

73%

2013: 78%

ENGAGEMENT INDEX

54%

2013: 59%

WORKPLACE CULTURE INDEX

98

2013: 80

ACTUAL RESPONSES

100%

2013: 89%
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	81	+3
45.	I would recommend my workplace as a good place to work	72	-5

Stay

47.	I have a strong sense of belonging to my workplace	61	-12
48.	Overall I am satisfied to be working here at the present time	75	-4

Strive

3.	Working here makes me want to do the best job I can	73	-8
46.	I feel motivated to contribute more than what is normally required at work	73	-5

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	40	-9
36. My workplace enables strong professional leadership	51	-
39. My work environment allows me to deliver the best possible services (patient care or support services)	53	-8
13. In my workplace, we recognise our successes and innovations	53	-4
12. I believe I am valued for what I can offer at my workplace	65	-8
16. I receive regular and constructive feedback on my performance	58	-4

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 Team	76
Your Line Manager	69
Your Workplace	67

Questions	% Positive
7. The people I work with are willing to help each other even if this means doing something outside their usual job	85
8. In my team we generally acknowledge one another's efforts and achievements	83
9. People in my team are honest and open	83
15d. My line manager treats me with respect	81
44. Overall I am proud to be a part of this workplace	81

Lowlights

Sections	% Positive
Senior Managers	47
Work Environment	54
Service Delivery	55

Questions	% Positive
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31
31. I have confidence in the processes that my workplace uses to resolve staff conflict	39
18a. The senior managers at my workplace are aware of the issues I face in my job	40
34. Reasonable expectations are placed on staff according to their position	44
33. There are mechanisms in place to support me if I experience stress or pressure	44

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
Your Team	76	+5
Training and Development Opportunities	58	0
Communication	59	-3

Questions	% Positive	Variance from 2013
10. My team resolves conflict quickly when it arises	68	+9
40. In my workplace patient safety is at the centre of all decision making	62	+8
7. The people I work with are willing to help each other even if this means doing something outside their usual job	85	+6
8. In my team we generally acknowledge one another's efforts and achievements	83	+5
9. People in my team are honest and open	83	+5

Least improved

Sections	% Positive	Variance from 2013
Work Environment	54	-7
Being Valued	60	-6
Your Job	67	-6

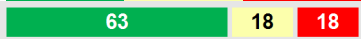














Questions	% Positive	Variance from 2013
34. Reasonable expectations are placed on staff according to their position	44	-17
33. There are mechanisms in place to support me if I experience stress or pressure	44	-15
20. Overall, I have confidence in the decisions made by my senior managers	46	-15
6. At 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	57	-14
24. I have a say in decisions which affect my work	49	-13

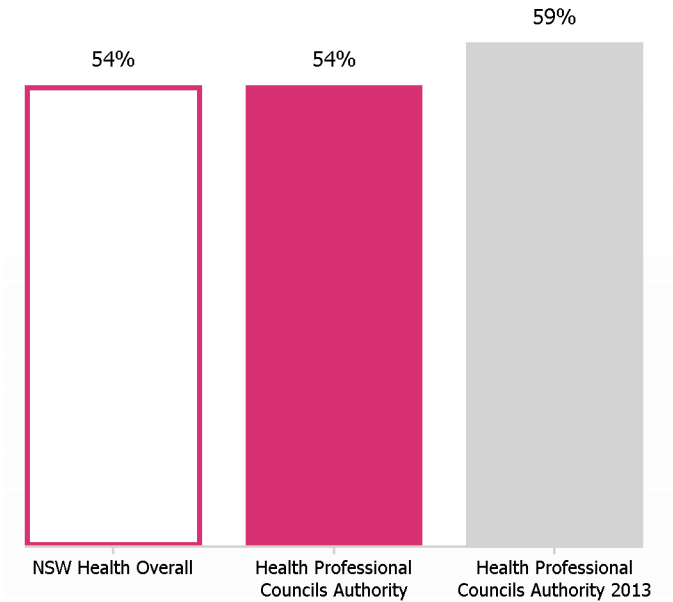
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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		63	18	18	0
12. I believe I am valued for what I can offer at my workplace		65	16	19	-8
13. In my workplace, we recognise our successes and innovations		53	26	22	-4
14. Staff are treated respectfully regardless of their job		63	21	16	-6
17. Overall, I have confidence in the decisions made by my line manager		67	24	9	-9
18b. The senior managers at my workplace have a clear direction for the future		48	36	15	+3
18c. The senior managers at my workplace lead by example in creating a positive workplace		46	23	31	-7
20. Overall, I have confidence in the decisions made by my senior managers		46	29	25	-15
24. I have a say in decisions which affect my work		49	22	29	-13
25. I think it is safe to speak up and challenge the way things are done		52	26	22	-9
26. Where I work, we share the lessons learnt when mistakes are made		65	19	16	+2
31. I have confidence in the processes that my workplace uses to resolve staff conflict		39	38	23	+1
41. My team's objectives/ work plans are clearly outlined		54	34	12	-10
42. Our objectives/work plans help us to deliver a quality service		62	25	13	-4
51. Overall, I believe the culture at my workplace has improved in the last 12 months		31	44	25	-7



