

2011 YourSay Workplace Survey

Facility Report



Southern NSW Local Health District

This Report

This report provides Southern NSW 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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998

ACTUAL RESPONSES

43%

2% Confidence Interval

ESTIMATED RESPONSE RATE

59%

ENGAGEMENT INDEX

41%

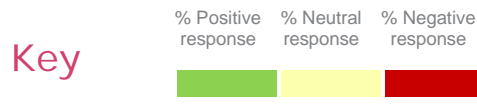
WORKPLACE CULTURE INDEX

Employee Engagement Index

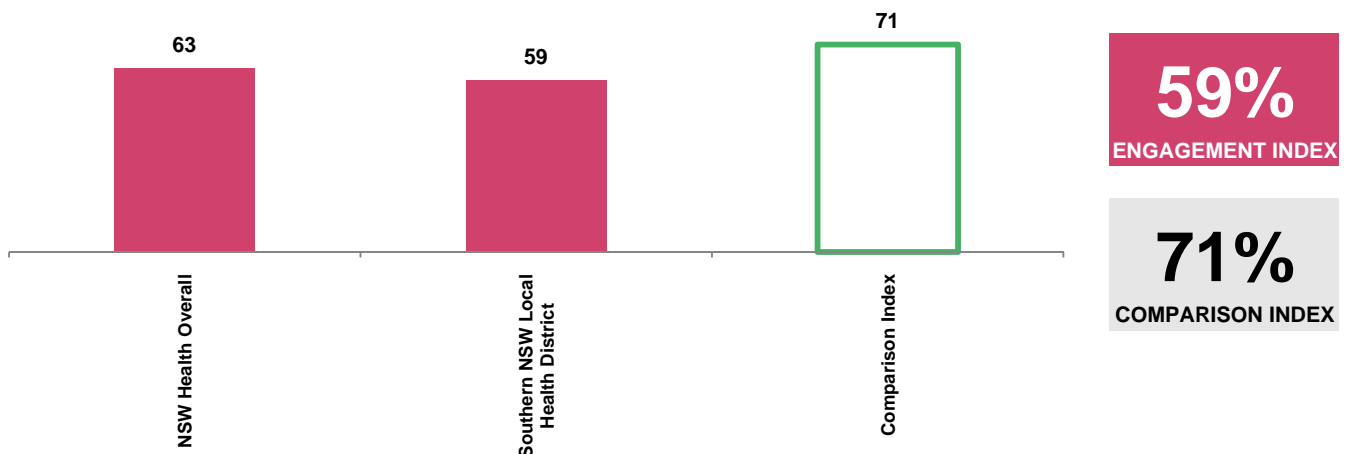
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- 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	64% Positive, 21% Neutral, 15% Negative	-4
42. I would recommend my workplace as a good place to work	50% Positive, 24% Neutral, 26% Negative	-8
44. I have a strong sense of belonging to my workplace	57% Positive, 21% Neutral, 23% Negative	-4
45. Overall I am satisfied to be working here at the present time	61% Positive, 17% Neutral, 22% Negative	
3. Working here makes me want to do the best job I can	64% Positive, 19% Neutral, 17% Negative	
43. I feel motivated to contribute more than what is normally required at work	57% Positive, 20% Neutral, 23% Negative	-4

