

# 2013 YourSay Workplace Survey

## LHD Report



## Sydney Local Health District

### This Report

This report provides 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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**3,081**

2011: 1,262

ACTUAL RESPONSES

**29%**

2011: 13%

1% Confidence Interval

ESTIMATED RESPONSE RATE

**64%**

2011: 65%

ENGAGEMENT INDEX

**52%**

2011: 48%

WORKPLACE CULTURE INDEX

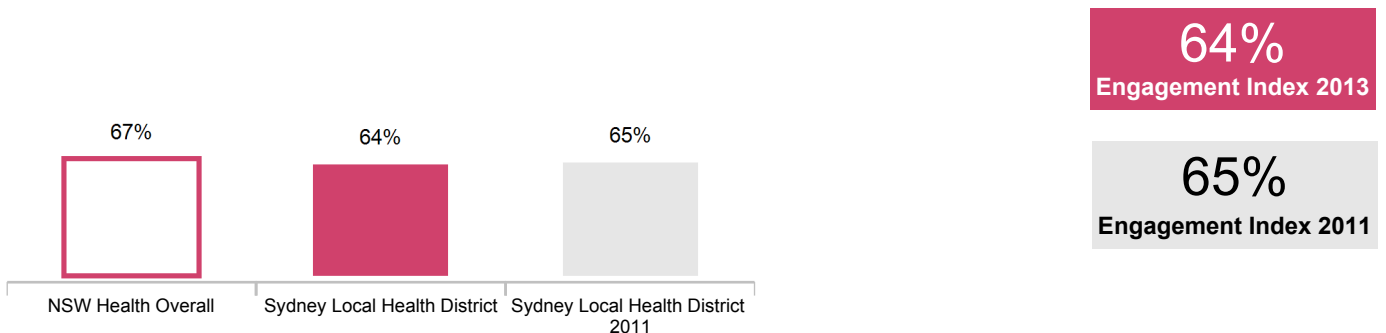
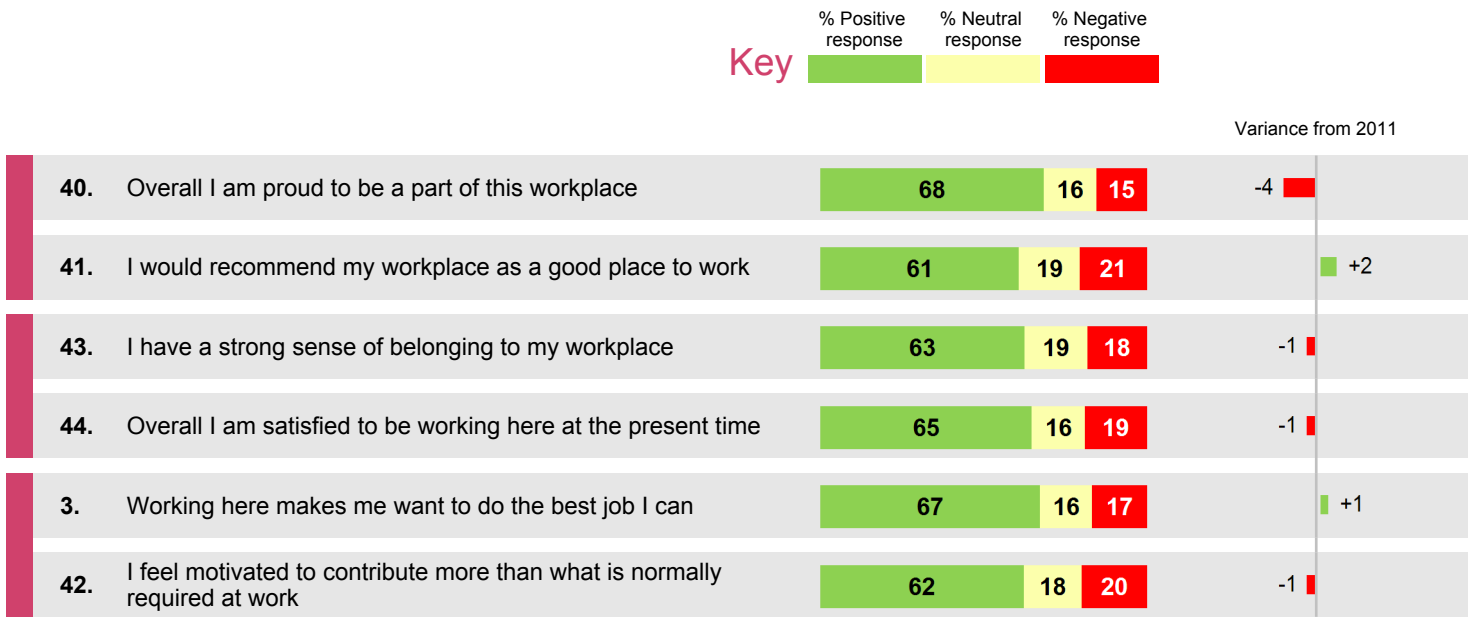
# Employee Engagement Index

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

The three elements of Employee Engagement

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

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

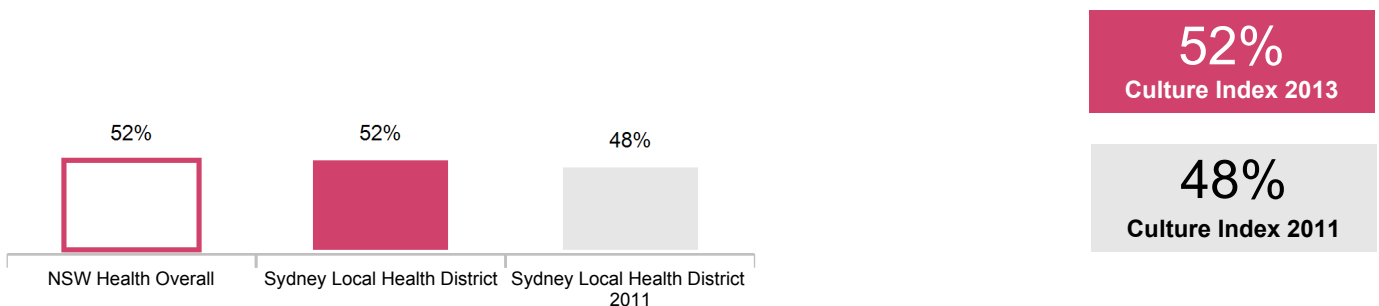


# Employee Workplace Culture Index

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

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

	Key			Variance from 2011
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	52	18	30	+2
12. I believe I am valued for what I can offer at my workplace	60	16	24	+1
13. In my workplace, we recognise our successes and innovations	54	22	24	+3
14. Staff are treated respectfully regardless of their job	59	16	25	+3
17. Overall, I have confidence in the decisions made by my line manager	63	18	19	+4
18b. The senior managers at my workplace ... have a clear direction for the future	42	29	29	+11
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44	26	30	+10
20. Overall, I have confidence in the decisions made by my senior managers	44	26	30	+9
22. I have a say in decisions which affect my work	45	23	32	+3
23. I think it is safe to speak up and challenge the way things are done	50	19	31	+4
24a. Where I work, we share the lessons learnt when mistakes are made	57	20	23	-2
28. I have confidence in the processes that my workplace uses to resolve staff conflict	43	25	32	+2
37. My team's objectives/work plans are clearly outlined	62	19	18	0
38. Our objectives/work plans help us to deliver a quality service	63	20	17	0
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34	34	32	+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 Sydney Local Health District. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for 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	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		34	36	31
19.	There is a positive relationship between senior management and staff in my workplace		42	40	34
20.	Overall, I have confidence in the decisions made by my senior managers		44	42	35
22.	I have a say in decisions which affect my work		45	46	42
18b.	The senior managers at my workplace ... have a clear direction for the future		42	40	31
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		43	42	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 Line Manager	63
Your Job	62

### Questions

	% Positive
1. My job makes good use of my skills and abilities	76
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	75
15d. My line manager ... treats me with respect	74
25. I have received the appropriate training and development to do my job effectively	71
8. In my team we generally acknowledge one another's efforts and achievements	69

## Lowlights

### Sections

	% Positive
Senior Managers	44
Communication	53
Work Environment	55

### Questions

	% Positive
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34
18b. The senior managers at my workplace ... have a clear direction for the future	42
19. There is a positive relationship between senior management and staff in my workplace	42
28. I have confidence in the processes that my workplace uses to resolve staff conflict	43
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	44

# 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	44	 +9
Communication	53	 +5
Your Line Manager	63	 +4

### Questions






	% Positive	Variance from 2011
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	42	 +11
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	44	 +10
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	44	 +9
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	42	 +8
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	47	 +7

## Least improved

### Sections

	% Positive	Variance from 2011
Your Workplace	58	-1 

### Questions

	% Positive	Variance from 2011
<b>40.</b> Overall I am proud to be a part of this workplace	68	-4 
<b>26.</b> I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	75	-3 
<b>1.</b> My job makes good use of my skills and abilities	76	-2 
<b>24a.</b> Where I work, we share the lessons learnt when mistakes are made	57	-2 
<b>29.</b> I am able to achieve a healthy work/life balance most of the time	59	-1 

# Trend Comparison

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

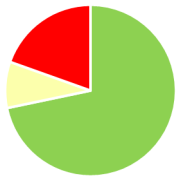


- 72% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 9% ■ Proportion of questions inline with the 2011 scores
- 20% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% 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> +11
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	44	<span style="color: green;">■</span> +10
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	44	<span style="color: green;">■</span> +9
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	42	<span style="color: green;">■</span> +8
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	47	<span style="color: green;">■</span> +7
<b>15b.</b> My line manager ... treats all staff in my team fairly	63	<span style="color: green;">■</span> +6
<b>21.</b> I am kept well informed about what is happening in my workplace	53	<span style="color: green;">■</span> +6
<b>10.</b> My team resolves conflict quickly when it arises	55	<span style="color: green;">■</span> +5
<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	65	<span style="color: green;">■</span> +5
<b>7.</b> The people I work with are willing to help each other even if this means doing something outside their usual job	67	<span style="color: green;">■</span> +4
<b>9.</b> People in my team are honest and open	64	<span style="color: green;">■</span> +4
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	62	<span style="color: green;">■</span> +4
<b>16.</b> I receive regular and constructive feedback on my performance	51	<span style="color: green;">■</span> +4
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	63	<span style="color: green;">■</span> +4
<b>23.</b> I think it is safe to speak up and challenge the way things are done	50	<span style="color: green;">■</span> +4
<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	58	<span style="color: green;">■</span> +3

