

2011 YourSay Workplace Survey

Facility Report



Department of Health

This Report

This report provides Department of Health with data from the 2011 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 27 April 2011. 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%.

Please see the Guide to using this report for further information

Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2011 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.

Content

- 01 Employee Engagement Index
- 02 Employee Workplace Culture Index
- 03 Drivers of Engagement
- 04 Highlights and Lowlights
- 05 External Comparisons
- 06 Inappropriate Behaviour
- 07 All Questions
- 08 Results by Demographic
- 09 Guide to using this report

554

ACTUAL RESPONSES

74%

2% Confidence Interval

ESTIMATED RESPONSE RATE

62%

ENGAGEMENT INDEX

51%

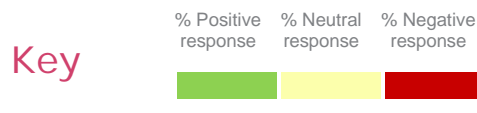
WORKPLACE CULTURE INDEX

Employee Engagement Index

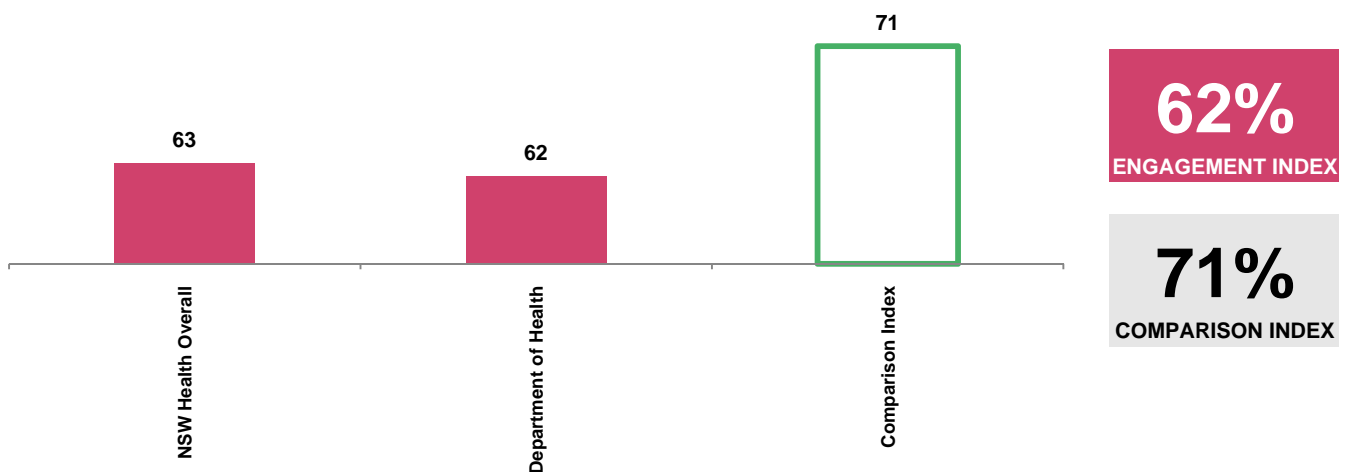
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- 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:



Question	Response Scale	Variance NSW Health Overall
41. Overall I am proud to be a part of this workplace	66 (Green), 23 (Yellow), 11 (Red)	-2 (Red)
42. I would recommend my workplace as a good place to work	57 (Green), 22 (Yellow), 21 (Red)	-1 (Red)
44. I have a strong sense of belonging to my workplace	56 (Green), 25 (Yellow), 19 (Red)	-5 (Red)
45. Overall I am satisfied to be working here at the present time	66 (Green), 15 (Yellow), 19 (Red)	+2 (Green)
3. Working here makes me want to do the best job I can	67 (Green), 19 (Yellow), 14 (Red)	0 (Grey)
43. I feel motivated to contribute more than what is normally required at work	61 (Green), 22 (Yellow), 18 (Red)	0 (Grey)

