

Employee Engagement Index

Say		% Positive	Variance from 2013
44.	Overall I am proud to be a part of this workplace	80	-5
45.	I would recommend my workplace as a good place to work	70	-9
Stay			
47.	I have a strong sense of belonging to my workplace	52	-23
48.	Overall I am satisfied to be working here at the present time	71	-10
Strive			
3.	Working here makes me want to do the best job I can	77	-5
46.	I feel motivated to contribute more than what is normally required at work	70	-13

Key Questions to focus on

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

		% Positive	Variance from 2013
26.	Where I work, we share the lessons learnt when mistakes are made	56	-12
39.	My work environment allows me to deliver the best possible services (patient care or support services)	58	-6
36.	My workplace enables strong professional leadership	58	-
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	48	-16
4.	The right amount of approvals are required for routine decisions	50	-11
28.	I have received the appropriate training and development to do my job effectively	63	-8

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
Being Valued	76
Your Line Manager	73
Training and Development Opportunities	71

Questions	% Positive
27a. I am aware of the strategic objectives and direction of the organisation I work for	91
15a. My line manager recognises and acknowledges when I have done my job well	83
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	82
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	82
44. Overall I am proud to be a part of this workplace	80

Lowlights

Sections	% Positive
Work Environment	57
Service Delivery	62
Senior Managers	64

Questions	% Positive
51. Overall, I believe the culture at my workplace has improved in the last 12 months	43
31. I have confidence in the processes that my workplace uses to resolve staff conflict	48
43. At my workplace there is a good balance between delivering services and monitoring service delivery	49
4. The right amount of approvals are required for routine decisions	50
35. My workplace is proactive in minimising potential violence/abuse from patients or visitors	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	71	+5
Service Delivery	62	-2
Your Line Manager	73	-9

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	82	+25
27a. I am aware of the strategic objectives and direction of the organisation I work for	91	+9
41. My team's objectives/ work plans are clearly outlined	70	+2
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	82	0
42. Our objectives/work plans help us to deliver a quality service	64	0

Least improved

Sections	% Positive	Variance from 2013
Senior Managers	64	-22
Your Team	66	-19
Work Environment	57	-16

Questions	% Positive	Variance from 2013
19. There is a positive relationship between senior management and staff in my workplace	64	-32
18a. The senior managers at my workplace are aware of the issues I face in my job	55	-30
34. Reasonable expectations are placed on staff according to their position	58	-28
11. Morale is good in my team	57	-25
47. I have a strong sense of belonging to my workplace	52	-23

