

2013 YourSay Workplace Survey

Overall Report



NSW Health Overall

This Report

This report provides NSW Health Overall 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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43,324

2011: 31,493

ACTUAL RESPONSES

32%

2011: 25%

0% Confidence Interval

ESTIMATED RESPONSE RATE

67%

2011: 63%

ENGAGEMENT INDEX

52%

2011: 46%

WORKPLACE CULTURE INDEX

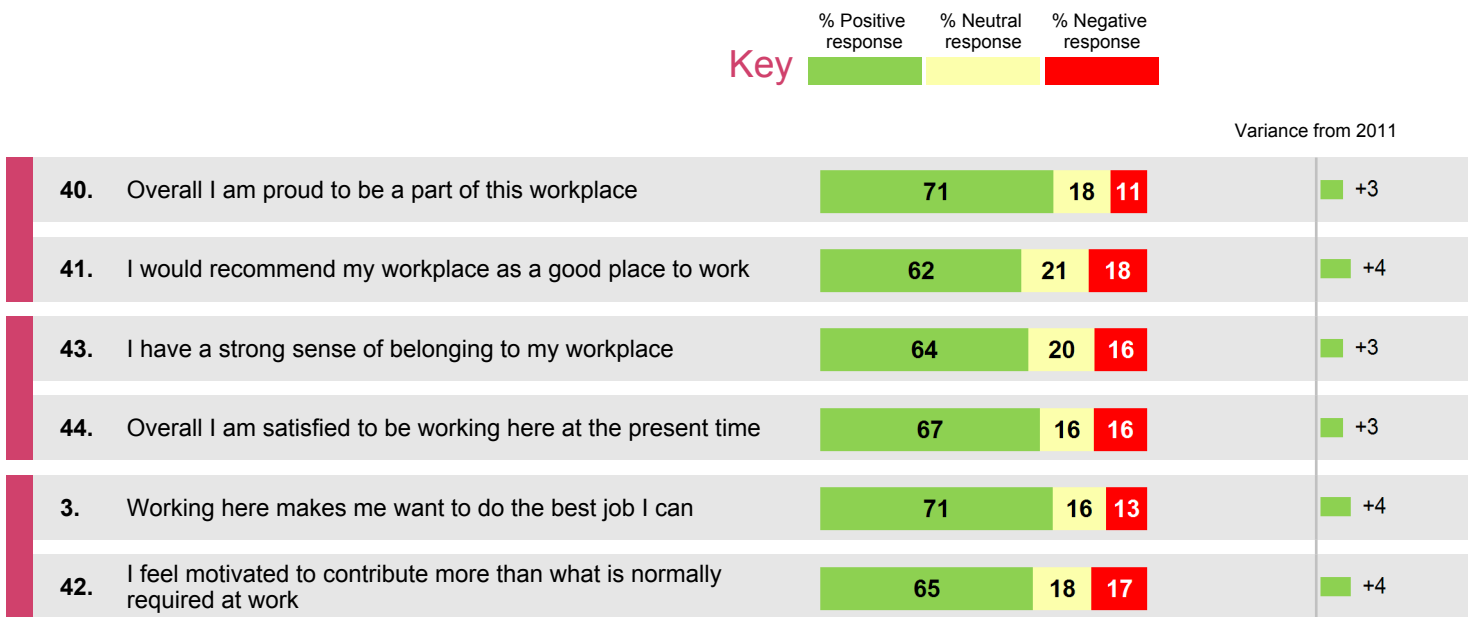
Employee Engagement Index

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

The three elements of Employee Engagement

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

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



Employee Workplace Culture Index

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

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

	Key			Variance from 2011
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	51	20	29	+5
12. I believe I am valued for what I can offer at my workplace	61	17	22	+3
13. In my workplace, we recognise our successes and innovations	55	23	22	+5
14. Staff are treated respectfully regardless of their job	60	17	23	+5
17. Overall, I have confidence in the decisions made by my line manager	62	19	19	+4
18b. The senior managers at my workplace ... have a clear direction for the future	40	32	28	+8
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	27	31	+7
20. Overall, I have confidence in the decisions made by my senior managers	42	28	30	+6
22. I have a say in decisions which affect my work	46	23	31	+5
23. I think it is safe to speak up and challenge the way things are done	51	19	30	+5
24a. Where I work, we share the lessons learnt when mistakes are made	58	22	20	+5
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	27	32	+5
37. My team's objectives/work plans are clearly outlined	65	21	14	+5
38. Our objectives/work plans help us to deliver a quality service	64	22	13	+4
46. Overall, I believe the culture at my workplace has improved in the last 12 months	36	34	30	+7



52%
Culture Index 2013

46%
Culture Index 2011

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 NSW Health Overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for NSW Health Overall 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 2011 % positive score
		<i>Greatest</i>		
46.	Overall, I believe the culture at my workplace has improved in the last 12 months		36	29
19.	There is a positive relationship between senior management and staff in my workplace		40	34
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		42	37
20.	Overall, I have confidence in the decisions made by my senior managers		42	36
18c.	The senior managers at my workplace ... lead by example in creating a positive workplace		41	34
22.	I have a say in decisions which affect my work		46	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	69
Your Job	65
Your Line Manager	62

Questions

	% Positive
1. My job makes good use of my skills and abilities	79
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76
15d. My line manager ... treats me with respect	75
25. I have received the appropriate training and development to do my job effectively	71
40. Overall I am proud to be a part of this workplace	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	36
19. There is a positive relationship between senior management and staff in my workplace	40
18b. The senior managers at my workplace ... have a clear direction for the future	40
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42

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	 +7
Communication	53	 +7
Being valued	59	 +5

Questions	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	40	 +8
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	 +7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	36	 +7
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	 +6
18a. The senior managers at my workplace ... are aware of the issues I face in my job	46	 +6

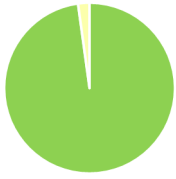
Least improved

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 NSW Health Overall and the 2011 survey results for NSW Health Overall.

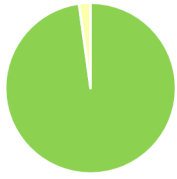


- 98% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 2% ■ Proportion of questions inline with the 2011 scores
- 0% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
18b. The senior managers at my workplace ... have a clear direction for the future	40	■ +8
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	■ +7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	36	■ +7
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	■ +6
18a. The senior managers at my workplace ... are aware of the issues I face in my job	46	■ +6
19. There is a positive relationship between senior management and staff in my workplace	40	■ +6
20. Overall, I have confidence in the decisions made by my senior managers	42	■ +6
11. Morale is good in my team	51	■ +5
13. In my workplace, we recognise our successes and innovations	55	■ +5
14. Staff are treated respectfully regardless of their job	60	■ +5
16. I receive regular and constructive feedback on my performance	49	■ +5
21. I am kept well informed about what is happening in my workplace	50	■ +5
22. I have a say in decisions which affect my work	46	■ +5
23. I think it is safe to speak up and challenge the way things are done	51	■ +5
24a. Where I work, we share the lessons learnt when mistakes are made	58	■ +5
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	■ +5

Trend Comparison

This section shows comparisons between NSW Health Overall and the 2011 survey results for NSW Health Overall.

