Comparison

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



- 76% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 11% ■ Proportion of questions inline with the 2011 scores
- 13% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
<b>42.</b> I feel motivated to contribute more than what is normally required at work	66	+1
<b>43.</b> I have a strong sense of belonging to my workplace	65	+1
<b>44.</b> Overall I am satisfied to be working here at the present time	67	+1
<b>7.</b> The people I work with are willing to help each other even if this means doing something outside their usual job	69	0
<b>10.</b> My team resolves conflict quickly when it arises	53	0
<b>26.</b> I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	84	0
<b>27.</b> I am encouraged to take opportunities to learn new skills and have new experiences	60	0
<b>37.</b> My team's objectives/work plans are clearly outlined	64	0
<b>15b.</b> My line manager ... treats all staff in my team fairly	62	-1
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	62	-1
<b>25.</b> I have received the appropriate training and development to do my job effectively	70	-1
<b>15d.</b> My line manager ... treats me with respect	75	-2
<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	63	-3
<b>16.</b> I receive regular and constructive feedback on my performance	46	-3

## External Comparison

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



- 27% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 2% ■ Proportion of questions inline with the benchmark
- 71% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
<b>26.</b> I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	84	+7
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	43	+5
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	41	+5
<b>15b.</b> My line manager ... treats all staff in my team fairly	62	+4
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	63	+3
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	62	+3
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	43	+3
<b>22.</b> I have a say in decisions which affect my work	45	+3
<b>21.</b> I am kept well informed about what is happening in my workplace	51	+2
<b>42.</b> I feel motivated to contribute more than what is normally required at work	66	+2
<b>7.</b> The people I work with are willing to help each other even if this means doing something outside their usual job	69	+1
<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	63	+1
<b>15d.</b> My line manager ... treats me with respect	75	+1
<b>41.</b> I would recommend my workplace as a good place to work	64	+1
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	69	0
<b>9.</b> People in my team are honest and open	66	-1
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	43	-1

## External Comparison

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



- 27% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 2% ■ Proportion of questions inline with the benchmark
- 71% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
40. Overall I am proud to be a part of this workplace	72	-1 <span style="color: red;">■</span>
43. I have a strong sense of belonging to my workplace	65	-1 <span style="color: red;">■</span>
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	-1 <span style="color: red;">■</span>
11. Morale is good in my team	54	-2 <span style="color: red;">■</span>
14. Staff are treated respectfully regardless of their job	61	-2 <span style="color: red;">■</span>
18b. The senior managers at my workplace ... have a clear direction for the future	42	-2 <span style="color: red;">■</span>
23. I think it is safe to speak up and challenge the way things are done	51	-2 <span style="color: red;">■</span>
24a. Where I work, we share the lessons learnt when mistakes are made	58	-2 <span style="color: red;">■</span>
1. My job makes good use of my skills and abilities	80	-3 <span style="color: red;">■</span>
10. My team resolves conflict quickly when it arises	53	-3 <span style="color: red;">■</span>
12. I believe I am valued for what I can offer at my workplace	63	-3 <span style="color: red;">■</span>
13. In my workplace, we recognise our successes and innovations	56	-3 <span style="color: red;">■</span>
16. I receive regular and constructive feedback on my performance	46	-3 <span style="color: red;">■</span>
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	-3 <span style="color: red;">■</span>
2. I feel I am able to suggest ideas to improve our ways of doing things	69	-4 <span style="color: red;">■</span>
8. In my team we generally acknowledge one another's efforts and achievements	70	-4 <span style="color: red;">■</span>
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	-4 <span style="color: red;">■</span>

## External Comparison

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



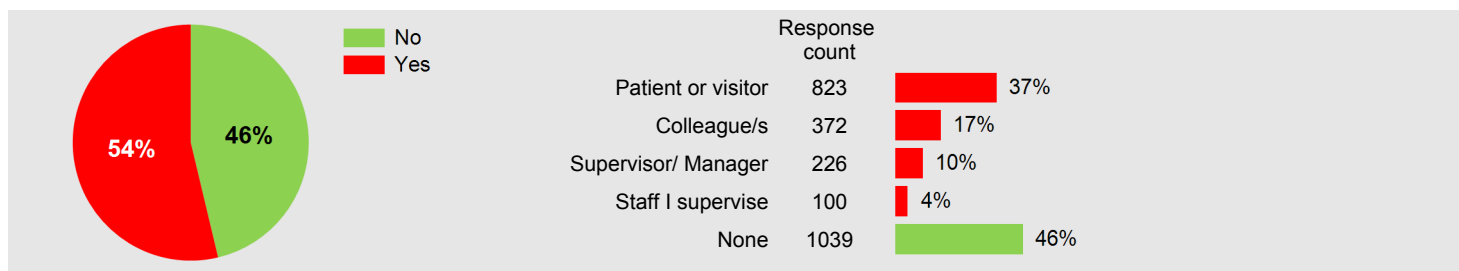
- 27% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 2% ■ Proportion of questions inline with the benchmark
- 71% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
44. Overall I am satisfied to be working here at the present time	67	-4 <span style="color: red;">■</span>
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	60	-5 <span style="color: red;">■</span>
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	58	-5 <span style="color: red;">■</span>
29. I am able to achieve a healthy work/life balance most of the time	63	-5 <span style="color: red;">■</span>
30. There are mechanisms in place to support me if I experience stress or pressure	54	-5 <span style="color: red;">■</span>
31. Reasonable expectations are placed on staff according to their position	56	-5 <span style="color: red;">■</span>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	-5 <span style="color: red;">■</span>
24b. I am aware of the strategic objectives and direction of the organisation I work for	55	-6 <span style="color: red;">■</span>
38. Our objectives/work plans help us to deliver a quality service	64	-6 <span style="color: red;">■</span>
3. Working here makes me want to do the best job I can	71	-7 <span style="color: red;">■</span>
36. In my workplace patient safety is at the centre of all decision making	66	-7 <span style="color: red;">■</span>
37. My team's objectives/work plans are clearly outlined	64	-7 <span style="color: red;">■</span>
39. At my workplace there is a good balance between delivering services and monitoring service delivery	51	-7 <span style="color: red;">■</span>
5. I have sufficient control over my work so I can do my job well	64	-8 <span style="color: red;">■</span>
25. I have received the appropriate training and development to do my job effectively	70	-8 <span style="color: red;">■</span>
35. My work environment allows me to deliver the best possible services (patient care or support services)	58	-8 <span style="color: red;">■</span>
4. The right amount of approvals are required for routine decisions	46	-11 <span style="color: red;">■</span>

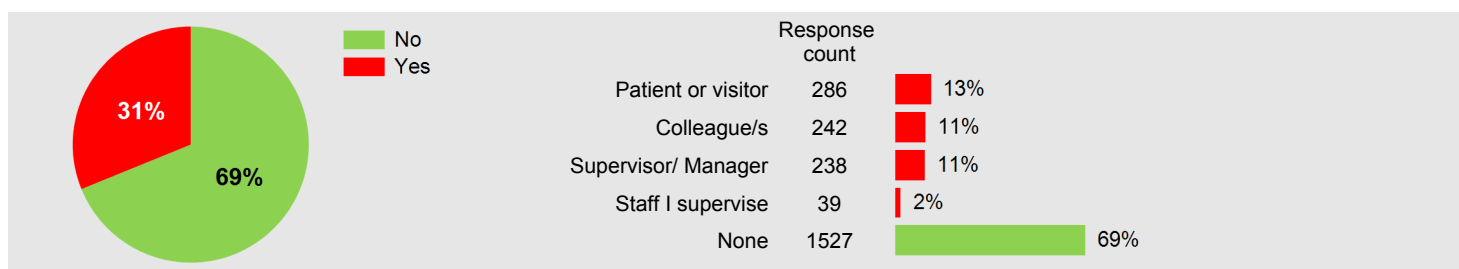
# Unacceptable Behaviour

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

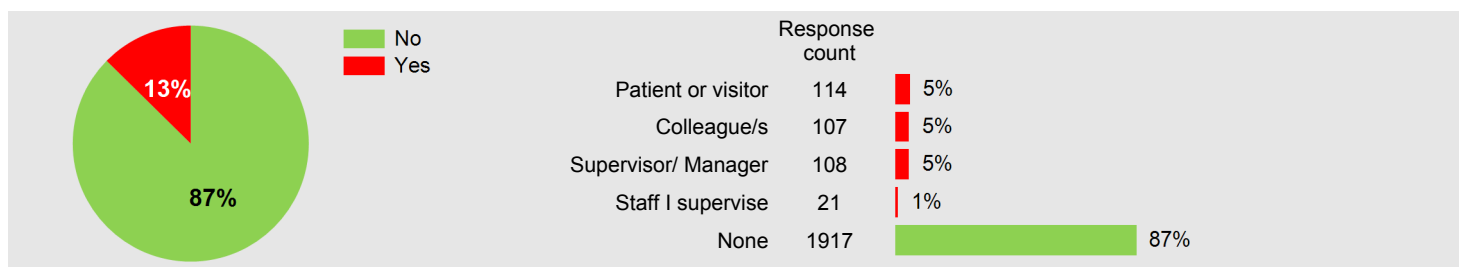
## 33a. In the last 12 months, I have been verbally abused by a ...