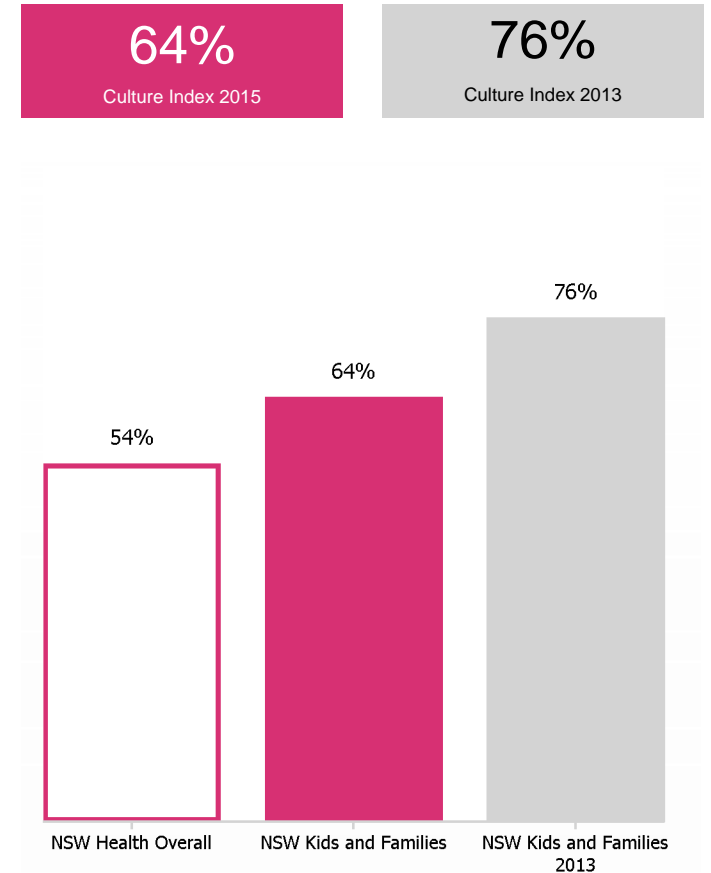
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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	12	32	-25
12. I believe I am valued for what I can offer at my workplace		75	8	17	-11
13. In my workplace, we recognise our successes and innovations		75	12	13	-4
14. Staff are treated respectfully regardless of their job		77	8	15	-16
17. Overall, I have confidence in the decisions made by my line manager		76	10	14	-10
18b. The senior managers at my workplace have a clear direction for the future		64	14	21	-7
18c. The senior managers at my workplace lead by example in creating a positive workplace		70	13	18	-20
20. Overall, I have confidence in the decisions made by my senior managers		70	11	20	-20
24. I have a say in decisions which affect my work		60	12	28	-15
25. I think it is safe to speak up and challenge the way things are done		58	23	19	-21
26. Where I work, we share the lessons learnt when mistakes are made		56	16	28	-12
31. I have confidence in the processes that my workplace uses to resolve staff conflict		48	27	25	-16
41. My team's objectives/ work plans are clearly outlined		70	16	14	+2
42. Our objectives/work plans help us to deliver a quality service		64	23	13	0
51. Overall, I believe the culture at my workplace has improved in the last 12 months		43	34	23	-7



Trend Comparison

This section shows comparisons between NSW Kids and Families and the 2013 survey results for NSW Kids and Families



- 6% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 4% ■ Proportion of questions in line with 2013 scores
- 90% ■ 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
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	82	■ +25
27a. I am aware of the strategic objectives and direction of the organisation I work for	91	■ +9
41. My team's objectives/ work plans are clearly outlined	70	■ +2
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	82	0
42. Our objectives/work plans help us to deliver a quality service	64	0
40. In my workplace patient safety is at the centre of all decision making	67	-1
30. I am encouraged to take opportunities to learn new skills and have new experiences	67	-1
16. I receive regular and constructive feedback on my performance	66	-2
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	51	-3
15a. My line manager recognises and acknowledges when I have done my job well	83	-3
13. In my workplace, we recognise our successes and innovations	75	-4
43. At my workplace there is a good balance between delivering services and monitoring service delivery	49	-4

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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>
44. Overall I am proud to be a part of this workplace	80	-5 ■
3. Working here makes me want to do the best job I can	77	-5 ■
39. My work environment allows me to deliver the best possible services (patient care or support services)	58	-6 ■
18b. The senior managers at my workplace have a clear direction for the future	64	-7 ■
51. Overall, I believe the culture at my workplace has improved in the last 12 months	43	-7 ■
28. I have received the appropriate training and development to do my job effectively	63	-8 ■
5. I have sufficient control over my work so I can do my job well	67	-8 ■
45. I would recommend my workplace as a good place to work	70	-9 ■
1. My job makes good use of my skills and abilities	77	-9 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	77	-9 ■
17. Overall, I have confidence in the decisions made by my line manager	76	-10 ■
15d. My line manager treats me with respect	79	-10 ■
48. Overall I am satisfied to be working here at the present time	71	-10 ■