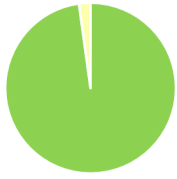


- 98% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 2% ■ Proportion of questions inline with the 2011 scores
- 0% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
29. I am able to achieve a healthy work/life balance most of the time	65	+5
30. There are mechanisms in place to support me if I experience stress or pressure	54	+5
35. My work environment allows me to deliver the best possible services (patient care or support services)	59	+5
37. My team's objectives/work plans are clearly outlined	65	+5
3. Working here makes me want to do the best job I can	71	+4
5. I have sufficient control over my work so I can do my job well	64	+4
10. My team resolves conflict quickly when it arises	51	+4
15a. My line manager ... recognises and acknowledges when I have done my job well	64	+4
15b. My line manager ... treats all staff in my team fairly	62	+4
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	+4
17. Overall, I have confidence in the decisions made by my line manager	62	+4
27. I am encouraged to take opportunities to learn new skills and have new experiences	59	+4
31. Reasonable expectations are placed on staff according to their position	56	+4
38. Our objectives/work plans help us to deliver a quality service	64	+4
41. I would recommend my workplace as a good place to work	62	+4
42. I feel motivated to contribute more than what is normally required at work	65	+4

Trend Comparison

This section shows comparisons between NSW Health Overall and the 2011 survey results for NSW Health Overall.



- 98% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 2% ■ 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
1. My job makes good use of my skills and abilities	79	+3
2. I feel I am able to suggest ideas to improve our ways of doing things	68	+3
7. The people I work with are willing to help each other even if this means doing something outside their usual job	68	+3
8. In my team we generally acknowledge one another's efforts and achievements	69	+3
9. People in my team are honest and open	63	+3
12. I believe I am valued for what I can offer at my workplace	61	+3
25. I have received the appropriate training and development to do my job effectively	71	+3
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	+3
36. In my workplace patient safety is at the centre of all decision making	67	+3
40. Overall I am proud to be a part of this workplace	71	+3
43. I have a strong sense of belonging to my workplace	64	+3
44. Overall I am satisfied to be working here at the present time	67	+3
15d. My line manager ... treats me with respect	75	+2
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	0

External Comparison

This section shows comparisons between NSW Health Overall 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.



- 22% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 6% ■ Proportion of questions inline with the benchmark
- 73% ■ 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
19. There is a positive relationship between senior management and staff in my workplace	40	+4
22. I have a say in decisions which affect my work	46	+4
17. Overall, I have confidence in the decisions made by my line manager	62	+3
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	+3
15a. My line manager ... recognises and acknowledges when I have done my job well	64	+2
18a. The senior managers at my workplace ... are aware of the issues I face in my job	46	+2
20. Overall, I have confidence in the decisions made by my senior managers	42	+2
15d. My line manager ... treats me with respect	75	+1
21. I am kept well informed about what is happening in my workplace	50	+1
42. I feel motivated to contribute more than what is normally required at work	65	+1
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
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	-1
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	-1
41. I would recommend my workplace as a good place to work	62	-1

External Comparison

This section shows comparisons between NSW Health Overall 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.



- 22% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 6% ■ Proportion of questions inline with the benchmark
- 73% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
23. I think it is safe to speak up and challenge the way things are done	51	-2 ■
24a. Where I work, we share the lessons learnt when mistakes are made	58	-2 ■
40. Overall I am proud to be a part of this workplace	71	-2 ■
43. I have a strong sense of belonging to my workplace	64	-2 ■
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	-2 ■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	36	-2 ■
14. Staff are treated respectfully regardless of their job	60	-3 ■
29. I am able to achieve a healthy work/life balance most of the time	65	-3 ■
1. My job makes good use of my skills and abilities	79	-4 ■
9. People in my team are honest and open	63	-4 ■
13. In my workplace, we recognise our successes and innovations	55	-4 ■
18b. The senior managers at my workplace ... have a clear direction for the future	40	-4 ■
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	-4 ■
27. I am encouraged to take opportunities to learn new skills and have new experiences	59	-4 ■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	-4 ■
44. Overall I am satisfied to be working here at the present time	67	-4 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	68	-5 ■

External Comparison

This section shows comparisons between NSW Health Overall 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.



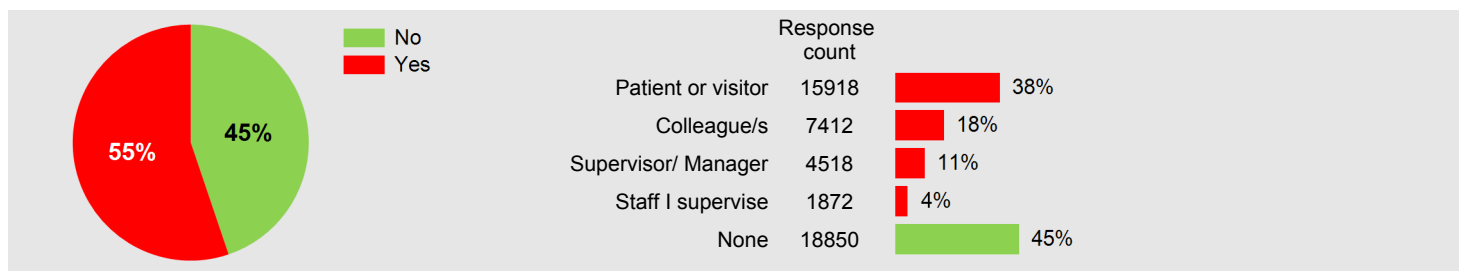
- 22% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 6% ■ Proportion of questions inline with the benchmark
- 73% ■ Proportion of questions below the benchmark by 1 or more percentage points

		% Positive	Variance from benchmark
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 ■
8.	In my team we generally acknowledge one another's efforts and achievements	69	-5 ■
10.	My team resolves conflict quickly when it arises	51	-5 ■
11.	Morale is good in my team	51	-5 ■
12.	I believe I am valued for what I can offer at my workplace	61	-5 ■
24b.	I am aware of the strategic objectives and direction of the organisation I work for	56	-5 ■
30.	There are mechanisms in place to support me if I experience stress or pressure	54	-5 ■
31.	Reasonable expectations are placed on staff according to their position	56	-5 ■
36.	In my workplace patient safety is at the centre of all decision making	67	-6 ■
37.	My team's objectives/work plans are clearly outlined	65	-6 ■
38.	Our objectives/work plans help us to deliver a quality service	64	-6 ■
39.	At my workplace there is a good balance between delivering services and monitoring service delivery	52	-6 ■
3.	Working here makes me want to do the best job I can	71	-7 ■
25.	I have received the appropriate training and development to do my job effectively	71	-7 ■
35.	My work environment allows me to deliver the best possible services (patient care or support services)	59	-7 ■
5.	I have sufficient control over my work so I can do my job well	64	-8 ■
4.	The right amount of approvals are required for routine decisions	48	-9 ■

