

# 2011 YourSay Workplace Survey

## Facility Report



### Northern Sydney Local Health District

#### This Report

This report provides Northern Sydney Local Health District 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.

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1,813

ACTUAL RESPONSES

22%

2% Confidence Interval

ESTIMATED RESPONSE RATE

65%

ENGAGEMENT INDEX

49%

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

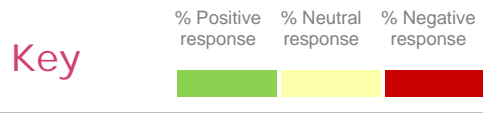
**Stay**

An emotional commitment to the organisation and a desire to stay

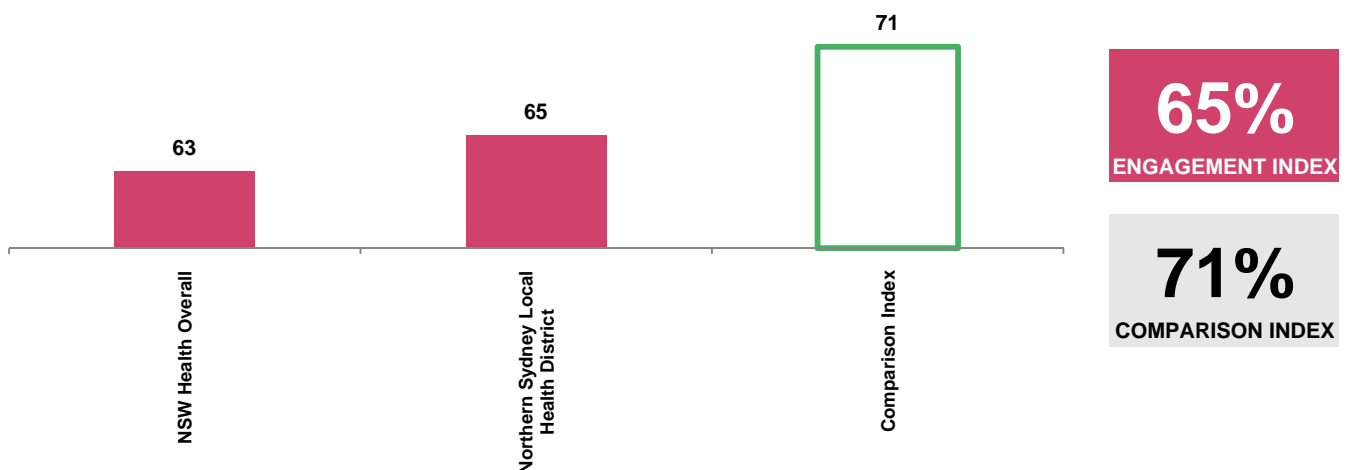
**Strive**

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	69% Positive, 18% Neutral, 12% Negative	
42. I would recommend my workplace as a good place to work	59% Positive, 22% Neutral, 19% Negative	
44. I have a strong sense of belonging to my workplace	64% Positive, 20% Neutral, 16% Negative	+3
45. Overall I am satisfied to be working here at the present time	66% Positive, 17% Neutral, 17% Negative	+2
3. Working here makes me want to do the best job I can	69% Positive, 17% Neutral, 14% Negative	+2
43. I feel motivated to contribute more than what is normally required at work	65% Positive, 19% Neutral, 17% Negative	+4

