

65%

2013: 68%

ENGAGEMENT INDEX

47%

2013: 50%

WORKPLACE CULTURE INDEX

1,954

2013: 2038

ACTUAL RESPONSES

33%

2013: 35%
2% Confidence Interval

ESTIMATED RESPONSE RATE

Employee Engagement Index

Say

% Positive *Variance from 2013*

44.	Overall I am proud to be a part of this workplace	70	-3
45.	I would recommend my workplace as a good place to work	59	-3

Stay

47.	I have a strong sense of belonging to my workplace	63	-1
48.	Overall I am satisfied to be working here at the present time	67	-1

Strive

3.	Working here makes me want to do the best job I can	69	-3
46.	I feel motivated to contribute more than what is normally required at work	64	-2

Key Questions to focus on

Questions which have been identified by statistical analysis as the most important for your team

	<i>% Positive</i>	<i>Variance from 2013</i>
50.	There is a positive culture in my workplace	46 -
22.	My organisation is making the necessary decisions to meet our future challenges	28 -
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	35 -3
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	28 -
36.	My workplace enables strong professional leadership	43 -
19.	There is a positive relationship between senior management and staff in my workplace	31 -4

In this report

HEADLINES

A top line summary of key insights

COMPARISONS

Score summary against selected comparators

ALL QUESTIONS

Detailed results for the entire question set

DEMOGRAPHICS

Score comparisons of demographics

GUIDE

A guide on how to interpret the results

ACTION

Initiatives for maintaining and improving engagement

Highlights and lowlights

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

Highlights

Sections	% Positive
Your Job	63
Your Line Manager	60
Your Team	60

Questions	% Positive
1. My job makes good use of my skills and abilities	79
15d. My line manager treats me with respect	74
8. In my team we generally acknowledge one another's efforts and achievements	70
44. Overall I am proud to be a part of this workplace	70
35. My workplace is proactive in minimising potential violence/abuse from patients or visitors	69

Lowlights

Sections	% Positive
Senior Managers	32
Communication	46
Work Environment	53

Questions	% Positive
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28
22. My organisation is making the necessary decisions to meet our future challenges	28
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31
19. There is a positive relationship between senior management and staff in my workplace	31
18b. The senior managers at my workplace have a clear direction for the future	33

Most Improved and Least Improved since 2013

This section shows the three most improved sections and five most improved questions since 2013. It also shows the three sections and five questions that have least improved since 2013.

Most improved

Sections	% Positive	Variance from 2013
Your Team	60	-1
Being Valued	57	-2
Your Job	63	-3

Questions	% Positive	Variance from 2013
7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	+1
9. People in my team are honest and open	64	0
4. The right amount of approvals are required for routine decisions	48	-1
47. I have a strong sense of belonging to my workplace	63	-1
8. In my team we generally acknowledge one another's efforts and achievements	70	-1

Least improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	58	-9
Work Environment	53	-6
Communication	46	-5

Questions	% Positive	Variance from 2013
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	-18
23. I am kept well informed about what is happening in my workplace	41	-7
34. Reasonable expectations are placed on staff according to their position	50	-7
25. I think it is safe to speak up and challenge the way things are done	44	-6
24. I have a say in decisions which affect my work	38	-6

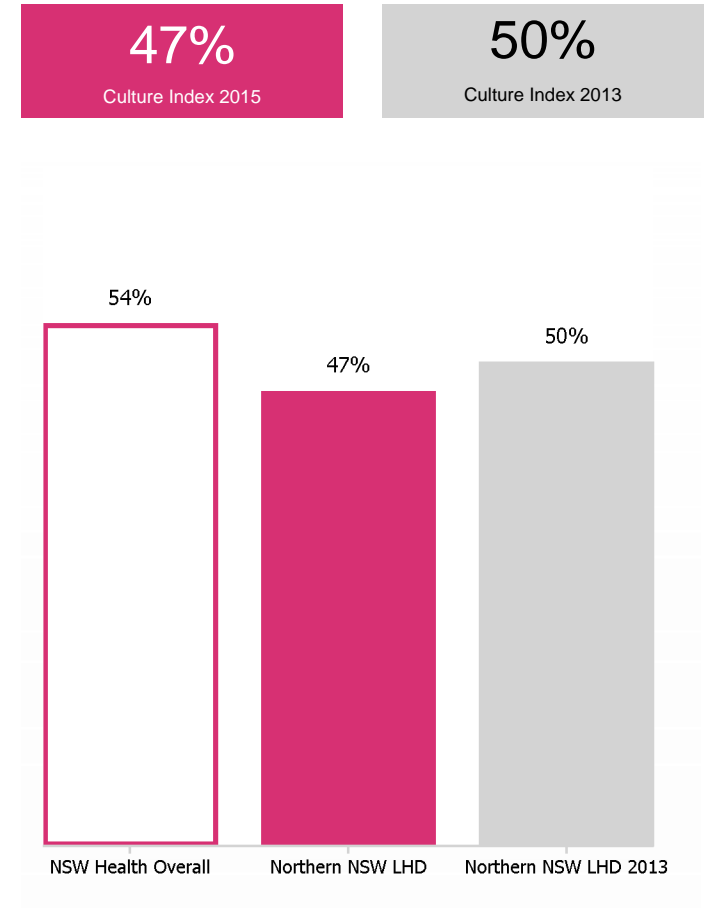
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

Employee Workplace Culture Index

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

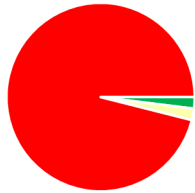
The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture is an average of the following scores:

	KEY	% Positive response	% Neutral response	% Negative response	Variance from 2013
11. Morale is good in my team		47	23	30	-3
12. I believe I am valued for what I can offer at my workplace		61	19	20	-1
13. In my workplace, we recognise our successes and innovations		52	27	22	-3
14. Staff are treated respectfully regardless of their job		58	20	22	-3
17. Overall, I have confidence in the decisions made by my line manager		61	19	20	-2
18b. The senior managers at my workplace have a clear direction for the future		33	37	31	-1
18c. The senior managers at my workplace lead by example in creating a positive workplace		34	31	36	-3
20. Overall, I have confidence in the decisions made by my senior managers		34	31	35	-2
24. I have a say in decisions which affect my work		38	27	35	-6
25. I think it is safe to speak up and challenge the way things are done		44	22	34	-6
26. Where I work, we share the lessons learnt when mistakes are made		55	25	20	-3
31. I have confidence in the processes that my workplace uses to resolve staff conflict		35	31	34	-3
41. My team's objectives/ work plans are clearly outlined		62	24	15	-2
42. Our objectives/work plans help us to deliver a quality service		60	26	14	-3
51. Overall, I believe the culture at my workplace has improved in the last 12 months		31	35	34	-2



Trend Comparison

This section shows comparisons between Northern NSW LHD and the 2013 survey results for Northern NSW Local Health District



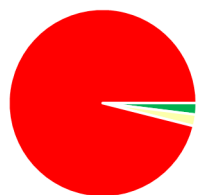
- 2% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 2% ■ Proportion of questions in line with 2013 scores
- 96% ■ Proportion of questions below 2013 scores by 1 or more percentage points

NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	+1
9. People in my team are honest and open	64	0
4. The right amount of approvals are required for routine decisions	48	-1
47. I have a strong sense of belonging to my workplace	63	-1
8. In my team we generally acknowledge one another's efforts and achievements	70	-1
12. I believe I am valued for what I can offer at my workplace	61	-1
16. I receive regular and constructive feedback on my performance	48	-1
48. Overall I am satisfied to be working here at the present time	67	-1
18b. The senior managers at my workplace have a clear direction for the future	33	-1
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	-2
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	-2
40. In my workplace patient safety is at the centre of all decision making	65	-2

Trend Comparison

This section shows comparisons between Northern NSW LHD and the 2013 survey results for Northern NSW Local Health District



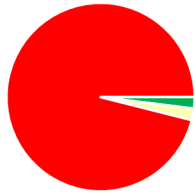
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NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
1. My job makes good use of my skills and abilities	79	-2 ■
20. Overall, I have confidence in the decisions made by my senior managers	34	-2 ■
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	59	-2 ■
46. I feel motivated to contribute more than what is normally required at work	64	-2 ■
41. My team's objectives/ work plans are clearly outlined	62	-2 ■
10. My team resolves conflict quickly when it arises	48	-2 ■
17. Overall, I have confidence in the decisions made by my line manager	61	-2 ■
26. Where I work, we share the lessons learnt when mistakes are made	55	-3 ■
44. Overall I am proud to be a part of this workplace	70	-3 ■
39. My work environment allows me to deliver the best possible services (patient care or support services)	52	-3 ■
15d. My line manager treats me with respect	74	-3 ■
11. Morale is good in my team	47	-3 ■
15c. My line manager ensures that when issues are raised in the team, they are addressed	57	-3 ■

Trend Comparison

This section shows comparisons between Northern NSW LHD and the 2013 survey results for Northern NSW Local Health District



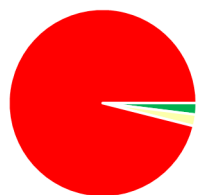
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NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	<i>% Positive</i>	<i>Variance from 2013</i>
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	-3 ■
15a. My line manager recognises and acknowledges when I have done my job well	63	-3 ■
42. Our objectives/work plans help us to deliver a quality service	60	-3 ■
31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	-3 ■
14. Staff are treated respectfully regardless of their job	58	-3 ■
3. Working here makes me want to do the best job I can	69	-3 ■
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	-3 ■
18c. The senior managers at my workplace lead by example in creating a positive workplace	34	-3 ■
5. I have sufficient control over my work so I can do my job well	61	-3 ■
13. In my workplace, we recognise our successes and innovations	52	-3 ■
45. I would recommend my workplace as a good place to work	59	-3 ■
43. At my workplace there is a good balance between delivering services and monitoring service delivery	45	-4 ■
18a. The senior managers at my workplace are aware of the issues I face in my job	40	-4 ■

Trend Comparison

This section shows comparisons between Northern NSW LHD and the 2013 survey results for Northern NSW Local Health District



