

72%

2013: 83%

ENGAGEMENT INDEX

62%

2013: 73%

WORKPLACE CULTURE INDEX

77

2013: 82

ACTUAL RESPONSES

100%

2013: 92%
0% 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	82	-6
45.	I would recommend my workplace as a good place to work	66	-13

Stay

47.	I have a strong sense of belonging to my workplace	66	-11
48.	Overall I am satisfied to be working here at the present time	70	-13

Strive

3.	Working here makes me want to do the best job I can	75	-8
46.	I feel motivated to contribute more than what is normally required at work	72	-15

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>	
50.	There is a positive culture in my workplace	53	-
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	53	-
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	45	-15
49.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	-22
39.	My work environment allows me to deliver the best possible services (patient care or support services)	61	-9
36.	My workplace enables strong professional leadership	62	-

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	73
Your Team	73
Your Job	70

Questions	% Positive
44. Overall I am proud to be a part of this workplace	82
7. The people I work with are willing to help each other even if this means doing something outside their usual job	81
15d. My line manager treats me with respect	81
32. I am able to achieve a healthy work/life balance most of the time	80
1. My job makes good use of my skills and abilities	79

Lowlights

Sections	% Positive
Training and Development Opportunities	58
Senior Managers	58
Work Environment	61

Questions	% Positive
51. Overall, I believe the culture at my workplace has improved in the last 12 months	34
40. In my workplace patient safety is at the centre of all decision making	42
31. I have confidence in the processes that my workplace uses to resolve staff conflict	45
33. There are mechanisms in place to support me if I experience stress or pressure	51
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	51

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
Training and Development Opportunities	58	+1
Work Environment	61	-4
Your Line Manager	73	-7

Questions	% Positive	Variance from 2013
32. I am able to achieve a healthy work/life balance most of the time	80	+9
28. I have received the appropriate training and development to do my job effectively	68	+5
15a. My line manager recognises and acknowledges when I have done my job well	79	0
8. In my team we generally acknowledge one another's efforts and achievements	78	-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	51	-1

Least improved

Sections	% Positive	Variance from 2013
Senior Managers	58	-17
Your Workplace	63	-14
Communication	63	-11

Questions	% Positive	Variance from 2013
18a. The senior managers at my workplace are aware of the issues I face in my job	55	-27
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	-22
25. I think it is safe to speak up and challenge the way things are done	54	-20
11. Morale is good in my team	58	-20
18c. The senior managers at my workplace lead by example in creating a positive workplace	58	-18

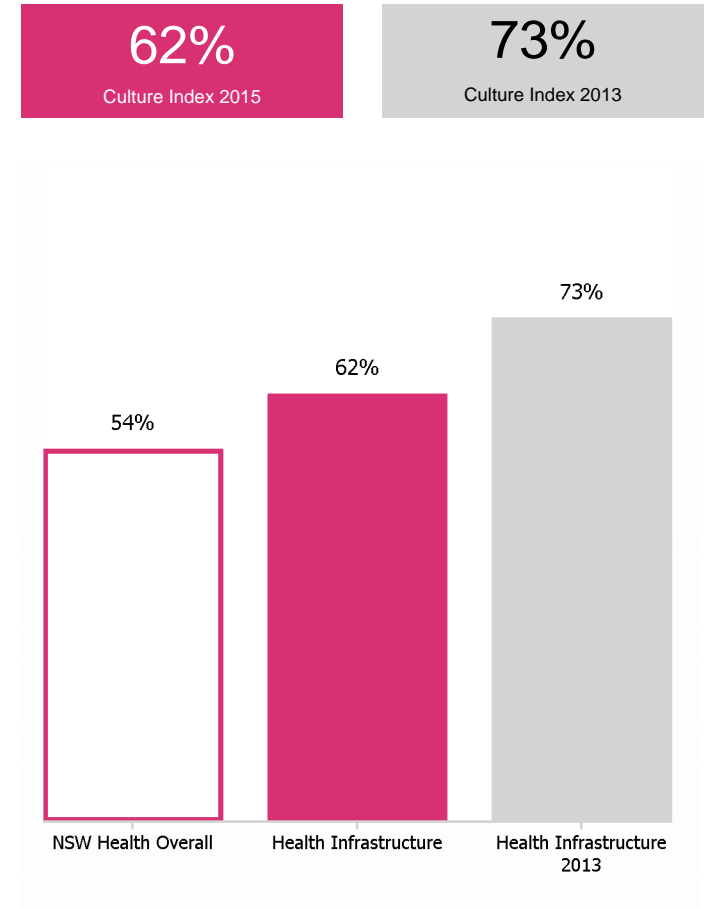
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