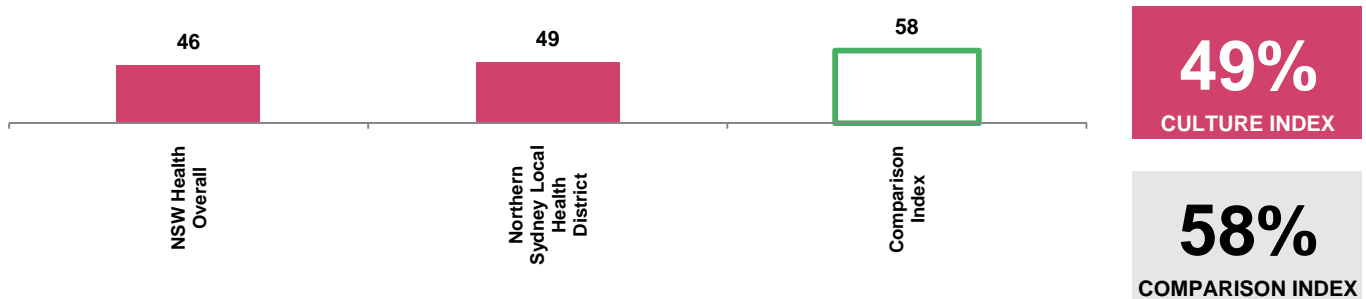


# Employee Workplace Culture Index

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

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

	Key			Response Scale	Variance from NSW Health Overall
	% Positive response	% Neutral response	% Negative response		
11. Morale is good in my team	53	19	28		+7
12. I believe I am valued for what I can offer at my workplace	62	15	22		+4
13. In my workplace, we recognise our successes and innovations	53	23	24		+3
14. Staff are treated respectfully regardless of their job	59	16	25		+4
17. Overall, I have confidence in the decisions made by my line manager	63	17	20		+5
18b. The senior managers at my workplace have a clear direction for the future	30	34	36		-2
18c. The senior managers at my workplace lead by example in creating a positive workplace	34	27	38		0
20. Overall, I have confidence in the decisions made by my senior managers	36	29	36		0
22. I have a say in decisions which affect my work	43	22	35		+2
23. I think it is safe to speak up and challenge the way things are done	50	18	32		+4
24. Where I work, we share the lessons learnt when mistakes are made	56	21	23		+3
28. I have confidence in the processes that my workplace uses to resolve staff conflict	41	27	33		+4
38. My team's objectives/work plans are clearly outlined	64	20	16		+4
39. Our objectives/work plans help us to deliver a quality service	63	22	15		+3
46. Overall, I believe the culture at my workplace has improved in the last 12 months	30	37	33		+1



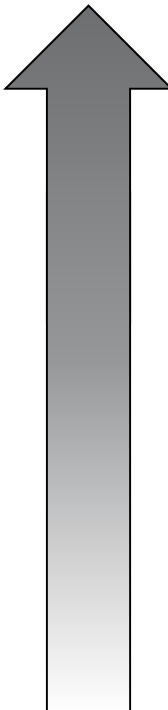
# Drivers of Engagement

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 Northern Sydney Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Northern Sydney Local Health District 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		58	54
13. In my workplace, we recognise our successes and innovations		53	50
11. Morale is good in my team		53	46
36. My work environment allows me to deliver the best possible services (patient care or support services)		50	54
38. My team's objectives/work plans are clearly outlined		64	60

# 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	71
Your Line Manager	63
Your Team	62

Questions	% Positive
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	84
1. My job makes good use of my skills and abilities	78
15d. My line manager treats me with respect	77
25. I have received the appropriate training and development to do my job effectively	71
41. Overall I am proud to be a part of this workplace	69

## Lowlights

Sections	% Positive
Senior Managers	34
Communication	49
Service Delivery	53

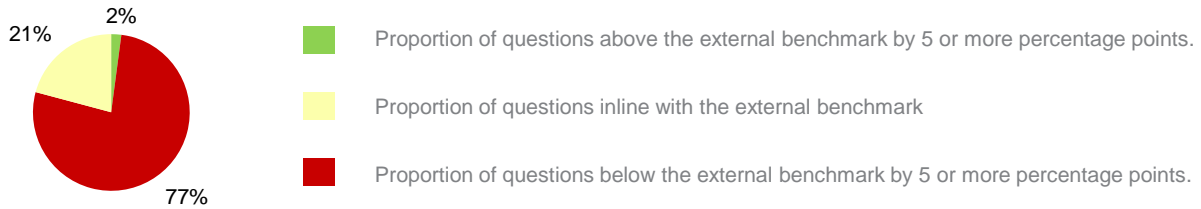
  

Questions	% Positive
4. Too many approvals are required for routine decisions*	13
40. At my workplace we are too focused on monitoring rather than delivering services*	27
46. Overall, I believe the culture at my workplace has improved in the last 12 months	30
18b. The senior managers at my workplace have a clear direction for the future	30
19. There is a positive relationship between senior management and staff in my workplace	33