- 2% ■ Proportion of questions above 2013 scores by 1 or more percentage points
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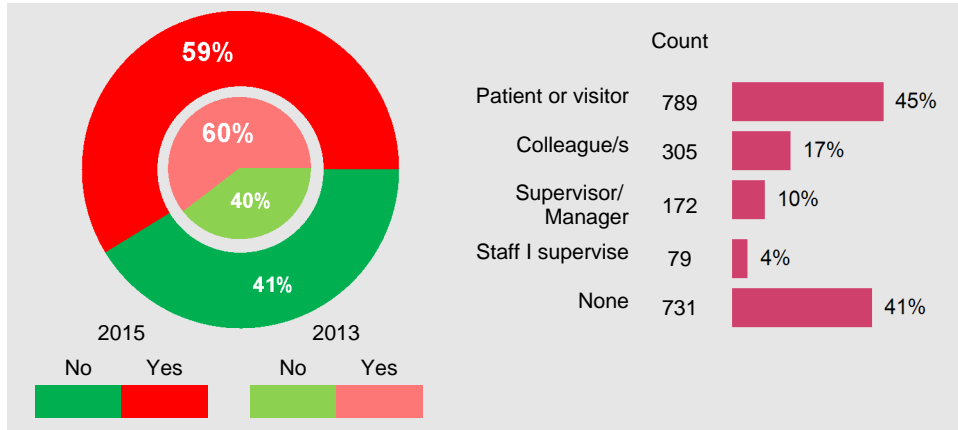
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
32. I am able to achieve a healthy work/life balance most of the time	63	-4 ■
33. There are mechanisms in place to support me if I experience stress or pressure	56	-4 ■
19. There is a positive relationship between senior management and staff in my workplace	31	-4 ■
15b. My line manager treats all staff in my team fairly	58	-4 ■
28. I have received the appropriate training and development to do my job effectively	66	-4 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	66	-4 ■
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	-5 ■
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	-5 ■
24. I have a say in decisions which affect my work	38	-6 ■
25. I think it is safe to speak up and challenge the way things are done	44	-6 ■
34. Reasonable expectations are placed on staff according to their position	50	-7 ■
23. I am kept well informed about what is happening in my workplace	41	-7 ■
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	-18 ■

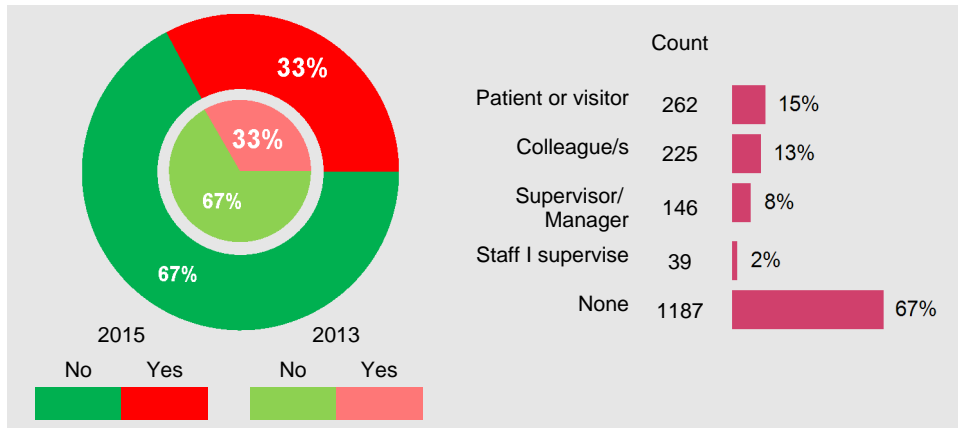
Unacceptable Behaviour

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

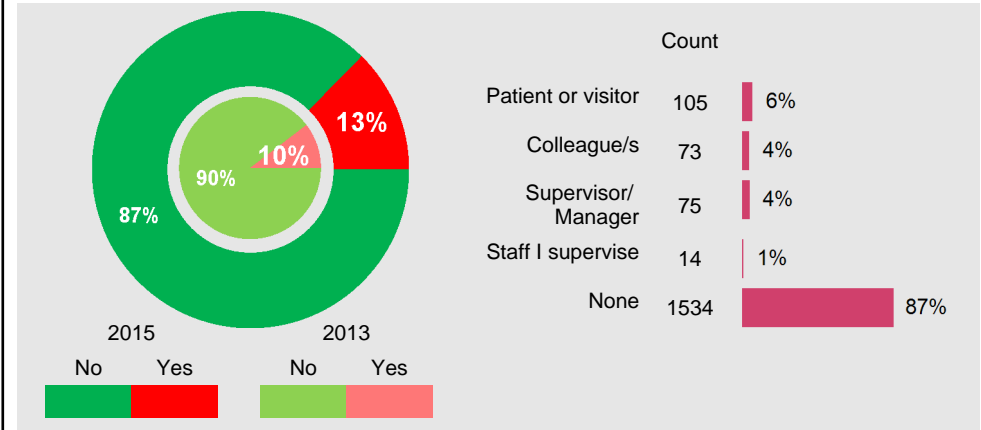
37a. In the last 12 months, I have been verbally abused by a ...



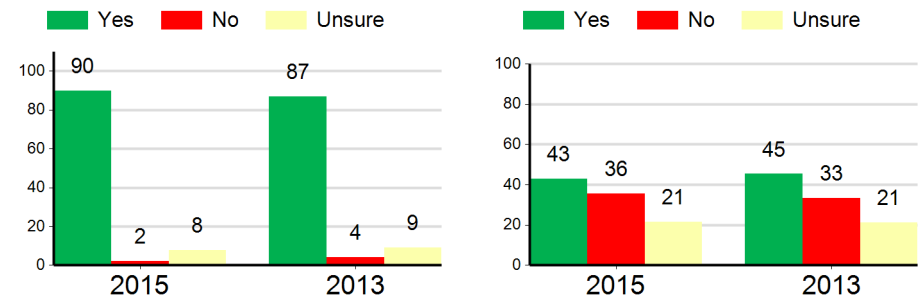
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



37c. 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 ...



38. Do you currently ...



a) know how to report occurrences of these types of behaviour?

b) have confidence that if you report these behaviours they will be responded to appropriately?

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Job

	% Positive response	% Neutral response	% Negative response	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	79	10	11	79	81	73	81
2. I feel I am able to suggest ideas to improve our ways of doing things	66	16	18	66	70	60	69
3. Working here makes me want to do the best job I can	69	18	13	69	72	61	72
4. The right amount of approvals are required for routine decisions	48	28	24	48	48	-	52
5. I have sufficient control over my work so I can do my job well	61	18	21	61	64	57	65
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	59	23	19	59	61	52	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Team

	% Positive response	% Neutral response	% Negative response	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	16	15	69	68	64	69
8. In my team we generally acknowledge one another's efforts and achievements	70	16	14	70	71	66	70
9. People in my team are honest and open	64	22	14	64	64	58	64
10. My team resolves conflict quickly when it arises	48	27	25	48	50	41	53
11. Morale is good in my team	47	23	30	47	50	41	53

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Being Valued

	% Positive response	% Neutral response	% Negative response	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	61	19	20	61	62	54	63
13. In my workplace, we recognise our successes and innovations	52	27	22	52	55	46	57
14. Staff are treated respectfully regardless of their job	58	20	22	58	61	53	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Line Manager

	% Positive response	% Neutral response	% Negative response	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	63	19	18	63	65	58	65
15b. My line manager treats all staff in my team fairly	58	19	23	58	62	57	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	57	19	24	57	60	52	61
15d. My line manager treats me with respect	74	15	11	74	77	72	76
16. I receive regular and constructive feedback on my performance	48	26	26	48	49	39	52
17. Overall, I have confidence in the decisions made by my line manager	61	19	20	61	63	55	63

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

		% Positive response	% Neutral response	% Negative response	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
Senior Managers								
	18a. The senior managers at my workplace are aware of the issues I face in my job	40	25	35	40	44	36	46
	18b. The senior managers at my workplace have a clear direction for the future	33	37	31	33	34	22	45
	18c. The senior managers at my workplace lead by example in creating a positive workplace	34	31	36	34	37	28	45
K	19. There is a positive relationship between senior management and staff in my workplace	31	30	39	31	35	27	42
	20. Overall, I have confidence in the decisions made by my senior managers	34	31	35	34	36	30	46
K	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	33	40	28	-	-	39
K	22. My organisation is making the necessary decisions to meet our future challenges	28	39	33	28	-	-	43

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Communication

	% Positive response	% Neutral response	% Negative response	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	41	27	32	41	48	40	50
24. I have a say in decisions which affect my work	38	27	35	38	43	37	46
25. I think it is safe to speak up and challenge the way things are done	44	22	34	44	50	42	51
26. Where I work, we share the lessons learnt when mistakes are made	55	25	20	55	57	51	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	28	24	48	53	-	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	27	19	54	57	-	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Training and Development Opportunities

	% Positive response	% Neutral response	% Negative response	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
28. I have received the appropriate training and development to do my job effectively	66	18	16	66	70	63	73
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of	58	15	27	58	76	70	68
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	24	26	50	55	47	60

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Work Environment

		% Positive response	% Neutral response	% Negative response	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
K	31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	31	34	35	38	27	44
	32. I am able to achieve a healthy work/life balance most of the time	63	20	17	63	67	58	65
	33. There are mechanisms in place to support me if I experience stress or pressure	56	25	19	56	60	51	56
	34. Reasonable expectations are placed on staff according to their position	50	22	28	50	56	48	57
	35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	18	13	69	72	64	69
K	36. My workplace enables strong professional leadership	43	32	25	43	-	-	52

All Questions

This section shows the breakdown of the responses to each question.

