

60%

2013: 62%

ENGAGEMENT INDEX

47%

2013: 46%

WORKPLACE CULTURE INDEX

1,599

2013: 701

ACTUAL RESPONSES

34%

2013: 16%
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	66	+1
45.	I would recommend my workplace as a good place to work	53	-1

Stay

47.	I have a strong sense of belonging to my workplace	59	-2
48.	Overall I am satisfied to be working here at the present time	60	-3

Strive

3.	Working here makes me want to do the best job I can	65	-1
46.	I feel motivated to contribute more than what is normally required at work	59	0

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	42	-
36.	My workplace enables strong professional leadership	40	-
18c.	The senior managers at my workplace lead by example in creating a positive workplace	36	+5
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	34	-
19.	There is a positive relationship between senior management and staff in my workplace	36	+4
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	38	0

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 Job	62
Training and Development Opportunities	61
Service Delivery	59

Questions	% Positive
1. My job makes good use of my skills and abilities	76
15d. My line manager treats me with respect	71
28. I have received the appropriate training and development to do my job effectively	67
44. Overall I am proud to be a part of this workplace	66
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	66

Lowlights

Sections	% Positive
Senior Managers	38
Work Environment	49
Communication	51

Questions	% Positive
51. Overall, I believe the culture at my workplace has improved in the last 12 months	33
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	34
19. There is a positive relationship between senior management and staff in my workplace	36
18c. The senior managers at my workplace lead by example in creating a positive workplace	36
31. I have confidence in the processes that my workplace uses to resolve staff conflict	38

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
Senior Managers	38	+4
Service Delivery	59	+3
Your Line Manager	57	+2

Questions	% Positive	Variance from 2013
16. I receive regular and constructive feedback on my performance	44	+7
27a. I am aware of the strategic objectives and direction of the organisation I work for	55	+7
20. Overall, I have confidence in the decisions made by my senior managers	40	+7
18b. The senior managers at my workplace have a clear direction for the future	39	+6
18c. The senior managers at my workplace lead by example in creating a positive workplace	36	+5

Least improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	61	-6
Work Environment	49	-2
Your Job	62	-2

Questions	% Positive	Variance from 2013
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	66	-15
2. I feel I am able to suggest ideas to improve our ways of doing things	63	-6
32. I am able to achieve a healthy work/life balance most of the time	58	-4
9. People in my team are honest and open	54	-4
11. Morale is good in my team	40	-4

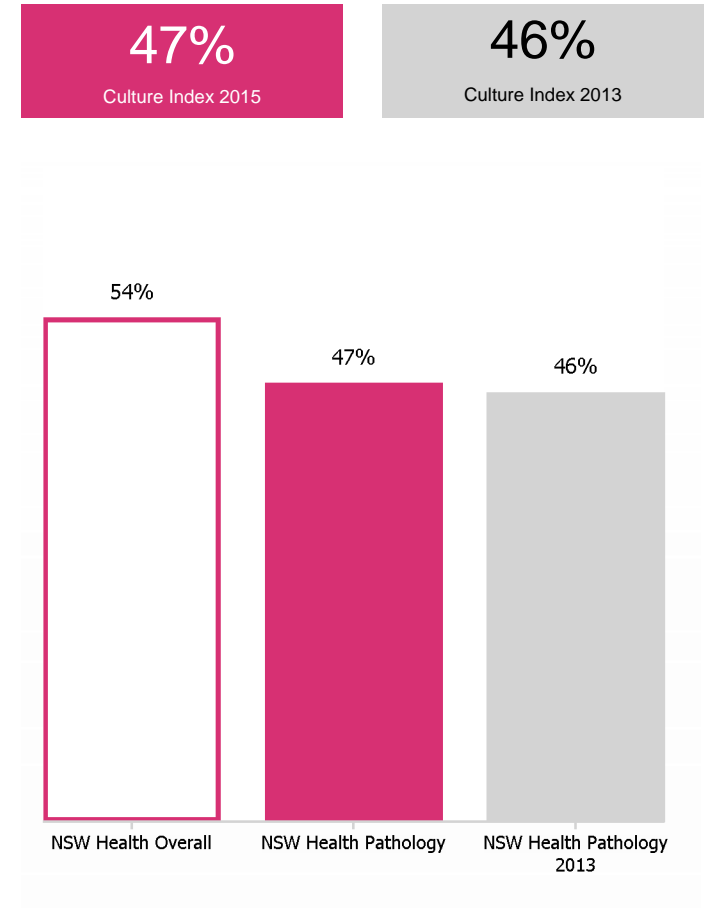
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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	40	26	35	-4
12. I believe I am valued for what I can offer at my workplace	55	21	24	-2
13. In my workplace, we recognise our successes and innovations	45	28	27	-1
14. Staff are treated respectfully regardless of their job	54	21	25	-1
17. Overall, I have confidence in the decisions made by my line manager	56	20	24	+2
18b. The senior managers at my workplace have a clear direction for the future	39	35	27	+6
18c. The senior managers at my workplace lead by example in creating a positive workplace	36	30	33	+5
20. Overall, I have confidence in the decisions made by my senior managers	40	30	30	+7
24. I have a say in decisions which affect my work	42	26	32	-1
25. I think it is safe to speak up and challenge the way things are done	47	22	30	-3
26. Where I work, we share the lessons learnt when mistakes are made	60	20	20	-1
31. I have confidence in the processes that my workplace uses to resolve staff conflict	38	27	35	0
41. My team's objectives/ work plans are clearly outlined	61	24	15	+2
42. Our objectives/work plans help us to deliver a quality service	62	25	13	+2
51. Overall, I believe the culture at my workplace has improved in the last 12 months	33	32	36	+1