# External Comparison

This section shows comparisons between Northern Sydney Local Health District 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

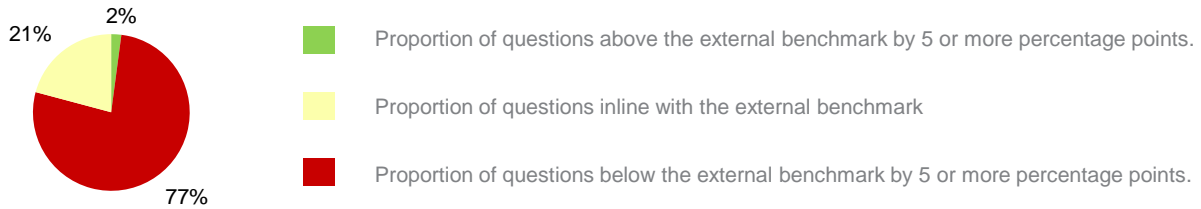


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	84	+7	
15d. My line manager treats me with respect	77	+2	
15b. My line manager treats all staff in my team fairly	63	-1	
40. At my workplace we are too focused on monitoring rather than delivering services*	27	-1	
43. I feel motivated to contribute more than what is normally required at work	65	-1	
17. Overall, I have confidence in the decisions made by my line manager	63	-2	
15a. My line manager recognises and acknowledges when I have done my job well	66	-2	
15c. My line manager ensures that when issues are raised in the team, they are addressed	62	-2	
4. Too many approvals are required for routine decisions*	13	-3	
44. I have a strong sense of belonging to my workplace	64	-3	
7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	-4	
22. I have a say in decisions which affect my work	43	-5	
16. I receive regular and constructive feedback on my performance	49	-5	

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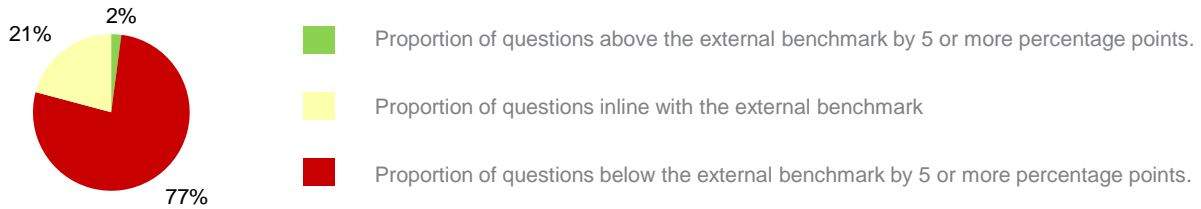


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
2. I feel I am able to suggest ideas to improve our ways of doing things	68	-6	
9. People in my team are honest and open	65	-6	
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	58	-6	
14. Staff are treated respectfully regardless of their job	59	-6	
11. Morale is good in my team	53	-6	
12. I believe I am valued for what I can offer at my workplace	62	-7	
8. In my team we generally acknowledge one another's efforts and achievements	69	-7	
1. My job makes good use of my skills and abilities	78	-7	
31. Reasonable expectations are placed on staff according to their position	54	-7	
42. I would recommend my workplace as a good place to work	59	-7	
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	-7	
23. I think it is safe to speak up and challenge the way things are done	50	-7	
45. Overall I am satisfied to be working here at the present time	66	-7	