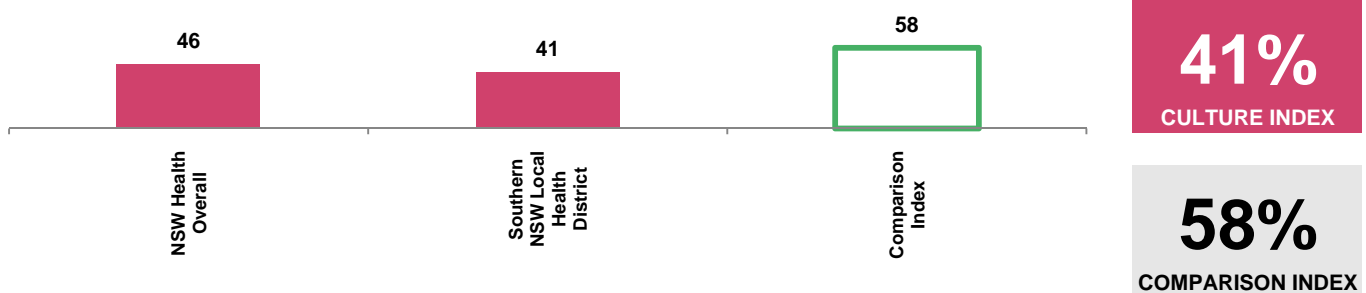


Employee Workplace Culture Index

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:

Question	Key			Response Scale	Variance from NSW Health Overall
	% Positive response	% Neutral response	% Negative response		
11. Morale is good in my team	36	20	43	-10	
12. I believe I am valued for what I can offer at my workplace	54	18	28	-4	
13. In my workplace, we recognise our successes and innovations	44	26	30	-6	
14. Staff are treated respectfully regardless of their job	48	20	31	-7	
17. Overall, I have confidence in the decisions made by my line manager	54	23	23	-4	
18b. The senior managers at my workplace have a clear direction for the future	27	33	40	-5	
18c. The senior managers at my workplace lead by example in creating a positive workplace	30	30	41	-4	
20. Overall, I have confidence in the decisions made by my senior managers	30	30	40	-6	
22. I have a say in decisions which affect my work	37	26	37	-4	
23. I think it is safe to speak up and challenge the way things are done	45	19	36		
24. Where I work, we share the lessons learnt when mistakes are made	47	25	28	-6	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	30	27	43	-7	
38. My team's objectives/work plans are clearly outlined	51	28	21	-9	
39. Our objectives/work plans help us to deliver a quality service	52	29	19	-8	
46. Overall, I believe the culture at my workplace has improved in the last 12 months	27	32	41	-2	



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 Southern NSW Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Southern NSW 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> 	54	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		51	54
1. My job makes good use of my skills and abilities		73	76
13. In my workplace, we recognise our successes and innovations		44	50
28. I have confidence in the processes that my workplace uses to resolve staff conflict		30	37
14. Staff are treated respectfully regardless of their job		48	55

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	62
Your Line Manager	55
Your Job	54

Questions	% Positive
1. My job makes good use of my skills and abilities	73
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	72
15d. My line manager treats me with respect	70
3. Working here makes me want to do the best job I can	64
41. Overall I am proud to be a part of this workplace	64

Lowlights

Sections	% Positive
Senior Managers	31
Communication	42
Service Delivery	46

Questions	% Positive
4. Too many approvals are required for routine decisions*	15
40. At my workplace we are too focused on monitoring rather than delivering services*	25
46. Overall, I believe the culture at my workplace has improved in the last 12 months	27
18b. The senior managers at my workplace have a clear direction for the future	27
19. There is a positive relationship between senior management and staff in my workplace	28

External Comparison

This section shows comparisons between Southern NSW 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



- 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*	15		
40. At my workplace we are too focused on monitoring rather than delivering services*	25	-3	
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	72	-5	
15d. My line manager treats me with respect	70	-5	
15b. My line manager treats all staff in my team fairly	56	-8	
43. I feel motivated to contribute more than what is normally required at work	57	-9	
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	63	-10	
44. I have a strong sense of belonging to my workplace	57	-10	
18a. The senior managers at my workplace are aware of the issues I face in my job	38	-11	
17. Overall, I have confidence in the decisions made by my line manager	54	-11	
2. I feel I am able to suggest ideas to improve our ways of doing things	63	-11	
15a. My line manager recognises and acknowledges when I have done my job well	57	-11	
7. The people I work with are willing to help each other even if this means doing something outside their usual job	62	-11	