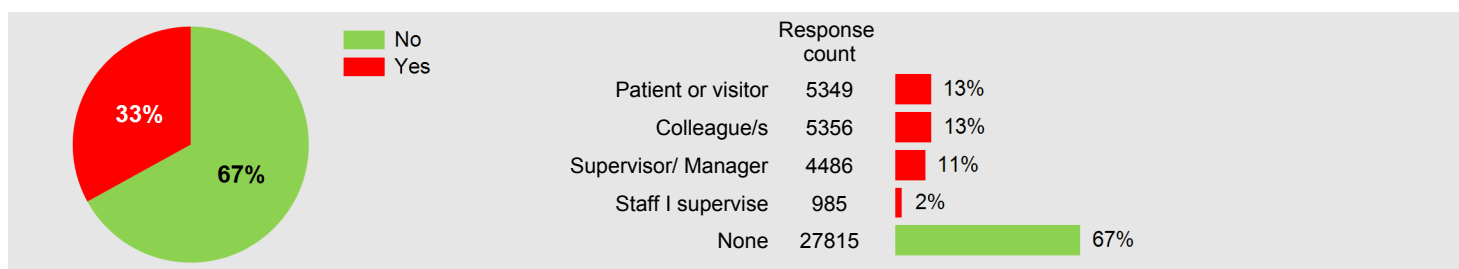
Unacceptable Behaviour

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

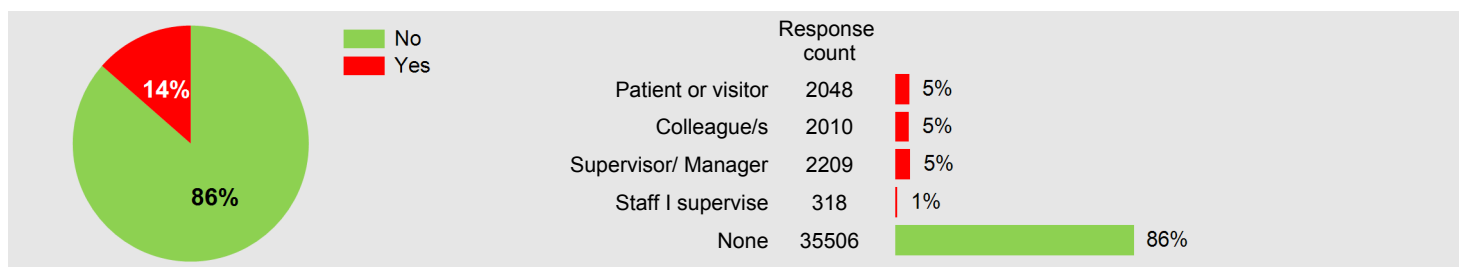
33a. In the last 12 months, I have been verbally abused by a ...



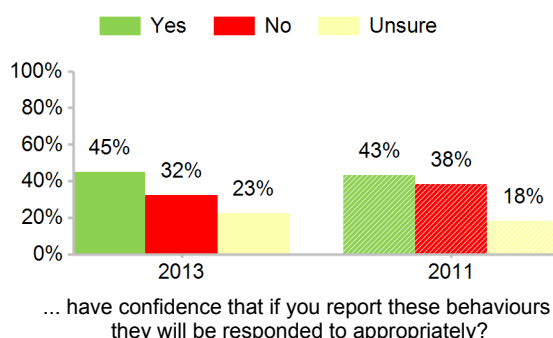
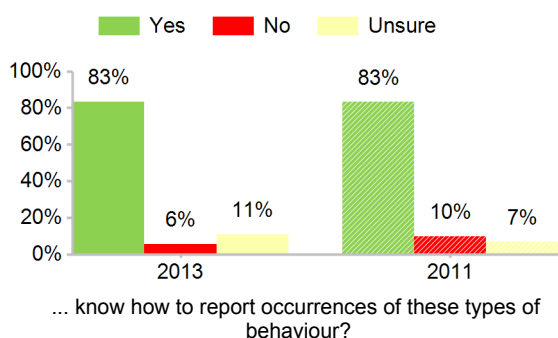
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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

Your Job

				% Positive Score	NSW Health Overall 2011	Australian Health Sector Benchmark
				65		71
1.	My job makes good use of my skills and abilities		79	76	83	
2.	I feel I am able to suggest ideas to improve our ways of doing things		68	65	73	
3.	Working here makes me want to do the best job I can		71	67	78	
4.	The right amount of approvals are required for routine decisions *		48		57	
5.	I have sufficient control over my work so I can do my job well		64	60	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	54	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	NSW Health Overall 2011	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	15	17	68	57	64
8. In my team we generally acknowledge one another's efforts and achievements	69	15	16	69	66	74
9. People in my team are honest and open	63	20	16	63	60	67
10. My team resolves conflict quickly when it arises	51	25	24	51	47	56
11. Morale is good in my team	51	20	29	51	46	56

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						
				% Positive Score	NSW Health Overall 2011	Australian Health Sector Benchmark
Being valued				59	54	63
12. I believe I am valued for what I can offer at my workplace	61	17	22	61	58	66
13. In my workplace, we recognise our successes and innovations	55	23	22	55	50	59
14. Staff are treated respectfully regardless of their job	60	17	23	60	55	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

Your Line Manager

	% positive response	% neutral response	% negative response	% Positive Score	NSW Health Overall 2011	Australian Health Sector Benchmark
15a. My line manager ... recognises and acknowledges when I have done my job well	64	17	19	64	60	62
15b. My line manager ... treats all staff in my team fairly	62	16	22	62	58	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	18	22	60	56	60
15d. My line manager ... treats me with respect	75	13	12	75	73	74
16. I receive regular and constructive feedback on my performance	49	23	28	49	44	49
17. Overall, I have confidence in the decisions made by my line manager	62	19	19	62	58	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	NSW Health Overall 2011	Australian Health Sector Benchmark
18a. The senior managers at my workplace ... are aware of the issues I face in my job	46	22	32	46	40	44
18b. The senior managers at my workplace ... have a clear direction for the future	40	32	28	40	32	44
K 18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	27	31	41	34	38
K 19. There is a positive relationship between senior management and staff in my workplace	40	27	34	40	34	36
K 20. Overall, I have confidence in the decisions made by my senior managers	42	28	30	42	36	40

All Questions

This section shows the breakdown of responses to each question

				% Positive Score	NSW Health Overall 2011	Australian Health Sector Benchmark
	% positive response	% neutral response	% negative response			
Key A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator
Communication						
21. I am kept well informed about what is happening in my workplace	50	21	29	50	45	49
22. I have a say in decisions which affect my work	46	23	31	46	41	42
23. I think it is safe to speak up and challenge the way things are done	51	19	30	51	46	53
24a. Where I work, we share the lessons learnt when mistakes are made	58	22	20	58	53	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	56	23	21	56		61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	23	18	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	NSW Health Overall 2011	Australian Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	71	15	13	71	68	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	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	59	20	21	59	55	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	NSW Health Overall 2011	Australian Health Sector Benchmark	
K	28. I have confidence in the processes that my workplace uses to resolve staff conflict		42	37	46
	29. I am able to achieve a healthy work/life balance most of the time		65	60	68
	30. There are mechanisms in place to support me if I experience stress or pressure		54	49	59
	31. Reasonable expectations are placed on staff according to their position		56	52	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		68	65	69

