

2011 YourSay Workplace Survey

Facility Report



Policy and Technical Support Unit (includes ACI, CEC and BHI)

This Report

This report provides Policy and Technical Support Unit (includes ACI, CEC and BHI) with data from the 2011 YourSay Workplace Survey. It summarises staff views and presents comparative data to help put the results into perspective.

Response Rates

The Actual Responses gives the total number of valid surveys that were returned for this facility.

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 27 April 2011. 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 estimated response rates for individual facilities cannot be provided where the actual number of surveys received exceeded the nominated FTE for that facility. This error could be from an incorrect FTE value being used and/or errors in self selection when completing the survey.

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.

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%.

Please see the Guide to using this report for further information

Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2011 Workplace Survey.

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 ten respondents from each demographic.

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34

ACTUAL RESPONSES

**

14% Confidence Interval

ESTIMATED RESPONSE RATE

73%

ENGAGEMENT INDEX

61%

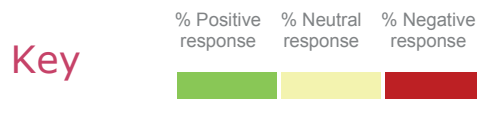
WORKPLACE CULTURE INDEX

Employee Engagement Index

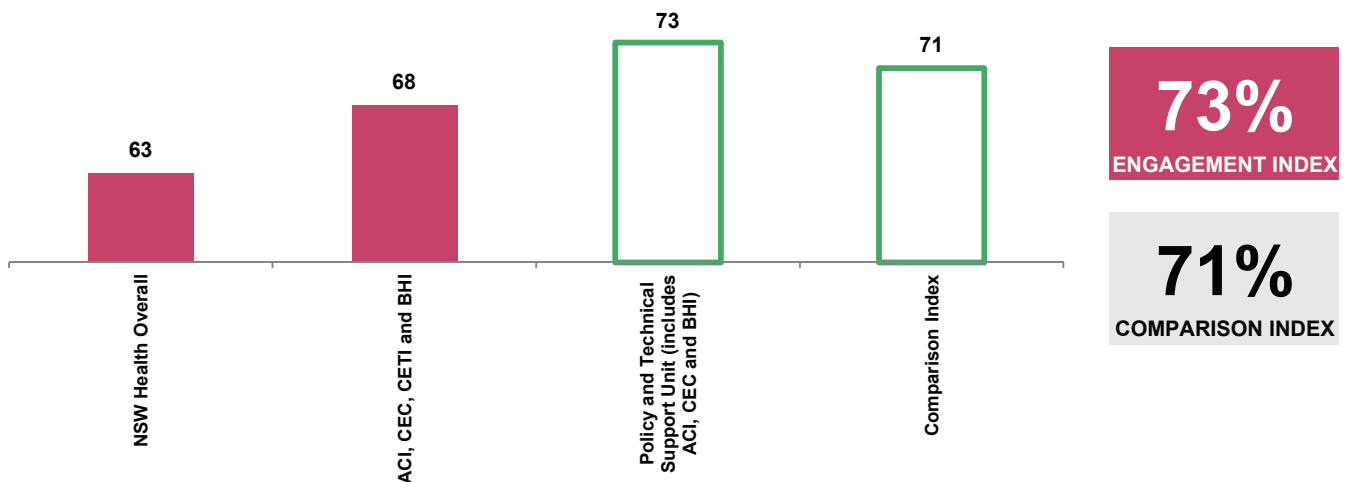
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- The three elements of Employee Engagement
- Say** Strongly advocating the organisation
 - Stay** An emotional commitment to the organisation and a desire to stay
 - Strive** Providing sustained additional effort in line with organisational goals

The following six questions have been identified as being most aligned to Employee Engagement. The Engagement Index is an average of the following scores:



Question	Response Scale	Variance ACI, CEC, CETI and BHI
41. Overall I am proud to be a part of this workplace	76% Positive, 18% Neutral, 6% Negative	+5
42. I would recommend my workplace as a good place to work	67% Positive, 21% Neutral, 12% Negative	+5
44. I have a strong sense of belonging to my workplace	66% Positive, 25% Neutral, 9% Negative	+8
45. Overall I am satisfied to be working here at the present time	79% Positive, 9% Neutral, 12% Negative	+8
3. Working here makes me want to do the best job I can	85% Positive, 9% Neutral, 6% Negative	+7
43. I feel motivated to contribute more than what is normally required at work	67% Positive, 24% Neutral, 9% Negative	-1