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

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
22. I have a say in decisions which affect my work	37	-11	■
15c. My line manager ensures that when issues are raised in the team, they are addressed	52	-12	■
1. My job makes good use of my skills and abilities	73	-12	■
37. In my workplace patient safety is at the centre of all decision making	60	-12	■
30. There are mechanisms in place to support me if I experience stress or pressure	50	-12	■
23. I think it is safe to speak up and challenge the way things are done	45	-12	■
45. Overall I am satisfied to be working here at the present time	61	-12	■
41. Overall I am proud to be a part of this workplace	64	-13	■
8. In my team we generally acknowledge one another's efforts and achievements	63	-13	■
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	51	-13	■
3. Working here makes me want to do the best job I can	64	-14	■
5. I have sufficient control over my work so I can do my job well	56	-14	■
9. People in my team are honest and open	57	-14	■

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- 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
29. I am able to achieve a healthy work/life balance most of the time	57	-14	■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	27	-14	■
12. I believe I am valued for what I can offer at my workplace	54	-15	■
25. I have received the appropriate training and development to do my job effectively	64	-15	■
16. I receive regular and constructive feedback on my performance	39	-15	■
31. Reasonable expectations are placed on staff according to their position	46	-15	■
18c. The senior managers at my workplace lead by example in creating a positive workplace	30	-15	■
27. I am encouraged to take opportunities to learn new skills and have new experiences	51	-16	■
42. I would recommend my workplace as a good place to work	50	-16	■
20. Overall, I have confidence in the decisions made by my senior managers	30	-16	■
19. There is a positive relationship between senior management and staff in my workplace	28	-16	■
14. Staff are treated respectfully regardless of their job	48	-17	■
24. Where I work, we share the lessons learnt when mistakes are made	47	-18	■

External Comparison

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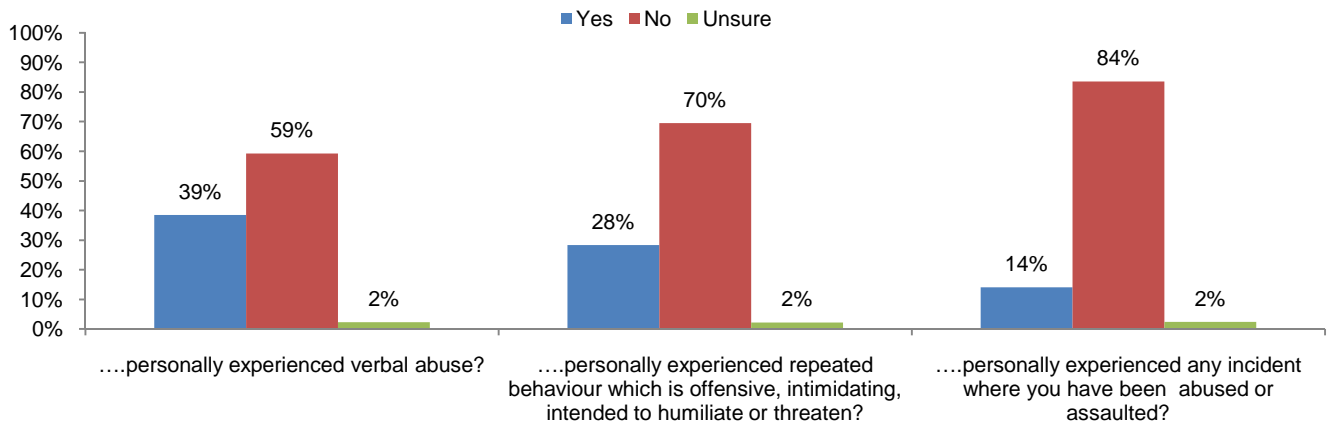
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
13. In my workplace, we recognise our successes and innovations	44	-19	<div style="width: 44%; height: 15px; background-color: red;"></div>
39. Our objectives/work plans help us to deliver a quality service	52	-20	<div style="width: 52%; height: 15px; background-color: red;"></div>
21. I am kept well informed about what is happening in my workplace	37	-21	<div style="width: 37%; height: 15px; background-color: red;"></div>
38. My team's objectives/work plans are clearly outlined	51	-21	<div style="width: 51%; height: 15px; background-color: red;"></div>
11. Morale is good in my team	36	-23	<div style="width: 36%; height: 15px; background-color: red;"></div>
10. My team resolves conflict quickly when it arises	39	-23	<div style="width: 39%; height: 15px; background-color: red;"></div>
18b. The senior managers at my workplace have a clear direction for the future	27	-23	<div style="width: 27%; height: 15px; background-color: red;"></div>
28. I have confidence in the processes that my workplace uses to resolve staff conflict	30	-24	<div style="width: 30%; height: 15px; background-color: red;"></div>
36. My work environment allows me to deliver the best possible services (patient care or support services)	44	-26	<div style="width: 44%; height: 15px; background-color: red;"></div>