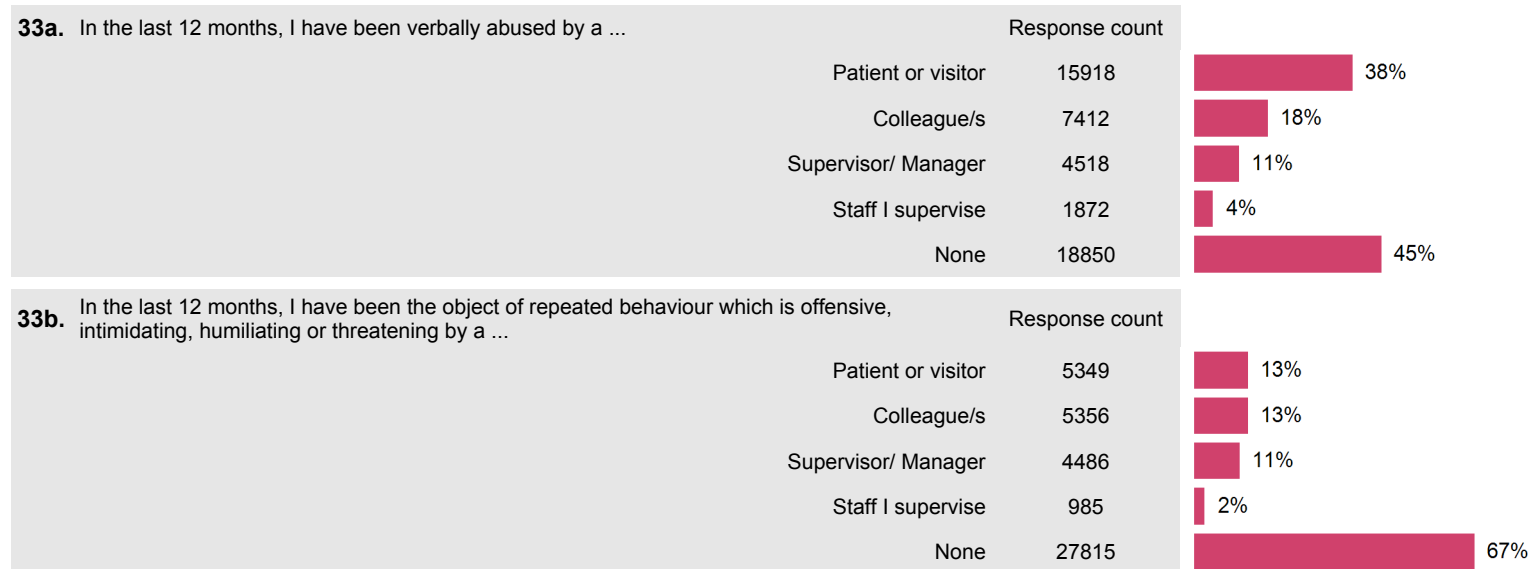
All Questions

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

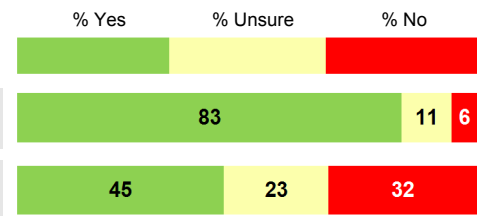
At least 1% greater than comparator
At least 1% less than comparator

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	2048
Colleague/s	2010
Supervisor/ Manager	2209
Staff I supervise	318
None	35506



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
NSW Health Overall 2011
Australian Health Sector Benchmark

83 **83** **88**
45 **43** **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				At least 1% greater than comparator
					At least 1% less than comparator

Service Delivery

	% positive response	% neutral response	% negative response	% Positive Score	NSW Health Overall 2011	Australian Health Sector Benchmark
35. My work environment allows me to deliver the best possible services (patient care or support services)	59	20	21	59	54	66
36. In my workplace patient safety is at the centre of all decision making	67	20	12	67	64	73
37. My team's objectives/work plans are clearly outlined	65	21	14	65	60	71
38. Our objectives/work plans help us to deliver a quality service	64	22	13	64	60	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	52	28	20	52		58

All Questions

This section shows the breakdown of responses to each question

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

Your Workplace

	% positive response	% neutral response	% negative response	% Positive Score	NSW Health Overall 2011	Australian Health Sector Benchmark
40. Overall I am proud to be a part of this workplace	71	18	11	71	68	73
41. I would recommend my workplace as a good place to work	62	21	18	62	58	63
42. I feel motivated to contribute more than what is normally required at work	65	18	17	65	61	64
43. I have a strong sense of belonging to my workplace	64	20	16	64	61	66
44. Overall I am satisfied to be working here at the present time	67	16	16	67	64	71
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	26	18	56		58
K 46. Overall, I believe the culture at my workplace has improved in the last 12 months	36	34	30	36	29	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

	NSW Health Overall	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	43324	1861	16561	3283	6002	5606	979	1871	860	845	1011	2362	327	1376
Employee Engagement Index	67	67	67	67	68	70	71	65	51	46	74	64	63	65

Your Job

1. My job makes good use of my skills and abilities	79	84	82	74	77	85	82	78	64	64	83	70	70	72
2. I feel I am able to suggest ideas to improve our ways of doing things	68	63	68	66	73	75	75	68	47	30	83	63	66	64
3. Working here makes me want to do the best job I can	71	69	72	72	72	74	75	69	53	50	77	68	64	69
4. The right amount of approvals are required for routine decisions	48	40	50	50	52	44	51	49	40	22	46	54	48	50
5. I have sufficient control over my work so I can do my job well	64	53	61	68	69	67	72	66	47	44	68	66	63	63
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	60	60	55	62	65	65	56	43	44	71	53	54	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

	NSW Health Overall	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	43324	9888	32353	5400	3026	1045	245	26419	11181	3108	183	1531	418	8760	32481	1391
Employee Engagement Index	67	72	65	69	73	80	90	66	67	74	71	72	69	64	69	34

Your Job

1. My job makes good use of my skills and abilities	79	85	78	83	86	90	93	79	80	83	70	76	80	76	81	53
2. I feel I am able to suggest ideas to improve our ways of doing things	68	78	65	75	81	84	93	68	68	74	73	62	68	65	71	38
3. Working here makes me want to do the best job I can	71	75	70	72	76	82	91	70	72	79	76	78	71	66	74	39
4. The right amount of approvals are required for routine decisions	48	45	49	46	44	43	58	48	48	52	59	55	44	44	51	26
5. I have sufficient control over my work so I can do my job well	64	60	65	59	61	61	80	62	64	71	76	68	64	60	66	36
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	60	72	56	69	75	79	90	60	58	67	65	56	62	59	61	31