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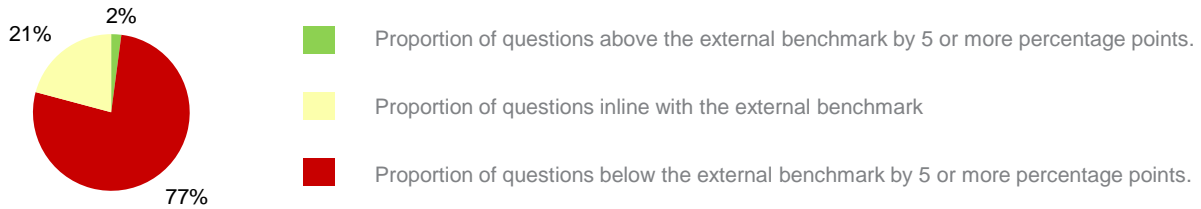
	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
27. I am encouraged to take opportunities to learn new skills and have new experiences	60	-7	
41. Overall I am proud to be a part of this workplace	69	-8	
38. My team's objectives/work plans are clearly outlined	64	-8	
37. In my workplace patient safety is at the centre of all decision making	64	-8	
25. I have received the appropriate training and development to do my job effectively	71	-8	
3. Working here makes me want to do the best job I can	69	-9	
10. My team resolves conflict quickly when it arises	53	-9	
24. Where I work, we share the lessons learnt when mistakes are made	56	-9	
5. I have sufficient control over my work so I can do my job well	61	-9	
30. There are mechanisms in place to support me if I experience stress or pressure	53	-9	
39. Our objectives/work plans help us to deliver a quality service	63	-9	
29. I am able to achieve a healthy work/life balance most of the time	62	-9	
13. In my workplace, we recognise our successes and innovations	53	-10	



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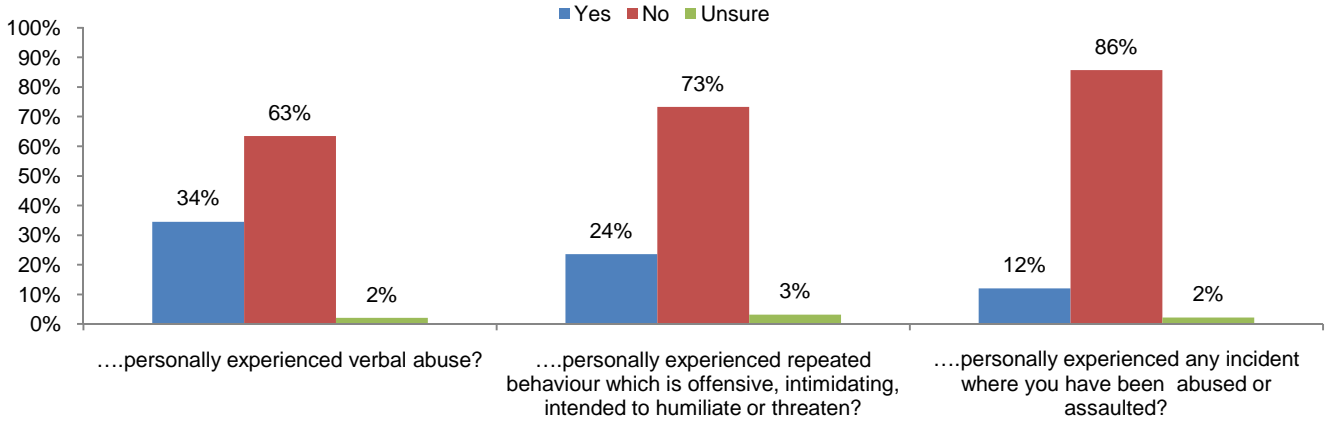


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
21. I am kept well informed about what is happening in my workplace	48	-10	
20. Overall, I have confidence in the decisions made by my senior managers	36	-10	
18c. The senior managers at my workplace lead by example in creating a positive workplace	34	-11	
18a. The senior managers at my workplace are aware of the issues I face in my job	38	-11	
46. Overall, I believe the culture at my workplace has improved in the last 12 months	30	-11	
19. There is a positive relationship between senior management and staff in my workplace	33	-11	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	41	-13	
36. My work environment allows me to deliver the best possible services (patient care or support services)	50	-20	
18b. The senior managers at my workplace have a clear direction for the future	30	-20	