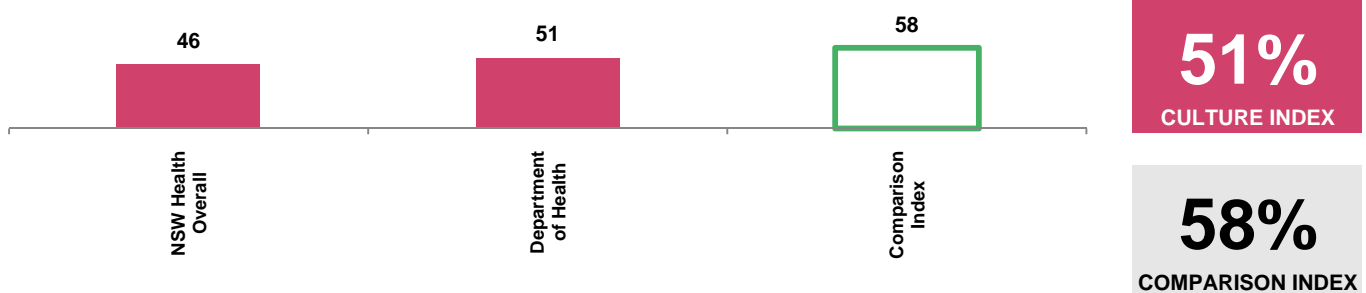


Employee Workplace Culture Index

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:

Question	Key			Response Scale	Variance from NSW Health Overall
	% Positive response	% Neutral response	% Negative response		
11. Morale is good in my team	54	19	26		+8
12. I believe I am valued for what I can offer at my workplace	62	17	21		+4
13. In my workplace, we recognise our successes and innovations	56	23	21		+6
14. Staff are treated respectfully regardless of their job	64	15	21		+9
17. Overall, I have confidence in the decisions made by my line manager	66	18	16		+8
18b. The senior managers at my workplace have a clear direction for the future	44	28	28		+12
18c. The senior managers at my workplace lead by example in creating a positive workplace	49	23	28		+15
20. Overall, I have confidence in the decisions made by my senior managers	53	28	19		+17
22. I have a say in decisions which affect my work	44	27	29		+3
23. I think it is safe to speak up and challenge the way things are done	49	22	30		+3
24. Where I work, we share the lessons learnt when mistakes are made	49	26	25		-4
28. I have confidence in the processes that my workplace uses to resolve staff conflict	35	33	32		-2
38. My team's objectives/work plans are clearly outlined	59	21	20		-1
39. Our objectives/work plans help us to deliver a quality service	56	26	18		-4
46. Overall, I believe the culture at my workplace has improved in the last 12 months	21	41	38		-8



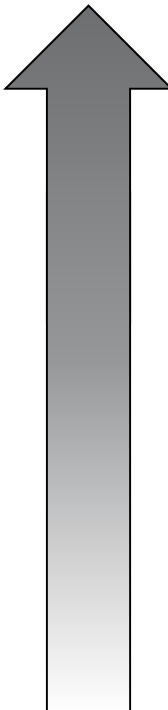
Drivers of Engagement

A statistical technique known as Key Driver Analysis (KDA) has been used to help focus on those aspects of working for this organisation which have the greatest impact on Employee Engagement. The dashboard below shows the questions with the greatest impact on Employee Engagement for Department of Health overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Department of Health as a whole.

