

84%

2013: 79%

ENGAGEMENT INDEX

74%

2013: 70%

WORKPLACE CULTURE INDEX

165

2013: 196

ACTUAL RESPONSES

77%

2013: 66%
2% Confidence Interval

ESTIMATED RESPONSE RATE

Employee Engagement Index

Say

% Positive *Variance from 2013*

44.	Overall I am proud to be a part of this workplace	92	+7
45.	I would recommend my workplace as a good place to work	82	+4

Stay

47.	I have a strong sense of belonging to my workplace	72	+1
48.	Overall I am satisfied to be working here at the present time	89	+10

Strive

3.	Working here makes me want to do the best job I can	85	+2
46.	I feel motivated to contribute more than what is normally required at work	84	+7

Key Questions to focus on

Questions which have been identified by statistical analysis as the most important for your team

	<i>% Positive</i>	<i>Variance from 2013</i>
18a. The senior managers at my workplace are aware of the issues I face in my job	51	-6
50. There is a positive culture in my workplace	77	-
36. My workplace enables strong professional leadership	76	-
24. I have a say in decisions which affect my work	67	+3
31. I have confidence in the processes that my workplace uses to resolve staff conflict	58	+5
19. There is a positive relationship between senior management and staff in my workplace	69	+3

In this report

HEADLINES

A top line summary of key insights

COMPARISONS

Score summary against selected comparators

ALL QUESTIONS

Detailed results for the entire question set

GUIDE

A guide on how to interpret the results

ACTION

Initiatives for maintaining and improving engagement

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	86
Being Valued	82
Your Team	81

Questions	% Positive
15d. My line manager treats me with respect	93
44. Overall I am proud to be a part of this workplace	92
27a. I am aware of the strategic objectives and direction of the organisation I work for	91
8. In my team we generally acknowledge one another's efforts and achievements	91
48. Overall I am satisfied to be working here at the present time	89

Lowlights

Sections	% Positive
Work Environment	68
Service Delivery	69
Senior Managers	69

Questions	% Positive
4. The right amount of approvals are required for routine decisions	41
51. Overall, I believe the culture at my workplace has improved in the last 12 months	48
18a. The senior managers at my workplace are aware of the issues I face in my job	51
40. In my workplace patient safety is at the centre of all decision making	52
33. There are mechanisms in place to support me if I experience stress or pressure	58

Most Improved and Least Improved since 2013

This section shows the three most improved sections and five most improved questions since 2013. It also shows the three sections and five questions that have least improved since 2013.

Most improved

Sections	% Positive	Variance from 2013
Work Environment	68	+5
Your Line Manager	86	+5
Your Workplace	78	+4

Questions	% Positive	Variance from 2013
16. I receive regular and constructive feedback on my performance	79	+13
18b. The senior managers at my workplace have a clear direction for the future	79	+11
32. I am able to achieve a healthy work/life balance most of the time	79	+11
48. Overall I am satisfied to be working here at the present time	89	+10
2. I feel I am able to suggest ideas to improve our ways of doing things	88	+8

Least improved

Sections	% Positive	Variance from 2013
Service Delivery	69	-1
Your Job	74	+2
Training and Development Opportunities	75	+2

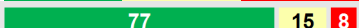



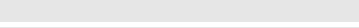






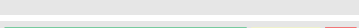
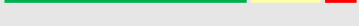


Questions	% Positive	Variance from 2013
4. The right amount of approvals are required for routine decisions	41	-8
51. Overall, I believe the culture at my workplace has improved in the last 12 months	48	-6
18a. The senior managers at my workplace are aware of the issues I face in my job	51	-6
43. At my workplace there is a good balance between delivering services and monitoring service delivery	63	-4
5. I have sufficient control over my work so I can do my job well	71	-3