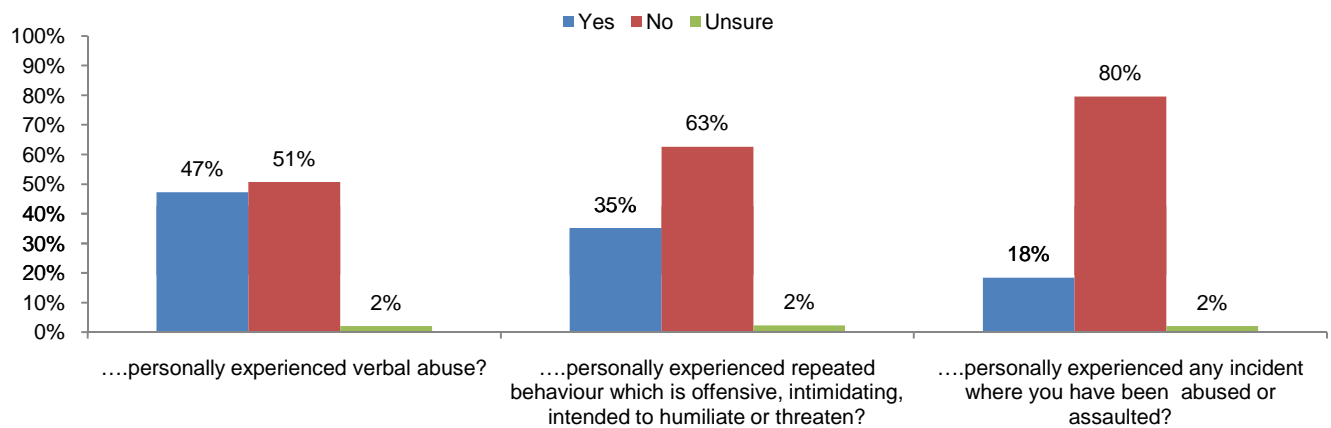
Inappropriate Behaviour

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

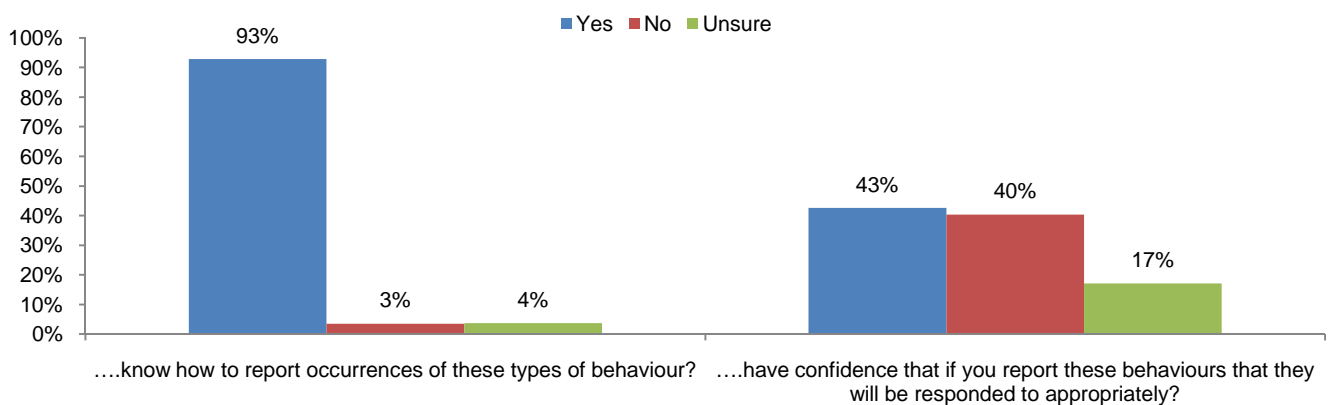
33. In the last three (3) months have you....