Results by Demographic

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

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

	NSW Health Overall	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	43324	3450	2987	6139	8807	11286	9951	1735	3741	3880	4233	5298	5548	7241	5581	3440	1726
Employee Engagement Index	67	79	72	67	64	64	67	76	69	67	66	65	67	67	69	73	38

Your Job

1. My job makes good use of my skills and abilities	79	82	79	78	78	79	81	84	82	80	80	80	80	80	80	80	82	53
2. I feel I am able to suggest ideas to improve our ways of doing things	68	72	68	67	66	68	71	66	68	69	69	68	70	70	71	73	40	
3. Working here makes me want to do the best job I can	71	82	75	70	68	69	72	78	70	69	70	70	71	73	75	80	43	
4. The right amount of approvals are required for routine decisions	48	61	54	50	47	45	47	61	52	48	47	46	48	49	49	54	27	
5. I have sufficient control over my work so I can do my job well	64	74	68	65	63	61	62	74	67	63	63	62	64	63	65	70	38	
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	67	61	59	57	59	61	67	62	61	60	60	60	60	60	64	32	

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

	NSW Health Overall	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	43324	1861	16561	3283	6002	5606	979	1871	860	845	1011	2362	327	1376	
Employee Engagement Index	67	67	67	67	68	70	71	65	51	46	74	64	63	65	

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	74	67	62	70	74	74	64	69	64	80	54	71	65
8. In my team we generally acknowledge one another's efforts and achievements	69	79	69	63	70	76	78	62	69	68	83	55	65	67
9. People in my team are honest and open	63	76	62	56	65	71	68	57	66	65	78	48	64	62
10. My team resolves conflict quickly when it arises	51	62	48	47	57	55	54	45	55	46	67	42	57	53
11. Morale is good in my team	51	59	49	46	54	56	58	47	38	26	64	42	47	53

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

	NSW Health Overall	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	43324	9888	32353	5400	3026	1045	245	26419	11181	3108	183	1531	418	8760	32481	1391
Employee Engagement Index	67	72	65	69	73	80	90	66	67	74	71	72	69	64	69	34

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	73	66	70	76	83	90	67	67	76	73	68	75	69	68	44
8. In my team we generally acknowledge one another's efforts and achievements	69	80	66	76	83	88	95	69	68	77	75	68	75	69	71	45
9. People in my team are honest and open	63	71	61	67	73	83	89	63	62	74	72	63	72	66	64	38
10. My team resolves conflict quickly when it arises	51	60	48	55	64	72	83	52	47	61	55	48	61	54	51	30
11. Morale is good in my team	51	59	48	53	63	70	80	50	47	65	66	55	61	51	52	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

	NSW Health Overall	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	43324	3450	2987	6139	8807	11286	9951	1735	3741	3880	4233	5298	5548	7241	5581	3440	1726
Employee Engagement Index	67	79	72	67	64	64	67	76	69	67	66	65	67	67	69	73	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	68	77	69	67	65	66	69	74	69	67	68	67	67	67	69	72	52
8. In my team we generally acknowledge one another's efforts and achievements	69	77	70	69	66	69	71	74	71	69	70	69	70	70	70	73	50
9. People in my team are honest and open	63	74	66	63	60	62	64	73	67	64	64	64	63	62	63	66	44
10. My team resolves conflict quickly when it arises	51	62	54	51	48	49	51	61	54	52	53	51	51	49	51	55	36
11. Morale is good in my team	51	68	57	53	48	46	49	68	56	52	52	50	50	48	50	54	25

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

	NSW Health Overall	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	43324	1861	16561	3283	6002	5606	979	1871	860	845	1011	2362	327	1376	
Employee Engagement Index	67	67	67	67	68	70	71	65	51	46	74	64	63	65	

Being valued

12. I believe I am valued for what I can offer at my workplace	61	64	61	59	64	67	70	59	46	29	70	57	56	61
13. In my workplace, we recognise our successes and innovations	55	59	55	49	56	62	67	50	39	26	71	46	46	55
14. Staff are treated respectfully regardless of their job	60	66	59	56	63	67	67	58	43	29	73	46	53	59

Results by Demographic

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Employee Engagement Index	67	72	65	69	73	80	90	66	67	74	71	72	69	64	69	34

Being valued

12. I believe I am valued for what I can offer at my workplace	61	66	60	62	68	74	89	61	60	70	72	64	69	60	63	30
13. In my workplace, we recognise our successes and innovations	55	63	52	58	66	75	84	54	53	67	59	54	61	52	57	26
14. Staff are treated respectfully regardless of their job	60	67	58	63	70	76	84	58	59	73	70	64	70	58	62	29

Results by Demographic

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

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	NSW Health Overall	Length of Service at NSW Health							Age Group								
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Employee Engagement Index	67	79	72	67	64	64	67	76	69	67	66	65	67	67	69	73	38

Being valued

12. I believe I am valued for what I can offer at my workplace	61	74	66	62	59	59	61	69	64	62	62	60	61	62	62	68	32
13. In my workplace, we recognise our successes and innovations	55	69	59	56	52	52	54	67	60	57	57	54	53	54	54	59	27
14. Staff are treated respectfully regardless of their job	60	76	66	61	57	56	58	72	65	62	61	59	59	59	59	62	31

Results by Demographic

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Employee Engagement Index	67	67	67	67	68	70	71	65	51	46	74	64	63	65	

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	64	63	62	61	70	68	73	62	64	45	80	56	63	66
15b. My line manager ... treats all staff in my team fairly	62	68	59	57	67	68	69	58	63	49	77	51	62	62
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	63	58	57	65	65	68	58	61	47	73	51	58	61
15d. My line manager ... treats me with respect	75	77	75	71	78	82	81	72	73	65	87	63	72	73
16. I receive regular and constructive feedback on my performance	49	46	48	46	52	51	58	43	50	27	62	44	46	50
17. Overall, I have confidence in the decisions made by my line manager	62	64	61	58	66	66	68	58	63	42	76	51	62	61

Results by Demographic

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Respondents	43324	9888	32353	5400	3026	1045	245	26419	11181	3108	183	1531	418	8760	32481	1391
Employee Engagement Index	67	72	65	69	73	80	90	66	67	74	71	72	69	64	69	34

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	64	68	63	65	69	73	86	64	61	74	75	65	66	64	65	38
15b. My line manager ... treats all staff in my team fairly	62	67	60	64	70	75	83	61	60	74	72	63	69	63	63	34
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	64	59	61	66	70	83	59	57	73	71	64	63	60	61	33
15d. My line manager ... treats me with respect	75	79	74	77	80	84	92	74	75	85	80	78	79	74	77	47
16. I receive regular and constructive feedback on my performance	49	52	48	50	52	55	78	49	46	58	50	47	42	47	50	26
17. Overall, I have confidence in the decisions made by my line manager	62	65	61	62	67	72	88	61	60	74	69	66	64	61	63	32

Results by Demographic

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Respondents	43324	3450	2987	6139	8807	11286	9951	1735	3741	3880	4233	5298	5548	7241	5581	3440	1726
Employee Engagement Index	67	79	72	67	64	64	67	76	69	67	66	65	67	67	69	73	38