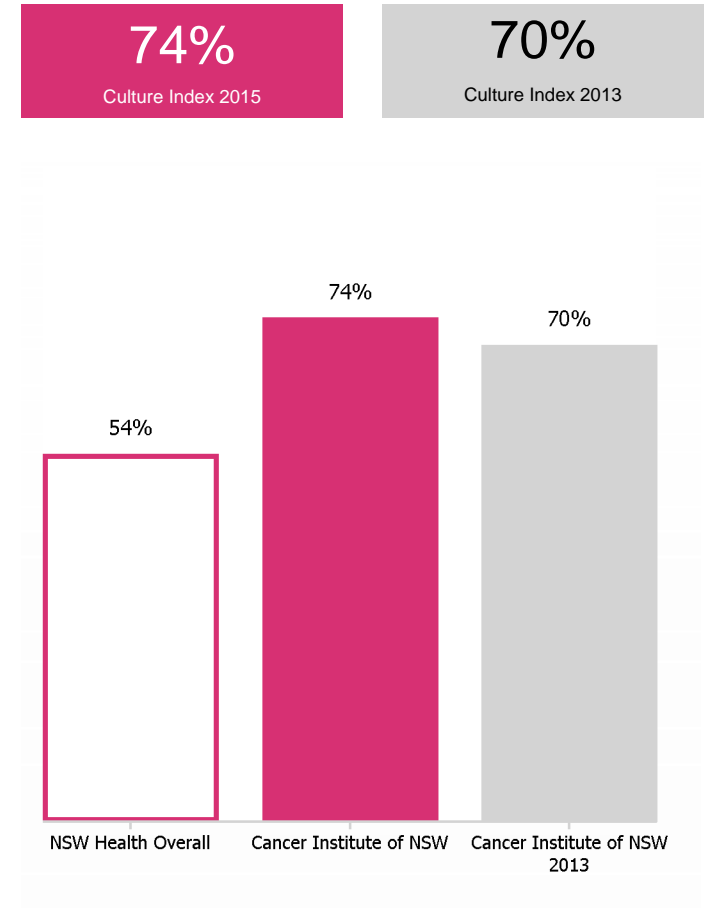
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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 is an average of the following scores:

	KEY	% Positive response	% Neutral response	% Negative response	Variance from 2013
11. Morale is good in my team		77	15	8	+7
12. I believe I am valued for what I can offer at my workplace		80	12	7	+6
13. In my workplace, we recognise our successes and innovations		82	12	6	+3
14. Staff are treated respectfully regardless of their job		83	11	6	+2
17. Overall, I have confidence in the decisions made by my line manager		87	9	4	+5
18b. The senior managers at my workplace have a clear direction for the future		79	16	5	+11
18c. The senior managers at my workplace lead by example in creating a positive workplace		71	24	5	+3
20. Overall, I have confidence in the decisions made by my senior managers		76	19	4	+8
24. I have a say in decisions which affect my work		67	22	11	+3
25. I think it is safe to speak up and challenge the way things are done		70	16	14	+7
26. Where I work, we share the lessons learnt when mistakes are made		69	21	10	+4
31. I have confidence in the processes that my workplace uses to resolve staff conflict		58	34	8	+5
41. My team's objectives/ work plans are clearly outlined		81	14	6	-2
42. Our objectives/work plans help us to deliver a quality service		76	20	4	+1
51. Overall, I believe the culture at my workplace has improved in the last 12 months		48	43	8	-6



Trend Comparison

This section shows comparisons between Cancer Institute of NSW and the 2013 survey results for Cancer Institute of NSW



76% ■ Proportion of questions above 2013 scores by 1 or more percentage points

6% ■ Proportion of questions in line with 2013 scores

18% ■ Proportion of questions below 2013 scores by 1 or more percentage points

NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	<i>% Positive</i>	<i>Variance from 2013</i>
16. I receive regular and constructive feedback on my performance	79	+13
18b. The senior managers at my workplace have a clear direction for the future	79	+11
32. I am able to achieve a healthy work/life balance most of the time	79	+11
48. Overall I am satisfied to be working here at the present time	89	+10
2. I feel I am able to suggest ideas to improve our ways of doing things	88	+8
20. Overall, I have confidence in the decisions made by my senior managers	76	+8
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	75	+7
25. I think it is safe to speak up and challenge the way things are done	70	+7
44. Overall I am proud to be a part of this workplace	92	+7
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	81	+7
46. I feel motivated to contribute more than what is normally required at work	84	+7
11. Morale is good in my team	77	+7