Unacceptable Behaviour

Northern NSW Local Health
District 2013

Question	Response	Count	Percentage	Comparison
37a. In the last 12 months, I have been verbally abused by a...	Patient or visitor	789	45%	44%
	Colleague/s	305	17%	17%
	Supervisor/ Manager	172	10%	11%
	Staff I supervise	79	4%	4%
	None	731	41%	40%
	37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a...	Patient or visitor	262	15%
Colleague/s		225	13%	13%
Supervisor/ Manager		146	8%	9%
Staff I supervise		39	2%	2%
None		1187	67%	67%
37c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, gender, homosexuality, transgender or carers' responsibilities by a...		Patient or visitor	105	6%
	Colleague/s	73	4%	4%
	Supervisor/ Manager	75	4%	4%
	Staff I supervise	14	1%	-
	None	1534	87%	90%

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Unacceptable Behaviour

	% Yes	% Unsure	% No	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	90	8		90	87	90	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	43	21	36	43	45	39	47

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Service Delivery

	% Positive response	% Neutral response	% Negative response	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
39. My work environment allows me to deliver the best possible services (patient care or support services)	52	22	26	52	54	46	62
40. In my workplace patient safety is at the centre of all decision making	65	19	16	65	67	62	69
41. My team's objectives/ work plans are clearly outlined	62	24	15	62	64	56	66
42. Our objectives/work plans help us to deliver a quality service	60	26	14	60	63	53	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	45	34	21	45	49	-	54

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Workplace

	% Positive response	% Neutral response	% Negative response	% Positive	Northern NSW Local Health District 2013	Northern NSW Local Health District 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	70	19	11	70	72	64	73
45. I would recommend my workplace as a good place to work	59	24	17	59	63	53	64
46. I feel motivated to contribute more than what is normally required at work	64	20	16	64	66	55	67
47. I have a strong sense of belonging to my workplace	63	22	15	63	64	57	65
48. Overall I am satisfied to be working here at the present time	67	16	16	67	69	60	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	29	16	55	57	-	59
K 50. There is a positive culture in my workplace	46	26	28	46	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	35	34	31	33	24	39

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key

■ At least 1 percentage points greater than overall score

■ At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	Respondents														
	Northern NSW LHD	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other	
Respondents	1954	59	943	180	142	277	32	45	29	2	38	79	17	82	
Employee Engagement Index	65	73	66	69	63	66	68	51	60	(r)	81	54	52	62	

Your Job

1. My job makes good use of my skills and abilities	79	88	81	78	78	79	72	71	76	(r)	84	67	47	73
2. I feel I am able to suggest ideas to improve our ways of doing things	66	59	65	69	72	71	72	44	62	(r)	79	55	47	66
3. Working here makes me want to do the best job I can	69	75	71	66	64	69	72	60	62	(r)	84	55	53	71
4. The right amount of approvals are required for routine decisions	48	46	48	49	48	41	52	47	50	(r)	55	44	47	50
5. I have sufficient control over my work so I can do my job well	61	64	57	66	68	66	63	49	59	(r)	79	59	53	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	59	64	59	57	61	59	63	47	45	(r)	87	45	47	52

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

	Role	Northern NSW LHD	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents		1954	59	943	180	142	277	32	45	29	2	38	79	17	82
Employee Engagement Index		65	73	66	69	63	66	68	51	60	(r)	81	54	52	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	69	78	71	66	71	72	74	60	45	(r)	82	47	71	60
8. In my team we generally acknowledge one another's efforts and achievements	70	76	73	66	67	73	84	51	38	(r)	79	51	59	61
9. People in my team are honest and open	64	75	67	61	65	65	77	56	48	(r)	76	44	41	48
10. My team resolves conflict quickly when it arises	48	56	47	47	50	50	68	38	34	(r)	66	32	47	41
11. Morale is good in my team	47	54	48	42	47	49	58	32	45	(r)	74	25	24	49

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

	Role	Northern NSW LHD	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents		1954	59	943	180	142	277	32	45	29	2	38	79	17	82
Employee Engagement Index		65	73	66	69	63	66	68	51	60	(r)	81	54	52	62

Being Valued

12. I believe I am valued for what I can offer at my workplace	61	73	61	61	58	64	68	49	45	(r)	81	44	41	59
13. In my workplace, we recognise our successes and innovations	52	58	54	51	44	54	61	36	38	(r)	73	27	24	46
14. Staff are treated respectfully regardless of their job	58	68	58	53	58	66	65	47	38	(r)	78	32	35	50

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	Northern NSW LHD	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	1954	59	943	180	142	277	32	45	29	2	38	79	17	82
Employee Engagement Index	65	73	66	69	63	66	68	51	60	(r)	81	54	52	62

Your Line Manager

15a. recognises and acknowledges when I have done my job well	63	55	62	68	73	60	68	53	48	(r)	86	51	41	66
15b. treats all staff in my team fairly	58	71	55	57	65	60	81	44	48	(r)	73	44	41	65
15c. ensures that when issues are raised in the team, they are addressed	57	64	57	54	56	59	81	44	48	(r)	76	42	41	56
15d. treats me with respect	74	90	74	74	81	73	81	59	62	(r)	89	56	47	79
16. I receive regular and constructive feedback on my performance	48	45	46	52	54	46	71	38	48	(r)	65	38	41	43
17. Overall, I have confidence in the decisions made by my line manager	61	61	61	58	64	61	74	47	48	(r)	73	52	41	63

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key

 At least 1 percentage points greater than overall score

 At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

	Role	Northern NSW LHD	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents		1954	59	943	180	142	277	32	45	29	2	38	79	17	82
Employee Engagement Index		65	73	66	69	63	66	68	51	60	(r)	81	54	52	62

Senior Managers

18a. are aware of the issues I face in my job	40	46	38	42	50	35	58	41	59	(r)	70	23	35	37
18b. have a clear direction for the future	33	37	31	30	44	26	55	25	62	(r)	70	13	35	31
18c. lead by example in creating a positive workplace	34	36	31	32	49	28	52	36	45	(r)	57	24	53	33
19. There is a positive relationship between senior management and staff in my workplace	31	36	27	30	46	29	52	30	48	(r)	54	21	29	30
20. Overall, I have confidence in the decisions made by my senior managers	34	32	32	31	51	29	52	32	66	(r)	56	18	47	35
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	25	25	28	37	23	52	27	45	(r)	54	23	35	27
22. My organisation is making the necessary decisions to meet our future challenges	28	22	27	26	40	22	42	27	45	(r)	65	18	24	30

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

	Role	Northern NSW LHD	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents		1954	59	943	180	142	277	32	45	29	2	38	79	17	82
Employee Engagement Index		65	73	66	69	63	66	68	51	60	(r)	81	54	52	62

Communication

23. I am kept well informed about what is happening in my workplace	41	41	42	38	44	36	81	33	45	(r)	81	19	24	27
24. I have a say in decisions which affect my work	38	42	37	35	37	36	55	36	45	(r)	76	22	47	38
25. I think it is safe to speak up and challenge the way things are done	44	54	45	41	43	42	52	39	48	(r)	81	29	35	38
26. Where I work, we share the lessons learnt when mistakes are made	55	59	57	53	52	56	45	50	34	(r)	70	33	41	48
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	42	45	48	57	50	74	41	55	(r)	89	40	24	40
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	53	48	62	67	51	74	48	59	(r)	78	54	53	59

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

	Role	Northern NSW LHD	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents		1954	59	943	180	142	277	32	45	29	2	38	79	17	82
Employee Engagement Index		65	73	66	69	63	66	68	51	60	(r)	81	54	52	62

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	66	80	70	57	53	69	74	55	83	(r)	81	56	35	50
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	51	49	60	71	70	90	64	62	(r)	84	54	76	62
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	53	53	47	38	52	57	41	52	(r)	78	35	29	35

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

	Role	Northern NSW LHD	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents		1954	59	943	180	142	277	32	45	29	2	38	79	17	82
Employee Engagement Index		65	73	66	69	63	66	68	51	60	(r)	81	54	52	62

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	27	34	36	40	37	42	24	36	(r)	54	24	12	27
32. I am able to achieve a healthy work/life balance most of the time	63	68	62	69	54	65	90	58	76	(r)	70	52	53	61
33. There are mechanisms in place to support me if I experience stress or pressure	56	32	58	59	52	57	71	44	59	(r)	73	44	53	46
34. Reasonable expectations are placed on staff according to their position	50	49	50	45	42	56	71	44	62	(r)	70	39	53	37
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	67	67	74	68	79	81	70	72	(r)	76	56	59	60
36. My workplace enables strong professional leadership	43	45	45	41	45	40	65	31	48	(r)	62	27	24	33

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key

 At least 1 percentage points greater than overall score

 At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

	Role	Northern NSW LHD	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents		1954	59	943	180	142	277	32	45	29	2	38	79	17	82
Employee Engagement Index		65	73	66	69	63	66	68	51	60	(r)	81	54	52	62

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	90	71	93	90	94	86	90	71	76	(r)	92	90	100	87
38b. have confidence that if you report these behaviours they will be responded to appropriately?	43	43	42	45	51	42	61	40	38	(r)	64	32	24	35

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key

■ At least 1 percentage points greater than overall score

■ At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

	Role	Northern NSW LHD	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents		1954	59	943	180	142	277	32	45	29	2	38	79	17	82
Employee Engagement Index		65	73	66	69	63	66	68	51	60	(r)	81	54	52	62

Service Delivery

39.	My work environment allows me to deliver the best possible services (patient care or support services)	52	50	49	60	55	50	71	45	66	(r)	65	51	47	57
40.	In my workplace patient safety is at the centre of all decision making	65	57	66	68	59	68	55	52	66	(r)	65	61	65	63
41.	My team's objectives/ work plans are clearly outlined	62	53	64	60	56	64	90	52	48	(r)	84	52	41	51
42.	Our objectives/work plans help us to deliver a quality service	60	57	61	61	56	61	77	52	55	(r)	76	52	41	54
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	45	37	44	44	46	44	65	52	48	(r)	68	45	35	41

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key

■ At least 1 percentage points greater than overall score

■ At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Role	Northern NSW LHD	Medical	Nursing and Midwifery	Clinical Support Workers	Corporate Support	Allied Health	Other Health Professionals	Scientific and Technical	Oral Health	Ambulance	Health Manager	Patient Support Services	Maintenance and Trades	Other
Respondents	1954	59	943	180	142	277	32	45	29	2	38	79	17	82
Employee Engagement Index	65	73	66	69	63	66	68	51	60	(r)	81	54	52	62