Your Line Manager

15a. My line manager ... recognises and acknowledges when I have done my job well	64	76	70	65	62	61	62	73	70	67	65	64	64	63	62	65	43
15b. My line manager ... treats all staff in my team fairly	62	79	68	63	59	58	59	72	69	66	64	61	61	60	59	63	40
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	60	77	67	62	59	56	57	74	67	64	62	60	59	58	58	62	38
15d. My line manager ... treats me with respect	75	88	81	78	74	72	73	86	82	80	75	74	74	74	74	76	53
16. I receive regular and constructive feedback on my performance	49	62	54	50	47	46	47	58	54	51	49	49	48	48	47	49	31
17. Overall, I have confidence in the decisions made by my line manager	62	80	69	64	60	58	59	76	70	66	63	61	60	59	61	62	38

Results by Demographic

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	NSW Health Overall	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	43324	1861	16561	3283	6002	5606	979	1871	860	845	1011	2362	327	1376	
Employee Engagement Index	67	67	67	67	68	70	71	65	51	46	74	64	63	65	

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	46	47	45	43	52	44	51	42	39	28	58	49	44	49
18b. The senior managers at my workplace ... have a clear direction for the future	40	37	39	39	48	39	48	38	32	12	55	41	33	44
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	40	39	42	50	41	50	38	31	13	58	43	39	46
19. There is a positive relationship between senior management and staff in my workplace	40	40	37	39	50	40	47	37	29	12	56	40	37	44
20. Overall, I have confidence in the decisions made by my senior managers	42	40	40	41	52	42	50	39	33	12	60	43	42	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

	NSW Health Overall	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	43324	9888	32353	5400	3026	1045	245	26419	11181	3108	183	1531	418	8760	32481	1391
Employee Engagement Index	67	72	65	69	73	80	90	66	67	74	71	72	69	64	69	34

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	46	53	44	47	56	66	87	46	42	53	54	52	51	46	47	26
18b. The senior managers at my workplace ... have a clear direction for the future	40	46	38	41	50	58	86	41	36	49	47	43	45	38	42	18
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	46	40	41	49	59	84	42	37	54	55	48	47	41	43	17
19. There is a positive relationship between senior management and staff in my workplace	40	44	39	37	47	59	83	40	35	54	59	46	48	40	41	17
20. Overall, I have confidence in the decisions made by my senior managers	42	48	41	41	52	62	85	42	37	56	58	50	48	42	44	16

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

	NSW Health Overall	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	43324	3450	2987	6139	8807	11286	9951	1735	3741	3880	4233	5298	5548	7241	5581	3440	1726
Employee Engagement Index	67	79	72	67	64	64	67	76	69	67	66	65	67	67	69	73	38

Senior Managers

18a. The senior managers at my workplace ... are aware of the issues I face in my job	46	60	51	46	44	43	44	58	48	46	45	47	45	45	45	50	26
18b. The senior managers at my workplace ... have a clear direction for the future	40	58	46	42	38	37	38	56	44	43	40	41	40	38	38	44	20
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	41	63	49	43	39	37	38	59	46	44	41	42	41	40	40	43	18
19. There is a positive relationship between senior management and staff in my workplace	40	62	48	42	37	35	37	60	47	42	40	39	39	38	38	41	17
20. Overall, I have confidence in the decisions made by my senior managers	42	66	52	45	39	37	39	64	51	46	42	42	42	40	40	42	18

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

	NSW Health Overall	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	43324	1861	16561	3283	6002	5606	979	1871	860	845	1011	2362	327	1376	
Employee Engagement Index	67	67	67	67	68	70	71	65	51	46	74	64	63	65	

Communication

21. I am kept well informed about what is happening in my workplace	50	50	51	45	51	56	59	47	34	22	59	44	40	49
22. I have a say in decisions which affect my work	46	44	45	43	51	48	60	46	32	10	61	43	47	47
23. I think it is safe to speak up and challenge the way things are done	51	53	51	47	54	53	55	52	35	17	65	47	54	49
24a. Where I work, we share the lessons learnt when mistakes are made	58	63	59	53	59	59	59	62	46	43	64	50	55	55
24b. I am aware of the strategic objectives and direction of the organisation I work for	56	50	55	55	62	56	74	54	45	36	74	52	45	58
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	52	56	64	68	57	75	59	47	34	77	60	55	62

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

	NSW Health Overall	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	43324	9888	32353	5400	3026	1045	245	26419	11181	3108	183	1531	418	8760	32481	1391
Employee Engagement Index	67	72	65	69	73	80	90	66	67	74	71	72	69	64	69	34

Communication

21. I am kept well informed about what is happening in my workplace	50	55	48	51	56	64	85	50	48	60	51	50	50	48	52	23
22. I have a say in decisions which affect my work	46	55	43	49	58	67	90	46	43	54	47	42	51	46	47	20
23. I think it is safe to speak up and challenge the way things are done	51	58	48	54	61	69	85	50	50	59	55	50	62	50	52	19
24a. Where I work, we share the lessons learnt when mistakes are made	58	65	55	63	65	74	85	57	56	66	61	59	61	57	59	29
24b. I am aware of the strategic objectives and direction of the organisation I work for	56	64	54	58	69	75	91	57	53	62	62	55	55	53	58	32
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	66	57	60	71	76	92	60	56	65	69	60	63	57	61	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

	NSW Health Overall	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	43324	3450	2987	6139	8807	11286	9951	1735	3741	3880	4233	5298	5548	7241	5581	3440	1726
Employee Engagement Index	67	79	72	67	64	64	67	76	69	67	66	65	67	67	69	73	38

Communication

21. I am kept well informed about what is happening in my workplace	50	67	57	52	47	46	48	64	57	55	51	49	49	48	48	51	26
22. I have a say in decisions which affect my work	46	57	49	46	42	43	46	53	49	47	46	44	45	46	47	50	22
23. I think it is safe to speak up and challenge the way things are done	51	62	55	51	48	48	51	59	54	53	51	50	51	50	51	55	22
24a. Where I work, we share the lessons learnt when mistakes are made	58	70	62	59	55	55	57	70	64	60	59	57	57	56	57	59	31
24b. I am aware of the strategic objectives and direction of the organisation I work for	56	66	59	56	53	54	58	63	56	56	55	55	56	57	58	62	35
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	70	62	59	56	57	60	67	58	58	58	57	60	61	61	66	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

	NSW Health Overall	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	43324	1861	16561	3283	6002	5606	979	1871	860	845	1011	2362	327	1376	
Employee Engagement Index	67	67	67	67	68	70	71	65	51	46	74	64	63	65	

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	71	79	76	64	64	76	74	70	60	58	70	68	55	64
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	65	74	79	77	87	90	83	62	43	76	79	81	73
27. I am encouraged to take opportunities to learn new skills and have new experiences	59	65	64	47	56	64	66	53	41	31	68	48	41	55

