2013 YourSay Workplace Survey

LHD Report



NSW Health Pathology

This Report

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

Response Rates

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

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

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

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

Confidence Intervals

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

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

Results

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

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

Comparative data

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

Anonymity

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

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

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701

ACTUAL RESPONSES

16%

3% Confidence Interval

ESTIMATED RESPONSE RATE

62%

ENGAGEMENT INDEX

46%

WORKPLACE CULTURE INDEX

Employee Engagement Index

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

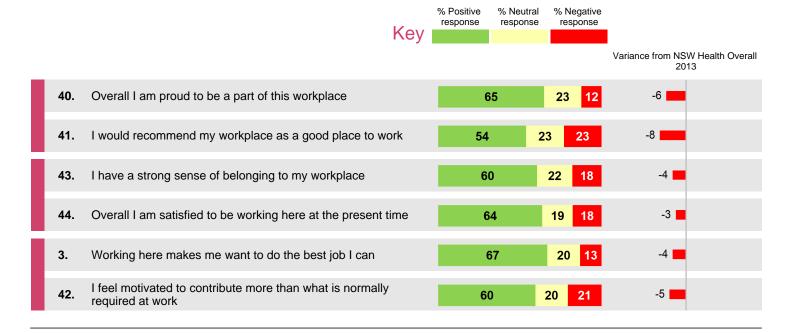
The three elements of Employee Engagement

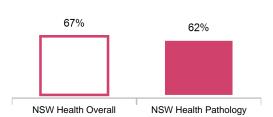
Say Strongly advocating the organisation

Stay An emotional commitment to the organisation and a desire to stay

Strive Providing sustained additional effort in line with organisational goals

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





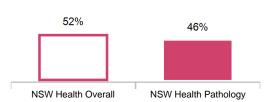
62% Engagement Index 2013

Employee Workplace Culture Index

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

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





46% Culture Index 2013

Drivers of Engagement

The impact analysis below identifies the areas that have the potential to improve and maintain the engagement of your employees. The dashboard below shows the questions with the greatest impact on Employee Engagement for NSW Health Pathology. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for NSW Health Pathology as a whole.

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

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

Drivers	s of Employee Engagement	Impact (on Employee Engagement)	% Positive	NSW Health Overall % positive score	
18c.	The senior managers at my workplace lead by example in creating a positive workplace	Greatest	31	41	
46.	Overall, I believe the culture at my workplace has improved in the last 12 months		31	36	
20.	Overall, I have confidence in the decisions made by my senior managers		33	42	
19.	There is a positive relationship between senior management and staff in my workplace		33	40	
45.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour		44	56	
28.	I have confidence in the processes that my workplace uses to resolve staff conflict		37	42	

Highlights and lowlights

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

Highlights

Sections	% Positive
Training and Development Opportunities	68
Your Job	64
Service Delivery	56

Que	estions	% Positive
26.	I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	81
1.	My job makes good use of my skills and abilities	77
15d.	My line manager treats me with respect	70
2.	I feel I am able to suggest ideas to improve our ways of doing things	69
25.	I have received the appropriate training and development to do my job effectively	69

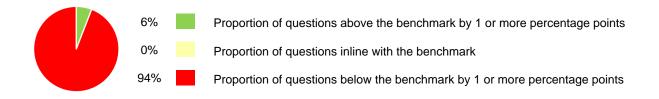
Lowlights

Sections	% Positive
Senior Managers	34
Communication	50
Work Environment	51

Questions	% Positive
18c. The senior managers at my workplace lead by example in creating a positive workplace	31
46. 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	33
18b. The senior managers at my workplace have a clear direction for the future	33
20. Overall, I have confidence in the decisions made by my senior managers	33

External Comparison

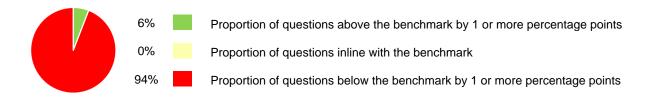
This section shows comparisons between NSW Health Pathology and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health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