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

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

Drivers of Employee Engagement

	Impact (on Employee Engagement)	% Positive	NSW Health Overall % positive
12. I believe I am valued for what I can offer at my workplace	<i>Greatest</i> 	62	58
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	54
2. I feel I am able to suggest ideas to improve our ways of doing things		68	65
20. Overall, I have confidence in the decisions made by my senior managers		53	36
18b. The senior managers at my workplace have a clear direction for the future		44	32
11. Morale is good in my team		54	46

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 Line Manager	66
Your Team	66
Being valued	61

Questions	% Positive
15d. My line manager treats me with respect	78
7. The people I work with are willing to help each other even if this means doing something outside their usual job	75
9. People in my team are honest and open	72
15a. My line manager recognises and acknowledges when I have done my job well	72
8. In my team we generally acknowledge one another's efforts and achievements	71

Lowlights

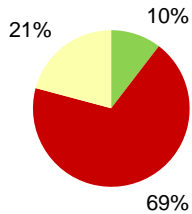
Sections	% Positive
Communication	47
Service Delivery	48
Work Environment	50

Questions	% Positive
4. Too many approvals are required for routine decisions*	14
46. Overall, I believe the culture at my workplace has improved in the last 12 months	21
28. I have confidence in the processes that my workplace uses to resolve staff conflict	35
37. In my workplace patient safety is at the centre of all decision making	36
40. At my workplace we are too focused on monitoring rather than delivering services*	37

External Comparison

This section shows comparisons between Department of Health and the Australian and International Health Sector comparisons. The comparative data has been drawn from random sampling of 1,065 Australian, 376 UK and 468 Canadian health care employees in both the public and private sectors.

Please see the Guide to using this report for further information



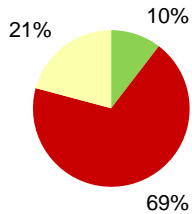
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark % Positive
40. At my workplace we are too focused on monitoring rather than delivering services*	37	+9
19. There is a positive relationship between senior management and staff in my workplace	52	+8
20. Overall, I have confidence in the decisions made by my senior managers	53	+7
18a. The senior managers at my workplace are aware of the issues I face in my job	54	+5
15b. My line manager treats all staff in my team fairly	69	+5
18c. The senior managers at my workplace lead by example in creating a positive workplace	49	+4
15a. My line manager recognises and acknowledges when I have done my job well	72	+4
15d. My line manager treats me with respect	78	+3
7. The people I work with are willing to help each other even if this means doing something outside their usual job	75	+2
17. Overall, I have confidence in the decisions made by my line manager	66	+1
9. People in my team are honest and open	72	+1
14. Staff are treated respectfully regardless of their job	64	-1
15c. My line manager ensures that when issues are raised in the team, they are addressed	63	-1

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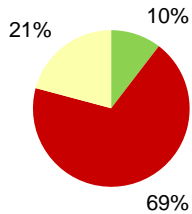
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
4. Too many approvals are required for routine decisions*	14	-2	
22. I have a say in decisions which affect my work	44	-4	
8. In my team we generally acknowledge one another's efforts and achievements	71	-5	
11. Morale is good in my team	54	-5	
10. My team resolves conflict quickly when it arises	57	-5	
16. I receive regular and constructive feedback on my performance	49	-5	
43. I feel motivated to contribute more than what is normally required at work	61	-5	
29. I am able to achieve a healthy work/life balance most of the time	65	-6	
18b. The senior managers at my workplace have a clear direction for the future	44	-6	
2. I feel I am able to suggest ideas to improve our ways of doing things	68	-6	
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	-7	
12. I believe I am valued for what I can offer at my workplace	62	-7	
45. Overall I am satisfied to be working here at the present time	66	-7	

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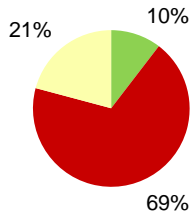
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
13. In my workplace, we recognise our successes and innovations	56	-7	■
23. I think it is safe to speak up and challenge the way things are done	49	-8	■
42. I would recommend my workplace as a good place to work	57	-9	■
31. Reasonable expectations are placed on staff according to their position	51	-10	■
3. Working here makes me want to do the best job I can	67	-11	■
41. Overall I am proud to be a part of this workplace	66	-11	■
44. I have a strong sense of belonging to my workplace	56	-11	■
5. I have sufficient control over my work so I can do my job well	58	-12	■
38. My team's objectives/work plans are clearly outlined	59	-13	■
27. I am encouraged to take opportunities to learn new skills and have new experiences	54	-13	■
21. I am kept well informed about what is happening in my workplace	44	-14	■
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	58	-15	■
24. Where I work, we share the lessons learnt when mistakes are made	49	-16	■

