

2013 YourSay Workplace Survey

LHD Report



Cancer Institute of NSW

This Report

This report provides Cancer Institute of NSW 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.

Contents

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

196

ACTUAL RESPONSES

66%

3% Confidence Interval

ESTIMATED RESPONSE RATE

79%

ENGAGEMENT INDEX

70%

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:



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			Variance from NSW Health Overall 2013
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	70	17	12	+19
12. I believe I am valued for what I can offer at my workplace	75	15	10	+14
13. In my workplace, we recognise our successes and innovations	78	14	8	+23
14. Staff are treated respectfully regardless of their job	81	11	8	+21
17. Overall, I have confidence in the decisions made by my line manager	82	10	8	+20
18b. The senior managers at my workplace ... have a clear direction for the future	68	22	10	+28
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	67	21	12	+26
20. Overall, I have confidence in the decisions made by my senior managers	68	21	11	+26
22. I have a say in decisions which affect my work	65	20	15	+19
23. I think it is safe to speak up and challenge the way things are done	63	19	18	+12
24a. Where I work, we share the lessons learnt when mistakes are made	65	22	12	+7
28. I have confidence in the processes that my workplace uses to resolve staff conflict	54	28	18	+12
37. My team's objectives/work plans are clearly outlined	83	13	5	+18
38. Our objectives/work plans help us to deliver a quality service	75	20	5	+11
46. Overall, I believe the culture at my workplace has improved in the last 12 months	55	35	10	+19



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 Cancer Institute of NSW. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Cancer Institute of NSW 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 of Employee Engagement

	Impact (on Employee Engagement)	% Positive	NSW Health Overall % positive score
	<i>Greatest</i>		
23. I think it is safe to speak up and challenge the way things are done		63	51
28. I have confidence in the processes that my workplace uses to resolve staff conflict		54	42
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		68	60
24a. Where I work, we share the lessons learnt when mistakes are made		65	58
20. Overall, I have confidence in the decisions made by my senior managers		68	42
18a. The senior managers at my workplace ... are aware of the issues I face in my job		57	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	81
Being valued	78
Your Team	78

Questions

	% Positive
15d. My line manager ... treats me with respect	89
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	87
8. In my team we generally acknowledge one another's efforts and achievements	87
24b. I am aware of the strategic objectives and direction of the organisation I work for	86
15a. My line manager ... recognises and acknowledges when I have done my job well	85

Lowlights

Sections

	% Positive
Work Environment	63
Senior Managers	66
Service Delivery	70

Questions

	% Positive
4. The right amount of approvals are required for routine decisions	49
36. In my workplace patient safety is at the centre of all decision making	50
28. I have confidence in the processes that my workplace uses to resolve staff conflict	54
46. Overall, I believe the culture at my workplace has improved in the last 12 months	55
30. There are mechanisms in place to support me if I experience stress or pressure	57

External Comparison

This section shows comparisons between Cancer Institute of NSW 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.



86% ■ Proportion of questions above the benchmark by 1 or more percentage points
 0% ■ Proportion of questions inline with the benchmark
 14% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
19. There is a positive relationship between senior management and staff in my workplace	67	+31
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	67	+29
20. Overall, I have confidence in the decisions made by my senior managers	68	+28
24b. I am aware of the strategic objectives and direction of the organisation I work for	86	+25
15b. My line manager ... treats all staff in my team fairly	82	+24
18b. The senior managers at my workplace ... have a clear direction for the future	68	+24
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	87	+24
15a. My line manager ... recognises and acknowledges when I have done my job well	85	+23
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	83	+23
17. Overall, I have confidence in the decisions made by my line manager	82	+23
22. I have a say in decisions which affect my work	65	+23
13. In my workplace, we recognise our successes and innovations	78	+19
14. Staff are treated respectfully regardless of their job	81	+18
21. I am kept well informed about what is happening in my workplace	67	+18
16. I receive regular and constructive feedback on my performance	66	+17
46. Overall, I believe the culture at my workplace has improved in the last 12 months	55	+17
9. People in my team are honest and open	83	+16

External Comparison

This section shows comparisons between Cancer Institute of NSW 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.