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

	<i>% Positive</i>	<i>Variance from 2013</i>
12. I believe I am valued for what I can offer at my workplace	75	-11 ■
4. The right amount of approvals are required for routine decisions	50	-11 ■
15b. My line manager treats all staff in my team fairly	71	-11 ■
26. Where I work, we share the lessons learnt when mistakes are made	56	-12 ■
9. People in my team are honest and open	70	-12 ■
46. I feel motivated to contribute more than what is normally required at work	70	-13 ■
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	71	-14 ■
15c. My line manager ensures that when issues are raised in the team, they are addressed	64	-15 ■
24. I have a say in decisions which affect my work	60	-15 ■
32. I am able to achieve a healthy work/life balance most of the time	67	-15 ■
8. In my team we generally acknowledge one another's efforts and achievements	73	-16 ■
31. I have confidence in the processes that my workplace uses to resolve staff conflict	48	-16 ■
14. Staff are treated respectfully regardless of their job	77	-16 ■

Trend Comparison

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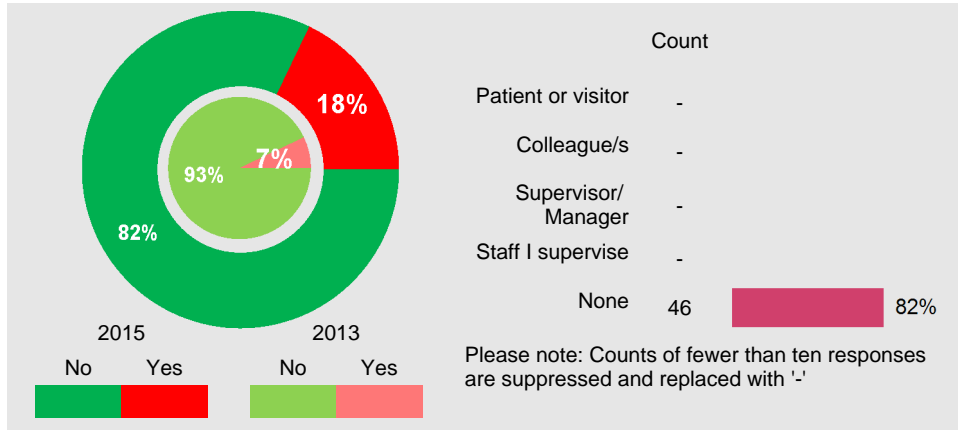
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	<i>% Positive</i>	<i>Variance from 2013</i>
33. There are mechanisms in place to support me if I experience stress or pressure	61	-17 ■
23. I am kept well informed about what is happening in my workplace	68	-17 ■
10. My team resolves conflict quickly when it arises	53	-18 ■
18c. The senior managers at my workplace lead by example in creating a positive workplace	70	-20 ■
20. Overall, I have confidence in the decisions made by my senior managers	70	-20 ■
25. I think it is safe to speak up and challenge the way things are done	58	-21 ■
7. The people I work with are willing to help each other even if this means doing something outside their usual job	78	-22 ■
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	60	-22 ■
47. I have a strong sense of belonging to my workplace	52	-23 ■
11. Morale is good in my team	57	-25 ■
34. Reasonable expectations are placed on staff according to their position	58	-28 ■
18a. The senior managers at my workplace are aware of the issues I face in my job	55	-30 ■
19. There is a positive relationship between senior management and staff in my workplace	64	-32 ■