Trend Comparison

This section shows comparisons between Health Professional Councils Authority and the 2013 survey results for Health Professional Councils Authority



31% ■ Proportion of questions above 2013 scores by 1 or more percentage points

4% ■ Proportion of questions in line with 2013 scores

65% ■ 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>
10. My team resolves conflict quickly when it arises	68	■ +9
40. In my workplace patient safety is at the centre of all decision making	62	■ +8
7. The people I work with are willing to help each other even if this means doing something outside their usual job	85	■ +6
8. In my team we generally acknowledge one another's efforts and achievements	83	■ +5
9. People in my team are honest and open	83	■ +5
27a. I am aware of the strategic objectives and direction of the organisation I work for	68	■ +5
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	70	■ +5
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	56	■ +4
44. Overall I am proud to be a part of this workplace	81	■ +3
18b. The senior managers at my workplace have a clear direction for the future	48	■ +3
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	69	■ +2
32. I am able to achieve a healthy work/life balance most of the time	75	■ +2

Trend Comparison

This section shows comparisons between Health Professional Councils Authority and the 2013 survey results for Health Professional Councils Authority



31% ■ Proportion of questions above 2013 scores by 1 or more percentage points

4% ■ Proportion of questions in line with 2013 scores

65% ■ 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	65	+2
31. I have confidence in the processes that my workplace uses to resolve staff conflict	39	+1
1. My job makes good use of my skills and abilities	74	+1
2. I feel I am able to suggest ideas to improve our ways of doing things	76	+1
15d. My line manager treats me with respect	81	0
11. Morale is good in my team	63	0
28. I have received the appropriate training and development to do my job effectively	55	-1
30. I am encouraged to take opportunities to learn new skills and have new experiences	63	-2
15a. My line manager recognises and acknowledges when I have done my job well	69	-2
15b. My line manager treats all staff in my team fairly	71	-3
23. I am kept well informed about what is happening in my workplace	48	-3
16. I receive regular and constructive feedback on my performance	58	-4
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	71	-4

Trend Comparison

This section shows comparisons between Health Professional Councils Authority and the 2013 survey results for Health Professional Councils Authority



31% ■ Proportion of questions above 2013 scores by 1 or more percentage points

4% ■ Proportion of questions in line with 2013 scores

65% ■ 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
48. Overall I am satisfied to be working here at the present time	75	-4 ■
5. I have sufficient control over my work so I can do my job well	70	-4 ■
42. Our objectives/work plans help us to deliver a quality service	62	-4 ■
13. In my workplace, we recognise our successes and innovations	53	-4 ■
19. There is a positive relationship between senior management and staff in my workplace	48	-5 ■
45. I would recommend my workplace as a good place to work	72	-5 ■
46. I feel motivated to contribute more than what is normally required at work	73	-5 ■
14. Staff are treated respectfully regardless of their job	63	-6 ■
15c. My line manager ensures that when issues are raised in the team, they are addressed	66	-6 ■
18c. The senior managers at my workplace lead by example in creating a positive workplace	46	-7 ■
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	-7 ■
43. At my workplace there is a good balance between delivering services and monitoring service delivery	47	-7 ■
12. I believe I am valued for what I can offer at my workplace	65	-8 ■