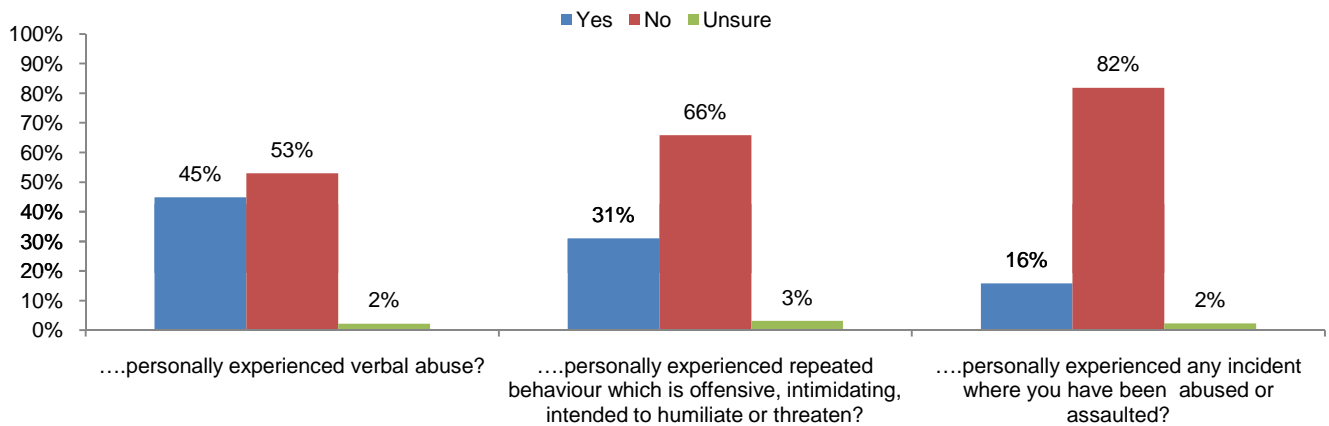
# Inappropriate Behaviour

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

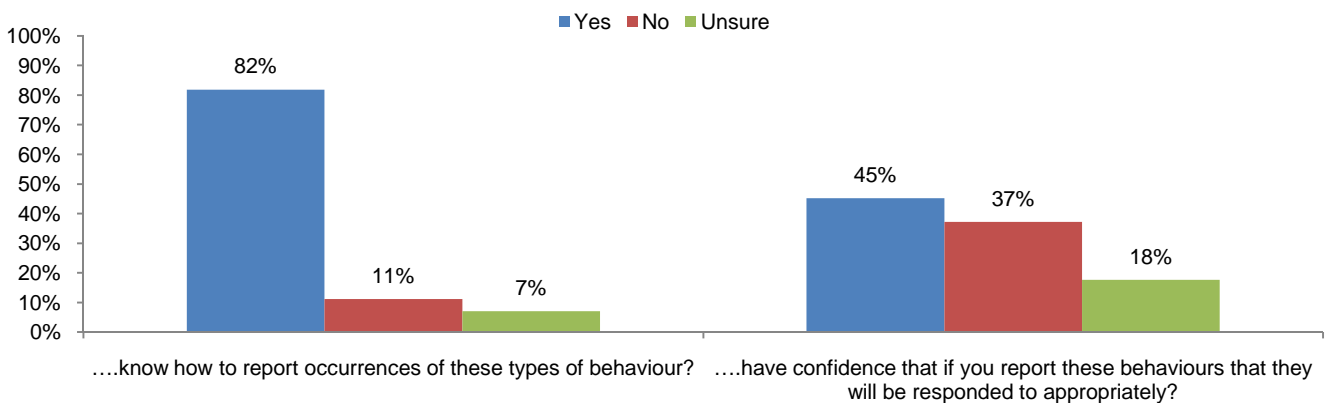
## 33. In the last three (3) months have you....