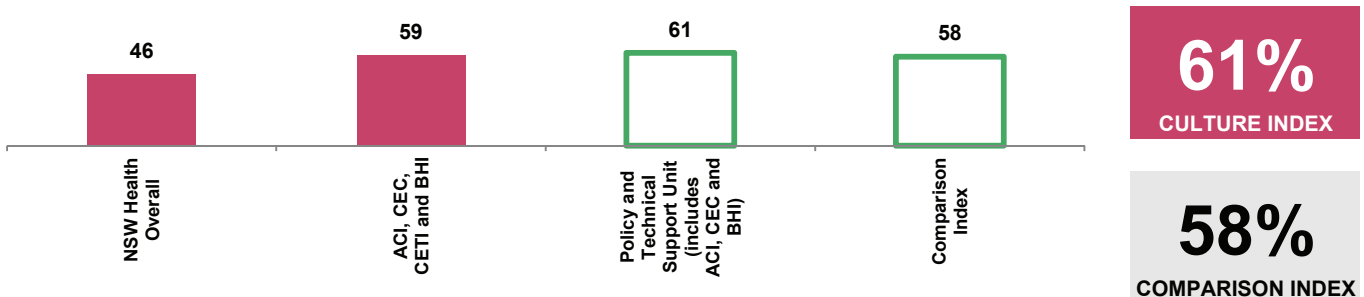


Employee Workplace Culture Index

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 Index is an average of the following scores:

Question	Key			Response Scale	Variance from ACI, CEC, CETI and BHI
	% Positive response	% Neutral response	% Negative response		
11. Morale is good in my team	65	21	15		+3
12. I believe I am valued for what I can offer at my workplace	76	6	18		+4
13. In my workplace, we recognise our successes and innovations	76	9	15		+2
14. Staff are treated respectfully regardless of their job	68	21	12		-3
17. Overall, I have confidence in the decisions made by my line manager	68	24	9		+2
18b. The senior managers at my workplace have a clear direction for the future	55	27	18		+7
18c. The senior managers at my workplace lead by example in creating a positive workplace	55	27	18		+5
20. Overall, I have confidence in the decisions made by my senior managers	61	21	18		+9
22. I have a say in decisions which affect my work	48	30	21		-5
23. I think it is safe to speak up and challenge the way things are done	67	18	15		0
24. Where I work, we share the lessons learnt when mistakes are made	64	24	12		+5
28. I have confidence in the processes that my workplace uses to resolve staff conflict	31	38	31		-9
38. My team's objectives/work plans are clearly outlined	69	19	13		+1
39. Our objectives/work plans help us to deliver a quality service	75	19	6		+4
46. Overall, I believe the culture at my workplace has improved in the last 12 months	29	48	23		-3



Drivers of Engagement

A statistical technique known as Key Driver Analysis (KDA) has been used to help focus on those aspects of working for this organisation which have the greatest impact on Employee Engagement. The dashboard below shows the questions with the greatest impact on Employee Engagement for ACI, CEC, CETI and BHI overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for ACI, CEC, CETI and BHI as a whole.

The questions derived from the KDA should be used to guide the action planning process following the survey, as taking effective action in these areas should have a positive impact on Employee Engagement. This information should also be used in conjunction with the rest of the questions included in the survey.

The questions are listed below in descending order of greatest impact on engagement.

Drivers of Employee Engagement

	Impact (on Employee Engagement)	% Positive	ACI, CEC, CETI and BHI % positive	NSW Health Overall % positive
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	<i>Greatest</i>	65	66	54
12. I believe I am valued for what I can offer at my workplace		76	72	58
14. Staff are treated respectfully regardless of their job		68	71	55
36. My work environment allows me to deliver the best possible services (patient care or support services)		59	58	54
15a. My line manager recognises and acknowledges when I have done my job well		76	77	60
18c. The senior managers at my workplace lead by example in creating a positive workplace		55	50	34

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	74
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Your Line Manager	68
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Your Team	66
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Questions

% Positive

3. Working here makes me want to do the best job I can	85
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45. Overall I am satisfied to be working here at the present time	79
---	-----------

15a. My line manager recognises and acknowledges when I have done my job well	76
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13. In my workplace, we recognise our successes and innovations	76
---	-----------

12. I believe I am valued for what I can offer at my workplace	76
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Lowlights