Trend Comparison

This section shows comparisons between Health Professional Councils Authority and the 2013 survey results for Health Professional Councils Authority



31% ■ Proportion of questions above 2013 scores by 1 or more percentage points

4% ■ Proportion of questions in line with 2013 scores

65% ■ Proportion of questions below 2013 scores by 1 or more percentage points

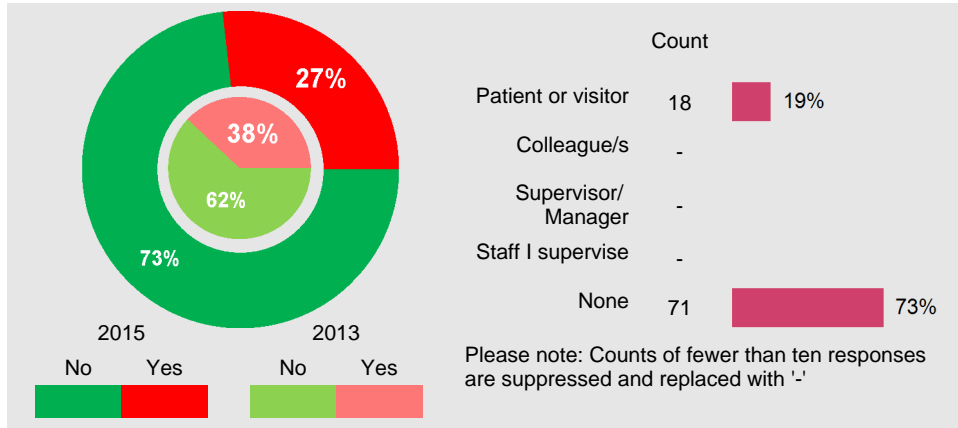
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	<i>% Positive</i>	<i>Variance from 2013</i>
3. Working here makes me want to do the best job I can	73	-8 ■
39. My work environment allows me to deliver the best possible services (patient care or support services)	53	-8 ■
18a. The senior managers at my workplace are aware of the issues I face in my job	40	-9 ■
17. Overall, I have confidence in the decisions made by my line manager	67	-9 ■
25. I think it is safe to speak up and challenge the way things are done	52	-9 ■
41. My team's objectives/ work plans are clearly outlined	54	-10 ■
4. The right amount of approvals are required for routine decisions	49	-11 ■
47. I have a strong sense of belonging to my workplace	61	-12 ■
24. I have a say in decisions which affect my work	49	-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	57	-14 ■
20. Overall, I have confidence in the decisions made by my senior managers	46	-15 ■
33. There are mechanisms in place to support me if I experience stress or pressure	44	-15 ■
34. Reasonable expectations are placed on staff according to their position	44	-17 ■

