

66%

2013: 62%

ENGAGEMENT INDEX

55%

2013: 53%

WORKPLACE CULTURE INDEX

577

2013: 411

ACTUAL RESPONSES

79%

2013: 70%
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	71	+3
45.	I would recommend my workplace as a good place to work	62	+4

Stay

47.	I have a strong sense of belonging to my workplace	61	+5
48.	Overall I am satisfied to be working here at the present time	67	+2

Strive

3.	Working here makes me want to do the best job I can	67	+2
46.	I feel motivated to contribute more than what is normally required at work	66	+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>
50.	There is a positive culture in my workplace	53 -
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	40 +2
36.	My workplace enables strong professional leadership	52 -
22.	My organisation is making the necessary decisions to meet our future challenges	48 -
18c.	The senior managers at my workplace lead by example in creating a positive workplace	48 0
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	45 -

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	69
Your Team	67
Your Job	62

Questions	% Positive
15d. My line manager treats me with respect	79
7. The people I work with are willing to help each other even if this means doing something outside their usual job	76
15a. My line manager recognises and acknowledges when I have done my job well	75
8. In my team we generally acknowledge one another's efforts and achievements	74
1. My job makes good use of my skills and abilities	72

Lowlights

Sections	% Positive
Senior Managers	50
Service Delivery	53
Work Environment	55

Questions	% Positive
51. Overall, I believe the culture at my workplace has improved in the last 12 months	35
40. In my workplace patient safety is at the centre of all decision making	37
31. I have confidence in the processes that my workplace uses to resolve staff conflict	40
4. The right amount of approvals are required for routine decisions	42
43. At my workplace there is a good balance between delivering services and monitoring service delivery	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
Training and Development Opportunities	60	+5
Service Delivery	53	+5
Communication	57	+4

Questions	% Positive	Variance from 2013
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	56	+9
41. My team's objectives/ work plans are clearly outlined	67	+9
27a. I am aware of the strategic objectives and direction of the organisation I work for	69	+8
39. My work environment allows me to deliver the best possible services (patient care or support services)	54	+7
16. I receive regular and constructive feedback on my performance	57	+7

Least improved

Sections	% Positive	Variance from 2013
Your Team	67	-2
Senior Managers	50	-1
Being Valued	62	0




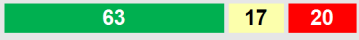
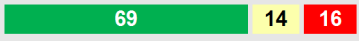






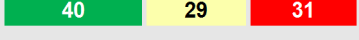


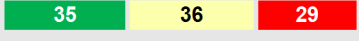
Questions	% Positive	Variance from 2013
9. People in my team are honest and open	71	-6
8. In my team we generally acknowledge one another's efforts and achievements	74	-4
14. Staff are treated respectfully regardless of their job	63	-3
18a. The senior managers at my workplace are aware of the issues I face in my job	48	-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	59	-2