Trend Comparison

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NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	<i>% Positive</i>	<i>Variance from 2013</i>
12. I believe I am valued for what I can offer at my workplace	80	■ +6
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	70	■ +6
27a. I am aware of the strategic objectives and direction of the organisation I work for	91	■ +5
1. My job makes good use of my skills and abilities	85	■ +5
15b. My line manager treats all staff in my team fairly	87	■ +5
17. Overall, I have confidence in the decisions made by my line manager	87	■ +5
31. I have confidence in the processes that my workplace uses to resolve staff conflict	58	■ +5
28. I have received the appropriate training and development to do my job effectively	82	■ +4
8. In my team we generally acknowledge one another's efforts and achievements	91	■ +4
9. People in my team are honest and open	87	■ +4
15d. My line manager treats me with respect	93	■ +4
26. Where I work, we share the lessons learnt when mistakes are made	69	■ +4
45. I would recommend my workplace as a good place to work	82	■ +4

Trend Comparison

This section shows comparisons between Cancer Institute of NSW and the 2013 survey results for Cancer Institute of NSW



76% ■ Proportion of questions above 2013 scores by 1 or more percentage points

6% ■ Proportion of questions in line with 2013 scores

18% ■ Proportion of questions below 2013 scores by 1 or more percentage points

NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	<i>% Positive</i>	<i>Variance from 2013</i>
30. I am encouraged to take opportunities to learn new skills and have new experiences	73	■ +4
13. In my workplace, we recognise our successes and innovations	82	■ +3
18c. The senior managers at my workplace lead by example in creating a positive workplace	71	■ +3
10. My team resolves conflict quickly when it arises	70	■ +3
24. I have a say in decisions which affect my work	67	■ +3
19. There is a positive relationship between senior management and staff in my workplace	69	■ +3
15a. My line manager recognises and acknowledges when I have done my job well	88	■ +2
3. Working here makes me want to do the best job I can	85	■ +2
14. Staff are treated respectfully regardless of their job	83	■ +2
40. In my workplace patient safety is at the centre of all decision making	52	■ +2
47. I have a strong sense of belonging to my workplace	72	■ +1
42. Our objectives/work plans help us to deliver a quality service	76	■ +1
33. There are mechanisms in place to support me if I experience stress or pressure	58	■ +1

Trend Comparison

This section shows comparisons between Cancer Institute of NSW and the 2013 survey results for Cancer Institute of NSW



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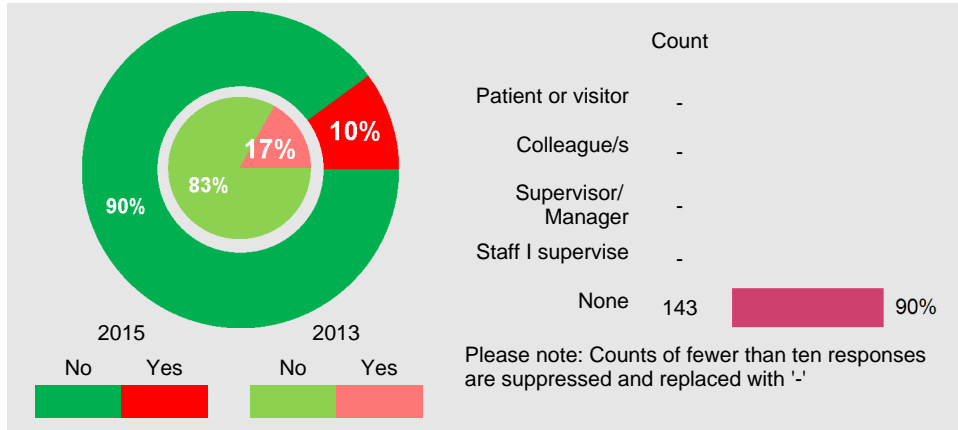
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