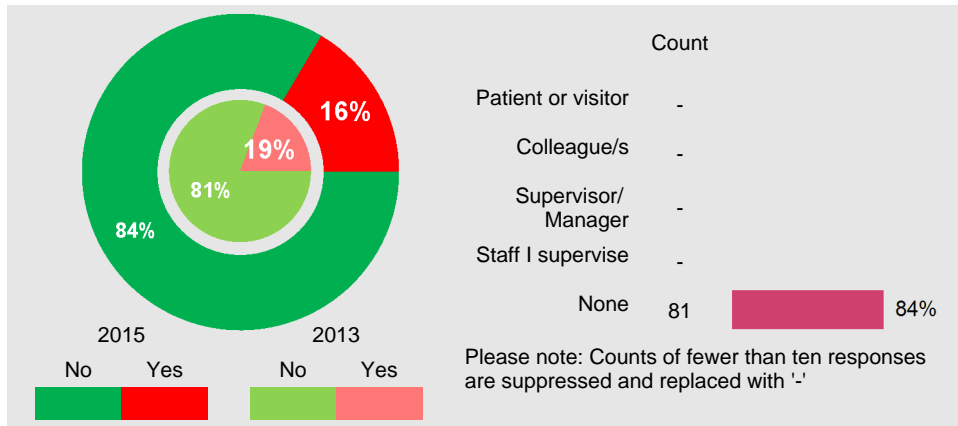
Unacceptable Behaviour

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

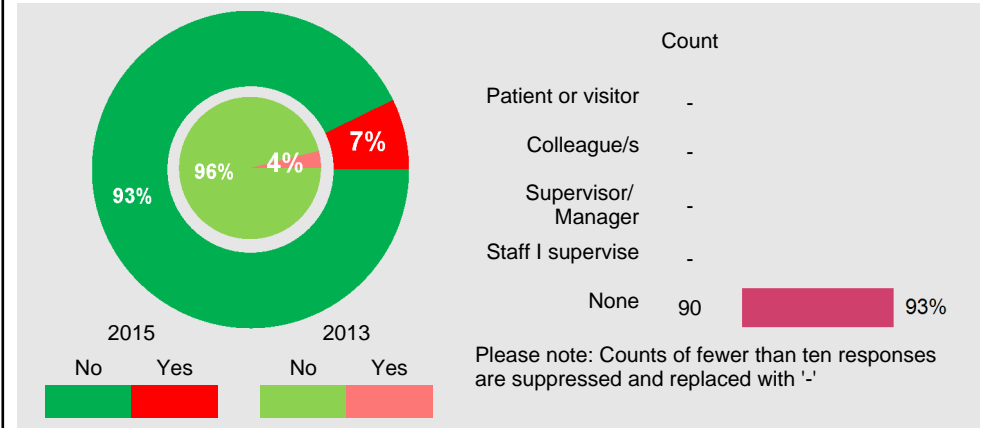
37a. In the last 12 months, I have been verbally abused by a ...



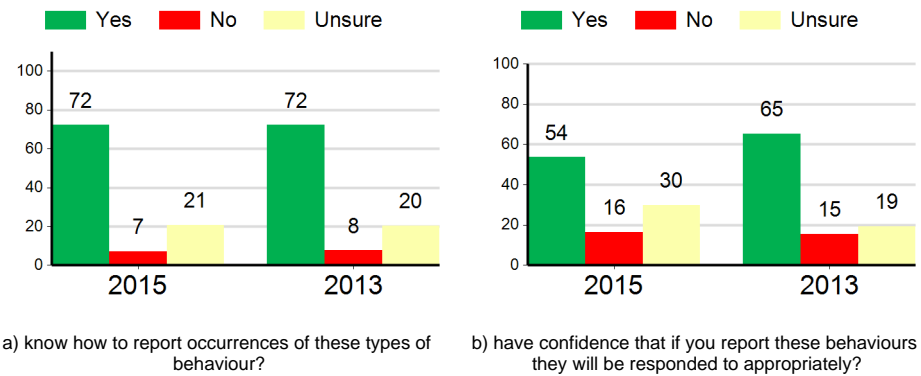
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	Health Professional Councils Authority 2013	NSW Health Overall
1. My job makes good use of my skills and abilities	74	12	13	74	74	81
2. I feel I am able to suggest ideas to improve our ways of doing things	76	9	15	76	75	69
3. Working here makes me want to do the best job I can	73	16	10	73	81	72
4. The right amount of approvals are required for routine decisions	49	23	28	49	59	52
5. I have sufficient control over my work so I can do my job well	70	13	16	70	75	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	57	24	18	57	71	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 Professional Councils Authority 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	85	12	3	85	78	69
8.	In my team we generally acknowledge one another's efforts and achievements	83	13	4	83	78	70
9.	People in my team are honest and open	83	11	6	83	78	64
10.	My team resolves conflict quickly when it arises	68	21	10	68	59	53
11.	Morale is good in my team	63	18	18	63	64	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