- 86% Proportion of questions above the benchmark by 1 or more percentage points
- 0% Proportion of questions inline with the benchmark
- 14% Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	74	+16
15d. My line manager ... treats me with respect	89	+15
41. I would recommend my workplace as a good place to work	78	+15
7. The people I work with are willing to help each other even if this means doing something outside their usual job	82	+14
11. Morale is good in my team	70	+14
8. In my team we generally acknowledge one another's efforts and achievements	87	+13
18a. The senior managers at my workplace ... are aware of the issues I face in my job	57	+13
42. I feel motivated to contribute more than what is normally required at work	77	+13
37. My team's objectives/work plans are clearly outlined	83	+12
40. Overall I am proud to be a part of this workplace	85	+12
10. My team resolves conflict quickly when it arises	67	+11
23. I think it is safe to speak up and challenge the way things are done	63	+10
12. I believe I am valued for what I can offer at my workplace	75	+9
31. Reasonable expectations are placed on staff according to their position	70	+9
28. I have confidence in the processes that my workplace uses to resolve staff conflict	54	+8
39. At my workplace there is a good balance between delivering services and monitoring service delivery	66	+8
44. Overall I am satisfied to be working here at the present time	79	+8

External Comparison

This section shows comparisons between Cancer Institute of NSW 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.



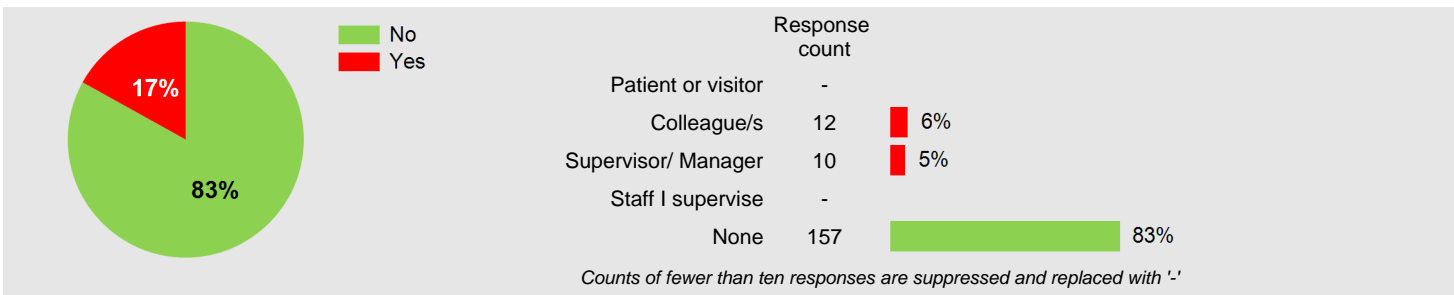
- 86% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 0% ■ Proportion of questions inline with the benchmark
- 14% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
35. My work environment allows me to deliver the best possible services (patient care or support services)	73	+7
2. I feel I am able to suggest ideas to improve our ways of doing things	79	+6
27. I am encouraged to take opportunities to learn new skills and have new experiences	69	+6
3. Working here makes me want to do the best job I can	83	+5
24a. Where I work, we share the lessons learnt when mistakes are made	65	+5
38. Our objectives/work plans help us to deliver a quality service	75	+5
43. I have a strong sense of belonging to my workplace	71	+5
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	68	+3
5. I have sufficient control over my work so I can do my job well	74	+2
29. I am able to achieve a healthy work/life balance most of the time	69	+1
25. I have received the appropriate training and development to do my job effectively	77	-1
1. My job makes good use of my skills and abilities	81	-2
30. There are mechanisms in place to support me if I experience stress or pressure	57	-2
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	64	-5
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	70	-7
4. The right amount of approvals are required for routine decisions	49	-8
36. In my workplace patient safety is at the centre of all decision making	50	-23