# Trend Comparison

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



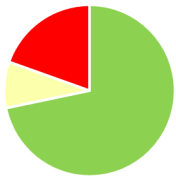
- 72% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 9% ■ Proportion of questions inline with the 2011 scores
- 20% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
13. In my workplace, we recognise our successes and innovations	54	+3
14. Staff are treated respectfully regardless of their job	59	+3
22. I have a say in decisions which affect my work	45	+3
27. I am encouraged to take opportunities to learn new skills and have new experiences	61	+3
31. Reasonable expectations are placed on staff according to their position	55	+3
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34	+3
2. I feel I am able to suggest ideas to improve our ways of doing things	65	+2
11. Morale is good in my team	52	+2
15d. My line manager ... treats me with respect	74	+2
28. I have confidence in the processes that my workplace uses to resolve staff conflict	43	+2
30. There are mechanisms in place to support me if I experience stress or pressure	54	+2
35. My work environment allows me to deliver the best possible services (patient care or support services)	57	+2
41. I would recommend my workplace as a good place to work	61	+2
3. Working here makes me want to do the best job I can	67	+1
5. I have sufficient control over my work so I can do my job well	60	+1
8. In my team we generally acknowledge one another's efforts and achievements	69	+1



# Trend Comparison

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



- 72% ■ Proportion of questions above 2011 scores by 1 or more percentage points
- 9% ■ Proportion of questions inline with the 2011 scores
- 20% ■ Proportion of questions below the 2011 scores by 1 or more percentage points

	% Positive	Variance from 2011
12. I believe I am valued for what I can offer at my workplace	60	+1
25. I have received the appropriate training and development to do my job effectively	71	0
36. In my workplace patient safety is at the centre of all decision making	67	0
37. My team's objectives/work plans are clearly outlined	62	0
38. Our objectives/work plans help us to deliver a quality service	63	0
29. I am able to achieve a healthy work/life balance most of the time	59	-1
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	65	-1
42. I feel motivated to contribute more than what is normally required at work	62	-1
43. I have a strong sense of belonging to my workplace	63	-1
44. Overall I am satisfied to be working here at the present time	65	-1
1. My job makes good use of my skills and abilities	76	-2
24a. Where I work, we share the lessons learnt when mistakes are made	57	-2
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	75	-3
40. Overall I am proud to be a part of this workplace	68	-4

## External Comparison

This section shows comparisons between 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.



- 22% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 2% ■ Proportion of questions inline with the benchmark
- 76% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	44	+6
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	42	+6
<b>15b.</b> My line manager ... treats all staff in my team fairly	63	+5
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	63	+4
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	44	+4
<b>21.</b> I am kept well informed about what is happening in my workplace	53	+4
<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	65	+3
<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	47	+3
<b>22.</b> I have a say in decisions which affect my work	45	+3
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	62	+2
<b>16.</b> I receive regular and constructive feedback on my performance	51	+2
<b>15d.</b> My line manager ... treats me with respect	74	0
<b>7.</b> The people I work with are willing to help each other even if this means doing something outside their usual job	67	-1
<b>10.</b> My team resolves conflict quickly when it arises	55	-1
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	42	-2
<b>26.</b> I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	75	-2
<b>27.</b> I am encouraged to take opportunities to learn new skills and have new experiences	61	-2

## External Comparison

This section shows comparisons between 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.



- 22% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 2% ■ Proportion of questions inline with the benchmark
- 76% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
41. I would recommend my workplace as a good place to work	61	-2 <span style="color: red;">■</span>
42. I feel motivated to contribute more than what is normally required at work	62	-2 <span style="color: red;">■</span>
9. People in my team are honest and open	64	-3 <span style="color: red;">■</span>
23. I think it is safe to speak up and challenge the way things are done	50	-3 <span style="color: red;">■</span>
24a. Where I work, we share the lessons learnt when mistakes are made	57	-3 <span style="color: red;">■</span>
28. I have confidence in the processes that my workplace uses to resolve staff conflict	43	-3 <span style="color: red;">■</span>
43. I have a strong sense of belonging to my workplace	63	-3 <span style="color: red;">■</span>
11. Morale is good in my team	52	-4 <span style="color: red;">■</span>
14. Staff are treated respectfully regardless of their job	59	-4 <span style="color: red;">■</span>
24b. I am aware of the strategic objectives and direction of the organisation I work for	57	-4 <span style="color: red;">■</span>
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	-4 <span style="color: red;">■</span>
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	65	-4 <span style="color: red;">■</span>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	34	-4 <span style="color: red;">■</span>
8. In my team we generally acknowledge one another's efforts and achievements	69	-5 <span style="color: red;">■</span>
13. In my workplace, we recognise our successes and innovations	54	-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>
40. Overall I am proud to be a part of this workplace	68	-5 <span style="color: red;">■</span>

## External Comparison

This section shows comparisons between 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.



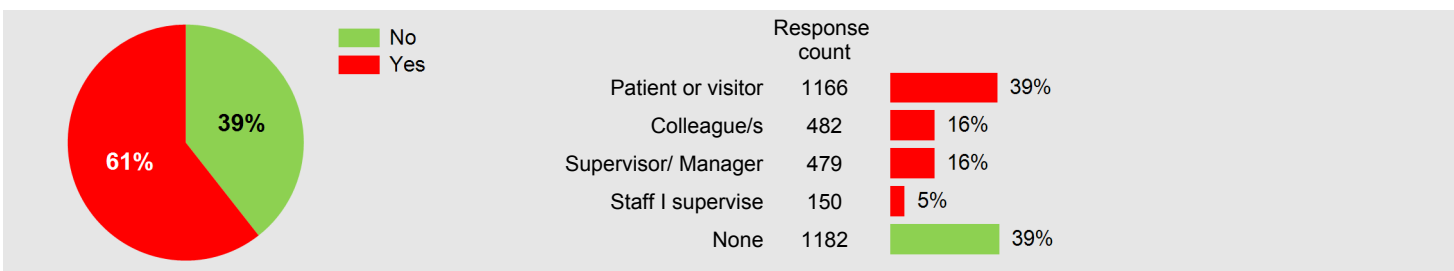
- 22% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 2% ■ Proportion of questions inline with the benchmark
- 76% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	-5 <span style="color: red;">■</span>
12. I believe I am valued for what I can offer at my workplace	60	-6 <span style="color: red;">■</span>
31. Reasonable expectations are placed on staff according to their position	55	-6 <span style="color: red;">■</span>
36. In my workplace patient safety is at the centre of all decision making	67	-6 <span style="color: red;">■</span>
44. Overall I am satisfied to be working here at the present time	65	-6 <span style="color: red;">■</span>
1. My job makes good use of my skills and abilities	76	-7 <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	58	-7 <span style="color: red;">■</span>
25. I have received the appropriate training and development to do my job effectively	71	-7 <span style="color: red;">■</span>
38. Our objectives/work plans help us to deliver a quality service	63	-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>
2. I feel I am able to suggest ideas to improve our ways of doing things	65	-8 <span style="color: red;">■</span>
4. The right amount of approvals are required for routine decisions	49	-8 <span style="color: red;">■</span>
29. I am able to achieve a healthy work/life balance most of the time	59	-9 <span style="color: red;">■</span>
35. My work environment allows me to deliver the best possible services (patient care or support services)	57	-9 <span style="color: red;">■</span>
37. My team's objectives/work plans are clearly outlined	62	-9 <span style="color: red;">■</span>
3. Working here makes me want to do the best job I can	67	-11 <span style="color: red;">■</span>
5. I have sufficient control over my work so I can do my job well	60	-12 <span style="color: red;">■</span>

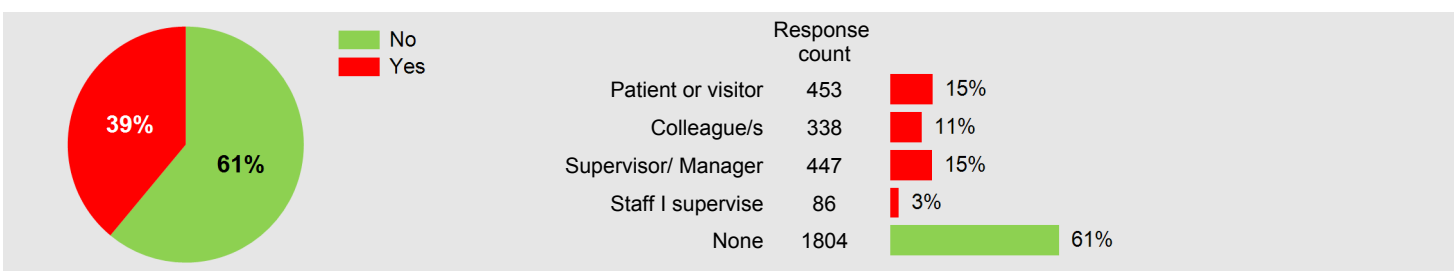
# Unacceptable Behaviour

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

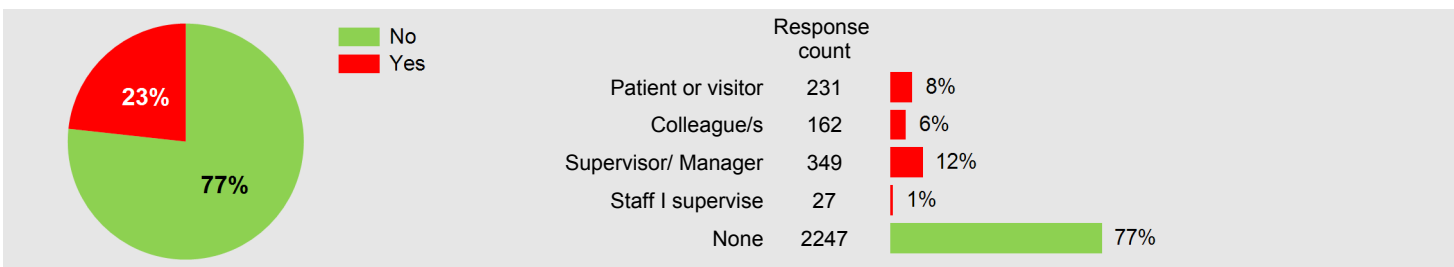
## 33a. In the last 12 months, I have been verbally abused by a ...