		% Positive response	% Neutral response	% Negative response	% Positive	Health Professional Councils Authority 2013	NSW Health Overall
Being Valued							
K	12. I believe I am valued for what I can offer at my workplace	65	16	19	65	73	63
K	13. In my workplace, we recognise our successes and innovations	53	26	22	53	57	57
	14. Staff are treated respectfully regardless of their job	63	21	16	63	69	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 Professional Councils Authority 2013	NSW Health Overall
15a.	My line manager recognises and acknowledges when I have done my job well	69	18	13	69	71	65
15b.	My line manager treats all staff in my team fairly	71	18	11	71	74	62
15c.	My line manager ensures that when issues are raised in the team, they are addressed	66	23	11	66	72	61
15d.	My line manager treats me with respect	81	11	7	81	81	76
K 16.	I receive regular and constructive feedback on my performance	58	26	16	58	61	52
17.	Overall, I have confidence in the decisions made by my line manager	67	24	9	67	76	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 Professional Councils Authority 2013	NSW Health Overall
K	18a. The senior managers at my workplace are aware of the issues I face in my job	40	30	30	40	49	46
	18b. The senior managers at my workplace have a clear direction for the future	48	36	15	48	46	45
	18c. The senior managers at my workplace lead by example in creating a positive workplace	46	23	31	46	53	45
	19. There is a positive relationship between senior management and staff in my workplace	48	26	26	48	53	42
	20. Overall, I have confidence in the decisions made by my senior managers	46	29	25	46	62	46
	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	44	27	29	44	-	39
	22. My organisation is making the necessary decisions to meet our future challenges	55	32	13	55	-	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 Professional Councils Authority 2013	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	48	28	24	48	52	50
24. I have a say in decisions which affect my work	49	22	29	49	62	46
25. I think it is safe to speak up and challenge the way things are done	52	26	22	52	62	51
26. Where I work, we share the lessons learnt when mistakes are made	65	19	16	65	63	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	68	19	13	68	63	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	69	21	10	69	67	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 Professional Councils Authority 2013	NSW Health Overall
28.	I have received the appropriate training and development to do my job effectively	55	23	23	55	56	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	56	31	13	56	52	68
30.	I am encouraged to take opportunities to learn new skills and have new experiences	63	19	19	63	65	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