Employee Workplace Culture Index

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

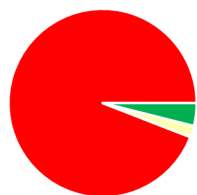
The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture is an average of the following scores:

	KEY			Variance from 2013	
	% Positive response	% Neutral response	% Negative response		
11. Morale is good in my team	58	22	19	-20	
12. I believe I am valued for what I can offer at my workplace	74	16	10	-1	
13. In my workplace, we recognise our successes and innovations	64	18	18	-17	
14. Staff are treated respectfully regardless of their job	65	18	17	-13	
17. Overall, I have confidence in the decisions made by my line manager	75	18	6	-7	
18b. The senior managers at my workplace have a clear direction for the future	65	23	12	-3	
18c. The senior managers at my workplace lead by example in creating a positive workplace	58	19	22	-18	
20. Overall, I have confidence in the decisions made by my senior managers	65	22	13	-15	
24. I have a say in decisions which affect my work	55	28	17	-9	
25. I think it is safe to speak up and challenge the way things are done	54	22	24	-20	
26. Where I work, we share the lessons learnt when mistakes are made	70	14	16	-4	
31. I have confidence in the processes that my workplace uses to resolve staff conflict	45	34	21	-15	
41. My team's objectives/ work plans are clearly outlined	72	20	8	-13	
42. Our objectives/work plans help us to deliver a quality service	69	25	5	-10	
51. Overall, I believe the culture at my workplace has improved in the last 12 months	34	42	24	-10	



Trend Comparison

This section shows comparisons between Health Infrastructure and the 2013 survey results for Health Infrastructure



- 4% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 2% ■ Proportion of questions in line with 2013 scores
- 94% ■ 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

	% Positive	Variance from 2013
32. I am able to achieve a healthy work/life balance most of the time	80	■ +9
28. I have received the appropriate training and development to do my job effectively	68	■ +5
15a. My line manager recognises and acknowledges when I have done my job well	79	0
8. In my team we generally acknowledge one another's efforts and achievements	78	-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	51	-1 ■
12. I believe I am valued for what I can offer at my workplace	74	-1 ■
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	59	-1 ■
30. I am encouraged to take opportunities to learn new skills and have new experiences	55	-2 ■
33. There are mechanisms in place to support me if I experience stress or pressure	51	-2 ■
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	64	-2 ■
9. People in my team are honest and open	78	-3 ■
18b. The senior managers at my workplace have a clear direction for the future	65	-3 ■

Trend Comparison

This section shows comparisons between Health Infrastructure and the 2013 survey results for Health Infrastructure



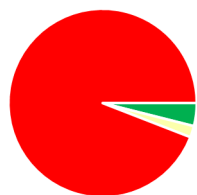
- 4% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 2% ■ Proportion of questions in line with 2013 scores
- 94% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	<i>% Positive</i>	<i>Variance from 2013</i>
26. Where I work, we share the lessons learnt when mistakes are made	70	-4 ■
15c. My line manager ensures that when issues are raised in the team, they are addressed	77	-5 ■
1. My job makes good use of my skills and abilities	79	-5 ■
43. At my workplace there is a good balance between delivering services and monitoring service delivery	63	-6 ■
7. The people I work with are willing to help each other even if this means doing something outside their usual job	81	-6 ■
44. Overall I am proud to be a part of this workplace	82	-6 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	73	-7 ■
17. Overall, I have confidence in the decisions made by my line manager	75	-7 ■
3. Working here makes me want to do the best job I can	75	-8 ■
16. I receive regular and constructive feedback on my performance	60	-8 ■
15d. My line manager treats me with respect	81	-8 ■
39. My work environment allows me to deliver the best possible services (patient care or support services)	61	-9 ■
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	78	-9 ■