Your Workplace

44. Overall I am proud to be a part of this workplace	70	74	71	74	68	67	71	62	62	(r)	81	62	53	66
45. I would recommend my workplace as a good place to work	59	69	60	61	59	60	61	38	66	(r)	78	40	47	51
46. I feel motivated to contribute more than what is normally required at work	64	79	63	69	60	65	74	50	48	(r)	84	51	53	66
47. I have a strong sense of belonging to my workplace	63	72	64	67	59	63	61	48	55	(r)	78	53	53	54
48. Overall I am satisfied to be working here at the present time	67	71	66	73	67	69	71	48	69	(r)	81	60	53	63
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	53	57	55	52	56	81	43	41	(r)	62	37	41	49
50. There is a positive culture in my workplace	46	62	47	47	42	48	55	29	41	(r)	65	26	24	39
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	33	30	28	34	29	32	29	52	(r)	46	25	29	32

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff

Northern NSW LHD

Yes

No

Respondents 1954 436 1510

Employee Engagement Index 65 72 64

Your Job

1. My job makes good use of my skills and abilities	79	85	78
2. I feel I am able to suggest ideas to improve our ways of doing things	66	74	63
3. Working here makes me want to do the best job I can	69	75	68
4. The right amount of approvals are required for routine decisions	48	48	48
5. I have sufficient control over my work so I can do my job well	61	59	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	59	70	56

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff

Northern NSW LHD

Yes

No

Respondents 1954 436 1510

Employee Engagement Index 65 72 64

Your Team

7.	The people I work with are willing to help each other even if this means doing something outside their usual job	69	75	67
8.	In my team we generally acknowledge one another's efforts and achievements	70	79	67
9.	People in my team are honest and open	64	72	62
10.	My team resolves conflict quickly when it arises	48	58	45
11.	Morale is good in my team	47	54	45

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff

Northern NSW LHD

Yes

No

Respondents 1954 436 1510

Employee Engagement Index 65 72 64

Being Valued

12. I believe I am valued for what I can offer at my workplace	61	67	60
13. In my workplace, we recognise our successes and innovations	52	58	50
14. Staff are treated respectfully regardless of their job	58	67	55

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff

Northern NSW LHD

Yes

No

Respondents	1954	436	1510
Employee Engagement Index	65	72	64

Your Line Manager

15a. recognises and acknowledges when I have done my job well	63	70	61
15b. treats all staff in my team fairly	58	65	56
15c. ensures that when issues are raised in the team, they are addressed	57	62	55
15d. treats me with respect	74	78	73
16. I receive regular and constructive feedback on my performance	48	55	45
17. Overall, I have confidence in the decisions made by my line manager	61	67	59

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff

Northern NSW LHD

Yes

No

Respondents 1954 436 1510

Employee Engagement Index 65 72 64

Senior Managers

18a. are aware of the issues I face in my job	40	49	38
18b. have a clear direction for the future	33	42	30
18c. lead by example in creating a positive workplace	34	41	32
19. There is a positive relationship between senior management and staff in my workplace	31	36	29
20. Overall, I have confidence in the decisions made by my senior managers	34	42	32
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	34	26
22. My organisation is making the necessary decisions to meet our future challenges	28	36	26

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff

Northern NSW LHD

Yes

No

Respondents	1954	436	1510
Employee Engagement Index	65	72	64

Communication

23. I am kept well informed about what is happening in my workplace	41	46	39
24. I have a say in decisions which affect my work	38	45	36
25. I think it is safe to speak up and challenge the way things are done	44	51	42
26. Where I work, we share the lessons learnt when mistakes are made	55	62	53
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	55	45
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	61	52

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff

Northern NSW LHD

Yes

No

Respondents	1954	436	1510
Employee Engagement Index	65	72	64

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	66	68	65
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	56	59
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	56	48

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff

Northern NSW LHD

Yes

No

Respondents 1954 436 1510

Employee Engagement Index 65 72 64

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	44	32
32. I am able to achieve a healthy work/life balance most of the time	63	62	63
33. There are mechanisms in place to support me if I experience stress or pressure	56	62	54
34. Reasonable expectations are placed on staff according to their position	50	54	49
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	68	70
36. My workplace enables strong professional leadership	43	48	41

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff

Northern NSW LHD

Yes

No

Respondents	1954	436	1510
Employee Engagement Index	65	72	64

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	90	93	89
38b. have confidence that if you report these behaviours they will be responded to appropriately?	43	46	42

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff

Northern NSW LHD

Yes

No

Respondents

1954

436

1510

Employee Engagement Index

65

72

64

Service Delivery

39.	My work environment allows me to deliver the best possible services (patient care or support services)	52	51	52
40.	In my workplace patient safety is at the centre of all decision making	65	63	65
41.	My team's objectives/ work plans are clearly outlined	62	69	60
42.	Our objectives/work plans help us to deliver a quality service	60	68	58
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	45	50	44

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Manage staff

Northern NSW LHD

Yes

No

Respondents

1954

436

1510

Employee Engagement Index

65

72

64

Your Workplace

44. Overall I am proud to be a part of this workplace	70	76	68
45. I would recommend my workplace as a good place to work	59	65	58
46. I feel motivated to contribute more than what is normally required at work	64	72	62
47. I have a strong sense of belonging to my workplace	63	71	61
48. Overall I am satisfied to be working here at the present time	67	70	67
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	59	54
50. There is a positive culture in my workplace	46	52	44
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	40	28

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

	Northern NSW LHD	Front line Manager	Middle Manager	Senior Manager	Executive
Respondents	1954	210	110	37	10
Employee Engagement Index	65	66	72	78	96

Your Job

1. My job makes good use of my skills and abilities	79	83	81	89	100
2. I feel I am able to suggest ideas to improve our ways of doing things	66	70	78	86	100
3. Working here makes me want to do the best job I can	69	69	75	86	100
4. The right amount of approvals are required for routine decisions	48	48	43	51	90
5. I have sufficient control over my work so I can do my job well	61	51	63	65	80
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	59	61	77	78	100

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

	Northern NSW LHD	Front line Manager	Middle Manager	Senior Manager	Executive
Respondents	1954	210	110	37	10
Employee Engagement Index	65	66	72	78	96

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	70	80	86	90
8. In my team we generally acknowledge one another's efforts and achievements	70	76	81	81	100
9. People in my team are honest and open	64	69	74	65	100
10. My team resolves conflict quickly when it arises	48	54	58	59	100
11. Morale is good in my team	47	46	60	54	100

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

	Northern NSW LHD	Front line Manager	Middle Manager	Senior Manager	Executive
Respondents	1954	210	110	37	10
Employee Engagement Index	65	66	72	78	96

Being Valued

12. I believe I am valued for what I can offer at my workplace	61	59	69	78	90
13. In my workplace, we recognise our successes and innovations	52	52	63	57	100
14. Staff are treated respectfully regardless of their job	58	59	72	76	100

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

	Northern NSW LHD	Front line Manager	Middle Manager	Senior Manager	Executive
Respondents	1954	210	110	37	10
Employee Engagement Index	65	66	72	78	96

Your Line Manager

15a. recognises and acknowledges when I have done my job well	63	67	74	81	80
15b. treats all staff in my team fairly	58	61	71	83	70
15c. ensures that when issues are raised in the team, they are addressed	57	59	65	68	80
15d. treats me with respect	74	77	81	86	90
16. I receive regular and constructive feedback on my performance	48	52	59	59	80
17. Overall, I have confidence in the decisions made by my line manager	61	64	70	78	90

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

	Northern NSW LHD	Front line Manager	Middle Manager	Senior Manager	Executive
Respondents	1954	210	110	37	10
Employee Engagement Index	65	66	72	78	96

Senior Managers

18a. are aware of the issues I face in my job	40	39	59	62	100
18b. have a clear direction for the future	33	34	48	57	89
18c. lead by example in creating a positive workplace	34	31	48	62	89
19. There is a positive relationship between senior management and staff in my workplace	31	26	40	59	100
20. Overall, I have confidence in the decisions made by my senior managers	34	33	50	58	100
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	24	44	47	89
22. My organisation is making the necessary decisions to meet our future challenges	28	27	39	49	100

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

	Northern NSW LHD	Front line Manager	Middle Manager	Senior Manager	Executive
Respondents	1954	210	110	37	10
Employee Engagement Index	65	66	72	78	96

Communication

23. I am kept well informed about what is happening in my workplace	41	34	61	62	89
24. I have a say in decisions which affect my work	38	38	51	70	89
25. I think it is safe to speak up and challenge the way things are done	44	43	59	70	89
26. Where I work, we share the lessons learnt when mistakes are made	55	56	64	70	100
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	49	58	73	89
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	52	66	81	89

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

	Northern NSW LHD	Front line Manager	Middle Manager	Senior Manager	Executive
Respondents	1954	210	110	37	10
Employee Engagement Index	65	66	72	78	96

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	66	62	67	68	100
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	52	63	62	78
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	55	51	59	78

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

	Northern NSW LHD	Front line Manager	Middle Manager	Senior Manager	Executive
Respondents	1954	210	110	37	10
Employee Engagement Index	65	66	72	78	96

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	37	50	57	78
32. I am able to achieve a healthy work/life balance most of the time	63	62	64	46	67
33. There are mechanisms in place to support me if I experience stress or pressure	56	61	65	46	78
34. Reasonable expectations are placed on staff according to their position	50	50	57	51	89
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	65	71	57	100
36. My workplace enables strong professional leadership	43	40	52	59	89

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

	Northern NSW LHD	Front line Manager	Middle Manager	Senior Manager	Executive
Respondents	1954	210	110	37	10
Employee Engagement Index	65	66	72	78	96

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	90	92	93	95	100
38b. have confidence that if you report these behaviours they will be responded to appropriately?	43	38	53	50	89

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

	Northern NSW LHD	Front line Manager	Middle Manager	Senior Manager	Executive
Respondents	1954	210	110	37	10
Employee Engagement Index	65	66	72	78	96

Service Delivery

39. My work environment allows me to deliver the best possible services (patient care or support services)	52	43	55	62	100
40. In my workplace patient safety is at the centre of all decision making	65	59	63	62	100
41. My team's objectives/ work plans are clearly outlined	62	65	68	68	100
42. Our objectives/work plans help us to deliver a quality service	60	62	68	73	100
43. At my workplace there is a good balance between delivering services and monitoring service delivery	45	43	56	49	100