Results by Demographic

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

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

	NSW Health Overall	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	43324	9888	32353	5400	3026	1045	245	26419	11181	3108	183	1531	418	8760	32481	1391
Employee Engagement Index	67	72	65	69	73	80	90	66	67	74	71	72	69	64	69	34

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	71	72	71	72	71	79	86	70	74	73	59	71	61	67	74	50
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	77	76	75	79	79	86	77	76	79	47	71	47	73	78	60
27. I am encouraged to take opportunities to learn new skills and have new experiences	59	66	57	63	67	75	88	59	57	70	52	58	46	55	61	32

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

	NSW Health Overall	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	43324	3450	2987	6139	8807	11286	9951	1735	3741	3880	4233	5298	5548	7241	5581	3440	1726
Employee Engagement Index	67	79	72	67	64	64	67	76	69	67	66	65	67	67	69	73	38

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	71	72	71	71	71	70	73	78	76	73	71	70	71	70	72	76	52
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	76	76	77	77	77	77	76	82	77	77	75	75	76	76	79	82	61
27. I am encouraged to take opportunities to learn new skills and have new experiences	59	71	65	60	57	55	59	74	68	64	60	58	57	56	58	59	32

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

	NSW Health Overall	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	43324	1861	16561	3283	6002	5606	979	1871	860	845	1011	2362	327	1376	
Employee Engagement Index	67	67	67	67	68	70	71	65	51	46	74	64	63	65	

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	42	40	40	46	43	44	39	34	26	47	41	38	43
29. I am able to achieve a healthy work/life balance most of the time	65	54	65	66	67	70	75	64	53	38	70	61	68	63
30. There are mechanisms in place to support me if I experience stress or pressure	54	44	55	53	54	61	64	45	37	50	60	56	52	52
31. Reasonable expectations are placed on staff according to their position	56	58	55	53	56	60	65	56	43	36	63	55	57	54
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	67	67	69	67	79	77	62	59	40	68	65	62	64

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

	NSW Health Overall	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	43324	9888	32353	5400	3026	1045	245	26419	11181	3108	183	1531	418	8760	32481	1391
Employee Engagement Index	67	72	65	69	73	80	90	66	67	74	71	72	69	64	69	34

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	47	40	43	49	58	77	42	38	51	46	47	45	43	42	18
29. I am able to achieve a healthy work/life balance most of the time	65	60	66	62	60	57	56	61	71	72	76	74	71	60	67	39
30. There are mechanisms in place to support me if I experience stress or pressure	54	56	54	55	58	56	73	53	56	61	51	60	46	52	57	26
31. Reasonable expectations are placed on staff according to their position	56	57	55	56	57	63	75	54	56	66	65	61	66	55	57	28
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	71	67	69	71	77	84	66	70	74	63	72	61	62	71	43

Results by Demographic

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

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

	NSW Health Overall	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	43324	3450	2987	6139	8807	11286	9951	1735	3741	3880	4233	5298	5548	7241	5581	3440	1726
Employee Engagement Index	67	79	72	67	64	64	67	76	69	67	66	65	67	67	69	73	38

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	42	58	48	43	40	39	38	59	47	45	44	42	40	39	40	43	19
29. I am able to achieve a healthy work/life balance most of the time	65	76	69	67	64	62	62	72	69	67	66	64	64	63	64	70	41
30. There are mechanisms in place to support me if I experience stress or pressure	54	64	57	55	53	53	54	62	57	54	56	55	54	55	55	58	30
31. Reasonable expectations are placed on staff according to their position	56	72	62	57	54	53	53	69	60	58	58	56	55	53	55	60	29
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	68	76	72	69	66	66	68	78	71	68	67	67	67	67	69	73	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

	NSW Health Overall	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	43324	1861	16561	3283	6002	5606	979	1871	860	845	1011	2362	327	1376	
Employee Engagement Index	67	67	67	67	68	70	71	65	51	46	74	64	63	65	

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	83	64	89	83	82	84	84	69	85	90	82	81	77	78
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	45	38	44	44	50	49	49	38	36	22	54	46	41	45

Results by Demographic

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	NSW Health Overall	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	43324	9888	32353	5400	3026	1045	245	26419	11181	3108	183	1531	418	8760	32481	1391
Employee Engagement Index	67	72	65	69	73	80	90	66	67	74	71	72	69	64	69	34

Unacceptable Behaviour

34a. Do you currently ... know how to report occurrences of these types of behaviour?	83	90	82	89	90	91	95	85	85	74	66	78	64	80	85	77
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	45	51	43	46	54	58	84	44	45	51	51	50	49	43	47	19

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

	NSW Health Overall	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	43324	3450	2987	6139	8807	11286	9951	1735	3741	3880	4233	5298	5548	7241	5581	3440	1726
Employee Engagement Index	67	79	72	67	64	64	67	76	69	67	66	65	67	67	69	73	38
Unacceptable Behaviour																	
34a. Do you currently ... know how to report occurrences of these types of behaviour?	83	70	74	81	84	86	90	73	76	79	81	85	85	87	88	88	82
34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	45	58	48	46	42	42	45	53	47	46	45	44	45	45	46	50	21

Results by Demographic

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	NSW Health Overall	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	43324	1861	16561	3283	6002	5606	979	1871	860	845	1011	2362	327	1376	
Employee Engagement Index	67	67	67	67	68	70	71	65	51	46	74	64	63	65	

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	59	48	59	64	63	54	65	60	53	41	63	68	57	60
36. In my workplace patient safety is at the centre of all decision making	67	63	71	67	59	71	63	64	61	49	60	74	70	62
37. My team's objectives/work plans are clearly outlined	65	66	66	61	64	68	73	63	53	48	74	64	55	62
38. Our objectives/work plans help us to deliver a quality service	64	63	65	63	65	66	74	64	52	38	74	66	59	63
39. At my workplace there is a good balance between delivering services and monitoring service delivery	52	45	51	53	56	48	61	53	43	25	60	58	48	55

Results by Demographic

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

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

	NSW Health Overall	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	43324	9888	32353	5400	3026	1045	245	26419	11181	3108	183	1531	418	8760	32481	1391
Employee Engagement Index	67	72	65	69	73	80	90	66	67	74	71	72	69	64	69	34

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	59	58	59	57	59	60	81	59	57	64	63	67	54	55	61	37
36. In my workplace patient safety is at the centre of all decision making	67	69	67	70	67	70	87	67	68	68	48	75	52	62	70	45
37. My team's objectives/work plans are clearly outlined	65	72	63	69	74	78	89	64	64	71	62	67	63	61	67	39
38. Our objectives/work plans help us to deliver a quality service	64	71	62	68	73	77	91	64	64	70	60	70	63	59	67	38
39. At my workplace there is a good balance between delivering services and monitoring service delivery	52	55	50	52	57	62	82	51	50	58	58	59	49	48	54	26