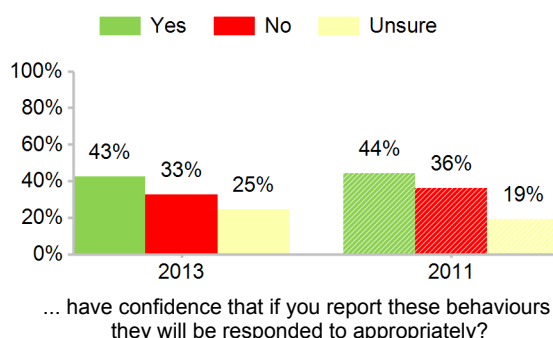
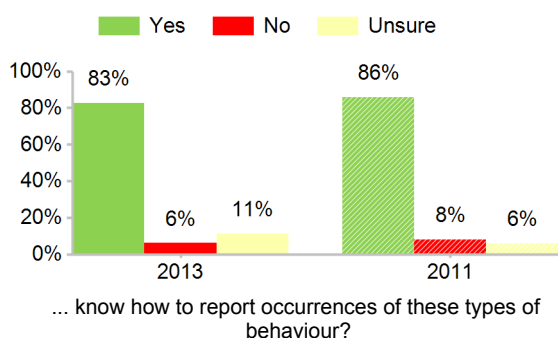
## 33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



## 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 response	% neutral response	% negative response	% Positive Score	Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	76	8	17	76	78	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	65	13	23	65	63	68	73
3. Working here makes me want to do the best job I can	67	16	17	67	66	71	78
4. The right amount of approvals are required for routine decisions *	49	22	30	49		48	57
5. I have sufficient control over my work so I can do my job well	60	15	25	60	59	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	58	18	25	58	55	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	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	67	15	17	67	63	68	68
8. In my team we generally acknowledge one another's efforts and achievements	69	14	16	69	68	69	74
9. People in my team are honest and open	64	20	17	64	60	63	67
10. My team resolves conflict quickly when it arises	55	22	23	55	50	51	56
11. Morale is good in my team	52	18	30	52	50	51	56

# All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% 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>Being valued</b>				<b>58</b>	<b>55</b>	<b>59</b>	<b>63</b>
12. I believe I am valued for what I can offer at my workplace	60	16	24	60	59	61	66
13. In my workplace, we recognise our successes and innovations	54	22	24	54	51	55	59
14. Staff are treated respectfully regardless of their job	59	16	25	59	56	60	63



# All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			% Positive Score	Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
	% 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>Your Line Manager</b>				<b>63</b>	<b>59</b>	<b>62</b>	<b>60</b>
<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	65	16	19	<b>65</b>	<b>60</b>	<b>64</b>	<b>62</b>
<b>15b.</b> My line manager ... treats all staff in my team fairly	63	16	22	<b>63</b>	<b>57</b>	<b>62</b>	<b>58</b>
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	62	17	21	<b>62</b>	<b>58</b>	<b>60</b>	<b>60</b>
<b>15d.</b> My line manager ... treats me with respect	74	12	14	<b>74</b>	<b>72</b>	<b>75</b>	<b>74</b>
<b>16.</b> I receive regular and constructive feedback on my performance	51	22	27	<b>51</b>	<b>47</b>	<b>49</b>	<b>49</b>
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	63	18	19	<b>63</b>	<b>59</b>	<b>62</b>	<b>59</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>% Positive Score</b>	<b>Sydney Local Health District 2011</b>	<b>NSW Health Overall 2013</b>	<b>Australian Health Sector Benchmark</b>
<b>Senior Managers</b>					<b>44</b>	<b>35</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>47</b>	<b>21</b>	<b>32</b>	<b>47</b>	<b>40</b>	<b>46</b>	<b>44</b>
<b>K</b>	<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	<b>42</b>	<b>29</b>	<b>29</b>	<b>42</b>	<b>31</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>44</b>	<b>26</b>	<b>30</b>	<b>44</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>42</b>	<b>26</b>	<b>32</b>	<b>42</b>	<b>34</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>44</b>	<b>26</b>	<b>30</b>	<b>44</b>	<b>35</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>Sydney Local Health District 2011</b>	<b>NSW Health Overall 2013</b>	<b>Australian Health Sector Benchmark</b>
21. I am kept well informed about what is happening in my workplace	53	19	28	53	47	50	49
<b>K</b> 22. I have a say in decisions which affect my work	45	23	32	45	42	46	42
23. I think it is safe to speak up and challenge the way things are done	50	19	31	50	46	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	57	20	23	57	59	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	57	20	23	57		56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	59	20	21	59		59	63

# All Questions

This section shows the breakdown of responses to each question

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

## Training and Development Opportunities

Question	% Positive	% Neutral	% Negative	% Positive Score	Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
<b>25.</b> I have received the appropriate training and development to do my job effectively	71	12	17	71	69	69	73
<b>26.</b> I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	75	9	16	75	78	76	77
<b>27.</b> I am encouraged to take opportunities to learn new skills and have new experiences	61	17	22	61	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

## Work Environment

Question	% Positive	% Neutral	% Negative	% Positive Score	Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
28. I have confidence in the processes that my workplace uses to resolve staff conflict	43	25	32	43	41	42	46
29. I am able to achieve a healthy work/life balance most of the time	59	17	25	59	60	65	68
30. There are mechanisms in place to support me if I experience stress or pressure	54	22	24	54	52	54	59
31. Reasonable expectations are placed on staff according to their position	55	17	27	55	52	56	61
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	65	18	18	65	66	68	69

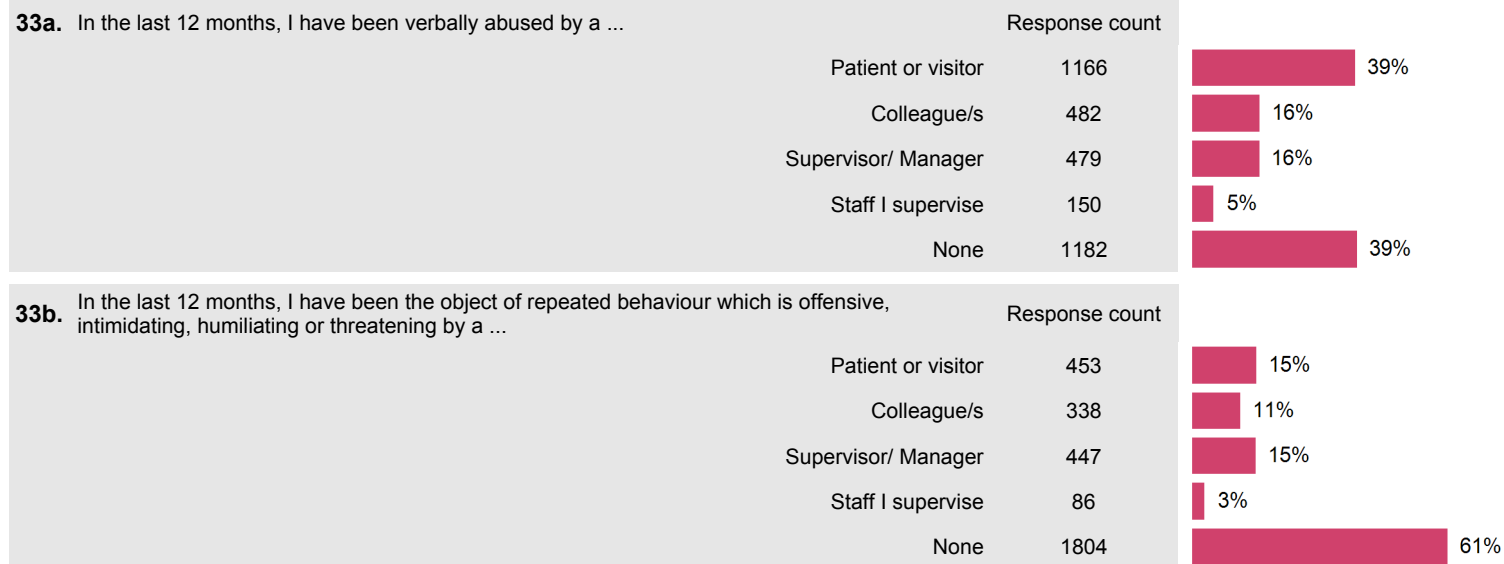
# All Questions

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



# All Questions

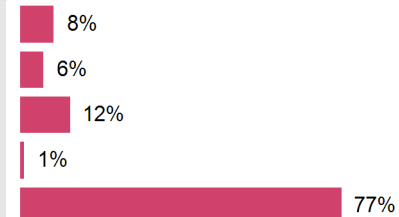
This section shows the breakdown of responses to each question

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

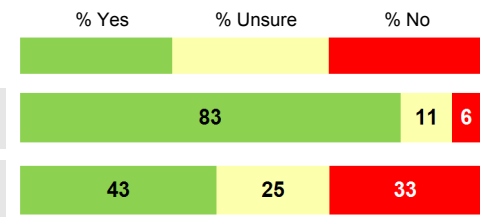
At least 1% greater than comparator  
At least 1% less than comparator

## 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	231
Colleague/s	162
Supervisor/ Manager	349
Staff I supervise	27
None	2247