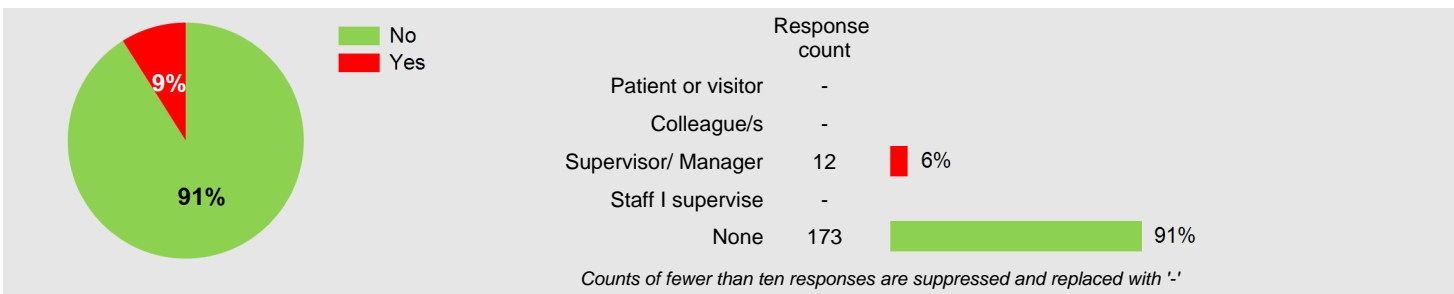
Unacceptable Behaviour

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

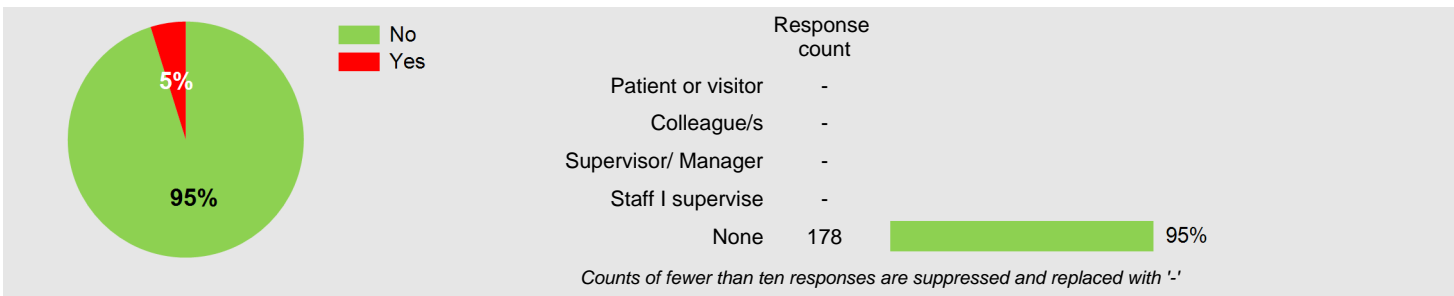
33a. In the last 12 months, I have been verbally abused by a ...



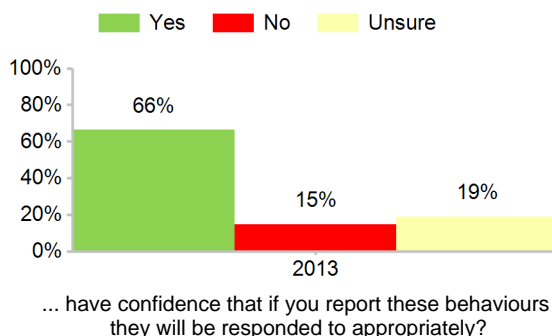
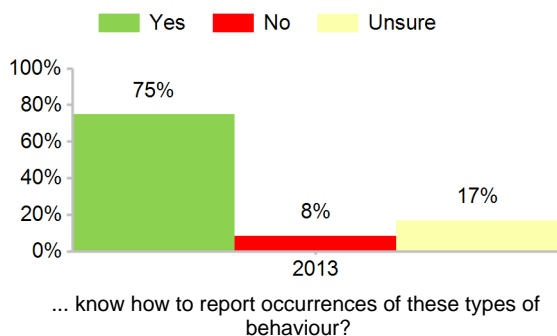
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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