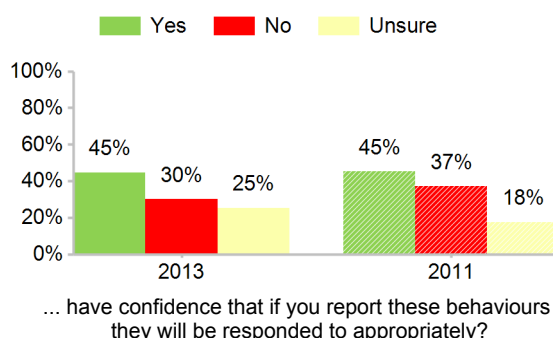
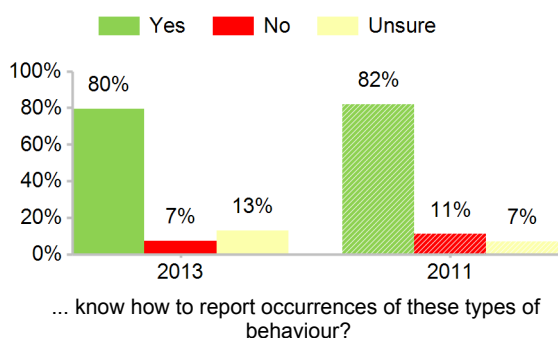
## 33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



## 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 Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	80	8	13	80	78	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	69	12	19	69	68	68	73
3. Working here makes me want to do the best job I can	71	15	14	71	69	71	78
4. The right amount of approvals are required for routine decisions *	46	24	30	46		48	57
5. I have sufficient control over my work so I can do my job well	64	15	21	64	61	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	60	19	21	60	58	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	Northern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	14	17	69	62	60	64
8. In my team we generally acknowledge one another's efforts and achievements	70	14	16	70	69	69	74
9. People in my team are honest and open	66	20	15	66	65	63	67
10. My team resolves conflict quickly when it arises	53	25	22	53	53	51	56
11. Morale is good in my team	54	20	25	54	53	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				
<b>Being valued</b>							
<b>12.</b> I believe I am valued for what I can offer at my workplace	63	15	22				
<b>13.</b> In my workplace, we recognise our successes and innovations	56	23	21				
<b>14.</b> Staff are treated respectfully regardless of their job	61	17	22				
	<b>% Positive Score</b>				<b>Northern Sydney Local Health District 2011</b>	<b>NSW Health Overall 2013</b>	<b>Australian Health Sector Benchmark</b>
	<b>60</b>	<b>58</b>	<b>59</b>		<b>63</b>		
	<b>63</b>	<b>62</b>	<b>61</b>		<b>66</b>		
	<b>56</b>	<b>53</b>	<b>55</b>		<b>59</b>		
	<b>61</b>	<b>59</b>	<b>60</b>		<b>63</b>		



# 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	% Positive Score	Northern Sydney Local Health District 2013	NSW Health Overall 2013	Australian Health Sector Benchmark
		At least 1% greater than comparator At least 1% less than comparator						
<b>Your Line Manager</b>					<b>62</b>	<b>63</b>	<b>62</b>	<b>60</b>
	<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	63	18	19	<b>63</b>	66	64	62
	<b>15b.</b> My line manager ... treats all staff in my team fairly	62	17	21	<b>62</b>	63	62	58
	<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	63	16	21	<b>63</b>	62	60	60
	<b>15d.</b> My line manager ... treats me with respect	75	12	13	<b>75</b>	77	75	74
	<b>16.</b> I receive regular and constructive feedback on my performance	46	25	29	<b>46</b>	49	49	49
	<b>17.</b> Overall, I have confidence in the decisions made by my line manager	62	19	19	<b>62</b>	63	62	59

# All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response				
<b>Key</b> 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 Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>Senior Managers</b>				<b>42</b>	<b>34</b>	<b>42</b>	<b>40</b>
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job				<b>43</b>	<b>38</b>	<b>46</b>	<b>44</b>
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future				<b>42</b>	<b>30</b>	<b>40</b>	<b>44</b>
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace				<b>43</b>	<b>34</b>	<b>41</b>	<b>38</b>
<b>K</b> <b>19.</b> There is a positive relationship between senior management and staff in my workplace				<b>41</b>	<b>33</b>	<b>40</b>	<b>36</b>
<b>K</b> <b>20.</b> Overall, I have confidence in the decisions made by my senior managers				<b>43</b>	<b>36</b>	<b>42</b>	<b>40</b>

# All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response				
<b>Key</b> A question identified as being a key driver of employee engagement							At least 1% greater than comparator At least 1% less than comparator
<b>Communication</b>							
				<b>% Positive Score</b>	<b>Northern Sydney Local Health District 2011</b>	<b>NSW Health Overall 2013</b>	<b>Australian Health Sector Benchmark</b>
<b>21.</b> I am kept well informed about what is happening in my workplace	51	21	28	51	48	50	49
<b>K</b> <b>22.</b> I have a say in decisions which affect my work	45	25	30	45	43	46	42
<b>23.</b> I think it is safe to speak up and challenge the way things are done	51	20	29	51	50	51	53
<b>24a.</b> Where I work, we share the lessons learnt when mistakes are made	58	23	20	58	56	58	60
<b>24b.</b> I am aware of the strategic objectives and direction of the organisation I work for	55	23	22	55		56	61
<b>24c.</b> I am aware of how my work contributes to the overall strategic objectives of my organisation	58	22	19	58		59	63

# All Questions

This section shows the breakdown of responses to each question

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

## Training and Development Opportunities

Question	% Positive	% Neutral	% Negative	% Positive Score	Northern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	70	17	14	70	71	69	73
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	84	8	9	84	84	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	20	20	60	60	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 Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>K</b>	28. I have confidence in the processes that my workplace uses to resolve staff conflict		42	55	61
	29. I am able to achieve a healthy work/life balance most of the time		63	62	68
	30. There are mechanisms in place to support me if I experience stress or pressure		54	53	59
	31. Reasonable expectations are placed on staff according to their position		56	54	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		69	66	69