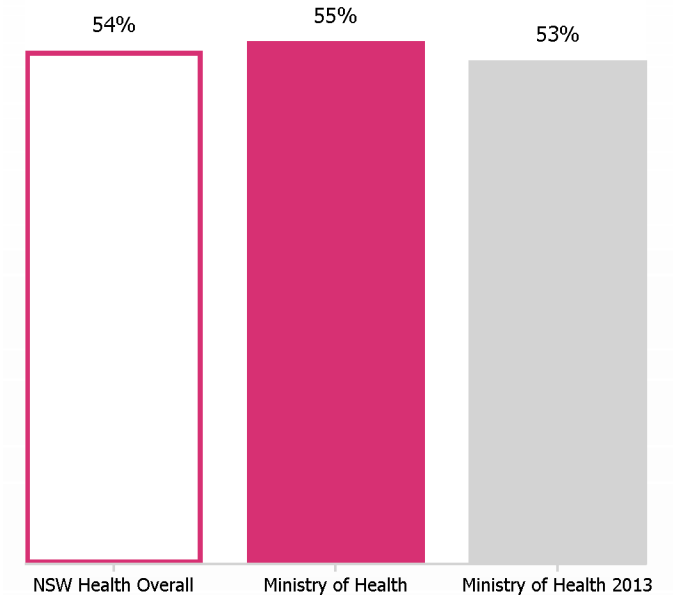
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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		57	20	23	+1
12. I believe I am valued for what I can offer at my workplace		65	13	22	+2
13. In my workplace, we recognise our successes and innovations		57	20	22	+2
14. Staff are treated respectfully regardless of their job		63	17	20	-3
17. Overall, I have confidence in the decisions made by my line manager		69	14	16	0
18b. The senior managers at my workplace have a clear direction for the future		49	26	25	-1
18c. The senior managers at my workplace lead by example in creating a positive workplace		48	22	29	0
20. Overall, I have confidence in the decisions made by my senior managers		57	23	20	+2
24. I have a say in decisions which affect my work		49	25	26	+5
25. I think it is safe to speak up and challenge the way things are done		51	21	28	-1
26. Where I work, we share the lessons learnt when mistakes are made		52	25	22	+5
31. I have confidence in the processes that my workplace uses to resolve staff conflict		40	29	31	+2
41. My team's objectives/ work plans are clearly outlined		67	18	16	+9
42. Our objectives/work plans help us to deliver a quality service		61	27	12	+4
51. Overall, I believe the culture at my workplace has improved in the last 12 months		35	36	29	+7



Trend Comparison

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



73% ■ Proportion of questions above 2013 scores by 1 or more percentage points

6% ■ Proportion of questions in line with 2013 scores

22% ■ 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>
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	56	 +9
41. My team's objectives/ work plans are clearly outlined	67	 +9
27a. I am aware of the strategic objectives and direction of the organisation I work for	69	 +8
39. My work environment allows me to deliver the best possible services (patient care or support services)	54	 +7
16. I receive regular and constructive feedback on my performance	57	 +7
4. The right amount of approvals are required for routine decisions	42	 +7
51. Overall, I believe the culture at my workplace has improved in the last 12 months	35	 +7
28. I have received the appropriate training and development to do my job effectively	67	 +6
15a. My line manager recognises and acknowledges when I have done my job well	75	 +5
26. Where I work, we share the lessons learnt when mistakes are made	52	 +5
40. In my workplace patient safety is at the centre of all decision making	37	 +5
47. I have a strong sense of belonging to my workplace	61	 +5

Trend Comparison

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



73% ■ Proportion of questions above 2013 scores by 1 or more percentage points

6% ■ Proportion of questions in line with 2013 scores

22% ■ 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	49	+5
46. I feel motivated to contribute more than what is normally required at work	66	+5
5. I have sufficient control over my work so I can do my job well	62	+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	52	+4
32. I am able to achieve a healthy work/life balance most of the time	72	+4
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	69	+4
45. I would recommend my workplace as a good place to work	62	+4
23. I am kept well informed about what is happening in my workplace	51	+4
42. Our objectives/work plans help us to deliver a quality service	61	+4
30. I am encouraged to take opportunities to learn new skills and have new experiences	60	+3
44. Overall I am proud to be a part of this workplace	71	+3
34. Reasonable expectations are placed on staff according to their position	58	+3
33. There are mechanisms in place to support me if I experience stress or pressure	50	+3

Trend Comparison

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



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6% ■ Proportion of questions in line with 2013 scores

22% ■ 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>
31. I have confidence in the processes that my workplace uses to resolve staff conflict	40	+2
12. I believe I am valued for what I can offer at my workplace	65	+2
48. Overall I am satisfied to be working here at the present time	67	+2
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	58	+2
13. In my workplace, we recognise our successes and innovations	57	+2
20. Overall, I have confidence in the decisions made by my senior managers	57	+2
3. Working here makes me want to do the best job I can	67	+2
19. There is a positive relationship between senior management and staff in my workplace	52	+1
11. Morale is good in my team	57	+1
15b. My line manager treats all staff in my team fairly	71	+1
7. The people I work with are willing to help each other even if this means doing something outside their usual job	76	+1
15c. My line manager ensures that when issues are raised in the team, they are addressed	67	+1
17. Overall, I have confidence in the decisions made by my line manager	69	0