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

**83** **86** **83** **88**  
**43** **44** **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

Question	% Positive	% Neutral	% Negative	% Positive Score	Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
35. My work environment allows me to deliver the best possible services (patient care or support services)	57	18	24	57	55	59	66
36. In my workplace patient safety is at the centre of all decision making	67	16	17	67	67	67	73
37. My team's objectives/work plans are clearly outlined	62	19	18	62	62	65	71
38. Our objectives/work plans help us to deliver a quality service	63	20	17	63	63	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery *	51	25	24	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	Sydney Local Health District 2011	NSW Health Overall 2013	Australian Health Sector Benchmark
			% positive response	% neutral response	% negative response				
<b>Your Workplace</b>						<b>58</b>	<b>59</b>	<b>60</b>	<b>62</b>
40.		Overall I am proud to be a part of this workplace	68	16	15	68	72	71	73
41.		I would recommend my workplace as a good place to work	61	19	21	61	59	62	63
42.		I feel motivated to contribute more than what is normally required at work	62	18	20	62	63	65	64
43.		I have a strong sense of belonging to my workplace	63	19	18	63	64	64	66
44.		Overall I am satisfied to be working here at the present time	65	16	19	65	66	67	71
45.		Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	27	20	53		56	58
<b>K</b>		46. Overall, I believe the culture at my workplace has improved in the last 12 months	34	34	32	34	31	36	38

# Results by Demographic

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

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

	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	3081	144	1137	251	386	367	48	120	265	(r)	36	130	10	151
Employee Engagement Index	64	76	70	62	69	67	68	68	17	(r)	81	72	72	62

## Your Job

1. My job makes good use of my skills and abilities	<b>76</b>	<b>90</b>	<b>86</b>	<b>64</b>	77	<b>81</b>	<b>88</b>	76	<b>25</b>	(r)	<b>86</b>	<b>82</b>	<b>70</b>	<b>70</b>
2. I feel I am able to suggest ideas to improve our ways of doing things	<b>65</b>	<b>71</b>	69	61	<b>74</b>	<b>70</b>	69	68	<b>18</b>	(r)	<b>92</b>	<b>71</b>	<b>70</b>	62
3. Working here makes me want to do the best job I can	<b>67</b>	<b>77</b>	<b>73</b>	68	<b>74</b>	69	<b>75</b>	69	<b>18</b>	(r)	<b>83</b>	<b>73</b>	<b>80</b>	65
4. The right amount of approvals are required for routine decisions	<b>49</b>	45	<b>55</b>	52	<b>57</b>	<b>38</b>	<b>37</b>	48	<b>12</b>	(r)	<b>44</b>	<b>60</b>	<b>40</b>	<b>57</b>
5. I have sufficient control over my work so I can do my job well	<b>60</b>	<b>67</b>	63	61	<b>70</b>	60	64	<b>68</b>	<b>15</b>	(r)	<b>75</b>	<b>72</b>	<b>70</b>	61
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>58</b>	<b>67</b>	<b>63</b>	55	<b>64</b>	59	58	56	<b>12</b>	(r)	<b>86</b>	61	60	60

# 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

	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	3081	707	2312	363	211	91	31	2218	561	177	20	49	(r)	621	2244	137
Employee Engagement Index	64	73	62	70	69	85	88	64	59	77	77	76	(r)	68	66	25

## Your Job

1. My job makes good use of my skills and abilities	<b>76</b>	<b>86</b>	73	<b>86</b>	<b>85</b>	<b>89</b>	<b>90</b>	77	<b>71</b>	<b>85</b>	<b>85</b>	78	(r)	77	78	<b>42</b>
2. I feel I am able to suggest ideas to improve our ways of doing things	<b>65</b>	<b>77</b>	61	<b>76</b>	<b>74</b>	<b>87</b>	<b>84</b>	66	<b>59</b>	<b>75</b>	<b>85</b>	63	(r)	<b>72</b>	66	<b>24</b>
3. Working here makes me want to do the best job I can	<b>67</b>	<b>75</b>	65	<b>72</b>	<b>73</b>	<b>89</b>	<b>87</b>	68	<b>62</b>	<b>76</b>	<b>80</b>	<b>82</b>	(r)	70	69	<b>29</b>
4. The right amount of approvals are required for routine decisions	<b>49</b>	46	49	49	<b>40</b>	48	<b>39</b>	49	<b>39</b>	<b>63</b>	50	<b>57</b>	(r)	49	51	<b>18</b>
5. I have sufficient control over my work so I can do my job well	<b>60</b>	58	61	58	<b>53</b>	60	<b>77</b>	60	<b>55</b>	<b>77</b>	60	<b>78</b>	(r)	63	62	<b>23</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>58</b>	<b>71</b>	54	<b>67</b>	<b>67</b>	<b>87</b>	<b>90</b>	58	<b>52</b>	<b>71</b>	55	<b>63</b>	(r)	<b>65</b>	58	<b>20</b>

# Results by Demographic

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	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	3081	236	198	428	641	785	708	136	361	334	281	326	328	422	327	253	235
Employee Engagement Index	64	78	75	65	61	60	66	79	72	68	67	64	67	64	67	73	19

## Your Job

1. My job makes good use of my skills and abilities	<b>76</b>	<b>83</b>	<b>86</b>	75	75	74	77	<b>88</b>	<b>84</b>	<b>83</b>	<b>81</b>	79	78	76	76	<b>81</b>	<b>29</b>
2. I feel I am able to suggest ideas to improve our ways of doing things	<b>65</b>	<b>70</b>	<b>71</b>	68	63	62	66	69	<b>72</b>	<b>72</b>	69	68	<b>70</b>	65	68	69	<b>17</b>
3. Working here makes me want to do the best job I can	<b>67</b>	<b>78</b>	<b>77</b>	67	64	65	69	<b>77</b>	<b>72</b>	<b>72</b>	<b>72</b>	65	<b>72</b>	70	<b>72</b>	<b>76</b>	<b>21</b>
4. The right amount of approvals are required for routine decisions	<b>49</b>	<b>62</b>	<b>62</b>	<b>54</b>	49	<b>42</b>	45	<b>71</b>	<b>60</b>	53	52	<b>44</b>	48	48	50	49	<b>12</b>
5. I have sufficient control over my work so I can do my job well	<b>60</b>	<b>72</b>	<b>70</b>	<b>67</b>	57	56	59	<b>72</b>	<b>71</b>	61	60	61	64	60	63	<b>68</b>	<b>18</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>58</b>	<b>67</b>	<b>65</b>	60	54	<b>53</b>	60	<b>66</b>	<b>68</b>	<b>64</b>	58	58	56	60	59	<b>66</b>	<b>16</b>

# Results by Demographic

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		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	3081	144	1137	251	386	367	48	120	265	(r)	36	130	10	151	
Employee Engagement Index	64	76	70	62	69	67	68	68	17	(r)	81	72	72	62	

## 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>67</b>	<b>76</b>	71	<b>54</b>	65	<b>74</b>	<b>60</b>	66	69	(r)	<b>86</b>	<b>57</b>	67	<b>53</b>
8. In my team we generally acknowledge one another's efforts and achievements	<b>69</b>	<b>84</b>	71	<b>59</b>	66	<b>76</b>	71	66	68	(r)	<b>86</b>	<b>60</b>	<b>78</b>	<b>60</b>
9. People in my team are honest and open	<b>64</b>	<b>80</b>	64	<b>51</b>	62	<b>69</b>	63	60	<b>73</b>	(r)	<b>86</b>	<b>52</b>	67	<b>51</b>
10. My team resolves conflict quickly when it arises	<b>55</b>	<b>70</b>	54	<b>42</b>	59	52	58	<b>45</b>	<b>66</b>	(r)	<b>75</b>	<b>41</b>	<b>67</b>	<b>47</b>
11. Morale is good in my team	<b>52</b>	<b>71</b>	56	48	<b>59</b>	51	56	<b>59</b>	<b>11</b>	(r)	<b>72</b>	51	<b>44</b>	53

# Results by Demographic

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Respondents	3081	707	2312	363	211	91	31	2218	561	177	20	49	(r)	621	2244	137
Employee Engagement Index	64	73	62	70	69	85	88	64	59	77	77	76	(r)	68	66	25

## 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>67</b>	70	67	67	68	<b>84</b>	<b>87</b>	66	70	<b>78</b>	70	65	(r)	68	70	<b>26</b>
8. In my team we generally acknowledge one another's efforts and achievements	<b>69</b>	<b>77</b>	67	<b>74</b>	<b>75</b>	<b>91</b>	<b>97</b>	67	<b>74</b>	<b>81</b>	<b>80</b>	73	(r)	69	72	<b>26</b>
9. People in my team are honest and open	<b>64</b>	<b>70</b>	62	66	68	<b>82</b>	<b>90</b>	62	67	<b>76</b>	<b>75</b>	<b>59</b>	(r)	66	66	<b>26</b>
10. My team resolves conflict quickly when it arises	<b>55</b>	<b>61</b>	53	53	<b>63</b>	<b>77</b>	<b>97</b>	54	54	<b>65</b>	<b>45</b>	51	(r)	58	56	<b>16</b>
11. Morale is good in my team	<b>52</b>	<b>60</b>	50	55	<b>59</b>	<b>75</b>	<b>77</b>	52	<b>45</b>	<b>71</b>	<b>65</b>	<b>61</b>	(r)	<b>57</b>	53	<b>15</b>

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Employee Engagement Index	64	78	75	65	61	60	66	79	72	68	67	64	67	64	67	73	19

## 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>67</b>	<b>78</b>	<b>72</b>	68	66	64	69	71	<b>73</b>	69	70	65	63	65	69	<b>73</b>	<b>56</b>
8. In my team we generally acknowledge one another's efforts and achievements	<b>69</b>	<b>79</b>	<b>74</b>	67	69	68	71	<b>75</b>	71	72	71	69	67	68	71	<b>78</b>	<b>56</b>
9. People in my team are honest and open	<b>64</b>	<b>76</b>	<b>69</b>	61	60	63	65	<b>75</b>	68	64	66	62	<b>59</b>	60	65	<b>73</b>	<b>53</b>
10. My team resolves conflict quickly when it arises	<b>55</b>	<b>64</b>	56	55	56	54	52	<b>61</b>	58	58	56	51	52	<b>50</b>	57	59	<b>50</b>
11. Morale is good in my team	<b>52</b>	<b>72</b>	<b>64</b>	53	49	<b>46</b>	53	<b>69</b>	<b>62</b>	<b>57</b>	55	53	49	49	55	<b>59</b>	<b>13</b>

# Results by Demographic

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Respondents	3081	144	1137	251	386	367	48	120	265	(r)	36	130	10	151	
Employee Engagement Index	64	76	70	62	69	67	68	68	17	(r)	81	72	72	62	