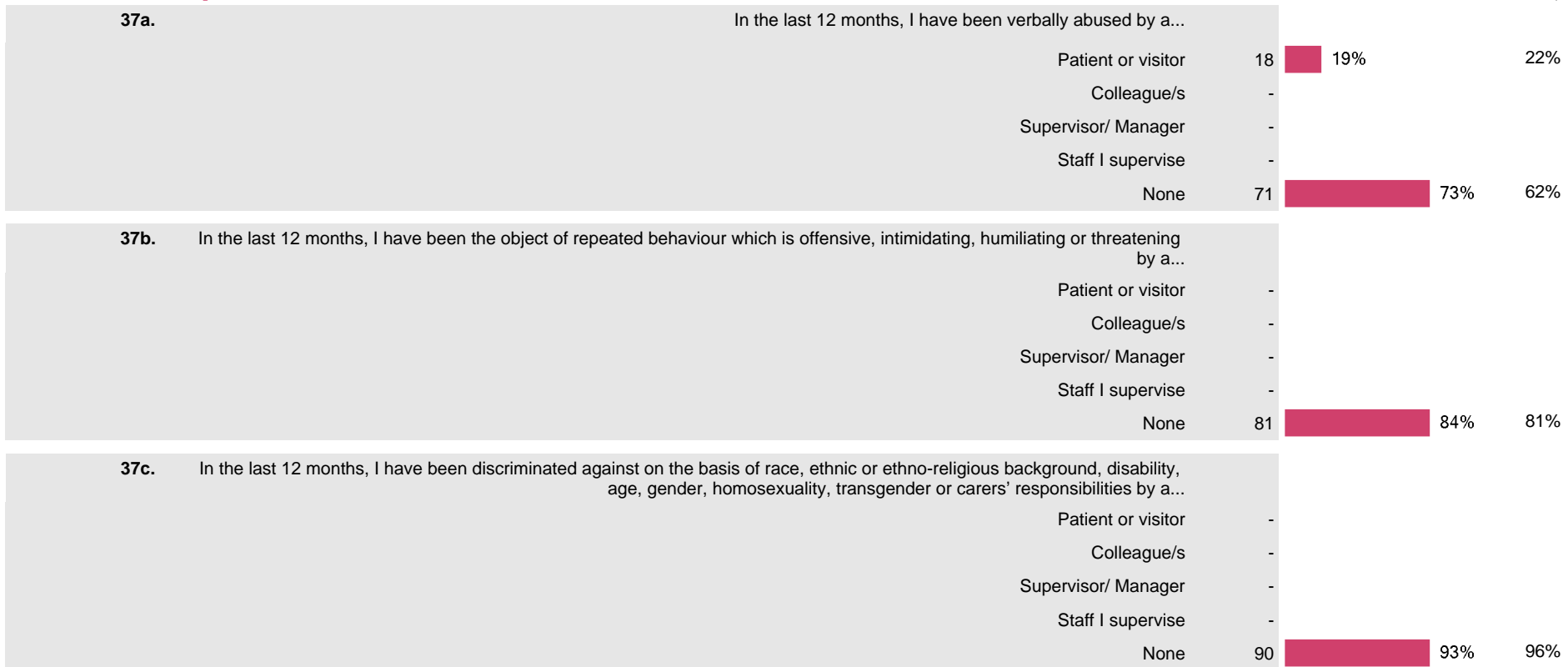
		% Positive response	% Neutral response	% Negative response	% Positive	Health Professional Councils Authority 2013	NSW Health Overall
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	39	38	23	39	38	44
32.	I am able to achieve a healthy work/life balance most of the time	75		11	13	75	73
33.	There are mechanisms in place to support me if I experience stress or pressure	44	36	20	44	59	56
34.	Reasonable expectations are placed on staff according to their position	44	24	32	44	62	57
35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	71		22	7	71	75
K 36.	My workplace enables strong professional leadership	51	32	18	51	-	52

All Questions

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

Health Professional Councils
Authority 2013

Unacceptable Behaviour



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	Health Professional Councils Authority 2013	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	72	21	7	72	72	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	54	30	16	54	65	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	Health Professional Councils Authority 2013	NSW Health Overall
K	39. My work environment allows me to deliver the best possible services (patient care or support services)	53	32	15	53	61	62
	40. In my workplace patient safety is at the centre of all decision making	62	33	5	62	54	69
	41. My team's objectives/ work plans are clearly outlined	54	34	12	54	64	66
	42. Our objectives/work plans help us to deliver a quality service	62	25	13	62	66	66
	43. At my workplace there is a good balance between delivering services and monitoring service delivery	47	33	20	47	55	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 Professional Councils Authority 2013	NSW Health Overall
44. Overall I am proud to be a part of this workplace	81	14	4	81	78	73
45. I would recommend my workplace as a good place to work	72	19	9	72	77	64
46. I feel motivated to contribute more than what is normally required at work	73	18	9	73	78	67
47. I have a strong sense of belonging to my workplace	61	22	17	61	73	65
48. Overall I am satisfied to be working here at the present time	75	9	15	75	79	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	70	27	3	70	65	59
50. There is a positive culture in my workplace	69	22	9	69	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	31	44	25	31	38	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?