External Comparison

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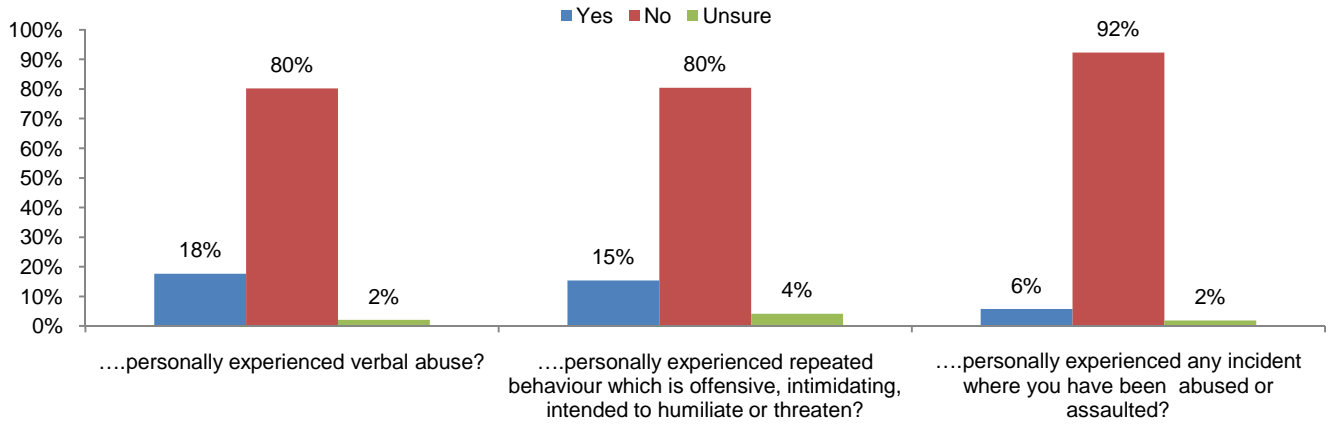
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
1. My job makes good use of my skills and abilities	69	-16	■
39. Our objectives/work plans help us to deliver a quality service	56	-16	■
25. I have received the appropriate training and development to do my job effectively	62	-17	■
36. My work environment allows me to deliver the best possible services (patient care or support services)	52	-18	■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	35	-19	■
30. There are mechanisms in place to support me if I experience stress or pressure	42	-20	■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	21	-20	■
26. 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	46	-31	■
37. In my workplace patient safety is at the centre of all decision making	36	-36	■