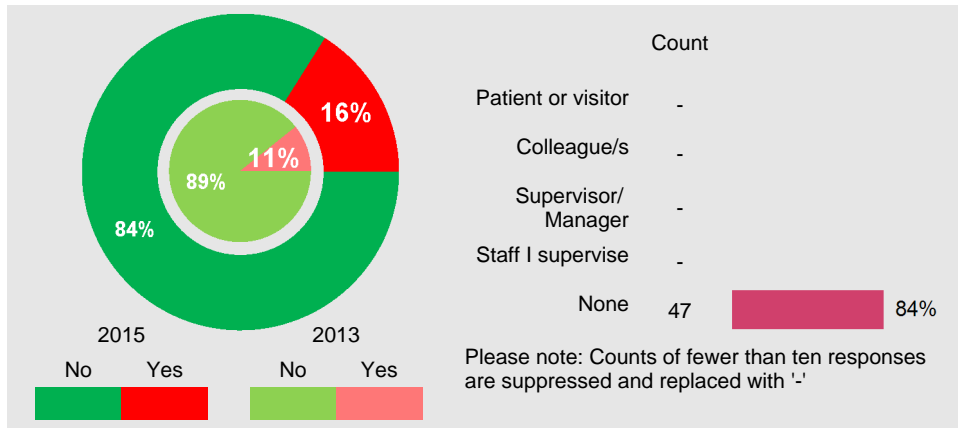
Unacceptable Behaviour

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

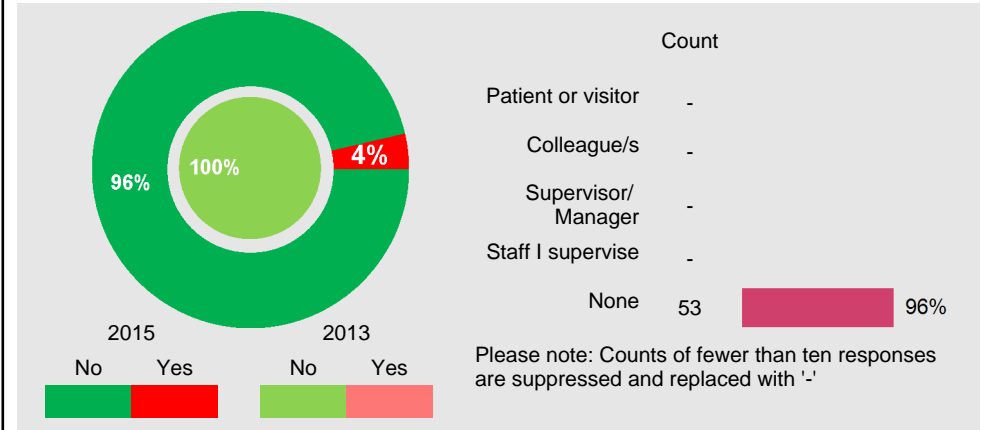
37a. In the last 12 months, I have been verbally abused by a ...



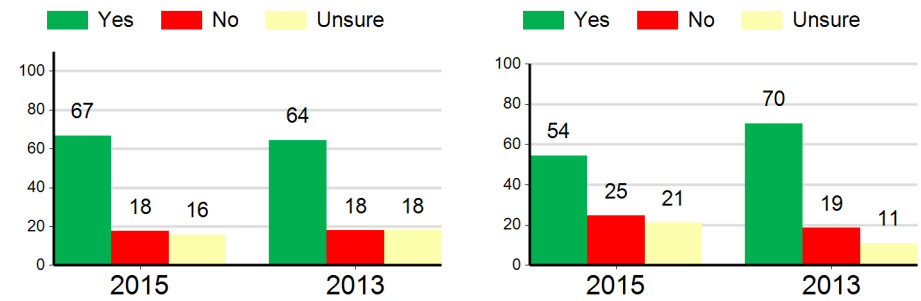
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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 ...



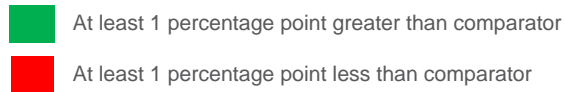
a) know how to report occurrences of these types of behaviour?