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



35. Do you currently....

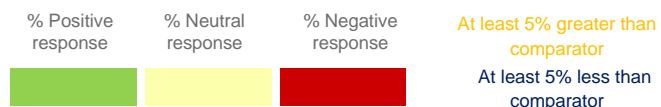


All Questions

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

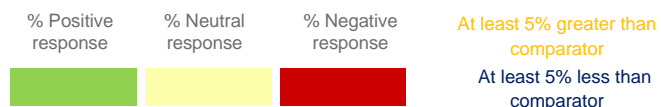
	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	Australian and International Health Sector Benchmark
Key 1. My job makes good use of my skills and abilities	73	10	17	73	-2	-11	
2. I feel I am able to suggest ideas to improve our ways of doing things	63	15	22	63	-2	-11	
3. Working here makes me want to do the best job I can	64	19	17	64	-3	-14	
4. Too many approvals are required for routine decisions*	15	23	62	15	+1	-1	
5. I have sufficient control over my work so I can do my job well	56	17	26	56	-4	-14	
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	51	21	28	51	-3	-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



Your Team

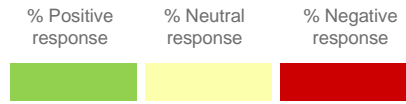
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
				51		-6	-17
7. The people I work with are willing to help each other even if this means doing something outside their usual job	62	15	23	62	-3	-11	
8. In my team we generally acknowledge one another's efforts and achievements	63	15	22	63	-3	-13	
9. People in my team are honest and open	57	22	21	57	-3	-14	
10. My team resolves conflict quickly when it arises	39	26	35	39	-8	-23	
11. Morale is good in my team	36	20	43	36	-10	-23	

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

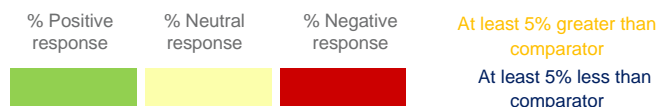
	Response Scale	% Positive Score	% Positive Variance Compared to:
			NSW Health Overall Australian and International Health Sector Benchmark
Key 12. I believe I am valued for what I can offer at my workplace	54 18 28	54	-4 -15
Key 13. In my workplace, we recognise our successes and innovations	44 26 30	44	-6 -19
Key 14. Staff are treated respectfully regardless of their job	48 20 31	48	-7 -17

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

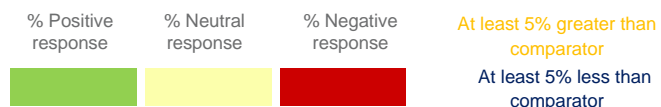
Question	% Positive response	% Neutral response	% Negative response	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
15a. My line manager recognises and acknowledges when I have done my job well	57	18	25	57	55	-3	-3	-10
15b. My line manager treats all staff in my team fairly	56	18	26	56	56	-2	-2	-8
15c. My line manager ensures that when issues are raised in the team, they are addressed	52	19	29	52	52	-4	-4	-12
15d. My line manager treats me with respect	70	15	15	70	70	-3	-3	-5
16. I receive regular and constructive feedback on my performance	39	24	37	39	39	-5	-5	-15
17. Overall, I have confidence in the decisions made by my line manager	54	23	23	54	54	-4	-4	-11