## Being valued

12. I believe I am valued for what I can offer at my workplace	<b>60</b>	<span style="background-color: green;">72</span>	<span style="background-color: green;">65</span>	56	<span style="background-color: green;">68</span>	64	<span style="background-color: green;">73</span>	61	<span style="background-color: red;">14</span>	(r)	<span style="background-color: green;">81</span>	<span style="background-color: green;">66</span>	<span style="background-color: green;">80</span>	57
13. In my workplace, we recognise our successes and innovations	<b>54</b>	<span style="background-color: green;">70</span>	<span style="background-color: green;">60</span>	<span style="background-color: red;">48</span>	57	57	<span style="background-color: green;">60</span>	58	<span style="background-color: red;">12</span>	(r)	<span style="background-color: green;">89</span>	53	<span style="background-color: red;">40</span>	51
14. Staff are treated respectfully regardless of their job	<b>59</b>	<span style="background-color: green;">76</span>	<span style="background-color: green;">66</span>	58	63	63	63	<span style="background-color: green;">64</span>	<span style="background-color: red;">12</span>	(r)	<span style="background-color: green;">78</span>	<span style="background-color: red;">50</span>	<span style="background-color: green;">70</span>	59



# Results by Demographic

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

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

	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	3081	707	2312	363	211	91	31	2218	561	177	20	49	(r)	621	2244	137
Employee Engagement Index	64	73	62	70	69	85	88	64	59	77	77	76	(r)	68	66	25

## Being valued

12. I believe I am valued for what I can offer at my workplace	<b>60</b>	<b>68</b>	58	<b>66</b>	<b>65</b>	<b>73</b>	<b>87</b>	60	56	<b>74</b>	<b>85</b>	63	(r)	<b>66</b>	62	<b>22</b>
13. In my workplace, we recognise our successes and innovations	<b>54</b>	<b>65</b>	51	<b>59</b>	<b>63</b>	<b>85</b>	<b>81</b>	54	<b>49</b>	<b>72</b>	55	52	(r)	<b>60</b>	55	<b>15</b>
14. Staff are treated respectfully regardless of their job	<b>59</b>	<b>69</b>	57	<b>65</b>	<b>66</b>	<b>91</b>	<b>74</b>	59	56	<b>75</b>	<b>75</b>	<b>65</b>	(r)	<b>65</b>	61	<b>18</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

	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	3081	236	198	428	641	785	708	136	361	334	281	326	328	422	327	253	235	
Employee Engagement Index	64	78	75	65	61	60	66	79	72	68	67	64	67	64	67	73	19	

## Being valued

12. I believe I am valued for what I can offer at my workplace	<b>60</b>	<b>75</b>	<b>65</b>	59	59	58	61	<b>71</b>	<b>67</b>	<b>67</b>	64	60	62	60	62	<b>69</b>	<b>18</b>
13. In my workplace, we recognise our successes and innovations	<b>54</b>	<b>72</b>	<b>63</b>	54	51	50	55	<b>68</b>	<b>65</b>	<b>61</b>	<b>60</b>	53	52	51	57	<b>61</b>	<b>12</b>
14. Staff are treated respectfully regardless of their job	<b>59</b>	<b>80</b>	<b>70</b>	62	55	<b>54</b>	61	<b>78</b>	<b>72</b>	<b>67</b>	<b>64</b>	62	57	56	62	62	<b>12</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

	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	3081	144	1137	251	386	367	48	120	265	(r)	36	130	10	151	
Employee Engagement Index	64	76	70	62	69	67	68	68	17	(r)	81	72	72	62	

## Your Line Manager

<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	<b>65</b>	<b>72</b>	63	<b>58</b>	<b>71</b>	69	<b>75</b>	64	65	(r)	<b>81</b>	<b>58</b>	<b>70</b>	<b>59</b>
<b>15b.</b> My line manager ... treats all staff in my team fairly	<b>63</b>	<b>75</b>	61	<b>55</b>	66	67	63	61	63	(r)	<b>86</b>	<b>53</b>	<b>70</b>	<b>54</b>
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	<b>62</b>	<b>70</b>	63	<b>55</b>	<b>67</b>	63	66	<b>55</b>	63	(r)	<b>81</b>	<b>51</b>	<b>80</b>	<b>56</b>
<b>15d.</b> My line manager ... treats me with respect	<b>74</b>	<b>83</b>	75	<b>64</b>	76	<b>80</b>	77	76	<b>66</b>	(r)	<b>94</b>	<b>63</b>	<b>80</b>	<b>66</b>
<b>16.</b> I receive regular and constructive feedback on my performance	<b>51</b>	52	48	<b>44</b>	53	51	<b>68</b>	<b>42</b>	<b>60</b>	(r)	<b>69</b>	<b>45</b>	50	49
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	<b>63</b>	<b>72</b>	63	<b>55</b>	<b>68</b>	64	66	60	64	(r)	<b>75</b>	<b>51</b>	<b>80</b>	<b>58</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

	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	3081	707	2312	363	211	91	31	2218	561	177	20	49	(r)	621	2244	137
Employee Engagement Index	64	73	62	70	69	85	88	64	59	77	77	76	(r)	68	66	25

## Your Line Manager

<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	<b>65</b>	67	64	65	63	<b>77</b>	<b>81</b>	64	67	<b>72</b>	<b>80</b>	<b>71</b>	(r)	67	67	<b>24</b>
<b>15b.</b> My line manager ... treats all staff in my team fairly	<b>63</b>	<b>68</b>	61	66	65	<b>80</b>	<b>84</b>	61	66	<b>74</b>	<b>70</b>	67	(r)	64	65	<b>21</b>
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	<b>62</b>	64	62	64	<b>56</b>	<b>81</b>	<b>68</b>	61	63	<b>72</b>	65	<b>69</b>	(r)	65	64	<b>24</b>
<b>15d.</b> My line manager ... treats me with respect	<b>74</b>	75	74	74	71	<b>85</b>	<b>90</b>	72	76	<b>86</b>	<b>84</b>	<b>80</b>	(r)	74	77	<b>28</b>
<b>16.</b> I receive regular and constructive feedback on my performance	<b>51</b>	49	51	47	47	<b>63</b>	<b>61</b>	50	49	<b>63</b>	<b>60</b>	49	(r)	51	53	<b>14</b>
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	<b>63</b>	64	63	64	<b>58</b>	<b>77</b>	<b>77</b>	62	64	<b>77</b>	<b>70</b>	<b>71</b>	(r)	65	66	<b>24</b>

# Results by Demographic

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	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	3081	236	198	428	641	785	708	136	361	334	281	326	328	422	327	253	235
Employee Engagement Index	64	78	75	65	61	60	66	79	72	68	67	64	67	64	67	73	19

## Your Line Manager

<b>15a.</b> My line manager ... recognises and acknowledges when I have done my job well	<b>65</b>	<b>72</b>	<b>71</b>	66	68	65	<b>60</b>	<b>70</b>	68	67	64	67	69	63	62	67	<b>52</b>
<b>15b.</b> My line manager ... treats all staff in my team fairly	<b>63</b>	<b>77</b>	<b>68</b>	61	64	60	61	<b>70</b>	67	67	60	61	63	62	62	64	<b>52</b>
<b>15c.</b> My line manager ... ensures that when issues are raised in the team, they are addressed	<b>62</b>	<b>75</b>	<b>69</b>	64	65	59	59	<b>77</b>	<b>68</b>	65	64	60	59	<b>57</b>	65	66	<b>51</b>
<b>15d.</b> My line manager ... treats me with respect	<b>74</b>	<b>89</b>	<b>80</b>	77	75	71	71	<b>85</b>	<b>82</b>	78	75	71	75	72	73	77	<b>54</b>
<b>16.</b> I receive regular and constructive feedback on my performance	<b>51</b>	<b>62</b>	<b>59</b>	52	53	47	47	<b>58</b>	<b>56</b>	<b>56</b>	<b>45</b>	<b>46</b>	51	50	48	54	<b>42</b>
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	<b>63</b>	<b>78</b>	<b>73</b>	64	64	61	59	<b>78</b>	<b>69</b>	<b>69</b>	59	61	62	61	63	67	<b>50</b>

# Results by Demographic

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		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	3081	144	1137	251	386	367	48	120	265	(r)	36	130	10	151	
Employee Engagement Index	64	76	70	62	69	67	68	68	17	(r)	81	72	72	62	

## Senior Managers

<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	<b>47</b>	<b>58</b>	49	<b>42</b>	<b>58</b>	43	46	48	<b>11</b>	(r)	<b>69</b>	<b>56</b>	<b>70</b>	<b>52</b>
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	<b>42</b>	<b>50</b>	44	39	<b>49</b>	43	40	44	<b>10</b>	(r)	<b>66</b>	43	<b>30</b>	<b>50</b>
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	<b>44</b>	48	46	43	<b>53</b>	40	43	<b>50</b>	<b>9</b>	(r)	<b>71</b>	<b>50</b>	<b>60</b>	<b>50</b>
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	<b>42</b>	<b>50</b>	43	45	<b>55</b>	40	45	46	<b>7</b>	(r)	<b>63</b>	42	<b>50</b>	<b>47</b>
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	<b>44</b>	48	47	45	<b>55</b>	40	<b>37</b>	<b>50</b>	<b>9</b>	(r)	<b>63</b>	48	<b>50</b>	<b>56</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

	Sydney Local Health District	Manage staff		Management responsibility				Employment status						Gender		
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Respondents	3081	707	2312	363	211	91	31	2218	561	177	20	49	(r)	621	2244	137
Employee Engagement Index	64	73	62	70	69	85	88	64	59	77	77	76	(r)	68	66	25