34. Do you currently ...



All Questions

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 comparator

Your Team

Question	% positive response	% neutral response	% negative response	% Positive Score	NSW Health Overall 2013	Australian 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	82	12	7	82	68	68
8. In my team we generally acknowledge one another's efforts and achievements	87	8	5	87	69	74
9. People in my team are honest and open	83	9	8	83	63	67
10. My team resolves conflict quickly when it arises	67	25	8	67	51	56
11. Morale is good in my team	70	17	12	70	51	56

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Key	At least 1% greater than comparator	At least 1% less than comparator
	% positive response	% neutral response	% negative response			
Being valued						
12. I believe I am valued for what I can offer at my workplace	75	15	10			
13. In my workplace, we recognise our successes and innovations	78	14	8			
14. Staff are treated respectfully regardless of their job	81	11	8			
				% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
				78	59	63

All Questions

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 comparator

Your Line Manager

Question	% positive response	% neutral response	% negative response	% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
15a. My line manager ... recognises and acknowledges when I have done my job well	85	8	7	85	64	62
15b. My line manager ... treats all staff in my team fairly	82	10	7	82	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	83	12	5	83	60	60
15d. My line manager ... treats me with respect	89	7	4	89	75	74
16. I receive regular and constructive feedback on my performance	66	23	11	66	49	49
17. Overall, I have confidence in the decisions made by my line manager	82	10	8	82	62	59

All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response			
Key A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator
				% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
Senior Managers				66	42	40
18a. The senior managers at my workplace ... are aware of the issues I face in my job				57	46	44
18b. The senior managers at my workplace ... have a clear direction for the future				68	40	44
18c. The senior managers at my workplace ... lead by example in creating a positive workplace				67	41	38
19. There is a positive relationship between senior management and staff in my workplace				67	40	36
K 20. Overall, I have confidence in the decisions made by my senior managers				68	42	40

All Questions

This section shows the breakdown of responses to each question

	Response Breakdown			Key	At least 1% greater than comparator	At least 1% less than comparator	
	% positive response	% neutral response	% negative response				
Training and Development Opportunities							
					% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	77	16	7		77	69	73
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	70	27	3		70	76	77
27. I am encouraged to take opportunities to learn new skills and have new experiences	69	23	8		69	59	63

All Questions

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 comparator

Work Environment

		% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark	
K	28. I have confidence in the processes that my workplace uses to resolve staff conflict		54	42	46
	29. I am able to achieve a healthy work/life balance most of the time		69	65	68
	30. There are mechanisms in place to support me if I experience stress or pressure		57	54	59
	31. Reasonable expectations are placed on staff according to their position		70	56	61
	32. My workplace is proactive in minimising potential violence/abuse from patients or visitors		64	68	69