	% Positive	Variance from benchmark
26. I am given the opportunity to complete my annual mandatory training requirements as a part of every day work	^{my} 81	+4
22. I have a say in decisions which affect my work	43	+1
24a. Where I work, we share the lessons learnt when mistakes are made	61	I +1
15b. My line manager treats all staff in my team fairly	57	-1 [
19. There is a positive relationship between senior management and staff in my workplace	33	-3
23. I think it is safe to speak up and challenge the way things are done	50	-3
2. I feel I am able to suggest ideas to improve our ways of doing things	69	-4 ■
15d. My line manager treats me with respect	70	-4 ■
17. Overall, I have confidence in the decisions made by my line manager	55	-4 =
18a. The senior managers at my workplace are aware of the issues I face in my job	40	-4 ■
21. I am kept well informed about what is happening in my workplace	45	-4 ■
42. I feel motivated to contribute more than what is normally required at work	60	-4 =
15a. My line manager recognises and acknowledges when I have done my job well	57	-5 =
1. My job makes good use of my skills and abilities	77	-6
29. I am able to achieve a healthy work/life balance most of the time	62	-6
43. I have a strong sense of belonging to my workplace	60	-6
7. The people I work with are willing to help each other even if this means doing something outsid usual job	le their 61	-7

External Comparison

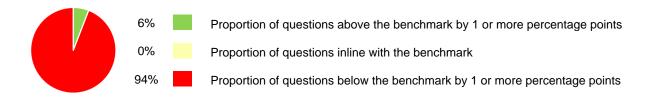
This section shows comparisons between NSW Health Pathology and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health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



	% Positive	Variance from benchmark
14. Staff are treated respectfully regardless of their job	56	-7
15c. My line manager ensures that when issues are raised in the team, they are addressed	53	-7
18c. The senior managers at my workplace lead by example in creating a positive workplace	31	-7 🚾
20. Overall, I have confidence in the decisions made by my senior managers	33	-7
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	-7
31. Reasonable expectations are placed on staff according to their position	54	-7
44. Overall I am satisfied to be working here at the present time	64	-7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	31	-7
4. The right amount of approvals are required for routine decisions	49	-8
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	57	-8
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	61	-8
40. Overall I am proud to be a part of this workplace	65	-8
5. I have sufficient control over my work so I can do my job well	63	-9
9. People in my team are honest and open	58	-9
25. I have received the appropriate training and development to do my job effectively	69	-9
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	-9
39. At my workplace there is a good balance between delivering services and monitoring service delivery	y 49	-9

External Comparison

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

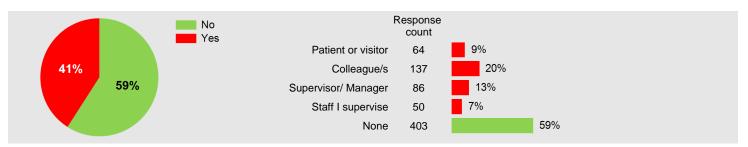


	% Positive	Variance from benchmark
41. I would recommend my workplace as a good place to work	54	-9
12. I believe I am valued for what I can offer at my workplace	56	-10
27. I am encouraged to take opportunities to learn new skills and have new experiences	53	-10
35. My work environment allows me to deliver the best possible services (patient care or support services)	56	-10
38. Our objectives/work plans help us to deliver a quality service	60	-10
3. Working here makes me want to do the best job I can	67	-11
10. My team resolves conflict quickly when it arises	45	-11
18b. The senior managers at my workplace have a clear direction for the future	33	-11
11. Morale is good in my team	44	-12
16. I receive regular and constructive feedback on my performance	37	-12
13. In my workplace, we recognise our successes and innovations	46	-13
24b. I am aware of the strategic objectives and direction of the organisation I work for	48	-13
37. My team's objectives/work plans are clearly outlined	58	-13
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	44	-14
8. In my team we generally acknowledge one another's efforts and achievements	59	-15
36. In my workplace patient safety is at the centre of all decision making	58	-15
30. There are mechanisms in place to support me if I experience stress or pressure	41	-18

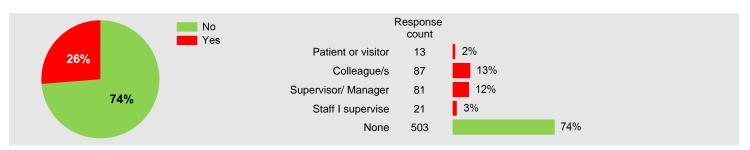
Unacceptable Behaviour

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

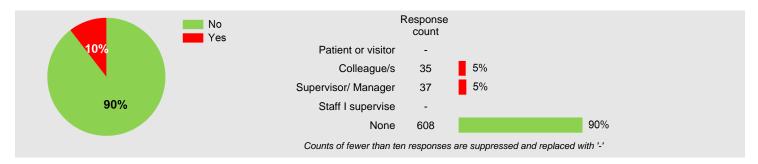
33a. In the last 12 months, I have been verbally abused by a ...