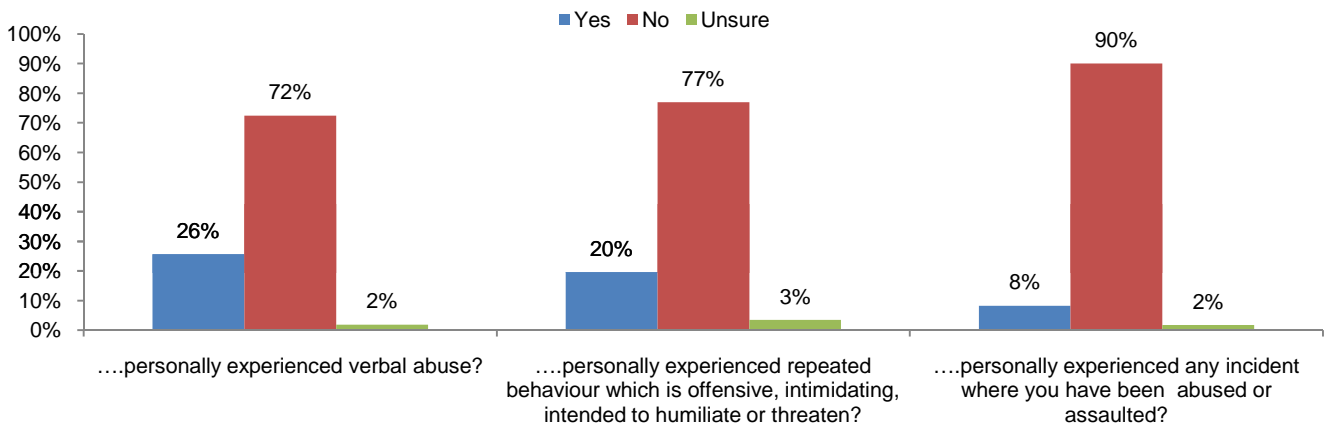
Inappropriate Behaviour

This sections shows the results to questions asked regarding Inappropriate Behaviour.

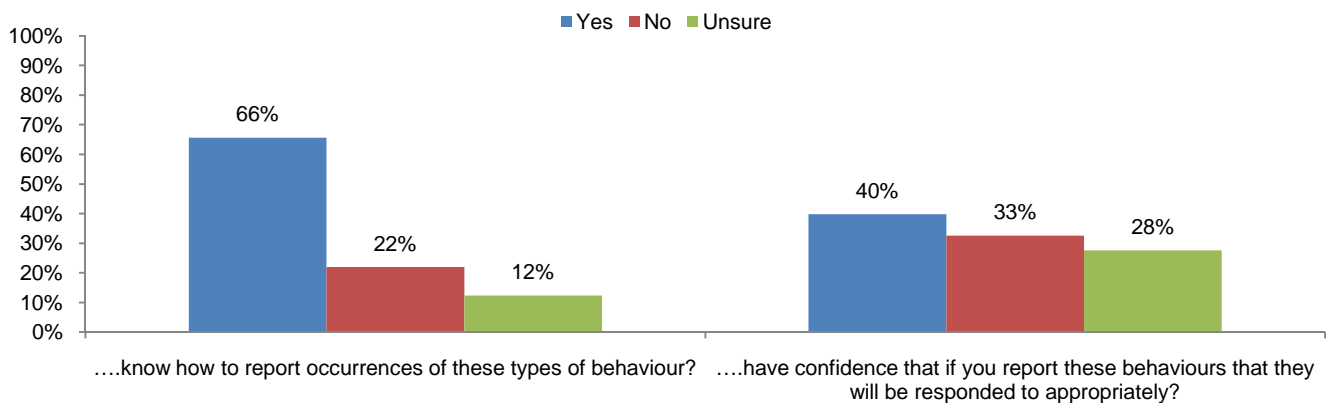
33. In the last three (3) months have you....



34. In the last twelve (12) months, have you....



35. Do you currently....



All Questions

This section shows the breakdown of responses to each question.

Key

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



Your Job

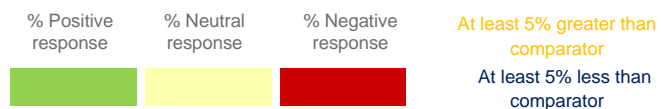
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
					56		0	-9
Key 1. My job makes good use of my skills and abilities		69	13	18	69		-7	-16
Key 2. I feel I am able to suggest ideas to improve our ways of doing things		68	15	17	68		+3	-6
3. Working here makes me want to do the best job I can		67	19	14	67		+0	-11
4. Too many approvals are required for routine decisions*		14	21	65	14		-0	-2
5. I have sufficient control over my work so I can do my job well		58	19	23	58		-2	-12
Key 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	20	23	57		+3	-7

All Questions

This section shows the breakdown of responses to each question.