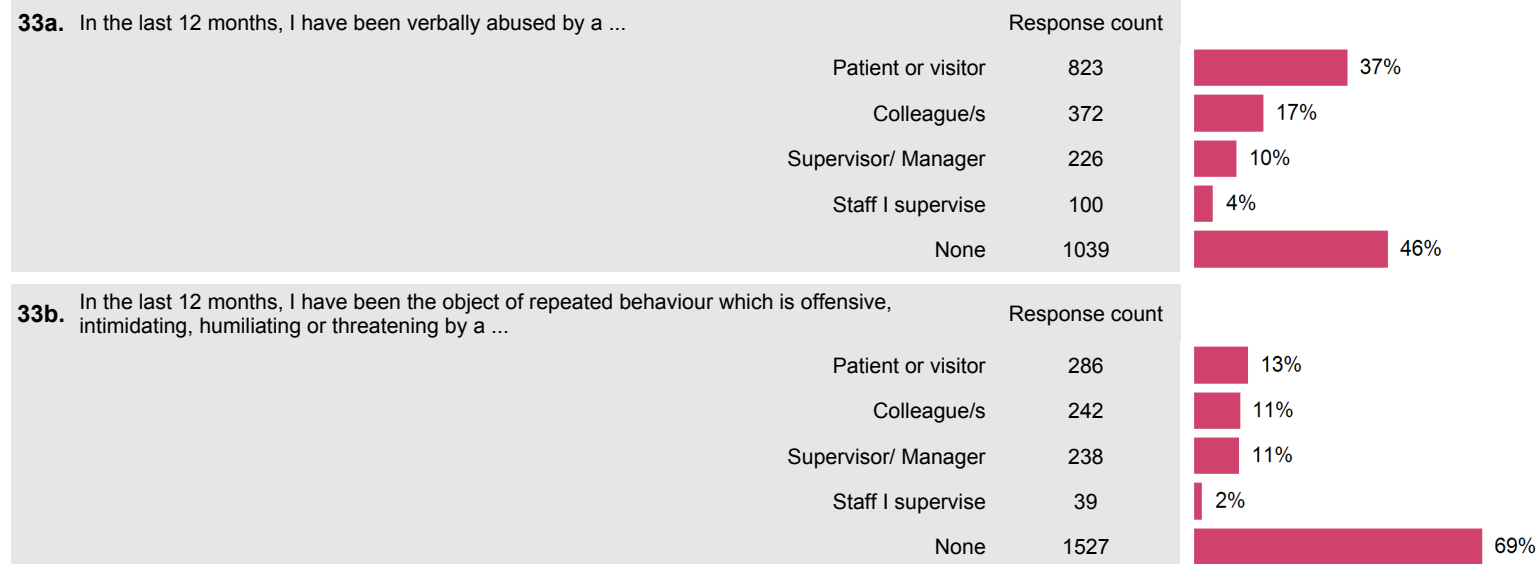
# All Questions

This section shows the breakdown of responses to each question

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

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

## Unacceptable Behaviour



# All Questions

This section shows the breakdown of responses to each question

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

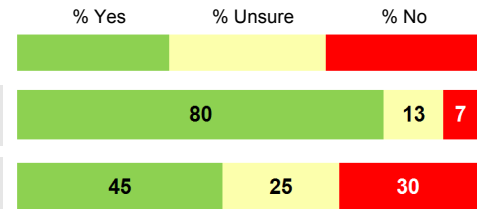
At least 1% greater than comparator  
At least 1% less than comparator

## Unacceptable Behaviour

33c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, homosexuality, transgender or carers responsibilities by a ...	Response count
Patient or visitor	114
Colleague/s	107
Supervisor/ Manager	108
Staff I supervise	21
None	1917



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

**80** **82** **83** **88**  
**45** **45** **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 Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>35.</b> My work environment allows me to deliver the best possible services (patient care or support services)	58	20	22	58	50	59	66
<b>36.</b> In my workplace patient safety is at the centre of all decision making	66	22	12	66	64	67	73
<b>37.</b> My team's objectives/work plans are clearly outlined	64	21	15	64	64	65	71
<b>38.</b> Our objectives/work plans help us to deliver a quality service	64	23	13	64	63	64	70
<b>39.</b> At my workplace there is a good balance between delivering services and monitoring service delivery *	51	29	20	51		52	58



# All Questions

This section shows the breakdown of responses to each question

	Key	A question identified as being a key driver of employee engagement	Response Breakdown			% Positive Score	Northern Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
			% positive response	% neutral response	% negative response				
<b>Your Workplace</b>						<b>60</b>	<b>59</b>	<b>60</b>	<b>62</b>
40.		Overall I am proud to be a part of this workplace	72	17	11	72	69	71	73
41.		I would recommend my workplace as a good place to work	64	19	17	64	59	62	63
42.		I feel motivated to contribute more than what is normally required at work	66	18	16	66	65	65	64
43.		I have a strong sense of belonging to my workplace	65	20	16	65	64	64	66
44.		Overall I am satisfied to be working here at the present time	67	17	16	67	66	67	71
45.		Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	57	27	16	57		56	58
<b>K</b>		46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	37	30	33	30	36	38

# Results by Demographic

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

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

		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	Northern Sydney Local Health District 2360	106	893	238	350	396	36	78	27	(r)	57	60	10	84	
Employee Engagement Index	67	53	68	66	68	71	74	57	50	(r)	77	68	68	59	

## Your Job

1. My job makes good use of my skills and abilities	<b>80</b>	77	<b>85</b>	<b>66</b>	76	<b>87</b>	<b>92</b>	<b>73</b>	<b>70</b>	(r)	84	<b>66</b>	<b>70</b>	<b>69</b>
2. I feel I am able to suggest ideas to improve our ways of doing things	<b>69</b>	<b>51</b>	67	66	<b>75</b>	<b>75</b>	<b>83</b>	<b>64</b>	<b>41</b>	(r)	<b>84</b>	<b>59</b>	<b>50</b>	68
3. Working here makes me want to do the best job I can	<b>71</b>	<b>55</b>	72	68	72	75	<b>86</b>	<b>60</b>	<b>48</b>	(r)	<b>82</b>	71	<b>80</b>	<b>65</b>
4. The right amount of approvals are required for routine decisions	<b>46</b>	<b>27</b>	46	49	<b>53</b>	44	47	<b>35</b>	<b>33</b>	(r)	<b>51</b>	<b>59</b>	50	<b>40</b>
5. I have sufficient control over my work so I can do my job well	<b>64</b>	<b>50</b>	<b>58</b>	<b>69</b>	<b>73</b>	68	<b>78</b>	<b>56</b>	<b>44</b>	(r)	<b>72</b>	<b>75</b>	<b>70</b>	<b>58</b>
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	<b>60</b>	<b>44</b>	63	<b>53</b>	62	<b>65</b>	<b>66</b>	<b>53</b>	<b>37</b>	(r)	<b>77</b>	<b>53</b>	<b>40</b>	<b>45</b>

# 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 Sydney Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2360	596	1700	325	184	61	14	1461	611	153	12	55	42	451	1793	83
Employee Engagement Index	67	73	65	69	73	89	94	66	68	75	58	72	52	62	70	38

## Your Job

1. My job makes good use of my skills and abilities	<b>80</b>	<b>86</b>	78	82	<b>88</b>	<b>93</b>	<b>100</b>	79	81	83	<b>67</b>	<b>64</b>	83	<b>73</b>	82	<b>64</b>
2. I feel I am able to suggest ideas to improve our ways of doing things	<b>69</b>	<b>79</b>	65	<b>74</b>	<b>83</b>	<b>89</b>	<b>93</b>	67	70	<b>80</b>	<b>82</b>	73	<b>55</b>	65	71	<b>39</b>
3. Working here makes me want to do the best job I can	<b>71</b>	<b>76</b>	69	72	<b>76</b>	<b>85</b>	<b>100</b>	69	74	<b>80</b>	<b>55</b>	75	<b>50</b>	<b>63</b>	74	<b>41</b>
4. The right amount of approvals are required for routine decisions	<b>46</b>	42	47	<b>40</b>	45	47	43	45	48	46	45	45	<b>29</b>	<b>41</b>	48	<b>27</b>
5. I have sufficient control over my work so I can do my job well	<b>64</b>	63	64	<b>59</b>	63	<b>75</b>	<b>79</b>	63	65	67	<b>75</b>	62	<b>40</b>	60	66	<b>39</b>
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	<b>60</b>	<b>75</b>	<b>55</b>	<b>72</b>	<b>77</b>	<b>80</b>	<b>100</b>	60	60	<b>68</b>	<b>67</b>	59	<b>31</b>	<b>54</b>	63	<b>33</b>

# 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 Sydney Local Health District	Length of Service at NSW Health						Age Group										
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say	
Respondents	2360	200	172	329	455	669	503	97	222	223	226	260	275	388	300	215	97	
Employee Engagement Index	67	78	70	69	63	64	68	84	69	62	68	65	68	65	71	73	43	

## Your Job

1. My job makes good use of my skills and abilities	<b>80</b>	80	77	79	78	79	83	<b>90</b>	79	78	<b>85</b>	79	80	79	82	77	<b>64</b>
2. I feel I am able to suggest ideas to improve our ways of doing things	<b>69</b>	<b>76</b>	70	66	67	66	73	71	67	67	<b>76</b>	68	71	70	73	67	<b>46</b>
3. Working here makes me want to do the best job I can	<b>71</b>	<b>81</b>	74	70	<b>66</b>	67	75	<b>87</b>	67	<b>66</b>	74	68	71	71	<b>77</b>	<b>78</b>	<b>46</b>
4. The right amount of approvals are required for routine decisions	<b>46</b>	<b>62</b>	49	48	44	<b>41</b>	45	<b>71</b>	<b>53</b>	46	44	45	44	44	43	47	<b>24</b>
5. I have sufficient control over my work so I can do my job well	<b>64</b>	<b>75</b>	64	66	63	60	62	<b>77</b>	65	60	65	64	61	62	64	<b>71</b>	<b>47</b>
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	<b>60</b>	<b>65</b>	58	59	<b>55</b>	59	64	<b>72</b>	60	56	61	61	61	60	63	60	<b>39</b>