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



Your Job

		% Positive response	% Neutral response	% Negative response	% Positive	NSW Kids and Families 2013	NSW Health Overall
	1. My job makes good use of my skills and abilities	77	3	20	77	86	81
	2. I feel I am able to suggest ideas to improve our ways of doing things	77	7	17	77	86	69
	3. Working here makes me want to do the best job I can	77	17	7	77	82	72
K	4. The right amount of approvals are required for routine decisions	50	22	28	50	61	52
	5. I have sufficient control over my work so I can do my job well	67	8	25	67	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	60	17	23	60	82	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 Kids and Families 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	78	12	10	78	100	69
8.	In my team we generally acknowledge one another's efforts and achievements	73	12	15	73	89	70
9.	People in my team are honest and open	70	13	17	70	82	64
10.	My team resolves conflict quickly when it arises	53	22	25	53	71	53
11.	Morale is good in my team	57	12	32	57	81	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 Kids and Families 2013	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	75	8	17	75	86	63
13. In my workplace, we recognise our successes and innovations	75	12	13	75	79	57
14. Staff are treated respectfully regardless of their job	77	8	15	77	93	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 Kids and Families 2013	NSW Health Overall
15a.	My line manager recognises and acknowledges when I have done my job well	83	5	12	83	86	65
15b.	My line manager treats all staff in my team fairly	71	17	12	71	82	62
15c.	My line manager ensures that when issues are raised in the team, they are addressed	64	19	17	64	79	61
15d.	My line manager treats me with respect	79	10	10	79	89	76
16.	I receive regular and constructive feedback on my performance	66	14	21	66	68	52
17.	Overall, I have confidence in the decisions made by my line manager	76	10	14	76	86	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	NSW Kids and Families 2013	NSW Health Overall
18a.	The senior managers at my workplace are aware of the issues I face in my job	55	21	23	55	86	46
18b.	The senior managers at my workplace have a clear direction for the future	64	14	21	64	71	45
18c.	The senior managers at my workplace lead by example in creating a positive workplace	70	13	18	70	89	45
19.	There is a positive relationship between senior management and staff in my workplace	64	18	18	64	96	42
20.	Overall, I have confidence in the decisions made by my senior managers	70	11	20	70	89	46
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	64	16	20	64	-	39
22.	My organisation is making the necessary decisions to meet our future challenges	64	16	20	64	-	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 Kids and Families 2013	NSW Health Overall
	23.				68	86	50
	24.				60	75	46
	25.				58	79	51
K	26.				56	68	59
	27a.				91	82	58
	27b.				82	82	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 Kids and Families 2013	NSW Health Overall
K	28. I have received the appropriate training and development to do my job effectively	63	14	23	63	71	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	82	7	11	82	57	68
	30. I am encouraged to take opportunities to learn new skills and have new experiences	67	18	16	67	68	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