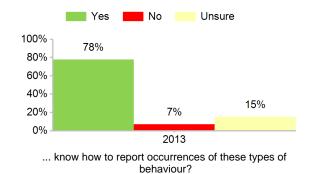
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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



34. Do you currently ...



Yes No Unsure

100%
80%
60%
40%
20%
0%
2013

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

This section shows the breakdown of responses to each question

A question identified as being a key driver of employee engagement

% positive % neutral % negative response response response

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

Australian Health Sector Benchmark

NSW Health Overall 2013

% Positive Score

Your Job



This section shows the breakdown of responses to each question

A question identified as being a key driver of employee engagement

% positive response response response response

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

NSW Health Overall 2013

60

64

% Positive Score

53

Your Team

				_		
7. The people I work with are willing to help each other even if this means doing something outside their usual job	61	17	23	61	68	68
8. In my team we generally acknowledge one another's efforts and achievements	59	18	23	59	69	74
9. People in my team are honest and open	58	22	20	58	63	67
10. My team resolves conflict quickly when it arises	45	26	30	45	51	56
11. Morale is good in my team	44	21	35	44	51	56

This section shows the breakdown of responses to each question

Key

A question identified as being a key driver of employee engagement

% positive response response response

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

Australian Health Sector Benchmark

63

NSW Health Overall 2013

59

% Positive Score

53

Being valued



This section shows the breakdown of responses to each question

Key

A question identified as being a key driver of employee engagement

At least 1% greater than comparator

At least 1% less than comparator

NSW Health Overall 2013

62

60

% Positive Score

55

Your Line Manager

15a. My line manager recognises and acknowledges when I have done my job well	57	21	21	57	64	62
15b. My line manager treats all staff in my team fairly	57	17	26	57	62	58
15c. My line manager ensures that when issues are raised in the team, they are addressed	53	20	27	53	60	60
15d. My line manager treats me with respect	70	16	13	70	75	74
16. I receive regular and constructive feedback on my performance	37 26		37	37	49	49
17. Overall, I have confidence in the decisions made by my line manager	55	22	24	55	62	59

This section shows the breakdown of responses to each question

Key	A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response		comparato	% less than
					% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
	Senior Managers				34	42	40
	18a. The senior managers at my workplace are aware of the issues I face in my job	40	24	36	40	46	44
	18b. The senior managers at my workplace have a clear direction for the future	33	32	35	33	40	44
K	18c. The senior managers at my workplace lead by example in creating a positive workplace	31	28	40	31	41	38
K	19. There is a positive relationship between senior management and staff in my workplace	33	27	41	33	40	36
K	20. Overall, I have confidence in the decisions made by my senior managers	33	29	37	33	42	40

This section shows the breakdown of responses to each question

Key

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

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

At least 1% less comparator

NSW Health Overall 2013

53

55

% Positive Score

50

Communication

21. I am kept well informed about what is happening in my workplace	45	21	34	45	50	49
22. I have a say in decisions which affect my work	43	23	34	43	46	42
23. I think it is safe to speak up and challenge the way things are done	50	20	30	50	51	53
24a. Where I work, we share the lessons learnt when mistakes are made	61	21	18	61	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for	48	26	26	48	56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	56	24	21	56	59	63

This section shows the breakdown of responses to each question

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

Training and Development Opportunities

25. I have received the appropriate training and development to do my job effectively	69	17 14	69	71	78
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	81	10 9	81	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	53	23 24	53	59	63

68

69

73

This section shows the breakdown of responses to each question

Key

A question identified as being a key driver of employee engagement

% positive response

% neutral response

% negative response

At least 1% greater than comparator

Australian Health Sector Benchmark

61

At least 1% less than comparator

NSW Health Overall 2013

57

% Positive Score

51

Work Environment

28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	28 34	37	42	46
29. I am able to achieve a healthy work/life balance most of the time	62	16 21	62	65	68
30. There are mechanisms in place to support me if I experience stress or pressure	41	27 31	41	54	59
31. Reasonable expectations are placed on staff according to their position	54	19 28	54	56	61
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	61	32	61	68	69