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Management Responsibility

	Northern NSW LHD	Front line Manager	Middle Manager	Senior Manager	Executive
Respondents	1954	210	110	37	10
Employee Engagement Index	65	66	72	78	96

Your Workplace

44. Overall I am proud to be a part of this workplace	70	70	76	78	100
45. I would recommend my workplace as a good place to work	59	60	68	68	100
46. I feel motivated to contribute more than what is normally required at work	64	67	76	81	89
47. I have a strong sense of belonging to my workplace	63	66	70	81	100
48. Overall I am satisfied to be working here at the present time	67	66	70	73	89
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	51	63	51	100
50. There is a positive culture in my workplace	46	45	55	51	100
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	33	41	51	100

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

	Northern NSW LHD	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	Casual	Contractor
Respondents	1954	915	736	149	0	133	13
Employee Engagement Index	65	64	66	74	(r)	63	72

Your Job

1. My job makes good use of my skills and abilities	79	78	80	84	(r)	76	92
2. I feel I am able to suggest ideas to improve our ways of doing things	66	66	66	68	(r)	53	77
3. Working here makes me want to do the best job I can	69	68	69	77	(r)	67	77
4. The right amount of approvals are required for routine decisions	48	46	48	54	(r)	50	38
5. I have sufficient control over my work so I can do my job well	61	60	60	70	(r)	61	62
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	59	60	58	60	(r)	52	69

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

	Northern NSW LHD	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	Casual	Contractor
Respondents	1954	915	736	149	0	133	13
Employee Engagement Index	65	64	66	74	(r)	63	72

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	69	70	71	(r)	60	85
8. In my team we generally acknowledge one another's efforts and achievements	70	70	70	74	(r)	63	77
9. People in my team are honest and open	64	63	64	72	(r)	59	77
10. My team resolves conflict quickly when it arises	48	48	47	52	(r)	44	62
11. Morale is good in my team	47	45	46	58	(r)	48	69

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

	Northern NSW LHD	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	Casual	Contractor
Respondents	1954	915	736	149	0	133	13
Employee Engagement Index	65	64	66	74	(r)	63	72

Being Valued

12. I believe I am valued for what I can offer at my workplace	61	60	62	69	(r)	59	62
13. In my workplace, we recognise our successes and innovations	52	51	52	58	(r)	47	69
14. Staff are treated respectfully regardless of their job	58	56	59	67	(r)	55	69

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

	Northern NSW LHD	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	Casual	Contractor
Respondents	1954	915	736	149	0	133	13
Employee Engagement Index	65	64	66	74	(r)	63	72

Your Line Manager

15a. recognises and acknowledges when I have done my job well	63	63	62	69	(r)	59	46
15b. treats all staff in my team fairly	58	57	56	73	(r)	58	69
15c. ensures that when issues are raised in the team, they are addressed	57	54	57	71	(r)	57	54
15d. treats me with respect	74	72	75	85	(r)	75	92
16. I receive regular and constructive feedback on my performance	48	48	48	53	(r)	37	46
17. Overall, I have confidence in the decisions made by my line manager	61	59	60	75	(r)	61	50

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

	Northern NSW LHD	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	Casual	Contractor
Respondents	1954	915	736	149	0	133	13
Employee Engagement Index	65	64	66	74	(r)	63	72

Senior Managers

18a. are aware of the issues I face in my job	40	41	38	50	(r)	32	46
18b. have a clear direction for the future	33	36	30	36	(r)	22	54
18c. lead by example in creating a positive workplace	34	36	28	46	(r)	37	46
19. There is a positive relationship between senior management and staff in my workplace	31	32	27	42	(r)	30	38
20. Overall, I have confidence in the decisions made by my senior managers	34	36	30	46	(r)	32	38
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	29	24	37	(r)	30	23
22. My organisation is making the necessary decisions to meet our future challenges	28	30	25	33	(r)	25	31

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

	Northern NSW LHD	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	Casual	Contractor
Respondents	1954	915	736	149	0	133	13
Employee Engagement Index	65	64	66	74	(r)	63	72

Communication

23. I am kept well informed about what is happening in my workplace	41	39	41	53	(r)	39	38
24. I have a say in decisions which affect my work	38	39	35	48	(r)	27	54
25. I think it is safe to speak up and challenge the way things are done	44	45	44	50	(r)	40	38
26. Where I work, we share the lessons learnt when mistakes are made	55	53	57	61	(r)	49	77
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	48	47	54	(r)	42	54
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	54	52	56	(r)	55	69

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

	Northern NSW LHD	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	Casual	Contractor
Respondents	1954	915	736	149	0	133	13
Employee Engagement Index	65	64	66	74	(r)	63	72

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	66	63	71	68	(r)	53	69
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	60	56	66	(r)	52	46
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	48	51	56	(r)	51	62

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

	Northern NSW LHD	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	Casual	Contractor
Respondents	1954	915	736	149	0	133	13
Employee Engagement Index	65	64	66	74	(r)	63	72

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	35	33	42	(r)	33	38
32. I am able to achieve a healthy work/life balance most of the time	63	57	67	68	(r)	69	92
33. There are mechanisms in place to support me if I experience stress or pressure	56	55	57	61	(r)	56	62
34. Reasonable expectations are placed on staff according to their position	50	48	49	62	(r)	51	62
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	66	70	78	(r)	75	69
36. My workplace enables strong professional leadership	43	42	42	51	(r)	45	46

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

	Northern NSW LHD	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	Casual	Contractor
Respondents	1954	915	736	149	0	133	13
Employee Engagement Index	65	64	66	74	(r)	63	72

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	90	91	91	83	(r)	86	77
38b. have confidence that if you report these behaviours they will be responded to appropriately?	43	43	42	47	(r)	45	54

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

	Northern NSW LHD	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	Casual	Contractor
Respondents	1954	915	736	149	0	133	13
Employee Engagement Index	65	64	66	74	(r)	63	72

Service Delivery

39. My work environment allows me to deliver the best possible services (patient care or support services)	52	52	50	59	(r)	55	69
40. In my workplace patient safety is at the centre of all decision making	65	62	66	71	(r)	69	85
41. My team's objectives/ work plans are clearly outlined	62	62	63	65	(r)	52	69
42. Our objectives/work plans help us to deliver a quality service	60	60	60	67	(r)	52	85
43. At my workplace there is a good balance between delivering services and monitoring service delivery	45	45	43	55	(r)	45	54

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Employment Status

	Northern NSW LHD	Permanent/Ongoing Full time	Permanent/Ongoing Part time	Fixed term or temporary contract	Agency	Casual	Contractor
Respondents	1954	915	736	149	0	133	13
Employee Engagement Index	65	64	66	74	(r)	63	72

Your Workplace

44. Overall I am proud to be a part of this workplace	70	68	70	75	(r)	71	77
45. I would recommend my workplace as a good place to work	59	56	60	73	(r)	60	62
46. I feel motivated to contribute more than what is normally required at work	64	63	63	76	(r)	62	69
47. I have a strong sense of belonging to my workplace	63	62	68	61	(r)	51	69
48. Overall I am satisfied to be working here at the present time	67	64	69	80	(r)	65	77
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	52	57	61	(r)	55	46
50. There is a positive culture in my workplace	46	44	47	56	(r)	46	46
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	34	28	31	(r)	23	31

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Length of Service

	Northern NSW LHD	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	10 years or more
Respondents	1954	101	96	304	335	1103
Employee Engagement Index	65	74	73	64	61	66

Your Job

1. My job makes good use of my skills and abilities	79	78	80	77	78	80
2. I feel I am able to suggest ideas to improve our ways of doing things	66	63	59	65	63	68
3. Working here makes me want to do the best job I can	69	73	74	67	65	70
4. The right amount of approvals are required for routine decisions	48	57	50	48	47	47
5. I have sufficient control over my work so I can do my job well	61	72	66	57	61	60
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	59	58	61	55	57	60

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Length of Service

	Northern NSW LHD	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	10 years or more
Respondents	1954	101	96	304	335	1103
Employee Engagement Index	65	74	73	64	61	66

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	72	69	66	70	69
8. In my team we generally acknowledge one another's efforts and achievements	70	75	69	64	72	71
9. People in my team are honest and open	64	68	67	59	60	66
10. My team resolves conflict quickly when it arises	48	54	51	45	41	50
11. Morale is good in my team	47	57	55	47	40	47

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Length of Service

	Northern NSW LHD	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	10 years or more
Respondents	1954	101	96	304	335	1103
Employee Engagement Index	65	74	73	64	61	66

Being Valued

12. I believe I am valued for what I can offer at my workplace	61	68	73	59	58	61
13. In my workplace, we recognise our successes and innovations	52	60	67	49	47	52
14. Staff are treated respectfully regardless of their job	58	67	67	59	54	57

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Length of Service

	Northern NSW LHD	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	10 years or more
Respondents	1954	101	96	304	335	1103
Employee Engagement Index	65	74	73	64	61	66

Your Line Manager

15a. recognises and acknowledges when I have done my job well	63	67	63	63	63	62
15b. treats all staff in my team fairly	58	74	63	56	53	59
15c. ensures that when issues are raised in the team, they are addressed	57	75	65	56	54	56
15d. treats me with respect	74	86	84	75	72	74
16. I receive regular and constructive feedback on my performance	48	55	49	46	43	49
17. Overall, I have confidence in the decisions made by my line manager	61	77	69	60	56	60

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Length of Service

	Northern NSW LHD	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	10 years or more
Respondents	1954	101	96	304	335	1103
Employee Engagement Index	65	74	73	64	61	66

Senior Managers

18a. are aware of the issues I face in my job	40	42	43	36	37	42
18b. have a clear direction for the future	33	45	36	31	27	34
18c. lead by example in creating a positive workplace	34	50	43	35	28	33
19. There is a positive relationship between senior management and staff in my workplace	31	47	39	32	25	30
20. Overall, I have confidence in the decisions made by my senior managers	34	54	36	36	30	33
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	40	34	30	23	27
22. My organisation is making the necessary decisions to meet our future challenges	28	29	35	27	22	30

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Length of Service

	Northern NSW LHD	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	10 years or more
Respondents	1954	101	96	304	335	1103
Employee Engagement Index	65	74	73	64	61	66