		% Positive	Variance from 2013
27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	87	+1
23.	I am kept well informed about what is happening in my workplace	67	0
15c.	My line manager ensures that when issues are raised in the team, they are addressed	83	0
7.	The people I work with are willing to help each other even if this means doing something outside their usual job	81	0
39.	My work environment allows me to deliver the best possible services (patient care or support services)	72	-1
29.	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	69	-1
34.	Reasonable expectations are placed on staff according to their position	68	-2
41.	My team's objectives/ work plans are clearly outlined	81	-2
5.	I have sufficient control over my work so I can do my job well	71	-3
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	63	-4
18a.	The senior managers at my workplace are aware of the issues I face in my job	51	-6
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	48	-6
4.	The right amount of approvals are required for routine decisions	41	-8

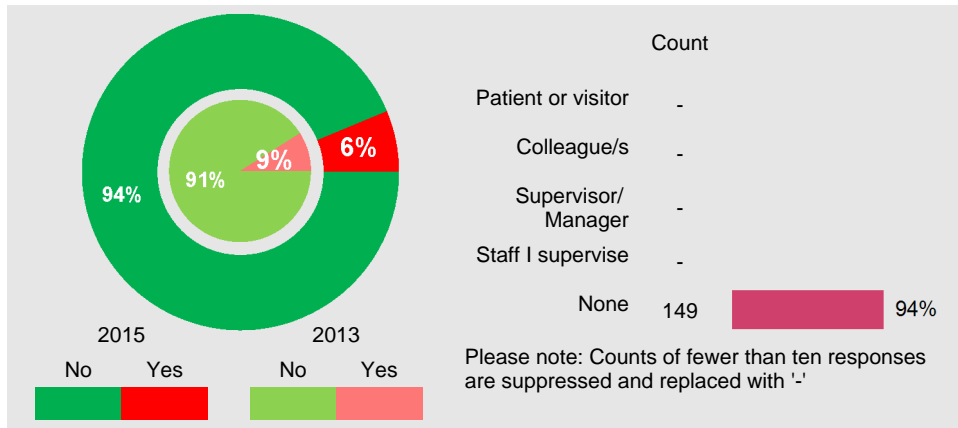
Unacceptable Behaviour

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

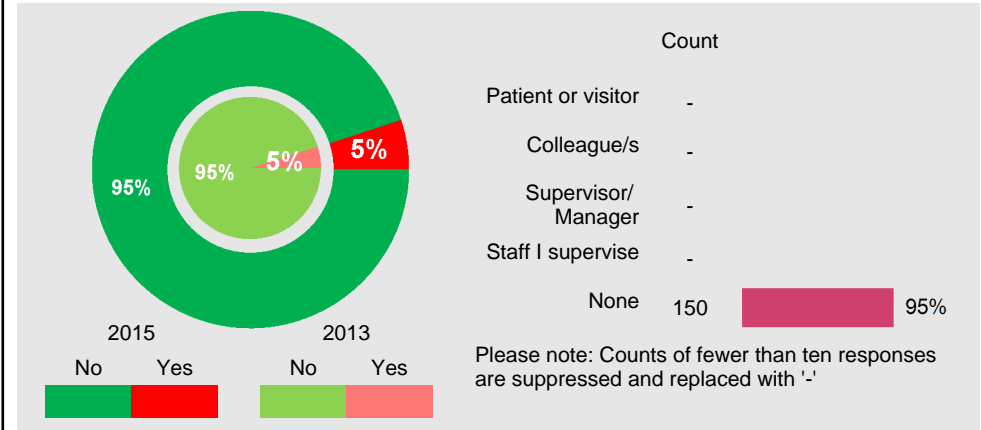
37a. In the last 12 months, I have been verbally abused by a ...