Trend Comparison

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



73% ■ Proportion of questions above 2013 scores by 1 or more percentage points

6% ■ Proportion of questions in line with 2013 scores

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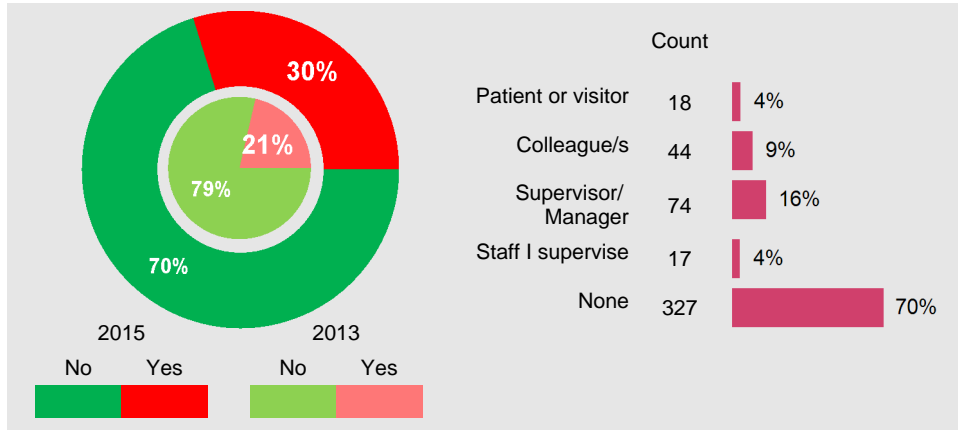
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
2. I feel I am able to suggest ideas to improve our ways of doing things	70	0
18c. The senior managers at my workplace lead by example in creating a positive workplace	48	0
15d. My line manager treats me with respect	79	-1
10. My team resolves conflict quickly when it arises	58	-1
25. I think it is safe to speak up and challenge the way things are done	51	-1
18b. The senior managers at my workplace have a clear direction for the future	49	-1
1. My job makes good use of my skills and abilities	72	-1
43. At my workplace there is a good balance between delivering services and monitoring service delivery	44	-1
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	59	-2
18a. The senior managers at my workplace are aware of the issues I face in my job	48	-2
14. Staff are treated respectfully regardless of their job	63	-3
8. In my team we generally acknowledge one another's efforts and achievements	74	-4
9. People in my team are honest and open	71	-6