Trend Comparison

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



45% ■ Proportion of questions above 2013 scores by 1 or more percentage points

10% ■ Proportion of questions in line with 2013 scores

45% ■ 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	44	■ +7
27a. I am aware of the strategic objectives and direction of the organisation I work for	55	■ +7
20. Overall, I have confidence in the decisions made by my senior managers	40	■ +7
18b. The senior managers at my workplace have a clear direction for the future	39	■ +6
18c. The senior managers at my workplace lead by example in creating a positive workplace	36	■ +5
18a. The senior managers at my workplace are aware of the issues I face in my job	45	■ +5
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	49	■ +5
40. In my workplace patient safety is at the centre of all decision making	62	■ +4
33. There are mechanisms in place to support me if I experience stress or pressure	45	■ +4
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	60	■ +4
19. There is a positive relationship between senior management and staff in my workplace	36	■ +4
39. My work environment allows me to deliver the best possible services (patient care or support services)	59	■ +4

Trend Comparison

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



45% ■ Proportion of questions above 2013 scores by 1 or more percentage points

10% ■ Proportion of questions in line with 2013 scores

45% ■ 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>
41. My team's objectives/ work plans are clearly outlined	61	+2
42. Our objectives/work plans help us to deliver a quality service	62	+2
15c. My line manager ensures that when issues are raised in the team, they are addressed	56	+2
17. Overall, I have confidence in the decisions made by my line manager	56	+2
43. At my workplace there is a good balance between delivering services and monitoring service delivery	51	+2
4. The right amount of approvals are required for routine decisions	50	+1
7. The people I work with are willing to help each other even if this means doing something outside their usual job	62	+1
51. Overall, I believe the culture at my workplace has improved in the last 12 months	33	+1
44. Overall I am proud to be a part of this workplace	66	+1
15d. My line manager treats me with respect	71	+1
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	62	+1
8. In my team we generally acknowledge one another's efforts and achievements	60	0
31. I have confidence in the processes that my workplace uses to resolve staff conflict	38	0

Trend Comparison

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



45% ■ Proportion of questions above 2013 scores by 1 or more percentage points

10% ■ Proportion of questions in line with 2013 scores

45% ■ 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>
15a. My line manager recognises and acknowledges when I have done my job well	58	0
5. I have sufficient control over my work so I can do my job well	63	0
46. I feel motivated to contribute more than what is normally required at work	59	0
24. I have a say in decisions which affect my work	42	-1
13. In my workplace, we recognise our successes and innovations	45	-1
26. Where I work, we share the lessons learnt when mistakes are made	60	-1
45. I would recommend my workplace as a good place to work	53	-1
1. My job makes good use of my skills and abilities	76	-1
14. Staff are treated respectfully regardless of their job	54	-1
28. I have received the appropriate training and development to do my job effectively	67	-1
3. Working here makes me want to do the best job I can	65	-1
10. My team resolves conflict quickly when it arises	43	-2
12. I believe I am valued for what I can offer at my workplace	55	-2