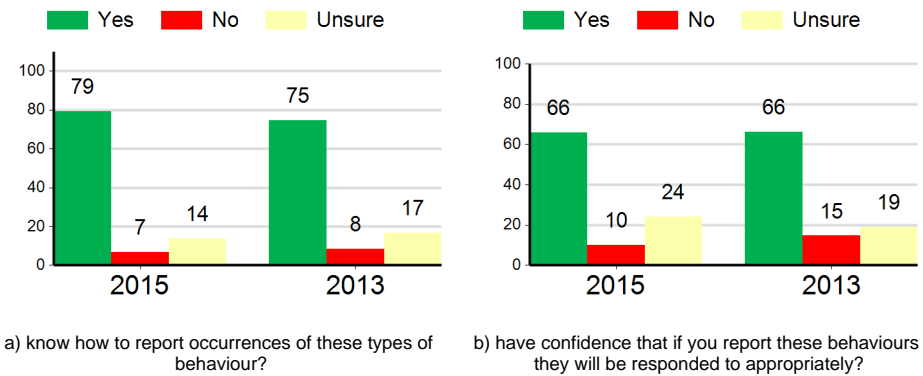
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



37c. 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 ...



38. Do you currently ...



All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Job

	% Positive response	% Neutral response	% Negative response	% Positive	Cancer Institute of NSW 2013	NSW Health Overall
1. My job makes good use of my skills and abilities	85	8	7	85	81	81
2. I feel I am able to suggest ideas to improve our ways of doing things	88	8	4	88	79	69
3. Working here makes me want to do the best job I can	85	10	4	85	83	72
4. The right amount of approvals are required for routine decisions	41	25	35	41	49	52
5. I have sufficient control over my work so I can do my job well	71	18	11	71	74	65
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	75	21	4	75	68	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Team

	% Positive response	% Neutral response	% Negative response	% Positive	Cancer Institute of NSW 2013	NSW Health Overall
7. The people I work with are willing to help each other even if this means doing something outside their usual job	81	13	5	81	82	69
8. In my team we generally acknowledge one another's efforts and achievements	91	5	4	91	87	70
9. People in my team are honest and open	87	11		87	83	64
10. My team resolves conflict quickly when it arises	70	24	6	70	67	53
11. Morale is good in my team	77	15	8	77	70	53

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Being Valued

	% Positive response	% Neutral response	% Negative response	% Positive	Cancer Institute of NSW 2013	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	80	12	7	80	75	63
13. In my workplace, we recognise our successes and innovations	82	12	6	82	78	57
14. Staff are treated respectfully regardless of their job	83	11	6	83	81	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Line Manager

	% Positive response	% Neutral response	% Negative response	% Positive	Cancer Institute of NSW 2013	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	88	9	4	88	85	65
15b. My line manager treats all staff in my team fairly	87	8	5	87	82	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	83	14	3	83	83	61
15d. My line manager treats me with respect	93	5		93	89	76
16. I receive regular and constructive feedback on my performance	79	14	7	79	66	52
17. Overall, I have confidence in the decisions made by my line manager	87	9	4	87	82	63

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

			% Positive response	% Neutral response	% Negative response	% Positive	Cancer Institute of NSW 2013	NSW Health Overall
Senior Managers								
K	18a.	The senior managers at my workplace are aware of the issues I face in my job	51	33	16	51	57	46
	18b.	The senior managers at my workplace have a clear direction for the future	79	16	5	79	68	45
	18c.	The senior managers at my workplace lead by example in creating a positive workplace	71	24	5	71	67	45
K	19.	There is a positive relationship between senior management and staff in my workplace	69	24	6	69	67	42
	20.	Overall, I have confidence in the decisions made by my senior managers	76	19	4	76	68	46
	21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	62	29	9	62	-	39
	22.	My organisation is making the necessary decisions to meet our future challenges	78	18	4	78	-	43

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Communication

		% Positive response	% Neutral response	% Negative response	% Positive	Cancer Institute of NSW 2013	NSW Health Overall
	23.	I am kept well informed about what is happening in my workplace			67	67	50
K	24.	I have a say in decisions which affect my work			67	65	46
	25.	I think it is safe to speak up and challenge the way things are done			70	63	51
	26.	Where I work, we share the lessons learnt when mistakes are made			69	65	59
	27a.	I am aware of the strategic objectives and direction of the organisation I work for			91	86	58
	27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation			87	87	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Training and Development Opportunities