Trend Comparison

This section shows comparisons between Health Infrastructure and the 2013 survey results for Health Infrastructure



- 4% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 2% ■ Proportion of questions in line with 2013 scores
- 94% ■ 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>
24. I have a say in decisions which affect my work	55	-9 ■
10. My team resolves conflict quickly when it arises	69	-9 ■
51. Overall, I believe the culture at my workplace has improved in the last 12 months	34	-10 ■
42. Our objectives/work plans help us to deliver a quality service	69	-10 ■
27a. I am aware of the strategic objectives and direction of the organisation I work for	70	-11 ■
34. Reasonable expectations are placed on staff according to their position	67	-11 ■
47. I have a strong sense of belonging to my workplace	66	-11 ■
40. In my workplace patient safety is at the centre of all decision making	42	-11 ■
5. I have sufficient control over my work so I can do my job well	71	-11 ■
4. The right amount of approvals are required for routine decisions	60	-12 ■
14. Staff are treated respectfully regardless of their job	65	-13 ■
48. Overall I am satisfied to be working here at the present time	70	-13 ■
41. My team's objectives/ work plans are clearly outlined	72	-13 ■

Trend Comparison

This section shows comparisons between Health Infrastructure and the 2013 survey results for Health Infrastructure



- 4% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 2% ■ Proportion of questions in line with 2013 scores
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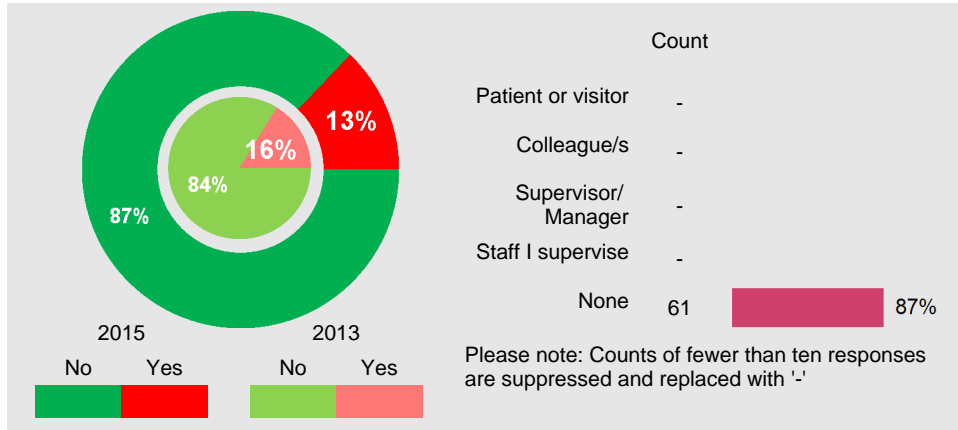
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	<i>% Positive</i>	<i>Variance from 2013</i>	
45. I would recommend my workplace as a good place to work	66	-13	
15b. My line manager treats all staff in my team fairly	68	-14	
23. I am kept well informed about what is happening in my workplace	54	-14	
31. I have confidence in the processes that my workplace uses to resolve staff conflict	45	-15	
20. Overall, I have confidence in the decisions made by my senior managers	65	-15	
46. I feel motivated to contribute more than what is normally required at work	72	-15	
19. There is a positive relationship between senior management and staff in my workplace	57	-17	
13. In my workplace, we recognise our successes and innovations	64	-17	
18c. The senior managers at my workplace lead by example in creating a positive workplace	58	-18	
11. Morale is good in my team	58	-20	
25. I think it is safe to speak up and challenge the way things are done	54	-20	
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	-22	
18a. The senior managers at my workplace are aware of the issues I face in my job	55	-27	