Trend Comparison

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



- 45% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 10% ■ Proportion of questions in line with 2013 scores
- 45% ■ Proportion of questions below 2013 scores by 1 or more percentage points

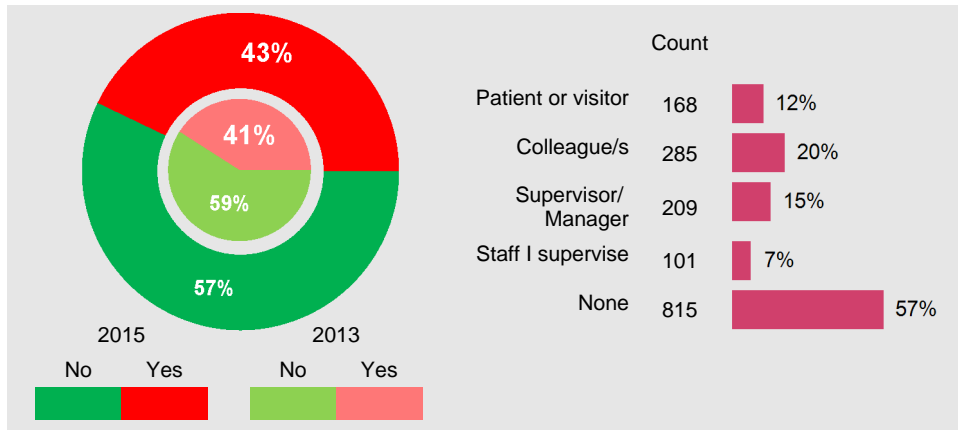
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
47. I have a strong sense of belonging to my workplace	59	-2 ■
15b. My line manager treats all staff in my team fairly	55	-2 ■
34. Reasonable expectations are placed on staff according to their position	52	-2 ■
23. I am kept well informed about what is happening in my workplace	42	-2 ■
25. I think it is safe to speak up and challenge the way things are done	47	-3 ■
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	55	-3 ■
30. I am encouraged to take opportunities to learn new skills and have new experiences	50	-3 ■
48. Overall I am satisfied to be working here at the present time	60	-3 ■
11. Morale is good in my team	40	-4 ■
9. People in my team are honest and open	54	-4 ■
32. I am able to achieve a healthy work/life balance most of the time	58	-4 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	63	-6 ■
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	66	-15 ■