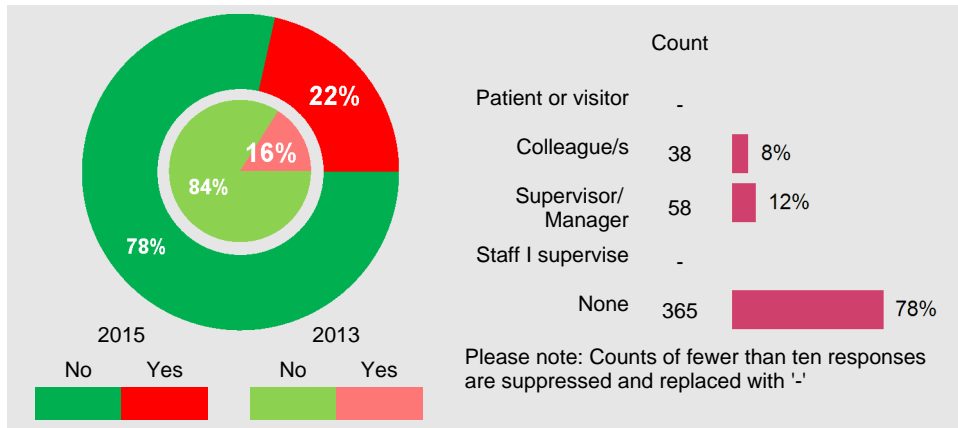
Unacceptable Behaviour

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

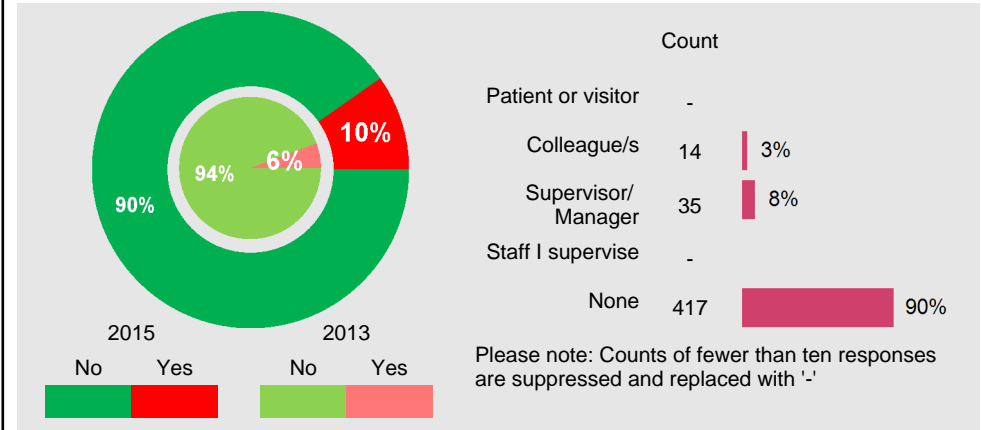
37a. In the last 12 months, I have been verbally abused by a ...



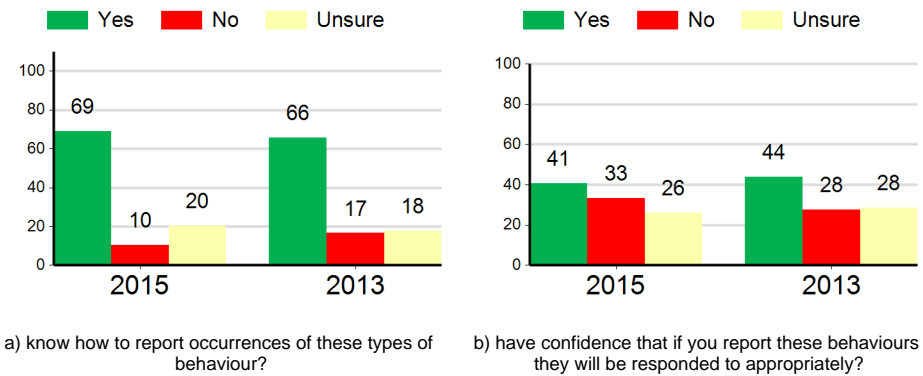
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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	Ministry of Health 2013	Ministry of Health 2011	NSW Health Overall
1. My job makes good use of my skills and abilities	72	9	18	72	73	69	81
2. I feel I am able to suggest ideas to improve our ways of doing things	70	15	15	70	70	68	69
3. Working here makes me want to do the best job I can	67	20	13	67	66	67	72
4. The right amount of approvals are required for routine decisions	42	22	36	42	36	-	52
5. I have sufficient control over my work so I can do my job well	62	17	21	62	57	58	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	59	20	21	59	60	57	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	Ministry of Health 2013	Ministry of Health 2011	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	76	13	11	76	76	75	69
8. In my team we generally acknowledge one another's efforts and achievements	74	13	13	74	78	71	70
9. People in my team are honest and open	71	17	12	71	78	72	64
10. My team resolves conflict quickly when it arises	58	25	17	58	59	57	53
11. Morale is good in my team	57	20	23	57	56	54	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	Ministry of Health 2013	Ministry of Health 2011	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	65	13	22	65	62	62	63
13. In my workplace, we recognise our successes and innovations	57	20	22	57	55	56	57
14. Staff are treated respectfully regardless of their job	63	17	20	63	66	64	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	Ministry of Health 2013	Ministry of Health 2011	NSW Health Overall
15a.	My line manager recognises and acknowledges when I have done my job well	75	11	14	75	70	72	65