This section shows the breakdown of responses to each question

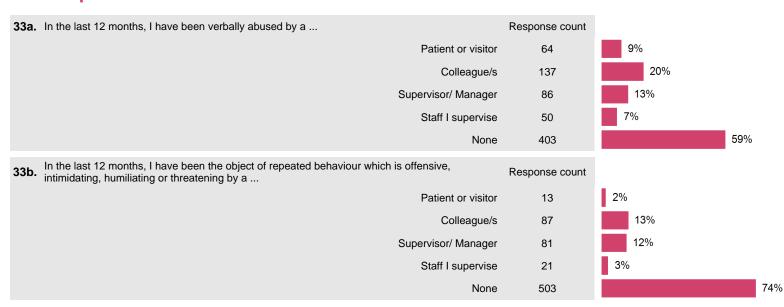
Key

A question identified as being a key driver of employee engagement

At least 1% greater than comparator

At least 1% less than comparator

Unacceptable Behaviour



This section shows the breakdown of responses to each question

Key

A question identified as being a key driver of employee engagement

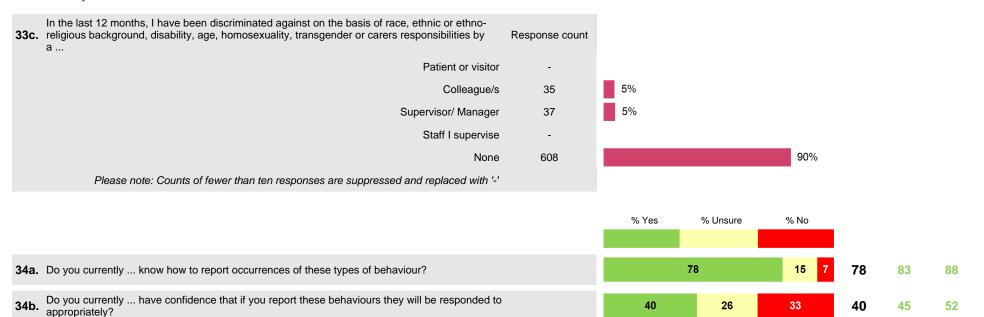
At least 1% greater than comparator

At least 1% less than comparator

NSW Health Overall 2013

% Positive Score

Unacceptable Behaviour



This section shows the breakdown of responses to each question

17.	
Rey	

A question identified as being a key driver of employee engagement

% positive % response re

% neutral response

% negative response

At least 1% greater than comparator

At least 1% less than comparator

NSW Health Overall 2013

61

68

% Positive Score

56

Service Delivery

35. My work environment allows me to deliver the best possible services (patient care or support services)	56	24	21	56	59	66
36. In my workplace patient safety is at the centre of all decision making	58	30	12	58	67	73
37. My team's objectives/work plans are clearly outlined	58	25	16	58	65	71
38. Our objectives/work plans help us to deliver a quality service	60	27	13	60	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery	49	32	19	49	52	58

This section shows the breakdown of responses to each question

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

% positive response % neutral response

% negative response

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

Australian Health Sector Benchmark

62

NSW Health Overall 2013

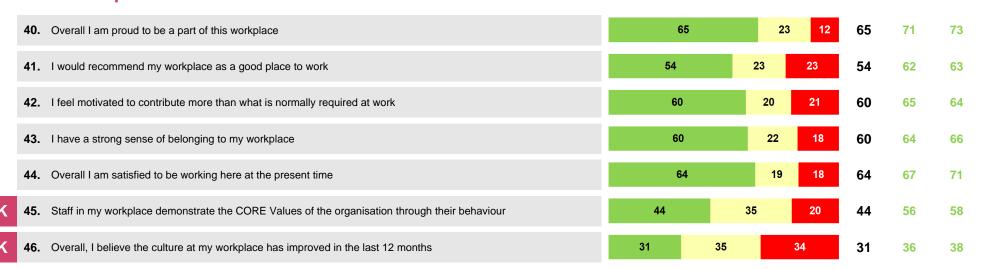
60

comparator

% Positive Score

54

Your Workplace



Guide to using this report

Methodology

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

Questionnaire design

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

Data collection

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

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

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

Estimated Response Rate Calculation

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

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

Fixed term or temporary contract (3) proportioned into Full and Part

Example calculation for NSW Health Overall:

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

time based on responses to (1) and (2). Responses Permanent Full time (1) 18750 18750 × 1661 = 1175 Full time Permanent Part time (2) 7753 18750 + 7753 Fixed term or temporary contract (3) 1661 -132 Agency (4) 7753 x 1661 = 486 Part time 18750 + 7753 Casual (5) 975 203 Contractor (6) TOTAL answering Q51 29474 TOTAL number of respondents to the survey 31493

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

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

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

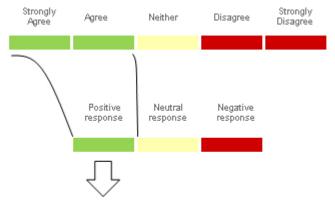
$$\frac{.7753 + 486}{.29474} \times 31493 = 8803 \text{ Estimated Part Time responses}$$

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

Guide to using this report

% Positive

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



+ number of respondents who answered the question



Index and Section Scores

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

Rounding

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

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

Benchmark data

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