Communication

23. I am kept well informed about what is happening in my workplace	41	50	39	44	37	41
24. I have a say in decisions which affect my work	38	40	40	33	35	40
25. I think it is safe to speak up and challenge the way things are done	44	46	38	45	41	46
26. Where I work, we share the lessons learnt when mistakes are made	55	60	54	54	51	56
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	54	48	49	40	49
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	55	60	56	47	54

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Length of Service

	Northern NSW LHD	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	10 years or more
Respondents	1954	101	96	304	335	1103
Employee Engagement Index	65	74	73	64	61	66

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	66	71	65	63	64	67
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	71	61	57	56	58
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	68	60	52	46	48

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Length of Service

	Northern NSW LHD	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	10 years or more
Respondents	1954	101	96	304	335	1103
Employee Engagement Index	65	74	73	64	61	66

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	47	38	38	33	33
32. I am able to achieve a healthy work/life balance most of the time	63	73	66	62	63	62
33. There are mechanisms in place to support me if I experience stress or pressure	56	57	51	55	53	58
34. Reasonable expectations are placed on staff according to their position	50	69	52	45	45	51
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	80	63	72	68	69
36. My workplace enables strong professional leadership	43	54	48	43	39	43

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Length of Service

	Northern NSW LHD	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	10 years or more
Respondents	1954	101	96	304	335	1103
Employee Engagement Index	65	74	73	64	61	66

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	90	73	85	86	90	93
38b. have confidence that if you report these behaviours they will be responded to appropriately?	43	56	49	42	37	44

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Length of Service

	Northern NSW LHD	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	10 years or more
Respondents	1954	101	96	304	335	1103
Employee Engagement Index	65	74	73	64	61	66

Service Delivery

39. My work environment allows me to deliver the best possible services (patient care or support services)	52	61	51	49	47	53
40. In my workplace patient safety is at the centre of all decision making	65	71	62	63	62	66
41. My team's objectives/ work plans are clearly outlined	62	61	59	56	61	64
42. Our objectives/work plans help us to deliver a quality service	60	62	60	53	57	63
43. At my workplace there is a good balance between delivering services and monitoring service delivery	45	54	50	41	40	47

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Length of Service

	Northern NSW LHD	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	10 years or more
Respondents	1954	101	96	304	335	1103
Employee Engagement Index	65	74	73	64	61	66

Your Workplace

44. Overall I am proud to be a part of this workplace	70	78	76	69	65	70
45. I would recommend my workplace as a good place to work	59	77	67	58	55	59
46. I feel motivated to contribute more than what is normally required at work	64	74	75	64	62	63
47. I have a strong sense of belonging to my workplace	63	61	67	59	58	66
48. Overall I am satisfied to be working here at the present time	67	81	75	67	62	67
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	63	60	53	48	56
50. There is a positive culture in my workplace	46	59	49	46	41	46
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	30	31	31	28	31

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender

	Northern NSW LHD	Male	Female	Prefer not to say
Respondents	1954	374	1382	93
Employee Engagement Index	65	64	68	34

Your Job

1. My job makes good use of my skills and abilities	79	75	82	53
2. I feel I am able to suggest ideas to improve our ways of doing things	66	64	68	40
3. Working here makes me want to do the best job I can	69	65	73	37
4. The right amount of approvals are required for routine decisions	48	44	50	38
5. I have sufficient control over my work so I can do my job well	61	57	64	31
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	59	61	60	29

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender

	Northern NSW LHD	Male	Female	Prefer not to say
Respondents	1954	374	1382	93
Employee Engagement Index	65	64	68	34

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	71	70	49
8. In my team we generally acknowledge one another's efforts and achievements	70	72	71	52
9. People in my team are honest and open	64	67	64	45
10. My team resolves conflict quickly when it arises	48	48	49	29
11. Morale is good in my team	47	46	49	21

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender

	Northern NSW LHD	Male	Female	Prefer not to say
Respondents	1954	374	1382	93
Employee Engagement Index	65	64	68	34

Being Valued

12. I believe I am valued for what I can offer at my workplace	61	62	63	31
13. In my workplace, we recognise our successes and innovations	52	50	53	31
14. Staff are treated respectfully regardless of their job	58	56	61	29

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender

	Northern NSW LHD	Male	Female	Prefer not to say
Respondents	1954	374	1382	93
Employee Engagement Index	65	64	68	34

Your Line Manager

15a. recognises and acknowledges when I have done my job well	63	62	65	33
15b. treats all staff in my team fairly	58	61	59	26
15c. ensures that when issues are raised in the team, they are addressed	57	56	59	30
15d. treats me with respect	74	76	76	44
16. I receive regular and constructive feedback on my performance	48	47	49	22
17. Overall, I have confidence in the decisions made by my line manager	61	62	63	29

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender

	Northern NSW LHD	Male	Female	Prefer not to say
Respondents	1954	374	1382	93
Employee Engagement Index	65	64	68	34

Senior Managers

18a. are aware of the issues I face in my job	40	40	41	24
18b. have a clear direction for the future	33	30	35	13
18c. lead by example in creating a positive workplace	34	33	36	9
19. There is a positive relationship between senior management and staff in my workplace	31	30	32	16
20. Overall, I have confidence in the decisions made by my senior managers	34	34	36	18
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	28	28	13
22. My organisation is making the necessary decisions to meet our future challenges	28	25	30	10

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender

	Northern NSW LHD	Male	Female	Prefer not to say
Respondents	1954	374	1382	93
Employee Engagement Index	65	64	68	34

Communication

23. I am kept well informed about what is happening in my workplace	41	39	43	19
24. I have a say in decisions which affect my work	38	39	40	15
25. I think it is safe to speak up and challenge the way things are done	44	48	46	12
26. Where I work, we share the lessons learnt when mistakes are made	55	54	57	30
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	42	50	30
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	51	56	31

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender

	Northern NSW LHD	Male	Female	Prefer not to say
Respondents	1954	374	1382	93
Employee Engagement Index	65	64	68	34

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	66	60	69	43
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	60	60	33
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	45	54	21

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender

	Northern NSW LHD	Male	Female	Prefer not to say
Respondents	1954	374	1382	93
Employee Engagement Index	65	64	68	34

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	38	36	10
32. I am able to achieve a healthy work/life balance most of the time	63	60	65	42
33. There are mechanisms in place to support me if I experience stress or pressure	56	52	60	26
34. Reasonable expectations are placed on staff according to their position	50	47	53	14
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	62	73	43
36. My workplace enables strong professional leadership	43	42	45	13

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender

	Northern NSW LHD	Male	Female	Prefer not to say
Respondents	1954	374	1382	93
Employee Engagement Index	65	64	68	34

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	90	89	91	90
38b. have confidence that if you report these behaviours they will be responded to appropriately?	43	41	45	21

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender

	Northern NSW LHD	Male	Female	Prefer not to say
Respondents	1954	374	1382	93
Employee Engagement Index	65	64	68	34

Service Delivery

39. My work environment allows me to deliver the best possible services (patient care or support services)	52	49	55	21
40. In my workplace patient safety is at the centre of all decision making	65	61	67	49
41. My team's objectives/ work plans are clearly outlined	62	55	65	40
42. Our objectives/work plans help us to deliver a quality service	60	56	63	34
43. At my workplace there is a good balance between delivering services and monitoring service delivery	45	42	47	20

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Gender

	Northern NSW LHD	Male	Female	Prefer not to say
Respondents	1954	374	1382	93
Employee Engagement Index	65	64	68	34

Your Workplace

44. Overall I am proud to be a part of this workplace	70	70	72	38
45. I would recommend my workplace as a good place to work	59	57	62	27
46. I feel motivated to contribute more than what is normally required at work	64	61	67	34
47. I have a strong sense of belonging to my workplace	63	63	66	34
48. Overall I am satisfied to be working here at the present time	67	65	70	37
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	53	57	30
50. There is a positive culture in my workplace	46	45	48	19
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	33	32	14

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group

	Northern NSW LHD	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	1954	40	54	105	132	241	295	384	377	244	76
Employee Engagement Index	65	68	75	70	61	67	63	64	68	73	39

Your Job

1. My job makes good use of my skills and abilities	79	88	80	86	75	79	82	76	81	84	55
2. I feel I am able to suggest ideas to improve our ways of doing things	66	58	72	72	60	67	67	65	69	69	40
3. Working here makes me want to do the best job I can	69	73	72	72	61	66	70	68	71	79	50
4. The right amount of approvals are required for routine decisions	48	60	50	47	42	41	48	45	49	59	39
5. I have sufficient control over my work so I can do my job well	61	78	70	67	55	54	59	58	65	68	47
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	59	60	61	61	57	60	60	57	58	65	41

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group

	Northern NSW LHD	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	1954	40	54	105	132	241	295	384	377	244	76
Employee Engagement Index	65	68	75	70	61	67	63	64	68	73	39

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	60	91	68	66	68	70	65	71	72	63
8. In my team we generally acknowledge one another's efforts and achievements	70	65	81	73	70	67	69	68	71	76	62
9. People in my team are honest and open	64	65	70	67	63	64	63	62	64	71	51
10. My team resolves conflict quickly when it arises	48	43	54	54	43	47	46	46	52	50	37
11. Morale is good in my team	47	63	54	57	48	46	45	44	49	48	33

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group

	Northern NSW LHD	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	1954	40	54	105	132	241	295	384	377	244	76
Employee Engagement Index	65	68	75	70	61	67	63	64	68	73	39

Being Valued

12. I believe I am valued for what I can offer at my workplace	61	65	74	67	54	61	61	55	65	70	43
13. In my workplace, we recognise our successes and innovations	52	55	65	56	53	50	51	48	53	55	44
14. Staff are treated respectfully regardless of their job	58	65	61	66	57	61	59	54	59	60	39

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group

	Northern NSW LHD	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	1954	40	54	105	132	241	295	384	377	244	76
Employee Engagement Index	65	68	75	70	61	67	63	64	68	73	39

Your Line Manager

15a. recognises and acknowledges when I have done my job well	63	56	70	73	64	65	65	61	63	61	43
15b. treats all staff in my team fairly	58	62	61	67	56	61	58	55	60	60	38
15c. ensures that when issues are raised in the team, they are addressed	57	64	65	68	52	60	55	55	58	57	39
15d. treats me with respect	74	79	72	87	79	76	75	73	74	77	48
16. I receive regular and constructive feedback on my performance	48	44	59	51	54	52	50	45	45	48	26
17. Overall, I have confidence in the decisions made by my line manager	61	59	67	72	61	67	58	59	62	58	39