Key

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



Your Team

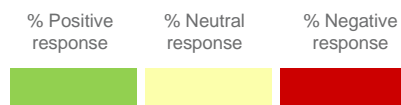
	Response Scale	% Positive Score	% Positive Variance Compared to:
			NSW Health Overall Australian and International Health Sector Benchmark
7. The people I work with are willing to help each other even if this means doing something outside their usual job	75 (11% Neutral, 14% Negative)	75	+10 +2
8. In my team we generally acknowledge one another's efforts and achievements	71 (14% Neutral, 15% Negative)	71	+5 -5
9. People in my team are honest and open	72 (15% Neutral, 13% Negative)	72	+12 +1
10. My team resolves conflict quickly when it arises	57 (26% Neutral, 17% Negative)	57	+10 -5
Key 11. Morale is good in my team	54 (19% Neutral, 26% Negative)	54	+8 -5

All Questions

This section shows the breakdown of responses to each question.

Key

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



At least 5% greater than comparator
At least 5% less than comparator

Being valued

Key

12. I believe I am valued for what I can offer at my workplace



61

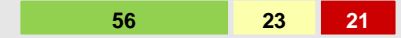
% Positive Variance Compared to:

NSW Health Overall
Australian and International Health Sector Benchmark

+7

-5

13. In my workplace, we recognise our successes and innovations



56

+6

-7

14. Staff are treated respectfully regardless of their job



64

+9

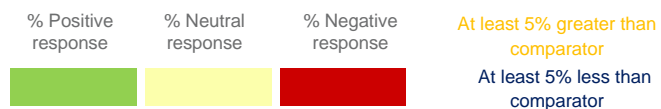
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All Questions

This section shows the breakdown of responses to each question.

Key

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



Your Line Manager

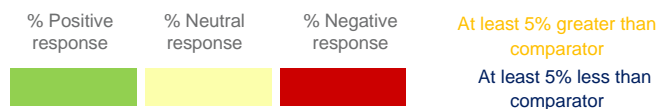
Question	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
15a. My line manager recognises and acknowledges when I have done my job well	72% Positive, 16% Neutral, 12% Negative	72	+12	+8	+4
15b. My line manager treats all staff in my team fairly	69% Positive, 14% Neutral, 18% Negative	69	+11	+11	+5
15c. My line manager ensures that when issues are raised in the team, they are addressed	63% Positive, 21% Neutral, 16% Negative	63	+7	+7	-1
15d. My line manager treats me with respect	78% Positive, 13% Neutral, 9% Negative	78	+5	+5	+3
16. I receive regular and constructive feedback on my performance	49% Positive, 23% Neutral, 28% Negative	49	+5	+5	-5
17. Overall, I have confidence in the decisions made by my line manager	66% Positive, 18% Neutral, 16% Negative	66	+8	+8	+1

All Questions

This section shows the breakdown of responses to each question.

Key

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



Senior Managers

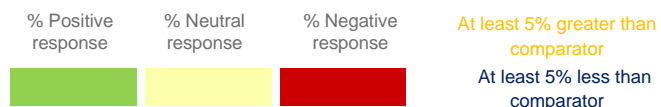
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
18a. The senior managers at my workplace are aware of the issues I face in my job	54	19	27	54	+14	+5	
Key 18b. The senior managers at my workplace have a clear direction for the future	44	28	28	44	+12	-6	
18c. The senior managers at my workplace lead by example in creating a positive workplace	49	23	28	49	+15	+4	
19. There is a positive relationship between senior management and staff in my workplace	52	23	25	52	+18	+8	
Key 20. Overall, I have confidence in the decisions made by my senior managers	53	28	19	53	+17	+7	

All Questions

This section shows the breakdown of responses to each question.