# Results by Demographic

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	Northern Sydney Local Health District	Role													
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Respondents	2360	106	893	238	350	396	36	78	27	(r)	57	60	10	84	
Employee Engagement Index	67	53	68	66	68	71	74	57	50	(r)	77	68	68	59	

## Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	<b>69</b>	<b>64</b>	72	<b>63</b>	65	<b>77</b>	72	<b>50</b>	<b>48</b>	(r)	<b>79</b>	<b>42</b>	<b>80</b>	67
8. In my team we generally acknowledge one another's efforts and achievements	<b>70</b>	71	71	<b>61</b>	69	<b>77</b>	<b>78</b>	<b>56</b>	<b>52</b>	(r)	<b>88</b>	<b>47</b>	70	68
9. People in my team are honest and open	<b>66</b>	67	65	<b>59</b>	66	<b>76</b>	64	<b>50</b>	<b>44</b>	(r)	<b>84</b>	<b>44</b>	70	63
10. My team resolves conflict quickly when it arises	<b>53</b>	<b>58</b>	51	50	57	55	<b>58</b>	<b>40</b>	<b>44</b>	(r)	<b>70</b>	<b>43</b>	50	54
11. Morale is good in my team	<b>54</b>	53	53	52	56	58	<b>64</b>	<b>42</b>	<b>31</b>	(r)	<b>74</b>	<b>47</b>	<b>60</b>	51

# Results by Demographic

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Employee Engagement Index	67	73	65	69	73	89	94	66	68	75	58	72	52	62	70	38

## Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	<b>69</b>	<b>76</b>	66	<b>74</b>	<b>80</b>	<b>77</b>	<b>100</b>	68	70	70	<b>36</b>	67	<b>64</b>	68	70	<b>49</b>
8. In my team we generally acknowledge one another's efforts and achievements	<b>70</b>	<b>82</b>	66	<b>78</b>	<b>86</b>	<b>87</b>	<b>100</b>	69	70	<b>75</b>	<b>55</b>	71	69	71	71	<b>51</b>
9. People in my team are honest and open	<b>66</b>	<b>73</b>	63	69	<b>78</b>	<b>84</b>	<b>93</b>	65	66	<b>77</b>	64	65	<b>60</b>	67	67	<b>36</b>
10. My team resolves conflict quickly when it arises	<b>53</b>	<b>64</b>	49	57	<b>69</b>	<b>75</b>	<b>86</b>	52	51	<b>65</b>	55	<b>45</b>	<b>48</b>	54	53	<b>36</b>
11. Morale is good in my team	<b>54</b>	<b>63</b>	51	57	<b>69</b>	<b>78</b>	<b>86</b>	54	50	<b>67</b>	50	55	<b>43</b>	51	56	<b>33</b>

# Results by Demographic

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Employee Engagement Index	67	78	70	69	63	64	68	84	69	62	68	65	68	65	71	73	43	

## Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	<b>69</b>	69	73	67	<b>63</b>	68	72	<b>81</b>	70	65	69	<b>62</b>	66	69	72	<b>77</b>	<b>53</b>
8. In my team we generally acknowledge one another's efforts and achievements	<b>70</b>	72	74	70	<b>64</b>	69	74	<b>85</b>	71	70	73	<b>63</b>	71	69	71	74	<b>52</b>
9. People in my team are honest and open	<b>66</b>	<b>72</b>	66	66	<b>61</b>	66	67	<b>80</b>	69	64	67	65	64	66	65	<b>72</b>	<b>41</b>
10. My team resolves conflict quickly when it arises	<b>53</b>	<b>58</b>	55	57	<b>47</b>	50	55	<b>69</b>	57	49	56	49	52	54	52	55	<b>36</b>
11. Morale is good in my team	<b>54</b>	<b>66</b>	58	<b>59</b>	<b>49</b>	<b>49</b>	55	<b>77</b>	58	50	<b>63</b>	50	54	51	53	55	<b>35</b>

# Results by Demographic

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Respondents	2360	106	893	238	350	396	36	78	27	(r)	57	60	10	84	
Employee Engagement Index	67	53	68	66	68	71	74	57	50	(r)	77	68	68	59	

## Being valued

12. I believe I am valued for what I can offer at my workplace	<b>63</b>	<b>53</b>	64	59	65	<b>69</b>	<b>78</b>	<b>51</b>	<b>37</b>	(r)	<b>75</b>	<b>54</b>	60	64
13. In my workplace, we recognise our successes and innovations	<b>56</b>	53	55	<b>48</b>	55	<b>65</b>	<b>69</b>	<b>43</b>	<b>41</b>	(r)	<b>71</b>	<b>47</b>	60	56
14. Staff are treated respectfully regardless of their job	<b>61</b>	57	61	58	65	<b>68</b>	<b>75</b>	<b>42</b>	<b>37</b>	(r)	<b>77</b>	<b>54</b>	<b>50</b>	57



# Results by Demographic

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Employee Engagement Index	67	73	65	69	73	89	94	66	68	75	58	72	52	62	70	38

## Being valued

12. I believe I am valued for what I can offer at my workplace	<b>63</b>	66	63	62	<b>68</b>	<b>77</b>	<b>93</b>	63	64	<b>73</b>	67	<b>55</b>	<b>50</b>	59	66	<b>31</b>
13. In my workplace, we recognise our successes and innovations	<b>56</b>	<b>64</b>	53	<b>62</b>	<b>64</b>	<b>74</b>	<b>93</b>	55	54	<b>69</b>	58	<b>42</b>	<b>45</b>	<b>51</b>	58	<b>28</b>
14. Staff are treated respectfully regardless of their job	<b>61</b>	<b>69</b>	59	64	<b>71</b>	<b>82</b>	<b>86</b>	59	64	<b>72</b>	<b>73</b>	58	59	<b>56</b>	64	<b>33</b>

# 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 Sydney Local Health District	Length of Service at NSW Health						Age Group										
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say	
Respondents	2360	200	172	329	455	669	503	97	222	223	226	260	275	388	300	215	97	
Employee Engagement Index	67	78	70	69	63	64	68	84	69	62	68	65	68	65	71	73	43	

## Being valued

12. I believe I am valued for what I can offer at my workplace	<b>63</b>	<b>73</b>	66	64	61	62	63	<b>80</b>	66	61	<b>68</b>	64	65	59	67	66	<b>33</b>
13. In my workplace, we recognise our successes and innovations	<b>56</b>	<b>68</b>	55	57	52	53	57	<b>75</b>	<b>62</b>	54	<b>62</b>	54	53	52	56	57	<b>33</b>
14. Staff are treated respectfully regardless of their job	<b>61</b>	<b>76</b>	<b>66</b>	62	57	58	61	<b>82</b>	62	61	<b>68</b>	<b>55</b>	62	60	64	60	<b>40</b>

# 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 Sydney Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	2360	106	893	238	350	396	36	78	27	(r)	57	60	10	84	
Employee Engagement Index	67	53	68	66	68	71	74	57	50	(r)	77	68	68	59	

## Your Line Manager

<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	<b>63</b>	<b>56</b>	61	63	<b>70</b>	64	64	<b>54</b>	<b>31</b>	(r)	<b>77</b>	<b>56</b>	<b>80</b>	<b>68</b>
<b>15b.</b> My line manager ... treats all staff in my team fairly	<b>62</b>	65	59	61	<b>68</b>	66	<b>75</b>	<b>56</b>	<b>27</b>	(r)	<b>68</b>	<b>53</b>	<b>50</b>	65
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	<b>63</b>	64	61	66	<b>70</b>	66	<b>72</b>	<b>47</b>	<b>31</b>	(r)	65	<b>53</b>	<b>70</b>	65
<b>15d.</b> My line manager ... treats me with respect	<b>75</b>	73	73	76	<b>80</b>	<b>81</b>	<b>83</b>	<b>63</b>	<b>27</b>	(r)	<b>86</b>	<b>67</b>	<b>70</b>	73
<b>16.</b> I receive regular and constructive feedback on my performance	<b>46</b>	<b>38</b>	45	46	50	46	47	<b>33</b>	<b>19</b>	(r)	<b>65</b>	<b>41</b>	50	50
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	<b>62</b>	60	61	<b>57</b>	<b>68</b>	66	<b>69</b>	<b>45</b>	<b>28</b>	(r)	<b>72</b>	<b>53</b>	60	62