## Senior Managers

<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	<b>47</b>	<b>58</b>	43	<b>53</b>	<b>55</b>	<b>77</b>	<b>77</b>	47	<b>37</b>	<b>61</b>	<b>65</b>	<b>67</b>	(r)	<b>54</b>	47	<b>14</b>
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	<b>42</b>	<b>52</b>	39	45	<b>49</b>	<b>72</b>	<b>87</b>	44	<b>32</b>	<b>51</b>	42	<b>50</b>	(r)	46	43	<b>7</b>
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	<b>44</b>	<b>52</b>	41	48	<b>49</b>	<b>68</b>	<b>81</b>	45	<b>33</b>	<b>57</b>	<b>60</b>	<b>53</b>	(r)	<b>49</b>	45	<b>10</b>
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	<b>42</b>	<b>49</b>	40	44	44	<b>69</b>	<b>77</b>	42	<b>34</b>	<b>57</b>	<b>60</b>	<b>59</b>	(r)	<b>48</b>	43	<b>13</b>
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	<b>44</b>	<b>54</b>	42	48	<b>50</b>	<b>73</b>	<b>80</b>	46	<b>33</b>	<b>59</b>	<b>60</b>	<b>58</b>	(r)	<b>50</b>	45	<b>12</b>

# Results by Demographic

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Respondents	3081	236	198	428	641	785	708	136	361	334	281	326	328	422	327	253	235
Employee Engagement Index	64	78	75	65	61	60	66	79	72	68	67	64	67	64	67	73	19

## Senior Managers

<b>18a.</b> The senior managers at my workplace ... are aware of the issues I face in my job	<b>47</b>	<b>63</b>	<b>55</b>	48	44	<b>42</b>	48	<b>62</b>	<b>52</b>	50	44	49	48	44	51	<b>54</b>	<b>13</b>
<b>18b.</b> The senior managers at my workplace ... have a clear direction for the future	<b>42</b>	<b>58</b>	<b>52</b>	45	41	<b>35</b>	43	<b>63</b>	<b>50</b>	<b>47</b>	41	43	42	38	43	46	<b>10</b>
<b>18c.</b> The senior managers at my workplace ... lead by example in creating a positive workplace	<b>44</b>	<b>64</b>	<b>55</b>	46	41	<b>37</b>	44	<b>65</b>	<b>50</b>	<b>49</b>	45	47	45	41	45	48	<b>10</b>
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	<b>42</b>	<b>64</b>	<b>55</b>	45	40	<b>34</b>	42	<b>65</b>	<b>51</b>	45	45	42	41	39	46	46	<b>9</b>
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	<b>44</b>	<b>67</b>	<b>59</b>	48	42	<b>36</b>	44	<b>69</b>	<b>55</b>	<b>49</b>	44	45	47	40	45	47	<b>10</b>



# Results by Demographic

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Respondents	3081	144	1137	251	386	367	48	120	265	(r)	36	130	10	151	
Employee Engagement Index	64	76	70	62	69	67	68	68	17	(r)	81	72	72	62	

## Communication

<b>21.</b> I am kept well informed about what is happening in my workplace	<b>53</b>	56	<b>60</b>	51	55	<b>58</b>	52	50	<b>10</b>	(r)	<b>72</b>	52	50	53
<b>22.</b> I have a say in decisions which affect my work	<b>45</b>	45	48	41	<b>56</b>	41	<b>50</b>	<b>58</b>	<b>10</b>	(r)	<b>69</b>	46	<b>50</b>	<b>54</b>
<b>23.</b> I think it is safe to speak up and challenge the way things are done	<b>50</b>	<b>57</b>	54	46	<b>60</b>	<b>44</b>	<b>38</b>	<b>58</b>	<b>11</b>	(r)	<b>83</b>	<b>57</b>	<b>70</b>	53
<b>24a.</b> Where I work, we share the lessons learnt when mistakes are made	<b>57</b>	<b>68</b>	<b>64</b>	<b>52</b>	60	55	<b>50</b>	58	<b>13</b>	(r)	<b>81</b>	56	<b>67</b>	59
<b>24b.</b> I am aware of the strategic objectives and direction of the organisation I work for	<b>57</b>	56	61	54	<b>65</b>	59	<b>71</b>	56	<b>12</b>	(r)	<b>86</b>	<b>63</b>	<b>70</b>	<b>65</b>
<b>24c.</b> I am aware of how my work contributes to the overall strategic objectives of my organisation	<b>59</b>	55	62	57	<b>72</b>	59	<b>75</b>	61	<b>14</b>	(r)	<b>89</b>	<b>67</b>	<b>80</b>	62

# Results by Demographic

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Respondents	3081	707	2312	363	211	91	31	2218	561	177	20	49	(r)	621	2244	137
Employee Engagement Index	64	73	62	70	69	85	88	64	59	77	77	76	(r)	68	66	25

## Communication

<b>21.</b> I am kept well informed about what is happening in my workplace	<b>53</b>	<b>59</b>	51	56	52	<b>78</b>	<b>74</b>	53	<b>47</b>	<b>62</b>	50	<b>65</b>	(r)	55	55	<b>19</b>
<b>22.</b> I have a say in decisions which affect my work	<b>45</b>	<b>55</b>	42	48	<b>54</b>	<b>78</b>	<b>84</b>	47	<b>35</b>	<b>57</b>	<b>58</b>	<b>51</b>	(r)	<b>51</b>	46	<b>16</b>
<b>23.</b> I think it is safe to speak up and challenge the way things are done	<b>50</b>	<b>58</b>	47	<b>55</b>	<b>56</b>	<b>73</b>	<b>77</b>	49	<b>45</b>	<b>64</b>	<b>74</b>	53	(r)	54	51	<b>13</b>
<b>24a.</b> Where I work, we share the lessons learnt when mistakes are made	<b>57</b>	<b>66</b>	54	<b>64</b>	<b>63</b>	<b>79</b>	<b>77</b>	57	<b>52</b>	<b>64</b>	<b>50</b>	60	(r)	61	58	<b>22</b>
<b>24b.</b> I am aware of the strategic objectives and direction of the organisation I work for	<b>57</b>	<b>68</b>	53	61	<b>73</b>	<b>79</b>	<b>94</b>	58	<b>48</b>	<b>62</b>	<b>74</b>	<b>71</b>	(r)	59	58	<b>25</b>
<b>24c.</b> I am aware of how my work contributes to the overall strategic objectives of my organisation	<b>59</b>	<b>70</b>	56	<b>65</b>	<b>70</b>	<b>80</b>	<b>94</b>	61	<b>49</b>	<b>66</b>	<b>70</b>	<b>69</b>	(r)	61	61	<b>30</b>

# Results by Demographic

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	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	3081	236	198	428	641	785	708	136	361	334	281	326	328	422	327	253	235	
Employee Engagement Index	64	78	75	65	61	60	66	79	72	68	67	64	67	64	67	73	19	

## Communication

<b>21.</b> I am kept well informed about what is happening in my workplace	<b>53</b>	<b>68</b>	<b>68</b>	<b>60</b>	51	<b>48</b>	<b>48</b>	<b>70</b>	<b>67</b>	<b>62</b>	54	<b>58</b>	52	50	<b>47</b>	54	<b>15</b>
<b>22.</b> I have a say in decisions which affect my work	<b>45</b>	<b>61</b>	<b>53</b>	47	43	<b>40</b>	46	<b>63</b>	<b>51</b>	49	45	47	47	45	47	48	<b>12</b>
<b>23.</b> I think it is safe to speak up and challenge the way things are done	<b>50</b>	<b>65</b>	<b>58</b>	50	48	<b>44</b>	51	<b>62</b>	<b>59</b>	<b>55</b>	47	52	52	48	54	<b>55</b>	<b>13</b>
<b>24a.</b> Where I work, we share the lessons learnt when mistakes are made	<b>57</b>	<b>67</b>	<b>66</b>	60	55	<b>51</b>	58	<b>71</b>	<b>70</b>	<b>62</b>	60	59	56	56	57	60	<b>12</b>
<b>24b.</b> I am aware of the strategic objectives and direction of the organisation I work for	<b>57</b>	<b>67</b>	58	57	56	53	60	<b>64</b>	61	61	56	57	59	59	<b>63</b>	<b>63</b>	<b>19</b>
<b>24c.</b> I am aware of how my work contributes to the overall strategic objectives of my organisation	<b>59</b>	<b>69</b>	60	61	57	56	62	<b>69</b>	<b>64</b>	<b>64</b>	57	55	<b>65</b>	63	<b>64</b>	<b>66</b>	<b>20</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

			Role												
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	3081		144	1137	251	386	367	48	120	265	(r)	36	130	10	151
Employee Engagement Index	64		76	70	62	69	67	68	68	17	(r)	81	72	72	62

## Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	<b>71</b>	<b>84</b>	<b>81</b>	<b>60</b>	69	<b>81</b>	75	69	<b>22</b>	(r)	72	72	70	<b>65</b>
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	<b>75</b>	72	79	71	<b>82</b>	<b>87</b>	<b>92</b>	<b>83</b>	<b>26</b>	(r)	<b>86</b>	<b>90</b>	<b>100</b>	<b>70</b>
27. I am encouraged to take opportunities to learn new skills and have new experiences	<b>61</b>	<b>79</b>	<b>72</b>	<b>46</b>	59	<b>67</b>	63	62	<b>12</b>	(r)	<b>78</b>	<b>55</b>	<b>67</b>	60

# 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

	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	3081	707	2312	363	211	91	31	2218	561	177	20	49	(r)	621	2244	137
Employee Engagement Index	64	73	62	70	69	85	88	64	59	77	77	76	(r)	68	66	25

## Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	<b>71</b>	<b>78</b>	69	<b>79</b>	74	<b>78</b>	<b>84</b>	71	67	<b>85</b>	<b>55</b>	<b>78</b>	(r)	73	73	<b>40</b>
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	<b>75</b>	<b>80</b>	74	75	<b>83</b>	<b>87</b>	<b>81</b>	77	<b>69</b>	<b>83</b>	<b>45</b>	73	(r)	78	76	<b>47</b>
27. I am encouraged to take opportunities to learn new skills and have new experiences	<b>61</b>	<b>71</b>	58	<b>67</b>	<b>70</b>	<b>84</b>	<b>84</b>	61	<b>56</b>	<b>78</b>	<b>50</b>	<b>67</b>	(r)	63	63	<b>24</b>

# Results by Demographic

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	Sydney Local Health District	Length of Service at NSW Health						Age Group										
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Respondents	3081	236	198	428	641	785	708	136	361	334	281	326	328	422	327	253	235	
Employee Engagement Index	64	78	75	65	61	60	66	79	72	68	67	64	67	64	67	73	19	

## Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	<b>71</b>	74	<b>79</b>	75	71	67	71	<b>84</b>	<b>80</b>	<b>82</b>	73	73	69	70	72	<b>76</b>	<b>29</b>
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	<b>75</b>	<b>83</b>	<b>83</b>	<b>80</b>	75	73	73	<b>86</b>	<b>82</b>	<b>82</b>	<b>80</b>	75	74	76	78	<b>82</b>	<b>33</b>
27. I am encouraged to take opportunities to learn new skills and have new experiences	<b>61</b>	<b>74</b>	<b>75</b>	64	60	<b>55</b>	61	<b>81</b>	<b>77</b>	<b>72</b>	65	59	58	58	59	64	<b>17</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

	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	3081	144	1137	251	386	367	48	120	265	(r)	36	130	10	151	
Employee Engagement Index	64	76	70	62	69	67	68	68	17	(r)	81	72	72	62	

## Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	<b>43</b>	<span style="background-color: green;">48</span>	45	43	<span style="background-color: green;">51</span>	40	<span style="background-color: red;">38</span>	40	<span style="background-color: red;">11</span>	(r)	<span style="background-color: green;">67</span>	<span style="background-color: green;">52</span>	<span style="background-color: green;">50</span>	<span style="background-color: green;">50</span>
29. I am able to achieve a healthy work/life balance most of the time	<b>59</b>	55	63	<span style="background-color: red;">53</span>	60	<span style="background-color: green;">65</span>	<span style="background-color: green;">79</span>	<span style="background-color: green;">70</span>	<span style="background-color: red;">19</span>	(r)	<span style="background-color: green;">69</span>	63	<span style="background-color: green;">80</span>	56
30. There are mechanisms in place to support me if I experience stress or pressure	<b>54</b>	52	<span style="background-color: green;">62</span>	51	53	<span style="background-color: green;">61</span>	<span style="background-color: green;">67</span>	51	<span style="background-color: red;">13</span>	(r)	<span style="background-color: green;">72</span>	<span style="background-color: green;">62</span>	50	52
31. Reasonable expectations are placed on staff according to their position	<b>55</b>	<span style="background-color: green;">64</span>	<span style="background-color: green;">61</span>	54	59	57	<span style="background-color: green;">65</span>	<span style="background-color: green;">60</span>	<span style="background-color: red;">11</span>	(r)	<span style="background-color: green;">69</span>	<span style="background-color: green;">62</span>	<span style="background-color: green;">70</span>	56
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	<b>65</b>	68	69	<span style="background-color: red;">60</span>	<span style="background-color: green;">72</span>	<span style="background-color: green;">76</span>	<span style="background-color: green;">79</span>	61	<span style="background-color: red;">18</span>	(r)	<span style="background-color: green;">86</span>	<span style="background-color: green;">70</span>	<span style="background-color: green;">70</span>	<span style="background-color: red;">60</span>

# 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

	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	3081	707	2312	363	211	91	31	2218	561	177	20	49	(r)	621	2244	137
Employee Engagement Index	64	73	62	70	69	85	88	64	59	77	77	76	(r)	68	66	25

## Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	<b>43</b>	<b>49</b>	41	42	<b>48</b>	<b>68</b>	<b>74</b>	43	<b>35</b>	<b>59</b>	<b>53</b>	46	(r)	<b>49</b>	43	<b>10</b>
29. I am able to achieve a healthy work/life balance most of the time	<b>59</b>	58	59	61	56	<b>51</b>	55	57	61	<b>66</b>	<b>89</b>	<b>75</b>	(r)	58	61	<b>24</b>
30. There are mechanisms in place to support me if I experience stress or pressure	<b>54</b>	58	53	55	<b>60</b>	<b>62</b>	<b>77</b>	54	50	<b>65</b>	58	56	(r)	57	56	<b>17</b>
31. Reasonable expectations are placed on staff according to their position	<b>55</b>	59	55	58	55	<b>64</b>	<b>77</b>	55	52	<b>68</b>	<b>74</b>	<b>69</b>	(r)	<b>62</b>	57	<b>13</b>
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	<b>65</b>	<b>71</b>	63	<b>70</b>	67	<b>82</b>	<b>87</b>	65	<b>60</b>	<b>75</b>	<b>58</b>	<b>73</b>	(r)	65	67	<b>29</b>



# Results by Demographic

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	Sydney Local Health District	Length of Service at NSW Health						Age Group									
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Respondents	3081	236	198	428	641	785	708	136	361	334	281	326	328	422	327	253	235
Employee Engagement Index	64	78	75	65	61	60	66	79	72	68	67	64	67	64	67	73	19

## Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	<b>43</b>	<b>58</b>	<b>50</b>	45	40	41	41	<b>60</b>	<b>49</b>	<b>49</b>	44	44	42	41	44	47	<b>10</b>
29. I am able to achieve a healthy work/life balance most of the time	<b>59</b>	<b>74</b>	<b>68</b>	57	55	56	60	<b>66</b>	<b>65</b>	62	60	62	62	58	60	<b>67</b>	<b>20</b>
30. There are mechanisms in place to support me if I experience stress or pressure	<b>54</b>	<b>67</b>	<b>62</b>	53	54	<b>49</b>	57	<b>66</b>	<b>62</b>	57	55	58	53	54	58	<b>64</b>	<b>14</b>
31. Reasonable expectations are placed on staff according to their position	<b>55</b>	<b>74</b>	<b>66</b>	57	54	<b>50</b>	55	<b>68</b>	<b>65</b>	<b>64</b>	58	57	55	53	58	<b>64</b>	<b>11</b>
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	<b>65</b>	<b>76</b>	<b>70</b>	66	63	62	66	<b>77</b>	<b>72</b>	68	65	64	69	66	68	<b>71</b>	<b>23</b>

# Results by Demographic

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		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	3081	144	1137	251	386	367	48	120	265	(r)	36	130	10	151	
Employee Engagement Index	64	76	70	62	69	67	68	68	17	(r)	81	72	72	62	

## Unacceptable Behaviour

<b>34a.</b> Do you currently ... know how to report occurrences of these types of behaviour?	<b>83</b>	<b>68</b>	86	80	82	82	<b>96</b>	<b>68</b>	<b>93</b>	(r)	<b>92</b>	<b>72</b>	<b>70</b>	<b>78</b>
<b>34b.</b> Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	<b>43</b>	45	46	43	<b>51</b>	44	45	39	<b>8</b>	(r)	<b>69</b>	44	40	45

# Results by Demographic

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	Sydney Local Health District	Manage staff		Management responsibility				Employment status					Gender			
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Employee Engagement Index	64	73	62	70	69	85	88	64	59	77	77	76	(r)	68	66	25

## Unacceptable Behaviour

<b>34a.</b> Do you currently ... know how to report occurrences of these types of behaviour?	<b>83</b>	<b>89</b>	80	85	<b>94</b>	<b>96</b>	<b>90</b>	84	82	<b>74</b>	<b>68</b>	<b>77</b>	(r)	82	83	<b>77</b>
<b>34b.</b> Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	<b>43</b>	<b>51</b>	40	47	<b>50</b>	<b>70</b>	<b>70</b>	43	<b>38</b>	<b>49</b>	<b>58</b>	44	(r)	47	44	<b>10</b>

# Results by Demographic

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		Sydney Local Health District	Length of Service at NSW Health						Age Group									
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	Respondents	3081	236	198	428	641	785	708	136	361	334	281	326	328	422	327	253	235
	Employee Engagement Index	64	78	75	65	61	60	66	79	72	68	67	64	67	64	67	73	19

## Unacceptable Behaviour

<b>34a.</b>	Do you currently ... know how to report occurrences of these types of behaviour?	<b>83</b>	<b>71</b>	79	<b>77</b>	84	85	<b>88</b>	<b>75</b>	<b>77</b>	80	79	84	83	86	86	86	<b>89</b>
<b>34b.</b>	Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?	<b>43</b>	<b>55</b>	<b>51</b>	44	39	39	44	<b>54</b>	<b>49</b>	45	39	45	44	39	<b>49</b>	<b>51</b>	<b>12</b>

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	Sydney Local Health District	Role													
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Employee Engagement Index	64	76	70	62	69	67	68	68	17	(r)	81	72	72	62	

## Service Delivery

<b>35.</b> My work environment allows me to deliver the best possible services (patient care or support services)	<b>57</b>	54	<span style="color: green;">63</span>	59	<span style="color: green;">66</span>	<span style="color: red;">50</span>	<span style="color: green;">62</span>	60	<span style="color: red;">18</span>	(r)	<span style="color: green;">75</span>	<span style="color: green;">70</span>	60	58
<b>36.</b> In my workplace patient safety is at the centre of all decision making	<b>67</b>	64	<span style="color: green;">76</span>	<span style="color: red;">62</span>	67	70	63	65	<span style="color: red;">23</span>	(r)	<span style="color: green;">75</span>	<span style="color: green;">73</span>	<span style="color: green;">90</span>	<span style="color: red;">62</span>
<b>37.</b> My team's objectives/work plans are clearly outlined	<b>62</b>	<span style="color: green;">71</span>	<span style="color: green;">70</span>	<span style="color: red;">57</span>	63	<span style="color: green;">67</span>	<span style="color: green;">73</span>	64	<span style="color: red;">16</span>	(r)	<span style="color: green;">86</span>	<span style="color: green;">68</span>	60	58
<b>38.</b> Our objectives/work plans help us to deliver a quality service	<b>63</b>	<span style="color: green;">68</span>	<span style="color: green;">70</span>	<span style="color: red;">56</span>	<span style="color: green;">68</span>	65	<span style="color: green;">79</span>	66	<span style="color: red;">16</span>	(r)	<span style="color: green;">83</span>	<span style="color: green;">69</span>	<span style="color: green;">70</span>	61
<b>39.</b> At my workplace there is a good balance between delivering services and monitoring service delivery	<b>51</b>	<span style="color: red;">46</span>	55	49	<span style="color: green;">61</span>	<span style="color: red;">46</span>	<span style="color: green;">60</span>	<span style="color: green;">56</span>	<span style="color: red;">13</span>	(r)	<span style="color: green;">75</span>	<span style="color: green;">59</span>	<span style="color: green;">60</span>	<span style="color: green;">57</span>