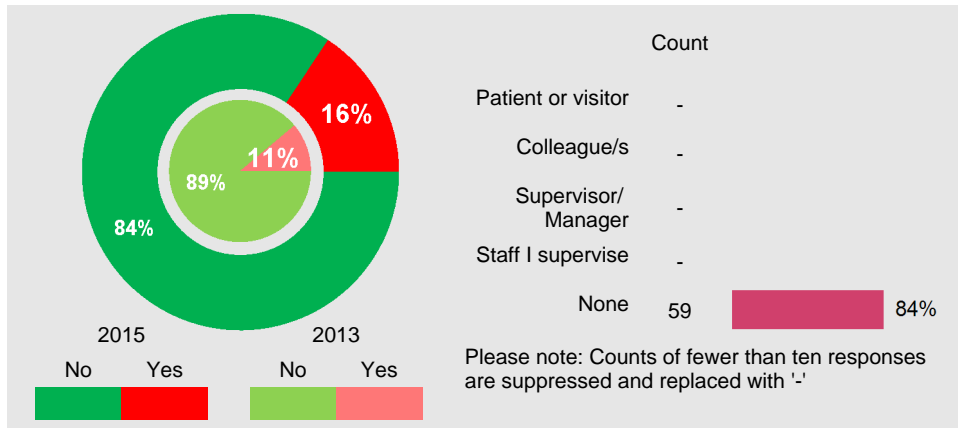
Unacceptable Behaviour

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

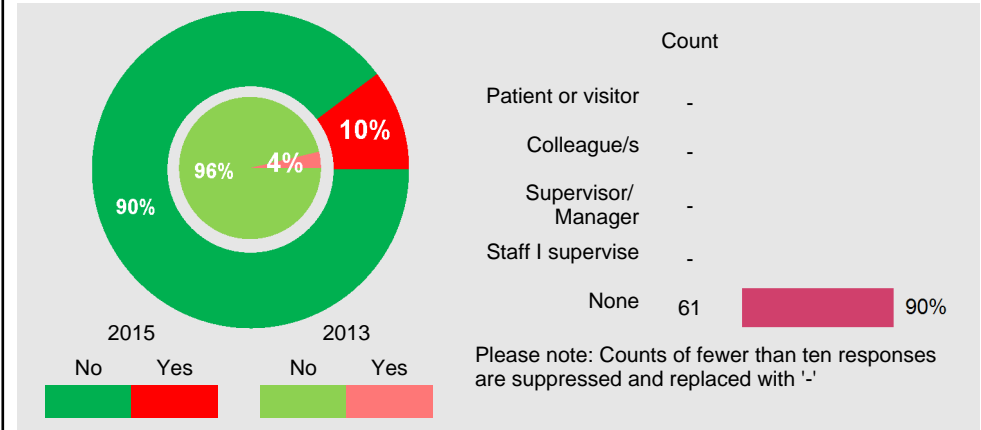
37a. In the last 12 months, I have been verbally abused by a ...



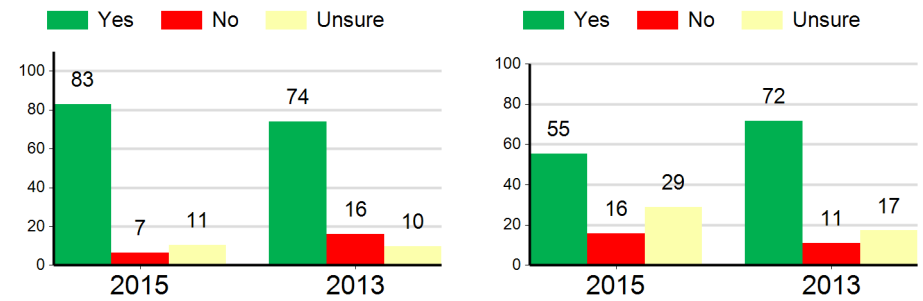
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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 ...



a) know how to report occurrences of these types of behaviour?

b) have confidence that if you report these behaviours they will be responded to appropriately?