# Results by Demographic

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	Northern Sydney Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2360	596	1700	325	184	61	14	1461	611	153	12	55	42	451	1793	83
Employee Engagement Index	67	73	65	69	73	89	94	66	68	75	58	72	52	62	70	38

## Your Line Manager

<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	<b>63</b>	67	61	64	66	<b>85</b>	<b>85</b>	63	59	<b>75</b>	<b>89</b>	<b>58</b>	<b>51</b>	61	64	<b>33</b>
<b>15b.</b> My line manager ... treats all staff in my team fairly	<b>62</b>	<b>68</b>	60	64	<b>67</b>	<b>93</b>	<b>85</b>	61	59	<b>76</b>	<b>67</b>	<b>57</b>	63	61	63	<b>30</b>
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	<b>63</b>	<b>69</b>	61	64	<b>69</b>	<b>92</b>	<b>100</b>	63	61	<b>79</b>	<b>78</b>	<b>57</b>	<b>55</b>	61	65	<b>38</b>
<b>15d.</b> My line manager ... treats me with respect	<b>75</b>	<b>81</b>	73	79	<b>80</b>	<b>93</b>	<b>85</b>	74	76	<b>88</b>	78	71	<b>68</b>	73	77	<b>44</b>
<b>16.</b> I receive regular and constructive feedback on my performance	<b>46</b>	49	45	45	47	<b>77</b>	<b>69</b>	46	43	<b>54</b>	<b>40</b>	46	<b>24</b>	43	47	<b>23</b>
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	<b>62</b>	<b>67</b>	60	63	66	<b>86</b>	<b>92</b>	61	60	<b>74</b>	60	60	<b>51</b>	59	64	<b>32</b>

# 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 Sydney Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	2360	200	172	329	455	669	503	97	222	223	226	260	275	388	300	215	97	
Employee Engagement Index	67	78	70	69	63	64	68	84	69	62	68	65	68	65	71	73	43	

## Your Line Manager

<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	<b>63</b>	<b>77</b>	<b>70</b>	65	59	<b>57</b>	64	<b>83</b>	<b>68</b>	<b>68</b>	66	62	<b>58</b>	60	64	60	<b>43</b>
<b>15b.</b> My line manager ... treats all staff in my team fairly	<b>62</b>	<b>77</b>	66	64	58	<b>57</b>	61	<b>81</b>	66	63	<b>67</b>	60	59	60	62	65	<b>34</b>
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	<b>63</b>	<b>80</b>	<b>68</b>	62	<b>58</b>	<b>58</b>	66	<b>85</b>	61	<b>68</b>	64	61	60	61	64	<b>69</b>	<b>39</b>
<b>15d.</b> My line manager ... treats me with respect	<b>75</b>	<b>87</b>	79	76	73	71	76	<b>93</b>	78	78	75	73	72	75	77	76	<b>51</b>
<b>16.</b> I receive regular and constructive feedback on my performance	<b>46</b>	<b>56</b>	45	45	<b>40</b>	43	<b>51</b>	<b>59</b>	44	45	50	48	43	44	45	50	<b>27</b>
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	<b>62</b>	<b>75</b>	<b>68</b>	64	<b>57</b>	<b>57</b>	63	<b>84</b>	66	65	63	63	58	59	60	64	<b>37</b>

# 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 Sydney Local Health District	Role													
		Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professional	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	2360	106	893	238	350	396	36	78	27	(r)	57	60	10	84	
Employee Engagement Index	67	53	68	66	68	71	74	57	50	(r)	77	68	68	59	

## Senior Managers

<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	<b>43</b>	40	41	40	<b>49</b>	44	44	<b>32</b>	46	(r)	<b>63</b>	42	<b>50</b>	41
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	<b>42</b>	<b>27</b>	44	39	<b>48</b>	39	<b>54</b>	<b>34</b>	<b>15</b>	(r)	<b>52</b>	39	40	<b>47</b>
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	<b>43</b>	<b>36</b>	41	47	<b>49</b>	43	<b>56</b>	<b>25</b>	<b>15</b>	(r)	<b>56</b>	46	<b>50</b>	45
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	<b>41</b>	<b>34</b>	38	42	<b>50</b>	42	<b>58</b>	<b>29</b>	<b>12</b>	(r)	<b>60</b>	<b>34</b>	<b>50</b>	<b>47</b>
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	<b>43</b>	<b>31</b>	42	41	<b>49</b>	44	<b>56</b>	<b>25</b>	<b>12</b>	(r)	<b>61</b>	39	<b>50</b>	43

# Results by Demographic

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Respondents	2360	596	1700	325	184	61	14	1461	611	153	12	55	42	451	1793	83
Employee Engagement Index	67	73	65	69	73	89	94	66	68	75	58	72	52	62	70	38

## Senior Managers

<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	<b>43</b>	<b>49</b>	40	46	46	<b>70</b>	<b>92</b>	44	<b>37</b>	<b>54</b>	40	<b>48</b>	<b>38</b>	40	44	<b>28</b>
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	<b>42</b>	<b>47</b>	40	42	45	<b>75</b>	<b>92</b>	43	39	<b>49</b>	40	41	<b>23</b>	<b>36</b>	45	<b>23</b>
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	<b>43</b>	<b>48</b>	41	44	44	<b>78</b>	<b>77</b>	43	<b>38</b>	<b>58</b>	40	46	<b>26</b>	40	44	<b>21</b>
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	<b>41</b>	<b>47</b>	39	38	<b>49</b>	<b>75</b>	<b>83</b>	41	38	<b>56</b>	<b>60</b>	44	<b>28</b>	41	42	<b>16</b>
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	<b>43</b>	<b>48</b>	40	42	47	<b>82</b>	<b>85</b>	43	39	<b>57</b>	<b>60</b>	45	<b>21</b>	39	45	<b>15</b>

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Respondents	2360	200	172	329	455	669	503	97	222	223	226	260	275	388	300	215	97	
Employee Engagement Index	67	78	70	69	63	64	68	84	69	62	68	65	68	65	71	73	43	

## Senior Managers

<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	<b>43</b>	<b>54</b>	<b>49</b>	41	42	40	42	<b>62</b>	44	44	42	40	45	40	45	41	<b>34</b>
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	<b>42</b>	<b>59</b>	41	43	38	39	42	<b>67</b>	43	41	43	41	42	41	42	42	<b>26</b>
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	<b>43</b>	<b>63</b>	<b>49</b>	44	<b>37</b>	39	42	<b>71</b>	<b>49</b>	42	44	<b>38</b>	42	40	43	43	<b>23</b>
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	<b>41</b>	<b>59</b>	<b>49</b>	43	<b>36</b>	<b>36</b>	41	<b>70</b>	<b>48</b>	42	42	<b>34</b>	40	<b>36</b>	43	44	<b>20</b>
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	<b>43</b>	<b>63</b>	<b>51</b>	44	<b>38</b>	<b>38</b>	41	<b>70</b>	<b>51</b>	44	43	<b>38</b>	43	39	42	43	<b>22</b>



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Respondents	2360	106	893	238	350	396	36	78	27	(r)	57	60	10	84	
Employee Engagement Index	67	53	68	66	68	71	74	57	50	(r)	77	68	68	59	

## Communication

<b>21.</b> I am kept well informed about what is happening in my workplace	<b>51</b>	49	52	47	51	<b>58</b>	<b>75</b>	<b>32</b>	<b>21</b>	(r)	<b>61</b>	<b>46</b>	50	52
<b>22.</b> I have a say in decisions which affect my work	<b>45</b>	<b>35</b>	43	43	47	49	<b>64</b>	<b>30</b>	<b>33</b>	(r)	<b>68</b>	41	<b>50</b>	41
<b>23.</b> I think it is safe to speak up and challenge the way things are done	<b>51</b>	47	49	47	<b>57</b>	<b>58</b>	<b>61</b>	48	<b>13</b>	(r)	<b>66</b>	47	<b>60</b>	<b>37</b>
<b>24a.</b> Where I work, we share the lessons learnt when mistakes are made	<b>58</b>	57	58	54	54	<b>64</b>	<b>64</b>	57	<b>46</b>	(r)	<b>70</b>	<b>53</b>	<b>70</b>	<b>51</b>
<b>24b.</b> I am aware of the strategic objectives and direction of the organisation I work for	<b>55</b>	<b>46</b>	54	<b>48</b>	<b>61</b>	58	<b>81</b>	<b>39</b>	<b>42</b>	(r)	<b>73</b>	<b>63</b>	<b>40</b>	56
<b>24c.</b> I am aware of how my work contributes to the overall strategic objectives of my organisation	<b>58</b>	<b>48</b>	54	<b>63</b>	<b>65</b>	61	<b>83</b>	<b>45</b>	<b>38</b>	(r)	<b>71</b>	<b>63</b>	<b>70</b>	59