# Results by Demographic

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Employee Engagement Index	64	73	62	70	69	85	88	64	59	77	77	76	(r)	68	66	25

## Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	<b>57</b>	60	56	58	57	<b>66</b>	<b>81</b>	59	<b>46</b>	<b>67</b>	<b>67</b>	<b>77</b>	(r)	57	59	<b>29</b>
36. In my workplace patient safety is at the centre of all decision making	<b>67</b>	<b>74</b>	64	<b>74</b>	68	<b>81</b>	<b>87</b>	67	<b>60</b>	71	<b>53</b>	<b>83</b>	(r)	67	69	<b>34</b>
37. My team's objectives/work plans are clearly outlined	<b>62</b>	<b>74</b>	59	<b>73</b>	<b>68</b>	<b>83</b>	<b>94</b>	63	<b>57</b>	<b>68</b>	<b>68</b>	<b>75</b>	(r)	63	65	<b>26</b>
38. Our objectives/work plans help us to deliver a quality service	<b>63</b>	<b>72</b>	60	<b>71</b>	67	<b>82</b>	<b>90</b>	64	<b>56</b>	<b>72</b>	<b>47</b>	<b>77</b>	(r)	65	65	<b>29</b>
39. At my workplace there is a good balance between delivering services and monitoring service delivery	<b>51</b>	<b>56</b>	49	54	53	<b>62</b>	<b>84</b>	52	<b>44</b>	<b>60</b>	47	<b>69</b>	(r)	54	52	<b>20</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

	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	3081	236	198	428	641	785	708	136	361	334	281	326	328	422	327	253	235	
Employee Engagement Index	64	78	75	65	61	60	66	79	72	68	67	64	67	64	67	73	19	

## Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	<b>57</b>	<b>70</b>	<b>68</b>	61	57	<b>52</b>	56	<b>73</b>	<b>68</b>	<b>63</b>	56	59	58	54	58	<b>65</b>	<b>22</b>
36. In my workplace patient safety is at the centre of all decision making	<b>67</b>	<b>78</b>	<b>76</b>	70	65	63	66	<b>83</b>	<b>77</b>	70	70	63	66	69	69	<b>73</b>	<b>26</b>
37. My team's objectives/work plans are clearly outlined	<b>62</b>	<b>71</b>	<b>74</b>	64	61	59	62	<b>76</b>	<b>73</b>	<b>67</b>	<b>70</b>	63	61	59	64	<b>70</b>	<b>20</b>
38. Our objectives/work plans help us to deliver a quality service	<b>63</b>	<b>75</b>	<b>75</b>	63	61	60	63	<b>78</b>	<b>74</b>	67	<b>69</b>	64	64	<b>57</b>	66	<b>69</b>	<b>22</b>
39. At my workplace there is a good balance between delivering services and monitoring service delivery	<b>51</b>	<b>63</b>	<b>64</b>	53	51	<b>45</b>	49	<b>70</b>	<b>62</b>	51	54	49	52	47	53	<b>59</b>	<b>16</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

		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	Sydney Local Health District 3081	144	1137	251	386	367	48	120	265	(r)	36	130	10	151	
Employee Engagement Index	64	76	70	62	69	67	68	68	17	(r)	81	72	72	62	

## Your Workplace

40. Overall I am proud to be a part of this workplace	<b>68</b>	<b>80</b>	<b>75</b>	65	71	70	<b>73</b>	<b>74</b>	<b>20</b>	(r)	<b>86</b>	<b>76</b>	<b>80</b>	66
41. I would recommend my workplace as a good place to work	<b>61</b>	<b>72</b>	<b>67</b>	<b>56</b>	63	64	63	<b>68</b>	<b>15</b>	(r)	<b>81</b>	<b>67</b>	60	57
42. I feel motivated to contribute more than what is normally required at work	<b>62</b>	<b>75</b>	66	61	<b>70</b>	66	<b>69</b>	62	<b>15</b>	(r)	<b>83</b>	65	<b>70</b>	64
43. I have a strong sense of belonging to my workplace	<b>63</b>	<b>71</b>	<b>69</b>	<b>58</b>	66	65	60	<b>68</b>	<b>18</b>	(r)	<b>75</b>	<b>75</b>	<b>70</b>	<b>58</b>
44. Overall I am satisfied to be working here at the present time	<b>65</b>	<b>80</b>	<b>70</b>	64	68	67	69	<b>70</b>	<b>15</b>	(r)	<b>75</b>	<b>75</b>	<b>70</b>	63
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	<b>53</b>	56	<b>61</b>	49	56	55	<b>58</b>	52	<b>10</b>	(r)	<b>72</b>	52	<b>78</b>	53
46. Overall, I believe the culture at my workplace has improved in the last 12 months	<b>34</b>	<b>21</b>	38	38	<b>41</b>	<b>24</b>	38	32	<b>7</b>	(r)	<b>50</b>	<b>48</b>	<b>50</b>	<b>44</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

	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	3081	707	2312	363	211	91	31	2218	561	177	20	49	(r)	621	2244	137
Employee Engagement Index	64	73	62	70	69	85	88	64	59	77	77	76	(r)	68	66	25

## Your Workplace

40. Overall I am proud to be a part of this workplace	<b>68</b>	<b>76</b>	66	<b>75</b>	72	<b>88</b>	<b>87</b>	68	64	<b>81</b>	<b>84</b>	<b>81</b>	(r)	71	70	<b>28</b>
41. I would recommend my workplace as a good place to work	<b>61</b>	<b>69</b>	58	<b>67</b>	<b>67</b>	<b>77</b>	<b>80</b>	60	<b>55</b>	<b>78</b>	<b>84</b>	<b>73</b>	(r)	64	63	<b>19</b>
42. I feel motivated to contribute more than what is normally required at work	<b>62</b>	<b>72</b>	59	<b>68</b>	<b>72</b>	<b>86</b>	<b>90</b>	62	58	<b>73</b>	<b>79</b>	<b>77</b>	(r)	66	64	<b>22</b>
43. I have a strong sense of belonging to my workplace	<b>63</b>	<b>73</b>	59	<b>70</b>	<b>69</b>	<b>88</b>	<b>94</b>	63	59	<b>71</b>	<b>58</b>	<b>71</b>	(r)	65	65	<b>27</b>
44. Overall I am satisfied to be working here at the present time	<b>65</b>	<b>70</b>	63	69	64	<b>83</b>	<b>87</b>	64	<b>60</b>	<b>81</b>	<b>78</b>	<b>75</b>	(r)	68	67	<b>25</b>
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	<b>53</b>	<b>59</b>	51	55	57	<b>72</b>	<b>81</b>	53	<b>48</b>	<b>64</b>	53	<b>65</b>	(r)	54	55	<b>19</b>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	<b>34</b>	<b>39</b>	32	38	35	<b>44</b>	<b>55</b>	36	<b>27</b>	38	37	35	(r)	35	36	<b>8</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

	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	3081	236	198	428	641	785	708	136	361	334	281	326	328	422	327	253	235
Employee Engagement Index	64	78	75	65	61	60	66	79	72	68	67	64	67	64	67	73	19

## Your Workplace

40. Overall I am proud to be a part of this workplace	<b>68</b>	<b>82</b>	<b>78</b>	71	65	64	70	<b>82</b>	<b>78</b>	<b>73</b>	72	69	71	68	71	<b>74</b>	<b>19</b>
41. I would recommend my workplace as a good place to work	<b>61</b>	<b>78</b>	<b>74</b>	62	57	<b>55</b>	62	<b>77</b>	<b>73</b>	<b>66</b>	64	62	61	58	62	<b>67</b>	<b>16</b>
42. I feel motivated to contribute more than what is normally required at work	<b>62</b>	<b>79</b>	<b>71</b>	61	59	59	64	<b>81</b>	<b>69</b>	66	64	60	66	63	<b>68</b>	<b>70</b>	<b>17</b>
43. I have a strong sense of belonging to my workplace	<b>63</b>	<b>70</b>	<b>68</b>	62	59	60	<b>68</b>	<b>73</b>	<b>69</b>	65	64	63	65	64	65	<b>75</b>	<b>19</b>
44. Overall I am satisfied to be working here at the present time	<b>65</b>	<b>81</b>	<b>79</b>	67	62	<b>59</b>	66	<b>84</b>	<b>73</b>	69	66	65	69	63	67	<b>75</b>	<b>20</b>
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	<b>53</b>	<b>68</b>	<b>66</b>	51	49	<b>47</b>	<b>58</b>	<b>68</b>	<b>63</b>	54	51	51	54	53	<b>59</b>	<b>63</b>	<b>14</b>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	<b>34</b>	37	<b>42</b>	36	31	32	35	<b>41</b>	<b>42</b>	34	37	31	34	31	38	<b>43</b>	<b>9</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:

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

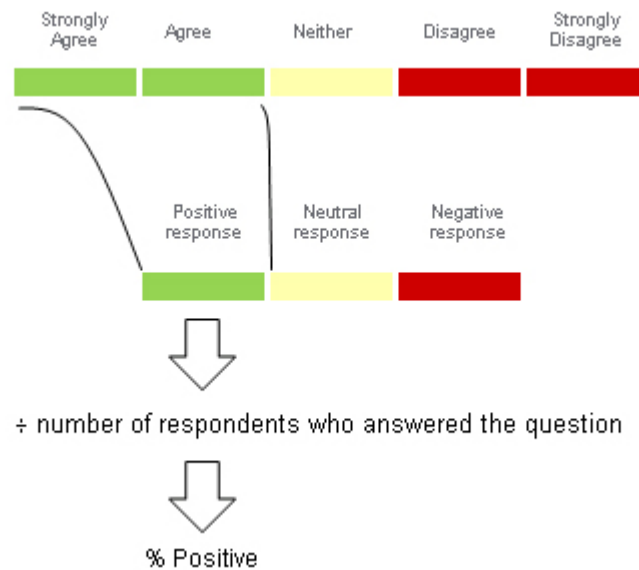
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

# 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.