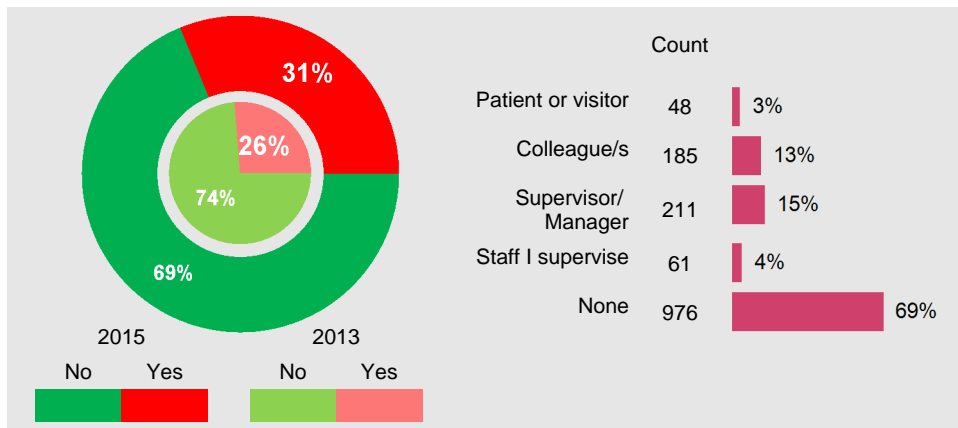
Unacceptable Behaviour

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

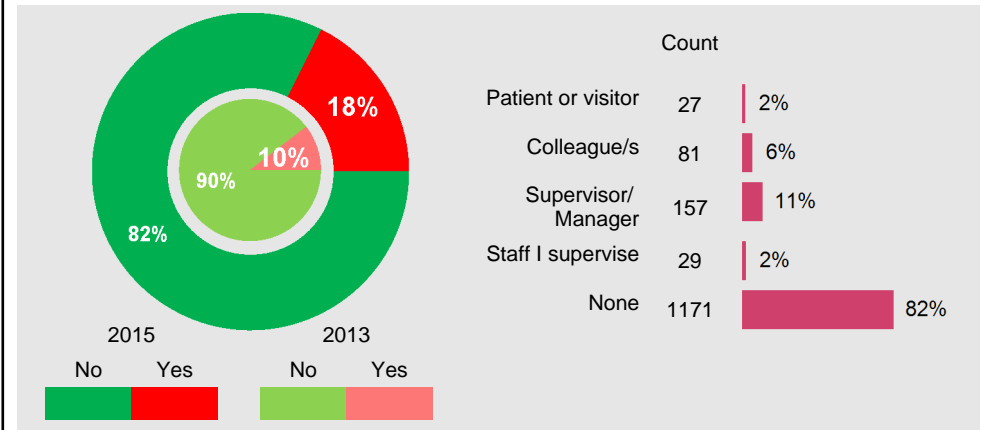
37a. In the last 12 months, I have been verbally abused by a ...



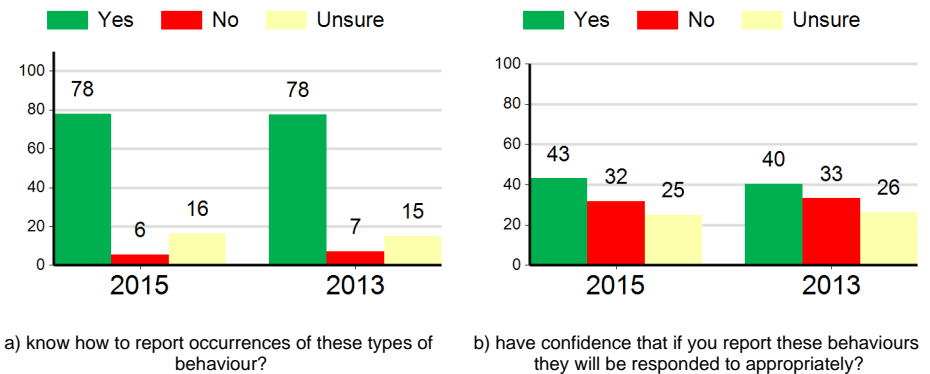
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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