# Results by Demographic

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Respondents	2360	596	1700	325	184	61	14	1461	611	153	12	55	42	451	1793	83
Employee Engagement Index	67	73	65	69	73	89	94	66	68	75	58	72	52	62	70	38

## Communication

<b>21.</b> I am kept well informed about what is happening in my workplace	<b>51</b>	<b>57</b>	49	54	54	<b>80</b>	<b>85</b>	51	48	<b>70</b>	50	55	<b>44</b>	51	53	<b>27</b>
<b>22.</b> I have a say in decisions which affect my work	<b>45</b>	<b>54</b>	41	49	<b>57</b>	<b>70</b>	<b>85</b>	45	43	<b>56</b>	<b>40</b>	<b>38</b>	<b>31</b>	44	46	<b>22</b>
<b>23.</b> I think it is safe to speak up and challenge the way things are done	<b>51</b>	<b>57</b>	49	53	<b>60</b>	<b>75</b>	<b>85</b>	49	51	<b>65</b>	<b>60</b>	<b>57</b>	49	50	53	<b>15</b>
<b>24a.</b> Where I work, we share the lessons learnt when mistakes are made	<b>58</b>	<b>67</b>	55	<b>64</b>	<b>66</b>	<b>83</b>	<b>92</b>	57	58	<b>66</b>	<b>70</b>	62	58	<b>53</b>	60	<b>34</b>
<b>24b.</b> I am aware of the strategic objectives and direction of the organisation I work for	<b>55</b>	<b>64</b>	52	56	<b>69</b>	<b>87</b>	<b>100</b>	55	52	<b>67</b>	<b>70</b>	<b>49</b>	54	51	57	<b>30</b>
<b>24c.</b> I am aware of how my work contributes to the overall strategic objectives of my organisation	<b>58</b>	<b>65</b>	56	57	<b>71</b>	<b>85</b>	<b>100</b>	58	56	<b>71</b>	60	55	54	55	60	<b>33</b>

# Results by Demographic

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Employee Engagement Index	67	78	70	69	63	64	68	84	69	62	68	65	68	65	71	73	43	

## Communication

<b>21.</b> I am kept well informed about what is happening in my workplace	<b>51</b>	<b>67</b>	54	55	47	48	50	<b>73</b>	<b>56</b>	<b>57</b>	<b>64</b>	47	50	48	<b>45</b>	48	<b>34</b>
<b>22.</b> I have a say in decisions which affect my work	<b>45</b>	<b>53</b>	47	43	<b>40</b>	42	48	<b>60</b>	49	47	49	43	44	41	46	42	<b>24</b>
<b>23.</b> I think it is safe to speak up and challenge the way things are done	<b>51</b>	<b>62</b>	55	50	48	48	53	<b>73</b>	<b>56</b>	55	53	47	50	47	54	50	<b>29</b>
<b>24a.</b> Where I work, we share the lessons learnt when mistakes are made	<b>58</b>	<b>65</b>	57	56	57	56	60	<b>75</b>	59	60	61	<b>53</b>	56	55	62	58	<b>37</b>
<b>24b.</b> I am aware of the strategic objectives and direction of the organisation I work for	<b>55</b>	<b>63</b>	58	57	<b>49</b>	52	59	<b>67</b>	55	55	58	52	52	57	54	58	<b>39</b>
<b>24c.</b> I am aware of how my work contributes to the overall strategic objectives of my organisation	<b>58</b>	<b>69</b>	60	60	55	<b>53</b>	62	<b>71</b>	58	57	60	54	57	61	59	<b>64</b>	<b>37</b>

# Results by Demographic

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

		Role													
		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	Northern Sydney Local Health District 2360	106	893	238	350	396	36	78	27	(r)	57	60	10	84	
Employee Engagement Index	67	53	68	66	68	71	74	57	50	(r)	77	68	68	59	

## Training and Development Opportunities

25.	I have received the appropriate training and development to do my job effectively	<b>70</b>	70	<b>76</b>	<b>62</b>	<b>58</b>	<b>75</b>	<b>75</b>	<b>57</b>	<b>57</b>	(r)	66	<b>64</b>	70	<b>61</b>
26.	I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	<b>84</b>	<b>57</b>	81	82	86	<b>92</b>	<b>100</b>	87	<b>91</b>	(r)	<b>91</b>	<b>79</b>	<b>90</b>	<b>78</b>
27.	I am encouraged to take opportunities to learn new skills and have new experiences	<b>60</b>	<b>45</b>	<b>68</b>	<b>41</b>	<b>51</b>	<b>70</b>	<b>78</b>	<b>42</b>	<b>48</b>	(r)	<b>70</b>	<b>50</b>	<b>40</b>	<b>51</b>

# 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 Sydney Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2360	596	1700	325	184	61	14	1461	611	153	12	55	42	451	1793	83
Employee Engagement Index	67	73	65	69	73	89	94	66	68	75	58	72	52	62	70	38

## Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	<b>70</b>	70	69	69	69	<b>83</b>	<b>92</b>	68	74	70	<b>50</b>	74	<b>58</b>	<b>62</b>	72	<b>47</b>
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	<b>84</b>	83	84	84	83	<b>77</b>	<b>100</b>	85	83	82	<b>70</b>	<b>72</b>	<b>43</b>	<b>79</b>	85	<b>72</b>
27. I am encouraged to take opportunities to learn new skills and have new experiences	<b>60</b>	<b>69</b>	57	<b>65</b>	<b>70</b>	<b>83</b>	<b>77</b>	60	59	<b>66</b>	<b>50</b>	62	<b>32</b>	<b>54</b>	63	<b>31</b>

# 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 Sydney Local Health District	Length of Service at NSW Health						Age Group										
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say	
Respondents	2360	200	172	329	455	669	503	97	222	223	226	260	275	388	300	215	97	
Employee Engagement Index	67	78	70	69	63	64	68	84	69	62	68	65	68	65	71	73	43	

## Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	<b>70</b>	68	66	72	68	67	<b>75</b>	<b>89</b>	73	70	71	<b>65</b>	70	<b>64</b>	73	74	<b>57</b>
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	<b>84</b>	80	81	84	84	84	<b>89</b>	82	84	85	80	83	83	87	87	<b>74</b>	
27. I am encouraged to take opportunities to learn new skills and have new experiences	<b>60</b>	<b>69</b>	60	63	56	56	<b>65</b>	<b>81</b>	<b>67</b>	64	64	60	62	<b>55</b>	61	<b>55</b>	<b>35</b>

# Results by Demographic

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Respondents	2360	106	893	238	350	396	36	78	27	(r)	57	60	10	84	
Employee Engagement Index	67	53	68	66	68	71	74	57	50	(r)	77	68	68	59	

## Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	<b>42</b>	<b>34</b>	42	41	46	43	<b>64</b>	<b>35</b>	<b>22</b>	(r)	<b>48</b>	<b>50</b>	<b>50</b>	<b>35</b>
29. I am able to achieve a healthy work/life balance most of the time	<b>63</b>	<b>52</b>	62	67	64	<b>71</b>	<b>75</b>	<b>53</b>	<b>48</b>	(r)	<b>69</b>	60	60	<b>56</b>
30. There are mechanisms in place to support me if I experience stress or pressure	<b>54</b>	<b>39</b>	53	50	53	<b>64</b>	<b>64</b>	<b>40</b>	<b>39</b>	(r)	<b>66</b>	52	50	<b>46</b>
31. Reasonable expectations are placed on staff according to their position	<b>56</b>	58	55	58	57	60	<b>72</b>	<b>41</b>	57	(r)	<b>70</b>	52	<b>70</b>	<b>48</b>
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	<b>69</b>	<b>60</b>	67	70	71	<b>79</b>	68	<b>57</b>	<b>87</b>	(r)	<b>77</b>	<b>60</b>	<b>60</b>	<b>59</b>

# Results by Demographic

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	Northern Sydney Local Health District	Manage staff		Management responsibility				Employment status						Gender		
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Respondents	2360	596	1700	325	184	61	14	1461	611	153	12	55	42	451	1793	83
Employee Engagement Index	67	73	65	69	73	89	94	66	68	75	58	72	52	62	70	38

## Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	<b>42</b>	<b>49</b>	40	46	<b>49</b>	<b>58</b>	<b>77</b>	42	42	<b>53</b>	<b>56</b>	42	<b>36</b>	41	44	<b>15</b>
29. I am able to achieve a healthy work/life balance most of the time	<b>63</b>	59	65	<b>58</b>	61	63	<b>46</b>	<b>58</b>	<b>73</b>	<b>78</b>	<b>80</b>	62	<b>51</b>	<b>54</b>	67	<b>44</b>
30. There are mechanisms in place to support me if I experience stress or pressure	<b>54</b>	57	52	56	<b>59</b>	<b>63</b>	<b>62</b>	52	57	<b>64</b>	<b>44</b>	51	<b>36</b>	<b>46</b>	57	<b>21</b>
31. Reasonable expectations are placed on staff according to their position	<b>56</b>	60	55	58	57	<b>72</b>	<b>69</b>	54	59	<b>65</b>	<b>44</b>	<b>62</b>	56	55	57	<b>37</b>
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	<b>69</b>	<b>75</b>	68	71	<b>78</b>	<b>87</b>	<b>77</b>	67	<b>74</b>	<b>75</b>	67	<b>62</b>	<b>61</b>	<b>61</b>	72	<b>55</b>



# Results by Demographic

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	Northern Sydney Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	2360	200	172	329	455	669	503	97	222	223	226	260	275	388	300	215	97	
Employee Engagement Index	67	78	70	69	63	64	68	84	69	62	68	65	68	65	71	73	43	

## Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	<b>42</b>	<b>56</b>	<b>49</b>	43	38	39	42	<b>64</b>	<b>47</b>	46	46	<b>35</b>	40	41	44	40	<b>22</b>
29. I am able to achieve a healthy work/life balance most of the time	<b>63</b>	<b>83</b>	64	65	62	<b>58</b>	62	<b>80</b>	<b>68</b>	65	63	59	64	60	64	67	<b>51</b>
30. There are mechanisms in place to support me if I experience stress or pressure	<b>54</b>	<b>61</b>	<b>47</b>	56	52	51	56	<b>68</b>	56	<b>49</b>	57	52	53	52	<b>59</b>	57	<b>32</b>
31. Reasonable expectations are placed on staff according to their position	<b>56</b>	<b>70</b>	<b>62</b>	58	54	53	54	<b>77</b>	57	53	<b>64</b>	54	57	53	56	59	<b>40</b>
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	<b>69</b>	72	73	71	66	66	72	<b>79</b>	72	68	68	<b>63</b>	69	66	<b>74</b>	<b>75</b>	<b>62</b>

# Results by Demographic

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		Role													
		Northern Sydney 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	2360	106	893	238	350	396	36	78	27	(r)	57	60	10	84	
Employee Engagement Index	67	53	68	66	68	71	74	57	50	(r)	77	68	68	59	

## Unacceptable Behaviour

<b>34a.</b> Do you currently ... know how to report occurrences of these types of behaviour?	<b>80</b>	<span style="color: red;">59</span>	<span style="color: green;">88</span>	<span style="color: red;">72</span>	76	81	78	<span style="color: red;">56</span>	<span style="color: red;">61</span>	(r)	84	79	80	<span style="color: red;">70</span>
<b>34b.</b> Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	<b>45</b>	<span style="color: red;">27</span>	43	47	<span style="color: green;">51</span>	49	<span style="color: green;">56</span>	<span style="color: red;">33</span>	<span style="color: red;">17</span>	(r)	<span style="color: green;">52</span>	46	<span style="color: red;">40</span>	<span style="color: red;">34</span>

# Results by Demographic

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Respondents	2360	596	1700	325	184	61	14	1461	611	153	12	55	42	451	1793	83
Employee Engagement Index	67	73	65	69	73	89	94	66	68	75	58	72	52	62	70	38

## Unacceptable Behaviour

<b>34a.</b> Do you currently ... know how to report occurrences of these types of behaviour?	<b>80</b>	<b>87</b>	77	<b>85</b>	<b>88</b>	<b>93</b>	<b>92</b>	82	80	<b>72</b>	<b>50</b>	<b>68</b>	<b>50</b>	76	81	<b>68</b>
<b>34b.</b> Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	<b>45</b>	<b>50</b>	43	44	<b>55</b>	<b>64</b>	<b>77</b>	44	45	<b>52</b>	<b>40</b>	44	<b>34</b>	<b>39</b>	47	<b>23</b>

# Results by Demographic

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Respondents	2360	200	172	329	455	669	503	97	222	223	226	260	275	388	300	215	97	
Employee Engagement Index	67	78	70	69	63	64	68	84	69	62	68	65	68	65	71	73	43	

## Unacceptable Behaviour

<b>34a.</b> Do you currently ... know how to report occurrences of these types of behaviour?	<b>80</b>	<span style="color: red;">64</span>	<span style="color: red;">71</span>	<span style="color: red;">74</span>	79	82	<span style="color: green;">89</span>	<span style="color: red;">73</span>	<span style="color: red;">70</span>	<span style="color: red;">73</span>	81	79	79	83	<span style="color: green;">86</span>	<span style="color: green;">86</span>	80
<b>34b.</b> Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	<b>45</b>	<span style="color: green;">53</span>	48	43	<span style="color: red;">39</span>	43	48	<span style="color: green;">58</span>	46	42	49	<span style="color: red;">37</span>	<span style="color: red;">40</span>	46	47	<span style="color: green;">53</span>	<span style="color: red;">27</span>

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Respondents	2360	106	893	238	350	396	36	78	27	(r)	57	60	10	84	
Employee Engagement Index	67	53	68	66	68	71	74	57	50	(r)	77	68	68	59	

## Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	<b>58</b>	<b>41</b>	57	62	62	57	60	<b>49</b>	<b>67</b>	(r)	<b>68</b>	<b>69</b>	<b>50</b>	59
36. In my workplace patient safety is at the centre of all decision making	<b>66</b>	<b>55</b>	69	<b>61</b>	<b>60</b>	68	<b>53</b>	67	<b>71</b>	(r)	70	<b>73</b>	<b>80</b>	<b>60</b>
37. My team's objectives/work plans are clearly outlined	<b>64</b>	60	66	<b>56</b>	62	<b>69</b>	<b>71</b>	<b>52</b>	67	(r)	<b>71</b>	64	<b>70</b>	60
38. Our objectives/work plans help us to deliver a quality service	<b>64</b>	<b>54</b>	64	<b>58</b>	63	<b>69</b>	<b>69</b>	<b>55</b>	62	(r)	<b>70</b>	63	<b>80</b>	65
39. At my workplace there is a good balance between delivering services and monitoring service delivery	<b>51</b>	<b>44</b>	51	52	53	52	51	<b>39</b>	52	(r)	<b>63</b>	53	<b>70</b>	51

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Employee Engagement Index	67	73	65	69	73	89	94	66	68	75	58	72	52	62	70	38

## Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	<b>58</b>	59	57	56	60	<b>68</b>	<b>85</b>	57	56	<b>69</b>	<b>50</b>	<b>71</b>	<b>38</b>	55	59	<b>42</b>
36. In my workplace patient safety is at the centre of all decision making	<b>66</b>	<b>72</b>	64	<b>73</b>	70	67	<b>100</b>	65	68	66	<b>30</b>	65	<b>56</b>	<b>61</b>	68	<b>53</b>
37. My team's objectives/work plans are clearly outlined	<b>64</b>	<b>73</b>	61	68	<b>77</b>	<b>79</b>	<b>100</b>	63	64	<b>72</b>	60	67	<b>46</b>	<b>58</b>	67	<b>39</b>
38. Our objectives/work plans help us to deliver a quality service	<b>64</b>	<b>73</b>	60	<b>69</b>	<b>76</b>	<b>82</b>	<b>100</b>	64	63	<b>74</b>	<b>50</b>	63	<b>49</b>	<b>57</b>	67	<b>36</b>
39. At my workplace there is a good balance between delivering services and monitoring service delivery	<b>51</b>	<b>58</b>	49	52	<b>62</b>	<b>71</b>	<b>100</b>	51	50	<b>58</b>	<b>40</b>	54	<b>41</b>	<b>46</b>	54	<b>27</b>