15b.	My line manager treats all staff in my team fairly	71	13	17	71	70	69	62
15c.	My line manager ensures that when issues are raised in the team, they are addressed	67	17	17	67	66	63	61
15d.	My line manager treats me with respect	79	11	10	79	79	78	76
16.	I receive regular and constructive feedback on my performance	57	20	23	57	50	49	52
17.	Overall, I have confidence in the decisions made by my line manager	69	14	16	69	69	66	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	Ministry of Health 2013	Ministry of Health 2011	NSW Health Overall
Senior Managers								
	18a. The senior managers at my workplace are aware of the issues I face in my job	48	26	26	48	51	54	46
	18b. The senior managers at my workplace have a clear direction for the future	49	26	25	49	50	44	45
K	18c. The senior managers at my workplace lead by example in creating a positive workplace	48	22	29	48	49	49	45
	19. There is a positive relationship between senior management and staff in my workplace	52	21	28	52	50	52	42
	20. Overall, I have confidence in the decisions made by my senior managers	57	23	20	57	55	53	46
K	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	45	28	28	45	-	-	39
K	22. My organisation is making the necessary decisions to meet our future challenges	48	30	22	48	-	-	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	Ministry of Health 2013	Ministry of Health 2011	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	51	21	28	51	47	44	50
24. I have a say in decisions which affect my work	49	25	26	49	44	44	46
25. I think it is safe to speak up and challenge the way things are done	51	21	28	51	52	49	51
26. Where I work, we share the lessons learnt when mistakes are made	52	25	22	52	47	49	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	69	18	13	69	61	-	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	69	18	13	69	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