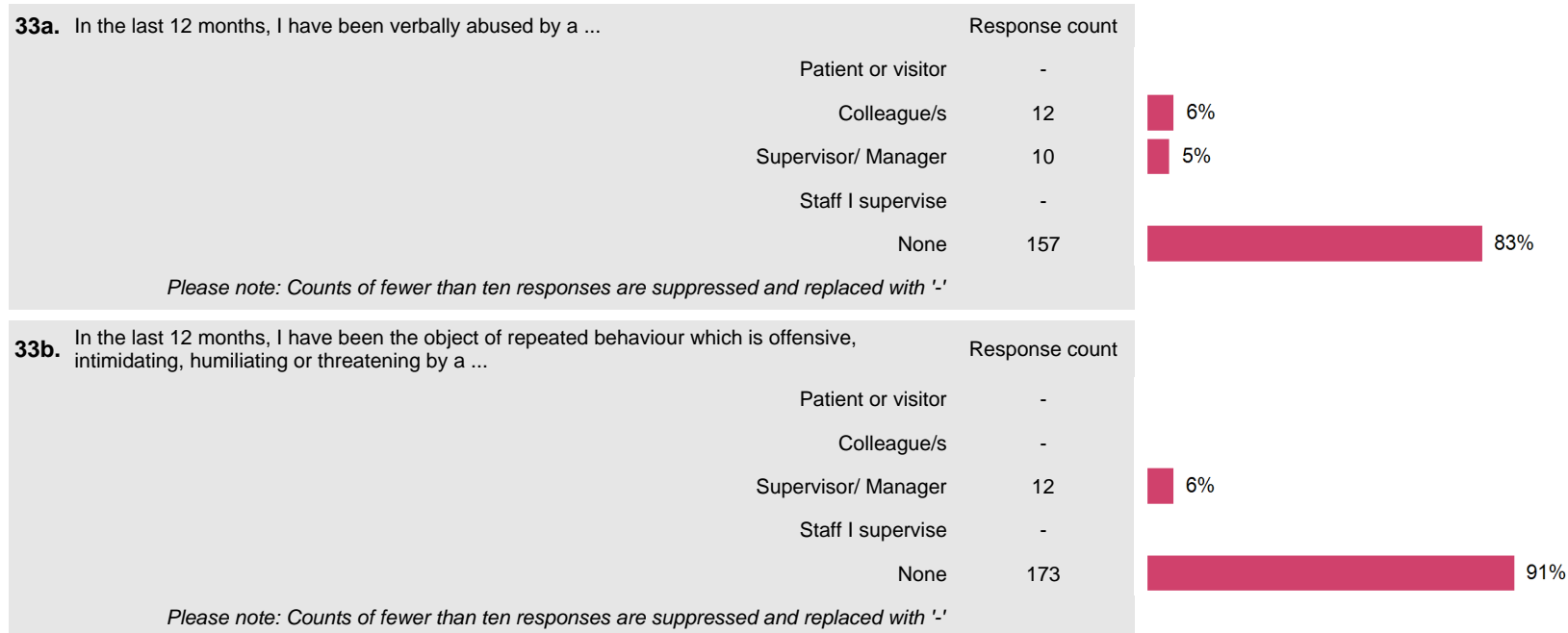
All Questions

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



All Questions

This section shows the breakdown of responses to each question

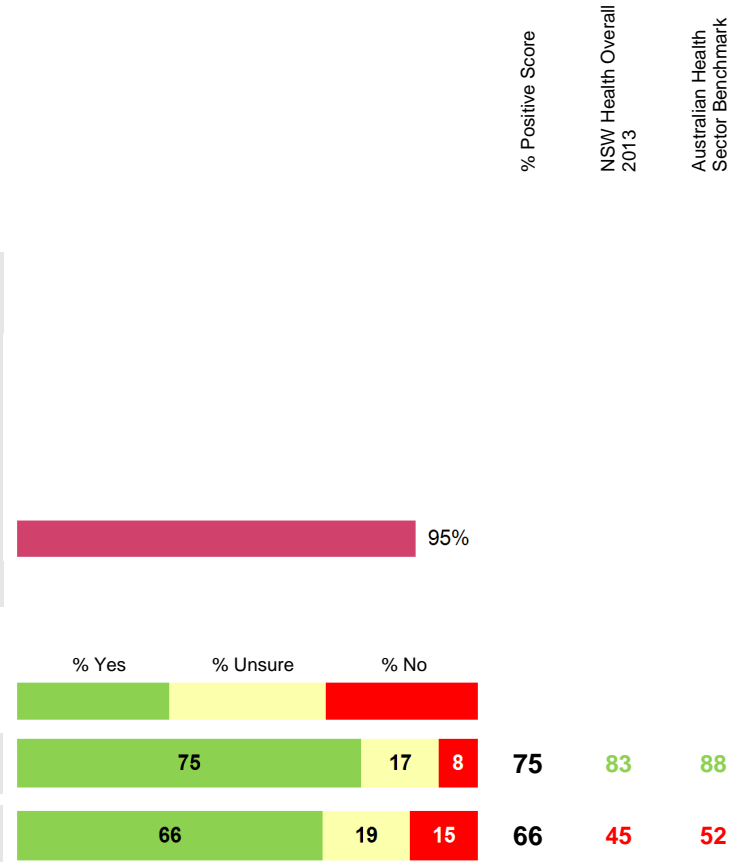
Key A question identified as being a key driver of employee engagement