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

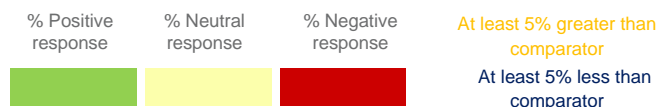
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
18a. The senior managers at my workplace are aware of the issues I face in my job	38	20	42	38	-2	-11
18b. The senior managers at my workplace have a clear direction for the future	27	33	40	27	-5	-23
18c. The senior managers at my workplace lead by example in creating a positive workplace	30	30	41	30	-5	-15
19. There is a positive relationship between senior management and staff in my workplace	28	27	45	28	-6	-16
20. Overall, I have confidence in the decisions made by my senior managers	30	30	40	30	-6	-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



Communication

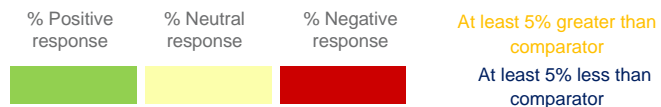
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
21. I am kept well informed about what is happening in my workplace	37	24	39	37	-8	-4	-21
22. I have a say in decisions which affect my work	37	26	37	37	-4	-4	-11
23. I think it is safe to speak up and challenge the way things are done	45	19	36	45	-1	-1	-12
24. Where I work, we share the lessons learnt when mistakes are made	47	25	28	47	-6	-6	-18

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

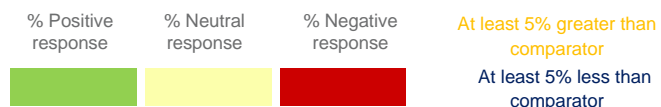
Question	Response Scale	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	64	64	17	19	62	-5	-5	-12
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	72	72	11	17	72	-4	-4	-5
27. I am encouraged to take opportunities to learn new skills and have new experiences	51	51	22	26	51	-4	-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



Work Environment

Key

Question	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to:	Australian and International Health Sector Benchmark
28. I have confidence in the processes that my workplace uses to resolve staff conflict	30	27	43	30	-7	-24
29. I am able to achieve a healthy work/life balance most of the time	57	18	25	57	-3	-14
30. There are mechanisms in place to support me if I experience stress or pressure	50	25	25	50	+1	-12
31. Reasonable expectations are placed on staff according to their position	46	18	37	46	-6	-15
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	63	19	18	63	-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

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

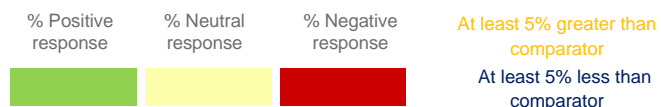
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark	
33a. In the last three (3) months, have you personally experienced verbal abuse?	59		39	59	-4	-4	
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	70		28	70	-2	-2	
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	84		14	84	-1	0	
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	51		47	51	-3	-7	
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	63		35	63	-2	-7	
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	80		18	80	-2	-3	
		% Yes response	% Unsure response	% No response			
35a. Do you currently know how to report occurrences of these types of behaviour?		93			93	+10	+12
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	43	17	40	43	-0	-12	

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

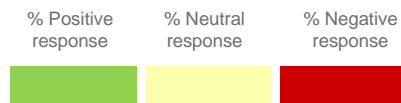
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
36. My work environment allows me to deliver the best possible services (patient care or support services)	44	21	35	44	-10	-26
37. In my workplace patient safety is at the centre of all decision making	60	20	19	60	-4	-12
38. My team's objectives/work plans are clearly outlined	51	28	21	51	-9	-21
39. Our objectives/work plans help us to deliver a quality service	52	29	19	52	-8	-20
40. At my workplace we are too focused on monitoring rather than delivering services*	25	30	45	25	-2	-3

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

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	64	21	15	64	-4	-13
42. I would recommend my workplace as a good place to work	50	24	26	50	-8	-16
43. I feel motivated to contribute more than what is normally required at work	57	20	23	57	-4	-9
44. I have a strong sense of belonging to my workplace	57	21	23	57	-4	-10
45. Overall I am satisfied to be working here at the present time	61	17	22	61	-3	-12
46. Overall, I believe the culture at my workplace has improved in the last 12 months	27	32	41	27	-2	-14