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	Health Infrastructure 2013	NSW Health Overall
1. My job makes good use of my skills and abilities	79	5	16	79	84	81
2. I feel I am able to suggest ideas to improve our ways of doing things	73	16	12	73	79	69
3. Working here makes me want to do the best job I can	75	18	6	75	83	72
4. The right amount of approvals are required for routine decisions	60	25	16	60	72	52
5. I have sufficient control over my work so I can do my job well	71	17	12	71	83	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	64	23	13	64	65	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	Health Infrastructure 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	10	9	81	87	69
8.	In my team we generally acknowledge one another's efforts and achievements	78	5	17	78	79	70
9.	People in my team are honest and open	78	14	8	78	80	64
10.	My team resolves conflict quickly when it arises	69	21	10	69	78	53
11.	Morale is good in my team	58	22	19	58	78	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	Health Infrastructure 2013	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	74	16	10	74	75	63
13. In my workplace, we recognise our successes and innovations	64	18	18	64	80	57
14. Staff are treated respectfully regardless of their job	65	18	17	65	78	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	Health Infrastructure 2013	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	79	10	10	79	79	65
15b. My line manager treats all staff in my team fairly	68	16	17	68	81	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	77	13	10	77	81	61
15d. My line manager treats me with respect	81	14	5	81	89	76
16. I receive regular and constructive feedback on my performance	60	26	14	60	68	52
17. Overall, I have confidence in the decisions made by my line manager	75	18	6	75	83	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

Senior Managers

		% Positive response	% Neutral response	% Negative response	% Positive	Health Infrastructure 2013	NSW Health Overall
18a.	The senior managers at my workplace are aware of the issues I face in my job	55	31	14	55	81	46
18b.	The senior managers at my workplace have a clear direction for the future	65	23	12	65	68	45
18c.	The senior managers at my workplace lead by example in creating a positive workplace	58	19	22	58	76	45
19.	There is a positive relationship between senior management and staff in my workplace	57	19	23	57	74	42
20.	Overall, I have confidence in the decisions made by my senior managers	65	22	13	65	80	46
K 21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	53	27	19	53	-	39
22.	My organisation is making the necessary decisions to meet our future challenges	56	31	13	56	-	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	Health Infrastructure 2013	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	54	30	16	54	68	50
24. I have a say in decisions which affect my work	55	28	17	55	64	46
25. I think it is safe to speak up and challenge the way things are done	54	22	24	54	74	51
26. Where I work, we share the lessons learnt when mistakes are made	70	14	16	70	73	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	70	16	14	70	80	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	78	14	8	78	86	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	Health Infrastructure 2013	NSW Health Overall
28. I have received the appropriate training and development to do my job effectively	68	20	12	68	63	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	51	38	11	51	53	68
30. I am encouraged to take opportunities to learn new skills and have new experiences	55	33	12	55	57	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