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

Unacceptable Behaviour

33c.	In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, homosexuality, transgender or carers responsibilities by a ...	Response count
	Patient or visitor	-
	Colleague/s	-
	Supervisor/ Manager	-
	Staff I supervise	-
	None	178

Please note: Counts of fewer than ten responses are suppressed and replaced with '-'



All Questions

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 comparator

Service Delivery

Question	% Positive	% Neutral	% Negative	% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
35. My work environment allows me to deliver the best possible services (patient care or support services)	73	22	5	73	59	66
36. In my workplace patient safety is at the centre of all decision making	50	48	2	50	67	73
37. My team's objectives/work plans are clearly outlined	83	13	5	83	65	71
38. Our objectives/work plans help us to deliver a quality service	75	20	5	75	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery	66	26	8	66	52	58

All Questions

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 comparator

Your Workplace

Question	% positive response	% neutral response	% negative response	% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
40. Overall I am proud to be a part of this workplace	85	12	4	85	71	73
41. I would recommend my workplace as a good place to work	78	15	7	78	62	63
42. I feel motivated to contribute more than what is normally required at work	77	16	7	77	65	64
43. I have a strong sense of belonging to my workplace	71	21	8	71	64	66
44. Overall I am satisfied to be working here at the present time	79	13	8	79	67	71
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	74	21	5	74	56	58
46. Overall, I believe the culture at my workplace has improved in the last 12 months	55	35	10	55	36	38

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).

Example calculation for NSW Health Overall:

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

	Responses	<i>Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).</i>	
Permanent Full time (1)	18750	$\frac{18750}{18750 + 7753}$	× 1661 = 1175 Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661	$\frac{7753}{18750 + 7753}$	× 1661 = 486 Part time
Agency (4)	132		
Casual (5)	975		
Contractor (6)	203		
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:

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

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

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

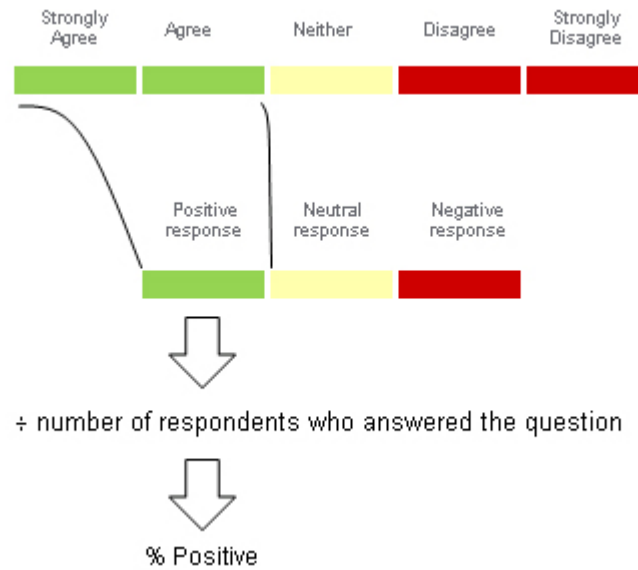
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

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

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.



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.