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group

	Northern NSW LHD	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	1954	40	54	105	132	241	295	384	377	244	76
Employee Engagement Index	65	68	75	70	61	67	63	64	68	73	39

Senior Managers

18a. are aware of the issues I face in my job	40	46	39	41	41	43	40	35	41	47	29
18b. have a clear direction for the future	33	41	30	41	34	37	31	29	34	36	15
18c. lead by example in creating a positive workplace	34	54	41	40	35	40	34	28	34	35	16
19. There is a positive relationship between senior management and staff in my workplace	31	49	31	32	32	33	33	27	31	32	17
20. Overall, I have confidence in the decisions made by my senior managers	34	51	37	44	36	39	33	33	34	33	19
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	49	26	39	31	32	26	24	27	26	17
22. My organisation is making the necessary decisions to meet our future challenges	28	33	24	32	24	32	29	25	30	29	17

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group

	Northern NSW LHD	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	1954	40	54	105	132	241	295	384	377	244	76
Employee Engagement Index	65	68	75	70	61	67	63	64	68	73	39

Communication

23. I am kept well informed about what is happening in my workplace	41	53	37	50	42	46	40	38	41	42	22
24. I have a say in decisions which affect my work	38	37	31	41	35	38	38	35	43	44	12
25. I think it is safe to speak up and challenge the way things are done	44	37	49	54	40	48	44	41	47	50	16
26. Where I work, we share the lessons learnt when mistakes are made	55	51	62	57	57	55	53	52	58	58	38
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	46	53	50	45	51	46	46	47	56	32
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	54	58	55	50	55	50	54	55	60	36

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group

	Northern NSW LHD	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	1954	40	54	105	132	241	295	384	377	244	76
Employee Engagement Index	65	68	75	70	61	67	63	64	68	73	39

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	66	65	74	69	63	63	62	65	69	73	53
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	59	72	66	57	53	55	56	61	63	43
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	62	68	60	52	48	48	46	49	54	42

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key

■ At least 1 percentage points greater than overall score

■ At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group

	Northern NSW LHD	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	1954	40	54	105	132	241	295	384	377	244	76
Employee Engagement Index	65	68	75	70	61	67	63	64	68	73	39

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	38	49	44	34	37	33	31	35	40	17
32. I am able to achieve a healthy work/life balance most of the time	63	70	70	59	60	65	64	60	62	71	49
33. There are mechanisms in place to support me if I experience stress or pressure	56	59	60	64	46	56	56	53	61	61	34
34. Reasonable expectations are placed on staff according to their position	50	49	66	57	43	44	52	47	52	59	25
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	73	81	74	65	68	64	70	71	76	47
36. My workplace enables strong professional leadership	43	46	55	53	43	47	42	37	44	45	25

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group

	Northern NSW LHD	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	1954	40	54	105	132	241	295	384	377	244	76
Employee Engagement Index	65	68	75	70	61	67	63	64	68	73	39

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	90	92	88	87	88	86	86	92	93	92	92
38b. have confidence that if you report these behaviours they will be responded to appropriately?	43	47	58	48	40	39	39	40	45	52	32

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group

	Northern NSW LHD	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	1954	40	54	105	132	241	295	384	377	244	76
Employee Engagement Index	65	68	75	70	61	67	63	64	68	73	39

Service Delivery

39. My work environment allows me to deliver the best possible services (patient care or support services)	52	66	61	48	46	46	51	51	55	64	29
40. In my workplace patient safety is at the centre of all decision making	65	80	59	66	55	61	62	65	68	76	49
41. My team's objectives/ work plans are clearly outlined	62	49	69	71	59	58	60	62	66	68	37
42. Our objectives/work plans help us to deliver a quality service	60	49	71	68	53	55	60	60	63	67	38
43. At my workplace there is a good balance between delivering services and monitoring service delivery	45	49	59	51	38	39	45	46	45	53	27

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Age Group

	Northern NSW LHD	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	1954	40	54	105	132	241	295	384	377	244	76
Employee Engagement Index	65	68	75	70	61	67	63	64	68	73	39

Your Workplace

44. Overall I am proud to be a part of this workplace	70	74	76	72	68	72	66	68	72	80	40
45. I would recommend my workplace as a good place to work	59	68	76	71	60	61	56	56	62	64	31
46. I feel motivated to contribute more than what is normally required at work	64	65	70	69	61	66	61	64	65	70	39
47. I have a strong sense of belonging to my workplace	63	59	72	63	54	67	62	62	65	73	40
48. Overall I am satisfied to be working here at the present time	67	73	82	72	63	69	63	65	71	75	36
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	61	66	51	52	56	49	52	57	66	39
50. There is a positive culture in my workplace	46	53	53	51	48	50	42	41	47	55	29
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	32	36	32	31	34	31	27	29	37	22

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

	Northern NSW LHD	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	1954	49	3	1792	92
Employee Engagement Index	65	61	(r)	67	45

Your Job

1. My job makes good use of my skills and abilities	79	65	(r)	80	63
2. I feel I am able to suggest ideas to improve our ways of doing things	66	59	(r)	67	40
3. Working here makes me want to do the best job I can	69	61	(r)	70	52
4. The right amount of approvals are required for routine decisions	48	37	(r)	48	38
5. I have sufficient control over my work so I can do my job well	61	51	(r)	62	38
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	59	53	(r)	60	35

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

	Northern NSW LHD	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	1954	49	3	1792	92
Employee Engagement Index	65	61	(r)	67	45

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	68	(r)	70	57
8. In my team we generally acknowledge one another's efforts and achievements	70	67	(r)	71	56
9. People in my team are honest and open	64	65	(r)	65	51
10. My team resolves conflict quickly when it arises	48	46	(r)	48	37
11. Morale is good in my team	47	40	(r)	48	31

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

	Northern NSW LHD	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	1954	49	3	1792	92
Employee Engagement Index	65	61	(r)	67	45

Being Valued

12. I believe I am valued for what I can offer at my workplace	61	48	(r)	63	34
13. In my workplace, we recognise our successes and innovations	52	42	(r)	53	34
14. Staff are treated respectfully regardless of their job	58	50	(r)	59	36

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

	Northern NSW LHD	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	1954	49	3	1792	92
Employee Engagement Index	65	61	(r)	67	45

Your Line Manager

15a. recognises and acknowledges when I have done my job well	63	65	(r)	64	43
15b. treats all staff in my team fairly	58	65	(r)	59	33
15c. ensures that when issues are raised in the team, they are addressed	57	60	(r)	57	42
15d. treats me with respect	74	71	(r)	76	50
16. I receive regular and constructive feedback on my performance	48	60	(r)	48	26
17. Overall, I have confidence in the decisions made by my line manager	61	65	(r)	62	39

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

	Northern NSW LHD	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	1954	49	3	1792	92
Employee Engagement Index	65	61	(r)	67	45

Senior Managers

18a. are aware of the issues I face in my job	40	40	(r)	41	30
18b. have a clear direction for the future	33	38	(r)	33	22
18c. lead by example in creating a positive workplace	34	34	(r)	34	22
19. There is a positive relationship between senior management and staff in my workplace	31	34	(r)	31	20
20. Overall, I have confidence in the decisions made by my senior managers	34	32	(r)	35	21
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	36	(r)	28	20
22. My organisation is making the necessary decisions to meet our future challenges	28	38	(r)	28	17

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

	Northern NSW LHD	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	1954	49	3	1792	92
Employee Engagement Index	65	61	(r)	67	45

Communication

23. I am kept well informed about what is happening in my workplace	41	45	(r)	42	20
24. I have a say in decisions which affect my work	38	38	(r)	39	11
25. I think it is safe to speak up and challenge the way things are done	44	45	(r)	46	10
26. Where I work, we share the lessons learnt when mistakes are made	55	47	(r)	56	28
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	49	(r)	48	32
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	59	(r)	54	35

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

	Northern NSW LHD	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	1954	49	3	1792	92
Employee Engagement Index	65	61	(r)	67	45

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	66	55	(r)	67	45
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	83	(r)	59	31
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	51	(r)	51	25

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

	Northern NSW LHD	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	1954	49	3	1792	92
Employee Engagement Index	65	61	(r)	67	45

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	38	(r)	36	15
32. I am able to achieve a healthy work/life balance most of the time	63	60	(r)	64	42
33. There are mechanisms in place to support me if I experience stress or pressure	56	51	(r)	57	33
34. Reasonable expectations are placed on staff according to their position	50	45	(r)	51	25
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	64	(r)	70	46
36. My workplace enables strong professional leadership	43	52	(r)	43	24

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

	Northern NSW LHD	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	1954	49	3	1792	92
Employee Engagement Index	65	61	(r)	67	45

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	90	89	(r)	90	92
38b. have confidence that if you report these behaviours they will be responded to appropriately?	43	47	(r)	44	25

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

	Northern NSW LHD	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	1954	49	3	1792	92
Employee Engagement Index	65	61	(r)	67	45

Service Delivery

39. My work environment allows me to deliver the best possible services (patient care or support services)	52	53	(r)	53	33
40. In my workplace patient safety is at the centre of all decision making	65	62	(r)	66	53
41. My team's objectives/ work plans are clearly outlined	62	60	(r)	62	47
42. Our objectives/work plans help us to deliver a quality service	60	55	(r)	61	41
43. At my workplace there is a good balance between delivering services and monitoring service delivery	45	49	(r)	46	27

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Australian Aboriginal

	Northern NSW LHD	Australian Aboriginal Origin	Torres Strait Islander	None of the above	Prefer not to say
Respondents	1954	49	3	1792	92
Employee Engagement Index	65	61	(r)	67	45

Your Workplace

44. Overall I am proud to be a part of this workplace	70	66	(r)	71	47
45. I would recommend my workplace as a good place to work	59	53	(r)	60	38
46. I feel motivated to contribute more than what is normally required at work	64	62	(r)	65	43
47. I have a strong sense of belonging to my workplace	63	62	(r)	64	43
48. Overall I am satisfied to be working here at the present time	67	64	(r)	68	50
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	62	(r)	55	38
50. There is a positive culture in my workplace	46	43	(r)	47	26
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	43	(r)	31	16