Key

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



Communication

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
21. I am kept well informed about what is happening in my workplace	44	23	33	44	-1	-14
22. I have a say in decisions which affect my work	44	27	29	44	+3	-4
23. I think it is safe to speak up and challenge the way things are done	49	22	30	49	+3	-8
24. Where I work, we share the lessons learnt when mistakes are made	49	26	25	49	-4	-16

All Questions

This section shows the breakdown of responses to each question.

Key

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



Training and Development Opportunities

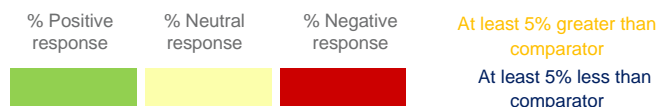
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	62	19	19	62	-6	-13	-17
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	46	38	16	46	-30	-30	-31
27. I am encouraged to take opportunities to learn new skills and have new experiences	54	26	20	54	-1	-1	-13

All Questions

This section shows the breakdown of responses to each question.

Key

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



Work Environment

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
28. I have confidence in the processes that my workplace uses to resolve staff conflict	35	33	32	35	-2	-19
29. I am able to achieve a healthy work/life balance most of the time	65	14	20	65	+5	-6
30. There are mechanisms in place to support me if I experience stress or pressure	42	30	28	42	-7	-20
31. Reasonable expectations are placed on staff according to their position	51	21	28	51	-1	-10
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	58	36	6	58	-7	-15

All Questions

This section shows the breakdown of responses to each question.

Key

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

At least 5% greater than comparator

At least 5% less than comparator

Note: Questions 33, 34 and 35 below use a scale of Yes, No and Unsure. Questions 33 and 34 questions are negatively worded, therefore the positive score is taken as those who responded 'No', the negative score as those who responded 'Yes' and those who responded 'Unsure' are not included in score calculations. Question 35 is positively worded, therefore positive is 'Yes', negative is 'No'.

% Positive Variance Compared to:

Inappropriate Behaviour

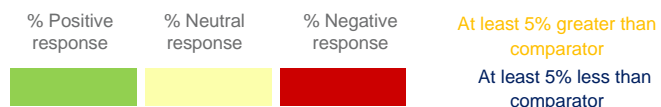
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark	
33a. In the last three (3) months, have you personally experienced verbal abuse?	80		18	80	+7	+4	
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	80		15	80	+9	+8	
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	92		6	92	+7	+8	
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	72		26	72	+18	+14	
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	77		20	77	+12	+7	
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	90		8	90	+8	+7	
		% Yes response	% Unsure response	% No response			
35a. Do you currently know how to report occurrences of these types of behaviour?		66	12	22	66	-17	-15
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?		40	28	33	40	-3	-15

All Questions

This section shows the breakdown of responses to each question.

Key

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



Service Delivery

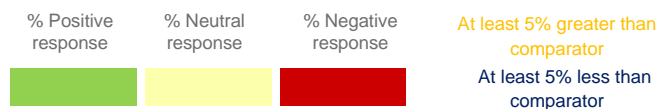
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
36. My work environment allows me to deliver the best possible services (patient care or support services)	52	29	19	52	-2	-18
37. In my workplace patient safety is at the centre of all decision making	36	52	12	36	-28	-36
38. My team's objectives/work plans are clearly outlined	59	21	20	59	-1	-13
39. Our objectives/work plans help us to deliver a quality service	56	26	18	56	-4	-16
40. At my workplace we are too focused on monitoring rather than delivering services*	37	37	27	37	+10	+9

All Questions

This section shows the breakdown of responses to each question.

Key

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



Your Workplace

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
41. Overall I am proud to be a part of this workplace	66	23	11	66	-2	-11
42. I would recommend my workplace as a good place to work	57	22	21	57	-1	-9
43. I feel motivated to contribute more than what is normally required at work	61	22	18	61	-0	-5
44. I have a strong sense of belonging to my workplace	56	25	19	56	-5	-11
45. Overall I am satisfied to be working here at the present time	66	15	19	66	+2	-7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	21	41	38	21	-8	-20