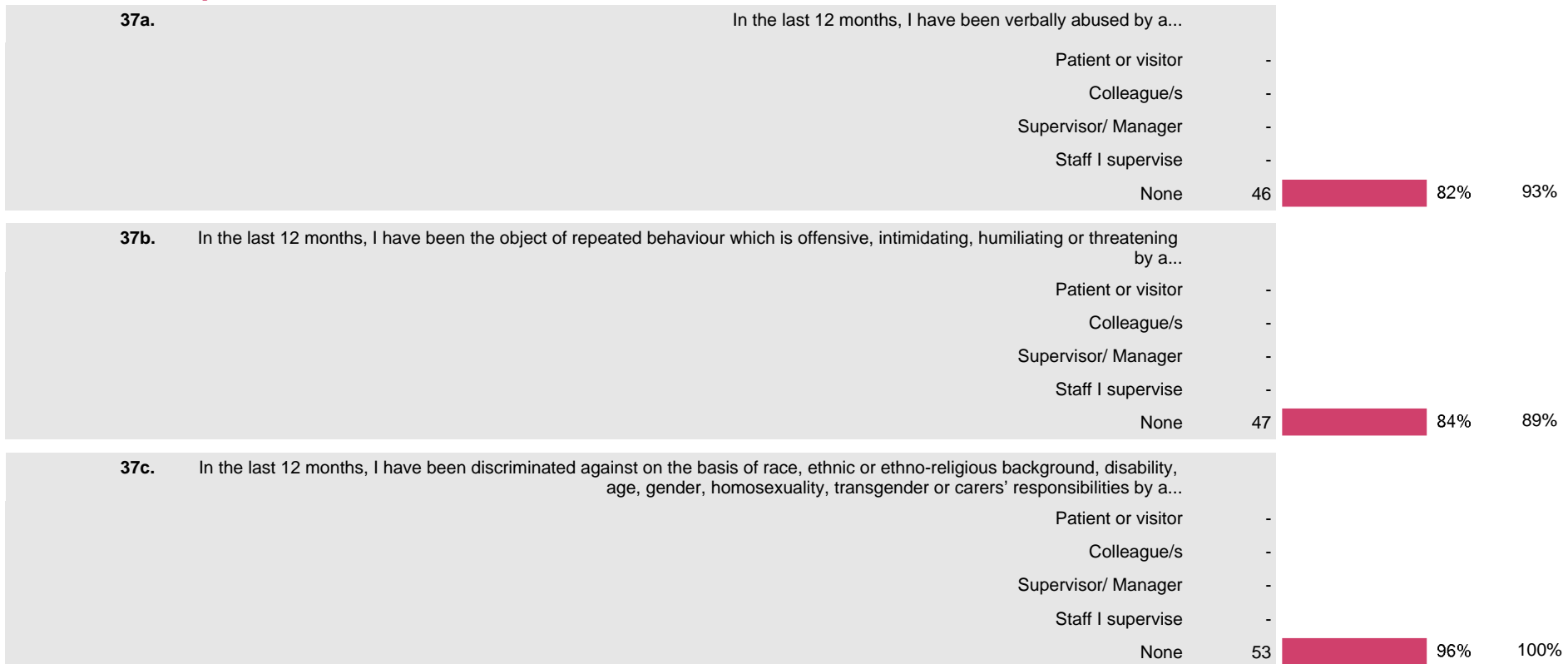
		% Positive response	% Neutral response	% Negative response	% Positive	NSW Kids and Families 2013	NSW Health Overall	
Work Environment								
K	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	48	27	25	48	64	44
	32.	I am able to achieve a healthy work/life balance most of the time	67	16	18	67	82	65
	33.	There are mechanisms in place to support me if I experience stress or pressure	61	19	19	61	79	56
	34.	Reasonable expectations are placed on staff according to their position	58	25	18	58	86	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	51	46	4	51	54	69
K	36.	My workplace enables strong professional leadership	58	26	16	58	-	52

All Questions

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

NSW Kids and Families 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	NSW Kids and Families 2013	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	67	16	18	67	64	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	54	21	25	54	70	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

		% Positive response	% Neutral response	% Negative response	% Positive	NSW Kids and Families 2013	NSW Health Overall
Service Delivery							
K	39. My work environment allows me to deliver the best possible services (patient care or support services)	58	15	27	58	64	62
	40. In my workplace patient safety is at the centre of all decision making	67	24	9	67	68	69
	41. My team's objectives/ work plans are clearly outlined	70	16	14	70	68	66
	42. Our objectives/work plans help us to deliver a quality service	64	23	13	64	64	66
	43. At my workplace there is a good balance between delivering services and monitoring service delivery	49	29	22	49	54	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 Kids and Families 2013	NSW Health Overall
44. Overall I am proud to be a part of this workplace	80	9	11	80	86	73
45. I would recommend my workplace as a good place to work	70	11	20	70	79	64
46. I feel motivated to contribute more than what is normally required at work	70	18	13	70	82	67
47. I have a strong sense of belonging to my workplace	52	30	18	52	75	65
48. Overall I am satisfied to be working here at the present time	71	13	16	71	81	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	71	13	16	71	86	59
50. There is a positive culture in my workplace	66	11	23	66	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	43	34	23	43	50	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:	Count	Calculation
Permanent Full time (1)	18750	$\frac{18750}{18750 + 7753} \times 1661 = 1175$ Full time
Permanent Part time (2)	7753	
Fixed term or temporary contract (3)	1661	$\frac{7753}{18750 + 7753} \times 1661 = 486$ Part time
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:

$$\frac{1850 + 1175}{29474} \times 31493 = 21290 \text{ Estimated Full Time responses}$$

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?