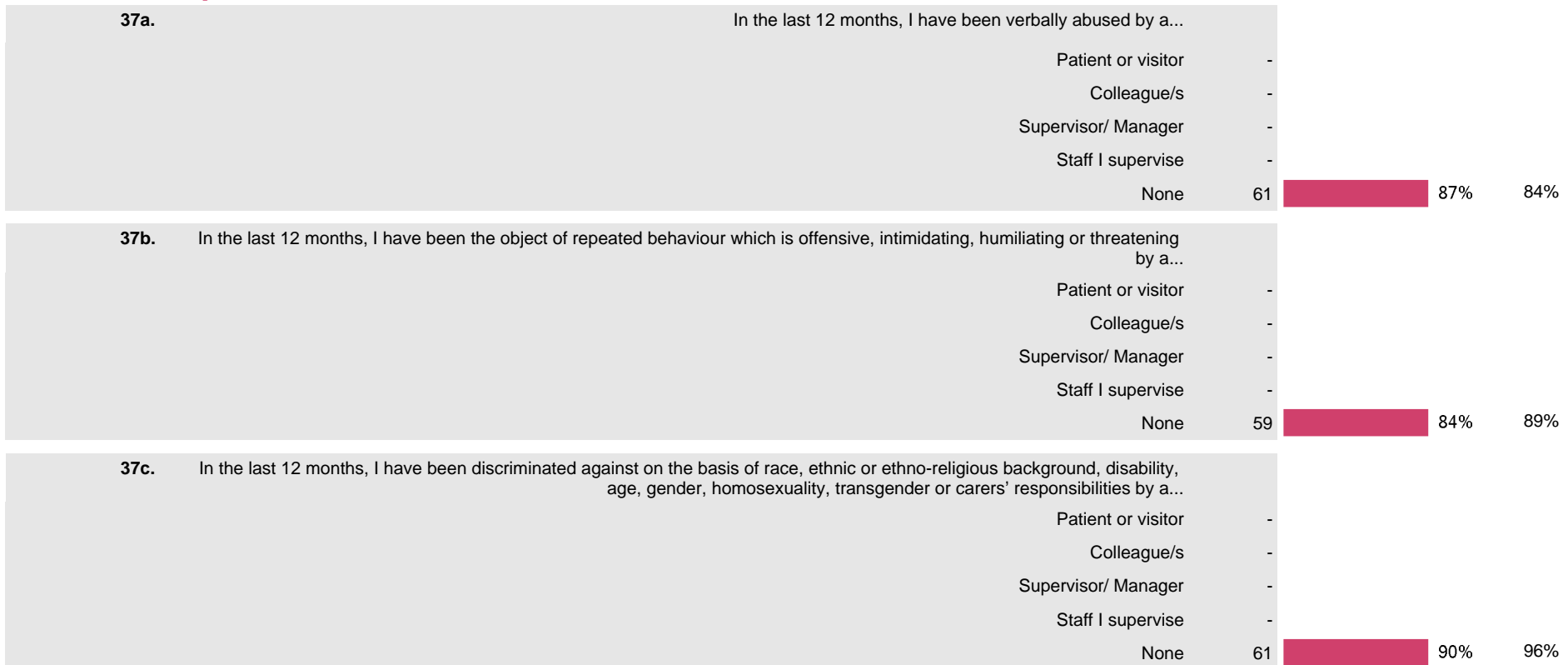
		% Positive response	% Neutral response	% Negative response	% Positive	Health Infrastructure 2013	NSW Health Overall
K	31. I have confidence in the processes that my workplace uses to resolve staff conflict	45	34	21	45	59	44
	32. I am able to achieve a healthy work/life balance most of the time	80	9	11	80	72	65
	33. There are mechanisms in place to support me if I experience stress or pressure	51	37	12	51	53	56
	34. Reasonable expectations are placed on staff according to their position	67	20	13	67	78	57
	35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	59	37	4	59	60	69
K	36. My workplace enables strong professional leadership	62	24	14	62	-	52

All Questions

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

Unacceptable Behaviour

Health Infrastructure 2013



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



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	Health Infrastructure 2013	NSW Health Overall
K	39. My work environment allows me to deliver the best possible services (patient care or support services)	61	28	12	61	69	62
	40. In my workplace patient safety is at the centre of all decision making	42	55	3	42	53	69
	41. My team's objectives/ work plans are clearly outlined	72	20	8	72	85	66
	42. Our objectives/work plans help us to deliver a quality service	69	25	5	69	79	66
	43. At my workplace there is a good balance between delivering services and monitoring service delivery	63	26	11	63	69	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	Health Infrastructure 2013	NSW Health Overall
44.	Overall I am proud to be a part of this workplace	82	9	9	82	88	73
45.	I would recommend my workplace as a good place to work	66	24	11	66	79	64
46.	I feel motivated to contribute more than what is normally required at work	72	16	12	72	88	67
47.	I have a strong sense of belonging to my workplace	66	24	11	66	77	65
48.	Overall I am satisfied to be working here at the present time	70	20	11	70	83	69
K	49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	59	26	14	59	81	59
K	50. There is a positive culture in my workplace	53	29	18	53	-	53
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	34	42	24	34	44	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:	18750	7753	1661	132	975	203	29474	31493
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

Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).

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

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?