	% Positive response	% Neutral response	% Negative response	% Positive	Cancer Institute of NSW 2013	NSW Health Overall
28. I have received the appropriate training and development to do my job effectively	82	13	5	82	77	73
29. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of	69	27	4	69	70	68
30. I am encouraged to take opportunities to learn new skills and have new experiences	73	20	7	73	69	60

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Work Environment

		% Positive response	% Neutral response	% Negative response	% Positive	Cancer Institute of NSW 2013	NSW Health Overall
K	31. I have confidence in the processes that my workplace uses to resolve staff conflict	58	34	8	58	54	44
	32. I am able to achieve a healthy work/life balance most of the time	79	13	8	79	69	65
	33. There are mechanisms in place to support me if I experience stress or pressure	58	31	11	58	57	56
	34. Reasonable expectations are placed on staff according to their position	68	22	10	68	70	57
	35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	70	30	0	70	64	69
K	36. My workplace enables strong professional leadership	76	19	5	76	-	52

All Questions

This section shows the breakdown of the responses to each question.

Cancer Institute of NSW 2013

Unacceptable Behaviour

37a.	In the last 12 months, I have been verbally abused by a...	Patient or visitor	-			
		Colleague/s	-			
		Supervisor/ Manager	-			
		Staff I supervise	-			
		None	143	<div style="width: 90%;"></div>	90%	83%
37b.	In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a...	Patient or visitor	-			
		Colleague/s	-			
		Supervisor/ Manager	-			
		Staff I supervise	-			
		None	149	<div style="width: 94%;"></div>	94%	91%
37c.	In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, gender, homosexuality, transgender or carers' responsibilities by a...	Patient or visitor	-			
		Colleague/s	-			
		Supervisor/ Manager	-			
		Staff I supervise	-			
		None	150	<div style="width: 95%;"></div>	95%	95%

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

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Unacceptable Behaviour

	% Yes	% Unsure	% No	% Positive	Cancer Institute of NSW 2013	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	79	14	7	79	75	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	66	24	10	66	66	47

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Service Delivery

	% Positive response	% Neutral response	% Negative response	% Positive	Cancer Institute of NSW 2013	NSW Health Overall
39. My work environment allows me to deliver the best possible services (patient care or support services)	72	25	3	72	73	62
40. In my workplace patient safety is at the centre of all decision making	52	44	4	52	50	69
41. My team's objectives/ work plans are clearly outlined	81	14	6	81	83	66
42. Our objectives/work plans help us to deliver a quality service	76	20	4	76	75	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	63	30	7	63	66	54

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Workplace

	% Positive response	% Neutral response	% Negative response	% Positive	Cancer Institute of NSW 2013	NSW Health Overall
44. Overall I am proud to be a part of this workplace	92	7		92	85	73
45. I would recommend my workplace as a good place to work	82	15	4	82	78	64
46. I feel motivated to contribute more than what is normally required at work	84	13	3	84	77	67
47. I have a strong sense of belonging to my workplace	72	21	6	72	71	65
48. Overall I am satisfied to be working here at the present time	89	8		89	79	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	81	15	4	81	74	59
K 50. There is a positive culture in my workplace	77	18	5	77	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	48	43	8	48	55	39

Guide to 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 30th March to 24th April 2015. Paper surveys were accepted until the 1st of May 2015. 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.

Comparative data

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

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%.

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 fifty respondents from each demographic.

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.

Rounding

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at April 2015. 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).

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

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

$\frac{18750}{18750 + 7753} \times 1661 = 1175$ Full time
$\frac{7753}{18750 + 7753} \times 1661 = 486$ Part time

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.

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

Action Planning

Asking our employees for their feedback is the first step towards improving the employee experience. The next step is to implement changes. Please use the information in this report to help decide what you and your team need to change.

This simple form is one way you can record the actions and changes you plan to make within your team.

Top 3 areas to focus on

Celebrate!

What three things are working well?

1. _____ _____
2. _____ _____
3. _____ _____

What needs to be improved?

How will this be achieved?

Who is going to make this happen?

When will this be achieved?