Results by Demographic

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

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

	NSW Health Overall	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	43324	3450	2987	6139	8807	11286	9951	1735	3741	3880	4233	5298	5548	7241	5581	3440	1726
Employee Engagement Index	67	79	72	67	64	64	67	76	69	67	66	65	67	67	69	73	38
Service Delivery																	
35. My work environment allows me to deliver the best possible services (patient care or support services)	59	71	63	59	58	57	59	71	60	59	58	58	59	59	60	66	38
36. In my workplace patient safety is at the centre of all decision making	67	73	71	67	66	65	69	75	69	64	66	65	67	68	70	74	47
37. My team's objectives/work plans are clearly outlined	65	74	68	64	62	62	66	75	68	64	64	64	64	65	65	70	41
38. Our objectives/work plans help us to deliver a quality service	64	75	69	64	62	62	66	77	67	64	64	63	64	64	65	70	39
39. At my workplace there is a good balance between delivering services and monitoring service delivery	52	66	58	52	50	48	50	67	56	51	50	51	52	51	51	57	27

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

	NSW Health Overall	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	43324	1861	16561	3283	6002	5606	979	1871	860	845	1011	2362	327	1376	
Employee Engagement Index	67	67	67	67	68	70	71	65	51	46	74	64	63	65	

Your Workplace

40. Overall I am proud to be a part of this workplace	71	71	71	72	72	74	76	69	56	59	79	69	68	69
41. I would recommend my workplace as a good place to work	62	63	62	61	63	66	67	59	47	37	69	57	58	59
42. I feel motivated to contribute more than what is normally required at work	65	68	64	66	68	68	71	62	47	39	77	62	62	66
43. I have a strong sense of belonging to my workplace	64	65	65	62	64	68	66	62	51	48	68	60	61	60
44. Overall I am satisfied to be working here at the present time	67	68	67	68	69	72	73	66	52	44	74	65	66	65
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	56	56	54	57	62	65	49	44	47	65	49	50	54
46. Overall, I believe the culture at my workplace has improved in the last 12 months	36	28	37	34	39	32	40	31	28	16	41	39	31	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

	NSW Health Overall	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	43324	9888	32353	5400	3026	1045	245	26419	11181	3108	183	1531	418	8760	32481	1391
Employee Engagement Index	67	72	65	69	73	80	90	66	67	74	71	72	69	64	69	34

Your Workplace

40. Overall I am proud to be a part of this workplace	71	76	70	73	77	84	93	70	72	79	73	77	76	69	73	38
41. I would recommend my workplace as a good place to work	62	66	60	63	67	76	88	60	61	72	72	70	63	60	64	28
42. I feel motivated to contribute more than what is normally required at work	65	72	63	68	74	84	92	64	64	74	71	71	69	62	67	35
43. I have a strong sense of belonging to my workplace	64	71	61	69	71	79	91	64	64	65	57	61	64	62	66	32
44. Overall I am satisfied to be working here at the present time	67	70	67	67	70	77	87	66	67	77	75	75	71	64	69	35
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	60	55	58	61	69	83	54	57	66	58	60	57	54	58	27
46. Overall, I believe the culture at my workplace has improved in the last 12 months	36	42	33	39	42	51	78	37	32	34	32	37	32	35	37	15

Results by Demographic

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

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

	NSW Health Overall	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	43324	3450	2987	6139	8807	11286	9951	1735	3741	3880	4233	5298	5548	7241	5581	3440	1726
Employee Engagement Index	67	79	72	67	64	64	67	76	69	67	66	65	67	67	69	73	38

Your Workplace

40. Overall I am proud to be a part of this workplace	71	84	77	72	69	68	70	82	75	73	71	70	71	72	72	76	41
41. I would recommend my workplace as a good place to work	62	78	69	63	59	58	59	76	67	64	63	61	61	60	61	65	30
42. I feel motivated to contribute more than what is normally required at work	65	79	70	65	61	62	66	74	67	64	63	63	66	66	68	73	38
43. I have a strong sense of belonging to my workplace	64	68	64	62	61	63	67	69	65	62	62	63	64	65	66	71	36
44. Overall I am satisfied to be working here at the present time	67	81	74	69	65	64	66	79	70	67	67	66	67	67	69	75	37
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	56	70	61	56	53	53	56	66	59	55	56	55	56	56	57	62	31
46. Overall, I believe the culture at my workplace has improved in the last 12 months	36	35	40	38	35	34	35	40	36	36	36	37	36	36	35	39	16

Guide to using this report

Methodology

The YourSay survey was delivered as an online and paper based survey to meet the operational needs of a workforce that operates 24 hours a day, 7 days a week.

Questionnaire design

The questionnaire was designed by ORC International in conjunction with the NSW Health workplace culture project team, the Department of Health Workplace Culture Survey Reference Group and Chief Executives of all NSW Health organisations. The questionnaire was designed to be succinct and provide actionable results to help inform the organisation and highlight areas for improvement.

Data collection

The survey used an online methodology with all staff invited to participate however, paper copies of the survey were also made available.

All staff were given the opportunity to complete the survey between 25th March to the 29th April, 2013. Paper surveys were accepted until the 3rd of May, 2013.

ORC International set up and hosted the online survey. Respondents were asked to put in a user name and password unique to them in order to enable the respondent to leave and return the survey.

Estimated Response Rate Calculation

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

The final estimated response rates have been weighted to account for our part-time and temporary staff. The proportion of Full time and Part time staff have been taken from those who responded to "Q5. Which of the following best describes your current employment status?" A Part-time respondent has been weighted by 0.33 (i.e. they are assumed to work one in three days).

Example calculation for NSW Health Overall:

Q5. Which of the following best describes your current employment status?

	Responses	<i>Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).</i>	
Permanent Full time (1)	18750	$\frac{18750}{18750 + 7753}$	× 1661 = 1175 Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661	$\frac{7753}{18750 + 7753}$	× 1661 = 486 Part time
Agency (4)	132		
Casual (5)	975		
Contractor (6)	203		
TOTAL answering Q51	29474		
TOTAL number of respondents to the survey	31493		

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

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

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

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

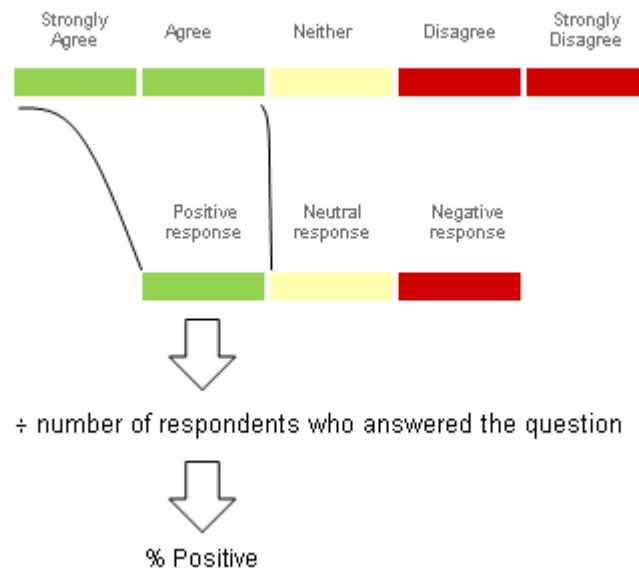
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

Guide to using this report

% Positive

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



Index and Section Scores

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

Rounding

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

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

Trend data

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

Benchmark data

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