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Employee Engagement Index	67	78	70	69	63	64	68	84	69	62	68	65	68	65	71	73	43	
<b>Service Delivery</b>																		
35. My work environment allows me to deliver the best possible services (patient care or support services)	<b>58</b>	<b>71</b>	60	<b>64</b>	55	<b>53</b>	57	<b>83</b>	55	<b>63</b>	61	<b>53</b>	59	<b>53</b>	59	60	<b>46</b>	
36. In my workplace patient safety is at the centre of all decision making	<b>66</b>	68	66	70	64	64	68	<b>71</b>	63	65	69	<b>60</b>	67	66	69	70	<b>58</b>	
37. My team's objectives/work plans are clearly outlined	<b>64</b>	<b>73</b>	<b>57</b>	67	62	60	<b>69</b>	<b>83</b>	63	65	67	61	63	63	62	<b>70</b>	<b>49</b>	
38. Our objectives/work plans help us to deliver a quality service	<b>64</b>	<b>70</b>	60	67	60	61	<b>69</b>	<b>84</b>	60	67	68	62	64	60	67	67	<b>44</b>	
39. At my workplace there is a good balance between delivering services and monitoring service delivery	<b>51</b>	<b>64</b>	55	50	48	47	53	<b>72</b>	50	51	50	47	51	50	54	<b>59</b>	<b>28</b>	

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Respondents	2360	106	893	238	350	396	36	78	27	(r)	57	60	10	84	
Employee Engagement Index	67	53	68	66	68	71	74	57	50	(r)	77	68	68	59	

## Your Workplace

40. Overall I am proud to be a part of this workplace	<b>72</b>	<b>60</b>	73	71	73	75	<b>77</b>	<b>64</b>	<b>57</b>	(r)	<b>78</b>	73	<b>80</b>	<b>65</b>
41. I would recommend my workplace as a good place to work	<b>64</b>	<b>53</b>	64	63	64	68	<b>69</b>	<b>51</b>	<b>52</b>	(r)	<b>76</b>	66	<b>70</b>	<b>54</b>
42. I feel motivated to contribute more than what is normally required at work	<b>66</b>	<b>49</b>	67	64	67	68	67	<b>57</b>	<b>48</b>	(r)	<b>81</b>	<b>71</b>	<b>50</b>	<b>55</b>
43. I have a strong sense of belonging to my workplace	<b>65</b>	<b>51</b>	65	61	67	<b>71</b>	64	<b>54</b>	<b>48</b>	(r)	69	64	<b>60</b>	<b>54</b>
44. Overall I am satisfied to be working here at the present time	<b>67</b>	<b>53</b>	67	71	67	70	<b>83</b>	<b>57</b>	<b>48</b>	(r)	<b>74</b>	64	70	<b>60</b>
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	<b>57</b>	<b>47</b>	57	58	56	<b>65</b>	<b>69</b>	<b>43</b>	<b>50</b>	(r)	<b>69</b>	<b>42</b>	<b>50</b>	<b>50</b>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	<b>33</b>	<b>28</b>	34	36	37	29	36	<b>21</b>	<b>38</b>	(r)	34	34	30	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 Sydney Local Health District	Manage staff		Management responsibility				Employment status						Gender		
		Yes	No	Front Line Manager	Middle Manager	Senior Manager	Executive	Permanent Full time	Permanent Part time	Fixed term or temporary contract	Agency	Casual	Contractor	Male	Female	Prefer not to say
Respondents	2360	596	1700	325	184	61	14	1461	611	153	12	55	42	451	1793	83
Employee Engagement Index	67	73	65	69	73	89	94	66	68	75	58	72	52	62	70	38

## Your Workplace

40. Overall I am proud to be a part of this workplace	<b>72</b>	76	70	72	75	<b>95</b>	<b>100</b>	71	71	<b>81</b>	70	<b>82</b>	<b>65</b>	68	74	<b>42</b>
41. I would recommend my workplace as a good place to work	<b>64</b>	<b>70</b>	61	65	<b>71</b>	<b>89</b>	<b>100</b>	63	62	<b>78</b>	<b>78</b>	<b>69</b>	<b>46</b>	<b>59</b>	66	<b>32</b>
42. I feel motivated to contribute more than what is normally required at work	<b>66</b>	<b>73</b>	63	68	<b>74</b>	<b>91</b>	<b>92</b>	65	67	<b>72</b>	<b>50</b>	<b>73</b>	<b>46</b>	<b>60</b>	68	<b>42</b>
43. I have a strong sense of belonging to my workplace	<b>65</b>	<b>71</b>	62	68	<b>70</b>	<b>88</b>	<b>92</b>	64	66	66	<b>40</b>	61	<b>54</b>	61	67	<b>30</b>
44. Overall I am satisfied to be working here at the present time	<b>67</b>	70	66	67	<b>72</b>	<b>84</b>	<b>77</b>	66	67	<b>74</b>	<b>60</b>	<b>75</b>	<b>54</b>	63	69	<b>43</b>
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	<b>57</b>	<b>64</b>	55	61	<b>66</b>	<b>75</b>	<b>92</b>	54	<b>62</b>	<b>68</b>	<b>33</b>	<b>63</b>	<b>46</b>	53	59	<b>32</b>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	<b>33</b>	<b>41</b>	30	35	<b>41</b>	<b>60</b>	<b>92</b>	34	31	35	33	35	<b>24</b>	35	33	<b>15</b>

# 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 Sydney Local Health District	Length of Service at NSW Health						Age Group										
		Less than 12 months	At least 12 months but not more than 2 years	At least 2 years but not more than 5 years	At least 5 years but not more than 10 years	At least 10 years but not more than 20 years	At least 20 years or more	Less than 25 years	Between 25-29 years	Between 30-34 years	Between 35-39 years	Between 40-44 years	Between 45-49 years	Between 50-54 years	Between 55-59 years	60 or above	Prefer not to say	
Respondents	2360	200	172	329	455	669	503	97	222	223	226	260	275	388	300	215	97	
Employee Engagement Index	67	78	70	69	63	64	68	84	69	62	68	65	68	65	71	73	43	

## Your Workplace

40. Overall I am proud to be a part of this workplace	<b>72</b>	<b>87</b>	<b>78</b>	74	68	69	69	<b>93</b>	74	70	73	68	72	69	73	<b>77</b>	<b>45</b>
41. I would recommend my workplace as a good place to work	<b>64</b>	<b>81</b>	<b>69</b>	65	<b>58</b>	61	62	<b>82</b>	<b>69</b>	62	68	61	61	<b>59</b>	65	<b>70</b>	<b>37</b>
42. I feel motivated to contribute more than what is normally required at work	<b>66</b>	<b>73</b>	69	68	<b>60</b>	63	69	<b>79</b>	66	<b>57</b>	<b>61</b>	64	69	65	<b>73</b>	<b>72</b>	<b>45</b>
43. I have a strong sense of belonging to my workplace	<b>65</b>	68	61	65	63	62	68	<b>77</b>	67	<b>56</b>	63	63	69	64	68	69	<b>38</b>
44. Overall I am satisfied to be working here at the present time	<b>67</b>	<b>81</b>	67	70	65	63	66	<b>84</b>	69	<b>62</b>	69	66	65	63	71	<b>73</b>	<b>45</b>
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	<b>57</b>	<b>67</b>	59	56	<b>52</b>	56	60	<b>69</b>	60	<b>52</b>	57	53	59	55	<b>62</b>	<b>63</b>	<b>38</b>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	<b>33</b>	<b>28</b>	<b>28</b>	36	30	35	34	36	31	33	33	36	32	33	37	32	<b>23</b>

# 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:

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

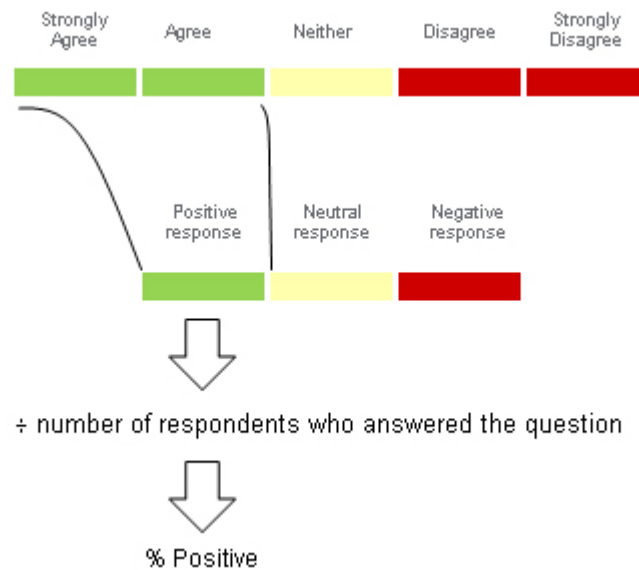
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

# 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.