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



## 35. Do you currently....

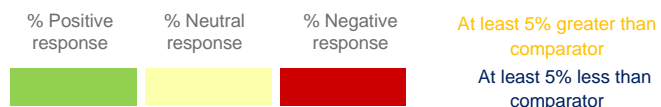


# All Questions

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

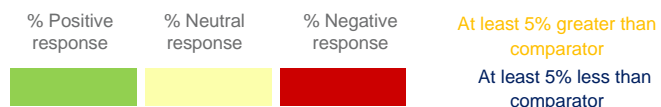
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
					<b>58</b>		<b>+2</b>	<b>-7</b>
1. My job makes good use of my skills and abilities		78	9	12	<b>78</b>	<b>+2</b>	<b>-7</b>	
2. I feel I am able to suggest ideas to improve our ways of doing things		68	13	19	<b>68</b>	<b>+3</b>	<b>-6</b>	
3. Working here makes me want to do the best job I can		69	17	14	<b>69</b>	<b>+2</b>	<b>-9</b>	
4. Too many approvals are required for routine decisions*		13	21	66	<b>13</b>	<b>-1</b>	<b>-3</b>	
5. I have sufficient control over my work so I can do my job well		61	15	24	<b>61</b>	<b>+1</b>	<b>-9</b>	
<b>Key</b> 6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave		58	19	23	<b>58</b>	<b>+4</b>	<b>-6</b>	

# 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

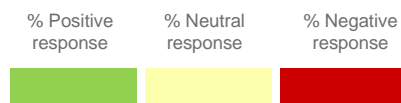
Question	Response Scale	% Positive Score	% Positive Variance Compared to:
			NSW Health Overall Australian and International Health Sector Benchmark
7. The people I work with are willing to help each other even if this means doing something outside their usual job	69 (15% Neutral, 16% Negative)	69	+4 -4
8. In my team we generally acknowledge one another's efforts and achievements	69 (14% Neutral, 17% Negative)	69	+3 -7
9. People in my team are honest and open	65 (19% Neutral, 16% Negative)	65	+5 -6
10. My team resolves conflict quickly when it arises	53 (23% Neutral, 24% Negative)	53	+6 -9
<b>11. Morale is good in my team</b>	53 (19% Neutral, 28% Negative)	53	+7 -6

# 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

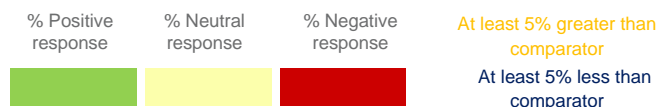
Key	Question	% Positive response	% Neutral response	% Negative response	Response Scale	% Positive Score	% Positive Variance Compared to:
							NSW Health Overall
							Australian and International Health Sector Benchmark
						<b>58</b>	<b>+4</b>
							<b>-8</b>
<b>Key</b>	<b>12.</b> I believe I am valued for what I can offer at my workplace	<b>62</b>	<b>15</b>	<b>22</b>		<b>62</b>	<b>+4</b>
<b>Key</b>	<b>13.</b> In my workplace, we recognise our successes and innovations	<b>53</b>	<b>23</b>	<b>24</b>		<b>53</b>	<b>+3</b>
	<b>14.</b> Staff are treated respectfully regardless of their job	<b>59</b>	<b>16</b>	<b>25</b>		<b>59</b>	<b>+4</b>
							<b>-6</b>

# 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

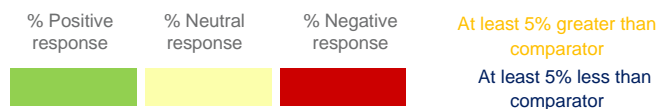
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>15a.</b> My line manager recognises and acknowledges when I have done my job well	66	16	19	66	+6	+5	-2
<b>15b.</b> My line manager treats all staff in my team fairly	63	15	21	63	+5	+5	-1
<b>15c.</b> My line manager ensures that when issues are raised in the team, they are addressed	62	17	21	62	+6	+6	-2
<b>15d.</b> My line manager treats me with respect	77	12	12	77	+4	+4	+2
<b>16.</b> I receive regular and constructive feedback on my performance	49	22	29	49	+5	+5	-5
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	63	17	20	63	+5	+5	-2