Training and Development Opportunities

		% Positive response	% Neutral response	% Negative response	% Positive	Ministry of Health 2013	Ministry of Health 2011	NSW Health Overall
28.	I have received the appropriate training and development to do my job effectively	67	22	12	67	60	62	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	52	37	11	52	48	46	68
30.	I am encouraged to take opportunities to learn new skills and have new experiences	60	22	19	60	56	54	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

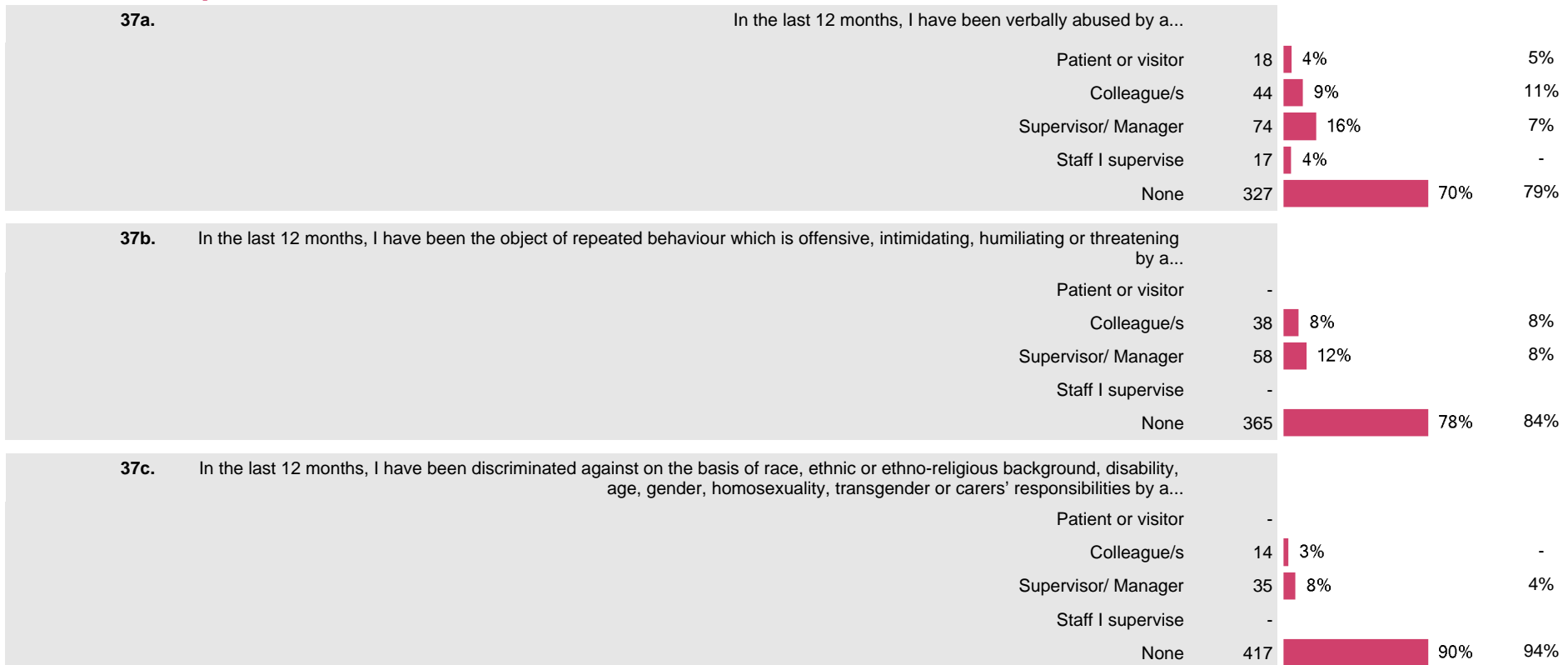
		% Positive response	% Neutral response	% Negative response	% Positive	Ministry of Health 2013	Ministry of Health 2011	NSW Health Overall	
Work Environment									
K	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	40	29	31	40	37	35	44
	32.	I am able to achieve a healthy work/life balance most of the time	72	13	15	72	67	65	65
	33.	There are mechanisms in place to support me if I experience stress or pressure	50	31	20	50	47	42	56
	34.	Reasonable expectations are placed on staff according to their position	58	20	22	58	55	51	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	56	40	4	56	47	58	69
K	36.	My workplace enables strong professional leadership	52	24	23	52	-	-	52

All Questions

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

Unacceptable Behaviour

Ministry of Health 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

	% Yes	% Unsure	% No	% Positive	Ministry of Health 2013	Ministry of Health 2011	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	69	20	10	69	66	66	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	41	26	33	41	44	40	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	Ministry of Health 2013	Ministry of Health 2011	NSW Health Overall
39. My work environment allows me to deliver the best possible services (patient care or support services)	54	29	16	54	47	52	62
40. In my workplace patient safety is at the centre of all decision making	37	53	10	37	32	36	69
41. My team's objectives/ work plans are clearly outlined	67	18	16	67	58	59	66
42. Our objectives/work plans help us to deliver a quality service	61	27	12	61	57	56	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	44	40	16	44	45	-	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	Ministry of Health 2013	Ministry of Health 2011	NSW Health Overall
44. Overall I am proud to be a part of this workplace	71	18	12	71	67	66	73
45. I would recommend my workplace as a good place to work	62	22	17	62	58	57	64
46. I feel motivated to contribute more than what is normally required at work	66	16	18	66	61	61	67
47. I have a strong sense of belonging to my workplace	61	21	18	61	56	56	65
48. Overall I am satisfied to be working here at the present time	67	16	17	67	65	66	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	58	24	18	58	56	-	59
K 50. There is a positive culture in my workplace	53	20	27	53	-	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	35	36	29	35	28	21	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

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

$$\frac{18750 + 1175}{29474} \times 31493 = 21290 \text{ Estimated Full Time responses}$$

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

$$\frac{7753 + 486}{29474} \times 31493 = 8903 \text{ Estimated Part Time responses}$$

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

$$\frac{21289 + (8903 \times 0.33)}{94882.6} = 25\% \text{ Estimated Response Rate}$$

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?