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	42	1849	50
Employee Engagement Index	65	52	66	48

Your Job

1. My job makes good use of my skills and abilities	79	69	80	62
2. I feel I am able to suggest ideas to improve our ways of doing things	66	45	67	38
3. Working here makes me want to do the best job I can	69	62	70	56
4. The right amount of approvals are required for routine decisions	48	38	49	28
5. I have sufficient control over my work so I can do my job well	61	55	62	38
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	59	40	60	40

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	42	1849	50
Employee Engagement Index	65	52	66	48

Your Team

7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	60	70	58
8. In my team we generally acknowledge one another's efforts and achievements	70	55	71	56
9. People in my team are honest and open	64	55	65	52
10. My team resolves conflict quickly when it arises	48	36	48	36
11. Morale is good in my team	47	29	47	42

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	42	1849	50
Employee Engagement Index	65	52	66	48

Being Valued

12. I believe I am valued for what I can offer at my workplace	61	55	62	38
13. In my workplace, we recognise our successes and innovations	52	33	53	32
14. Staff are treated respectfully regardless of their job	58	48	59	34

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	42	1849	50
Employee Engagement Index	65	52	66	48

Your Line Manager

15a. recognises and acknowledges when I have done my job well	63	48	64	38
15b. treats all staff in my team fairly	58	50	59	38
15c. ensures that when issues are raised in the team, they are addressed	57	48	58	31
15d. treats me with respect	74	71	75	45
16. I receive regular and constructive feedback on my performance	48	39	48	29
17. Overall, I have confidence in the decisions made by my line manager	61	48	61	40

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	42	1849	50
Employee Engagement Index	65	52	66	48

Senior Managers

18a. are aware of the issues I face in my job	40	34	40	32
18b. have a clear direction for the future	33	22	33	16
18c. lead by example in creating a positive workplace	34	20	35	22
19. There is a positive relationship between senior management and staff in my workplace	31	15	32	18
20. Overall, I have confidence in the decisions made by my senior managers	34	23	35	20
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	13	28	16
22. My organisation is making the necessary decisions to meet our future challenges	28	10	29	10

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	42	1849	50
Employee Engagement Index	65	52	66	48

Communication

23. I am kept well informed about what is happening in my workplace	41	28	42	24
24. I have a say in decisions which affect my work	38	23	39	18
25. I think it is safe to speak up and challenge the way things are done	44	25	46	14
26. Where I work, we share the lessons learnt when mistakes are made	55	45	56	27
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	35	48	33
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	46	54	39

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	42	1849	50
Employee Engagement Index	65	52	66	48

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	66	55	67	45
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	51	59	33
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	33	51	41

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	42	1849	50
Employee Engagement Index	65	52	66	48

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	13	36	16
32. I am able to achieve a healthy work/life balance most of the time	63	50	63	51
33. There are mechanisms in place to support me if I experience stress or pressure	56	45	57	33
34. Reasonable expectations are placed on staff according to their position	50	33	51	27
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	69	70	48
36. My workplace enables strong professional leadership	43	23	44	23

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	42	1849	50
Employee Engagement Index	65	52	66	48

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	90	85	90	90
38b. have confidence that if you report these behaviours they will be responded to appropriately?	43	23	44	22

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	42	1849	50
Employee Engagement Index	65	52	66	48

Service Delivery

39. My work environment allows me to deliver the best possible services (patient care or support services)	52	40	52	33
40. In my workplace patient safety is at the centre of all decision making	65	58	65	59
41. My team's objectives/ work plans are clearly outlined	62	46	63	47
42. Our objectives/work plans help us to deliver a quality service	60	59	60	45
43. At my workplace there is a good balance between delivering services and monitoring service delivery	45	31	46	31

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

Disability

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	42	1849	50
Employee Engagement Index	65	52	66	48

Your Workplace

44. Overall I am proud to be a part of this workplace	70	58	71	53
45. I would recommend my workplace as a good place to work	59	45	60	41
46. I feel motivated to contribute more than what is normally required at work	64	53	65	37
47. I have a strong sense of belonging to my workplace	63	53	64	47
48. Overall I am satisfied to be working here at the present time	67	45	68	53
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	44	56	37
50. There is a positive culture in my workplace	46	25	47	33
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	21	31	16

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	1843	70	25
Employee Engagement Index	65	66	73	29

Your Job

1. My job makes good use of my skills and abilities	79	79	83	44
2. I feel I am able to suggest ideas to improve our ways of doing things	66	66	66	28
3. Working here makes me want to do the best job I can	69	69	74	32
4. The right amount of approvals are required for routine decisions	48	48	54	24
5. I have sufficient control over my work so I can do my job well	61	61	74	28
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	59	59	70	16

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	1843	70	25
Employee Engagement Index	65	66	73	29

Your Team

7.	The people I work with are willing to help each other even if this means doing something outside their usual job	69	69	70	36
8.	In my team we generally acknowledge one another's efforts and achievements	70	70	79	40
9.	People in my team are honest and open	64	64	69	36
10.	My team resolves conflict quickly when it arises	48	48	51	24
11.	Morale is good in my team	47	47	49	28

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	1843	70	25
Employee Engagement Index	65	66	73	29

Being Valued

12. I believe I am valued for what I can offer at my workplace	61	61	72	16
13. In my workplace, we recognise our successes and innovations	52	52	54	24
14. Staff are treated respectfully regardless of their job	58	58	71	16

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	1843	70	25
Employee Engagement Index	65	66	73	29

Your Line Manager

15a. recognises and acknowledges when I have done my job well	63	63	71	32
15b. treats all staff in my team fairly	58	58	72	12
15c. ensures that when issues are raised in the team, they are addressed	57	57	71	32
15d. treats me with respect	74	74	87	36
16. I receive regular and constructive feedback on my performance	48	48	51	8
17. Overall, I have confidence in the decisions made by my line manager	61	61	69	28

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	1843	70	25
Employee Engagement Index	65	66	73	29

Senior Managers

18a. are aware of the issues I face in my job	40	40	48	32
18b. have a clear direction for the future	33	33	41	8
18c. lead by example in creating a positive workplace	34	34	46	12
19. There is a positive relationship between senior management and staff in my workplace	31	31	36	16
20. Overall, I have confidence in the decisions made by my senior managers	34	35	38	16
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	28	28	30	16
22. My organisation is making the necessary decisions to meet our future challenges	28	28	36	0

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	1843	70	25
Employee Engagement Index	65	66	73	29

Communication

23. I am kept well informed about what is happening in my workplace	41	41	40	16
24. I have a say in decisions which affect my work	38	38	43	4
25. I think it is safe to speak up and challenge the way things are done	44	45	44	4
26. Where I work, we share the lessons learnt when mistakes are made	55	55	56	20
27a. I am aware of the strategic objectives and direction of the organisation I work for	48	48	51	24
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	54	54	62	28

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	1843	70	25
Employee Engagement Index	65	66	73	29

Training and Development Opportunities

28. I have received the appropriate training and development to do my job effectively	66	66	72	44
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	58	58	67	36
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	50	61	20

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	1843	70	25
Employee Engagement Index	65	66	73	29

Work Environment

31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	35	38	8
32. I am able to achieve a healthy work/life balance most of the time	63	63	70	44
33. There are mechanisms in place to support me if I experience stress or pressure	56	56	58	28
34. Reasonable expectations are placed on staff according to their position	50	50	61	16
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	69	69	77	42
36. My workplace enables strong professional leadership	43	43	46	20

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	1843	70	25
Employee Engagement Index	65	66	73	29

Unacceptable Behaviour

38a. know how to report occurrences of these types of behaviour?	90	90	80	88
38b. have confidence that if you report these behaviours they will be responded to appropriately?	43	43	45	12

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	1843	70	25
Employee Engagement Index	65	66	73	29

Service Delivery

39.	My work environment allows me to deliver the best possible services (patient care or support services)	52	52	57	24
40.	In my workplace patient safety is at the centre of all decision making	65	65	67	52
41.	My team's objectives/ work plans are clearly outlined	62	62	65	32
42.	Our objectives/work plans help us to deliver a quality service	60	60	68	32
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	45	45	51	20

Demographics

This section shows the % positive scores for different demographic groups within your Business Unit.

Key



At least 1 percentage points greater than overall score



At least 1 percentage points less than overall score

(r) Where group has less than 10 respondents

English Speaking Background

	Northern NSW LHD	Yes	No	Prefer not to say
Respondents	1954	1843	70	25
Employee Engagement Index	65	66	73	29

Your Workplace

44. Overall I am proud to be a part of this workplace	70	70	75	24
45. I would recommend my workplace as a good place to work	59	59	71	28
46. I feel motivated to contribute more than what is normally required at work	64	64	77	24
47. I have a strong sense of belonging to my workplace	63	64	65	32
48. Overall I am satisfied to be working here at the present time	67	67	78	36
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	55	55	60	28
50. There is a positive culture in my workplace	46	46	54	8
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	31	35	12

Guide to 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 30th March to 24th April 2015. Paper surveys were accepted until the 1st of May 2015. 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.

Comparative data

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

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%.

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 fifty respondents from each demographic.

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.

Rounding

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at April 2015. 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).

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

Responses	Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).
Permanent Full time (1)	18750
Permanent Part time (2)	7753
Fixed term or temporary contract (3)	1661
Agency (4)	132
Casual (5)	975
Contractor (6)	203
TOTAL answering Q51	29474
TOTAL number of respondents to the survey	31493

$\frac{18750}{18750 + 7753} \times 1661 = 1175 \text{ Full time}$	
$\frac{7753}{18750 + 7753} \times 1661 = 486 \text{ Part time}$	

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.

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

Action Planning

Asking our employees for their feedback is the first step towards improving the employee experience. The next step is to implement changes. Please use the information in this report to help decide what you and your team need to change.

This simple form is one way you can record the actions and changes you plan to make within your team.

Top 3 areas to focus on

Celebrate!

What three things are working well?

1. _____ _____
2. _____ _____
3. _____ _____

What needs to be improved?

How will this be achieved?

Who is going to make this happen?

When will this be achieved?