# 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

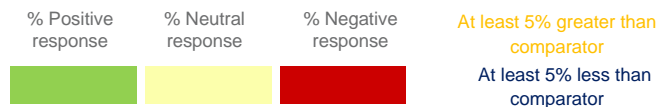
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>18a.</b> The senior managers at my workplace are aware of the issues I face in my job	38	22	40	38	-2	-11
<b>18b.</b> The senior managers at my workplace have a clear direction for the future	30	34	36	30	-2	-20
<b>18c.</b> The senior managers at my workplace lead by example in creating a positive workplace	34	27	38	34	+0	-11
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	33	29	38	33	-1	-11
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	36	29	36	36	-0	-10

# 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	48	20	32	48	+3	-10
22. I have a say in decisions which affect my work	43	22	35	43	+2	-5
23. I think it is safe to speak up and challenge the way things are done	50	18	32	50	+4	-7
24. Where I work, we share the lessons learnt when mistakes are made	56	21	23	56	+3	-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



## Training and Development Opportunities

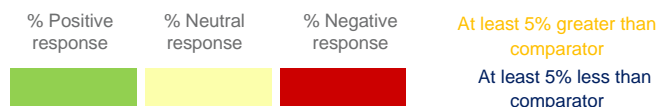
Question	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:
						NSW Health Overall Australian and International Health Sector Benchmark
<b>25.</b> I have received the appropriate training and development to do my job effectively	71	14	15	71	+3	-8
<b>26.</b> 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	84	9	8	84	+8	+7
<b>27.</b> I am encouraged to take opportunities to learn new skills and have new experiences	60	20	20	60	+5	-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



## 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
<b>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict	41	27	33	41	+4	-13
<b>29.</b> I am able to achieve a healthy work/life balance most of the time	62	18	20	62	+2	-9
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	53	24	24	53	+4	-9
<b>31.</b> Reasonable expectations are placed on staff according to their position	54	18	28	54	+2	-7
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	20	14	66	+1	-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

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

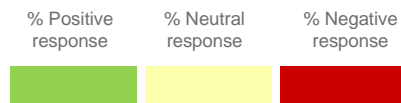
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark
<b>33a.</b> In the last three (3) months, have you personally experienced verbal abuse?	63		34	69	+1	-2
<b>33b.</b> In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	73		24	73	+2	+1
<b>33c.</b> In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	86		12	86	+1	+2
<b>34a.</b> In the last twelve (12) months, have you personally experienced verbal abuse?	53		45	53	-1	-5
<b>34b.</b> In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	66		31	66	+1	-4
<b>34c.</b> In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	82		16	82	-0	-1
	% Yes response	% Unsure response	% No response			
<b>35a.</b> Do you currently know how to report occurrences of these types of behaviour?	82	7	11	82	-1	+1
<b>35b.</b> Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	45	18	37	45	+2	-10

# 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

## Service Delivery

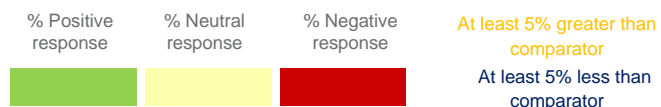
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
				<b>53</b>		<b>0</b>	<b>-10</b>
<b>Key</b> 36. My work environment allows me to deliver the best possible services (patient care or support services)	50	21	28	<b>50</b>	-4		<b>-20</b>
37. In my workplace patient safety is at the centre of all decision making	64	21	15	<b>64</b>	-0		<b>-8</b>
<b>Key</b> 38. My team's objectives/work plans are clearly outlined	64	20	16	<b>64</b>	+4		<b>-8</b>
39. Our objectives/work plans help us to deliver a quality service	63	22	15	<b>63</b>	+3		<b>-9</b>
40. At my workplace we are too focused on monitoring rather than delivering services*	27	31	42	<b>27</b>	-0		<b>-1</b>

# 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	69	18	12	69	+1	-8
42. I would recommend my workplace as a good place to work	59	22	19	59	+1	-7
43. I feel motivated to contribute more than what is normally required at work	65	19	17	65	+4	-1
44. I have a strong sense of belonging to my workplace	64	20	16	64	+3	-3
45. Overall I am satisfied to be working here at the present time	66	17	17	66	+2	-7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	30	37	33	30	+1	-11