		% Positive response	% Neutral response	% Negative response	% Positive	NSW Health Pathology 2013	NSW Health Overall
Your Job							
1.	My job makes good use of my skills and abilities	76	10	13	76	77	81
2.	I feel I am able to suggest ideas to improve our ways of doing things	63	16	20	63	69	69
3.	Working here makes me want to do the best job I can	65	18	16	65	67	72
4.	The right amount of approvals are required for routine decisions	50	24	26	50	49	52
5.	I have sufficient control over my work so I can do my job well	63	18	19	63	63	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	55	23	22	55	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	NSW Health Pathology 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	62	18	21	62	61	69
8.	In my team we generally acknowledge one another's efforts and achievements	60	20	21	60	59	70
9.	People in my team are honest and open	54	26	20	54	58	64
10.	My team resolves conflict quickly when it arises	43	29	28	43	45	53
11.	Morale is good in my team	40	26	35	40	44	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	NSW Health Pathology 2013	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	55	21	24	55	56	63
13. In my workplace, we recognise our successes and innovations	45	28	27	45	46	57
14. Staff are treated respectfully regardless of their job	54	21	25	54	56	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	NSW Health Pathology 2013	NSW Health Overall
15a.	My line manager recognises and acknowledges when I have done my job well	58	21	21	58	57	65
15b.	My line manager treats all staff in my team fairly	55	19	27	55	57	62
15c.	My line manager ensures that when issues are raised in the team, they are addressed	56	19	26	56	53	61
15d.	My line manager treats me with respect	71	15	14	71	70	76
16.	I receive regular and constructive feedback on my performance	44	25	31	44	37	52
17.	Overall, I have confidence in the decisions made by my line manager	56	20	24	56	55	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	NSW Health Pathology 2013	NSW Health Overall	
Senior Managers								
	18a.	The senior managers at my workplace are aware of the issues I face in my job	45	24	31	45	40	46
	18b.	The senior managers at my workplace have a clear direction for the future	39	35	27	39	33	45
K	18c.	The senior managers at my workplace lead by example in creating a positive workplace	36	30	33	36	31	45
K	19.	There is a positive relationship between senior management and staff in my workplace	36	29	35	36	33	42
	20.	Overall, I have confidence in the decisions made by my senior managers	40	30	30	40	33	46
K	21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	34	31	35	34	-	39
	22.	My organisation is making the necessary decisions to meet our future challenges	38	36	25	38	-	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	NSW Health Pathology 2013	NSW Health Overall
23. I am kept well informed about what is happening in my workplace	42	25	33	42	45	50
24. I have a say in decisions which affect my work	42	26	32	42	43	46
25. I think it is safe to speak up and challenge the way things are done	47	22	30	47	50	51
26. Where I work, we share the lessons learnt when mistakes are made	60	20	20	60	61	59
27a. I am aware of the strategic objectives and direction of the organisation I work for	55	25	20	55	48	58
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	60	24	16	60	56	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	NSW Health Pathology 2013	NSW Health Overall
28.	I have received the appropriate training and development to do my job effectively	67	19	14	67	69	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	66	15	19	66	81	68
30.	I am encouraged to take opportunities to learn new skills and have new experiences	50	25	25	50	53	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	NSW Health Pathology 2013	NSW Health Overall	
Work Environment								
K	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	38	27	35	38	37	44
	32.	I am able to achieve a healthy work/life balance most of the time	58	21	21	58	62	65
	33.	There are mechanisms in place to support me if I experience stress or pressure	45	27	27	45	41	56
	34.	Reasonable expectations are placed on staff according to their position	52	21	27	52	54	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	62	30	8	62	61	69
K	36.	My workplace enables strong professional leadership	40	31	29	40	-	52

All Questions

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

NSW Health Pathology 2013

Unacceptable Behaviour

Question	Response Category	Count	Percentage	Percentage
37a. In the last 12 months, I have been verbally abused by a...	Patient or visitor	168	12%	9%
	Colleague/s	285	20%	20%
	Supervisor/ Manager	209	15%	13%
	Staff I supervise	101	7%	7%
	None	815	57%	59%
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	48	3%	2%
	Colleague/s	185	13%	13%
	Supervisor/ Manager	211	15%	12%
	Staff I supervise	61	4%	3%
	None	976	69%	74%
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	27	2%	-
	Colleague/s	81	6%	5%
	Supervisor/ Manager	157	11%	5%
	Staff I supervise	29	2%	-
	None	1171	82%	90%

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	NSW Health Pathology 2013	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	78	16	6	78	78	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	43	25	32	43	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	NSW Health Pathology 2013	NSW Health Overall
39. My work environment allows me to deliver the best possible services (patient care or support services)	59	23	18	59	56	62
40. In my workplace patient safety is at the centre of all decision making	62	27	11	62	58	69
41. My team's objectives/ work plans are clearly outlined	61	24	15	61	58	66
42. Our objectives/work plans help us to deliver a quality service	62	25	13	62	60	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	51	30	19	51	49	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	NSW Health Pathology 2013	NSW Health Overall
44. Overall I am proud to be a part of this workplace	66	21	13	66	65	73
45. I would recommend my workplace as a good place to work	53	24	23	53	54	64
46. I feel motivated to contribute more than what is normally required at work	59	20	20	59	60	67
47. I have a strong sense of belonging to my workplace	59	23	18	59	60	65
48. Overall I am satisfied to be working here at the present time	60	20	19	60	64	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	49	31	20	49	44	59
K 50. There is a positive culture in my workplace	42	26	32	42	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	33	32	36	33	31	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?