Sections

% Positive

Work Environment	48
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Senior Managers	57
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Communication	58
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Questions

% Positive

4. Too many approvals are required for routine decisions*	18
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46. Overall, I believe the culture at my workplace has improved in the last 12 months	29
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28. I have confidence in the processes that my workplace uses to resolve staff conflict	31
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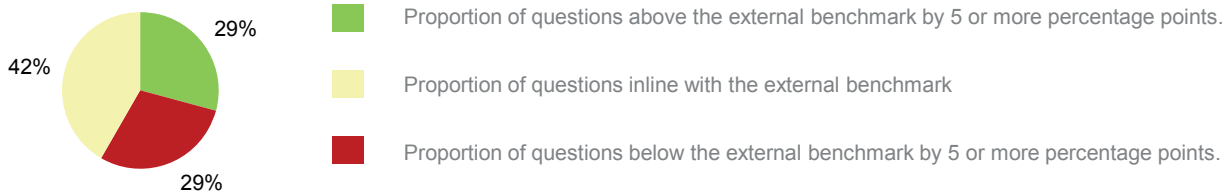
40. At my workplace we are too focused on monitoring rather than delivering services*	40
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32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	43
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External Comparison

This section shows comparisons between Policy and Technical Support Unit (includes ACI, CEC and BHI) and the Australian and International Health Sector comparisons. The comparative data has been drawn from random sampling of 1,065 Australian, 376 UK and 468 Canadian health care employees in both the public and private sectors.

Please see the Guide to using this report for further information

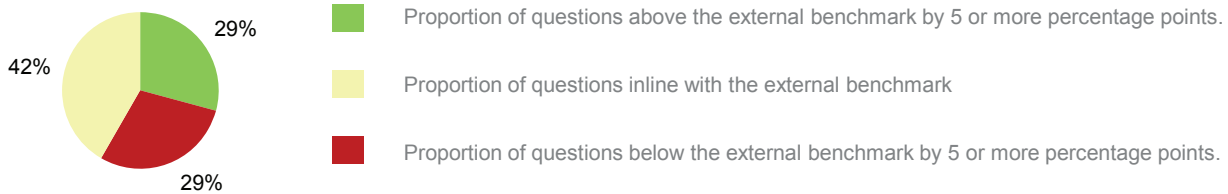


	% Positive	Variance from Australian and International Health Sector benchmark % Positive
19. There is a positive relationship between senior management and staff in my workplace	64	+20
20. Overall, I have confidence in the decisions made by my senior managers	61	+15
13. In my workplace, we recognise our successes and innovations	76	+13
40. At my workplace we are too focused on monitoring rather than delivering services*	40	+12
23. I think it is safe to speak up and challenge the way things are done	67	+10
18c. The senior managers at my workplace lead by example in creating a positive workplace	55	+10
15a. My line manager recognises and acknowledges when I have done my job well	76	+8
31. Reasonable expectations are placed on staff according to their position	69	+8
12. I believe I am valued for what I can offer at my workplace	76	+7
3. Working here makes me want to do the best job I can	85	+7
15c. My line manager ensures that when issues are raised in the team, they are addressed	71	+7
45. Overall I am satisfied to be working here at the present time	79	+6
11. Morale is good in my team	65	+6

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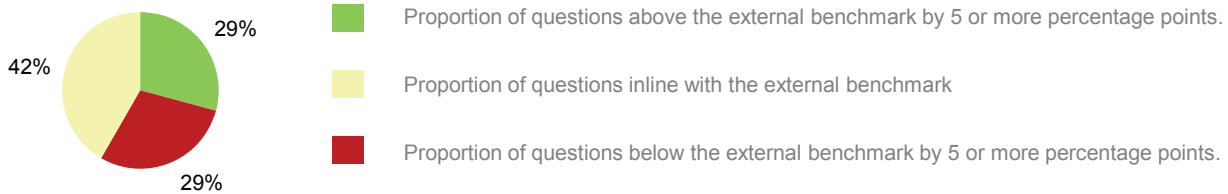


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
18b. The senior managers at my workplace have a clear direction for the future	55	+5	
16. I receive regular and constructive feedback on my performance	58	+4	
39. Our objectives/work plans help us to deliver a quality service	75	+3	
17. Overall, I have confidence in the decisions made by my line manager	68	+3	
14. Staff are treated respectfully regardless of their job	68	+3	
18a. The senior managers at my workplace are aware of the issues I face in my job	52	+3	
27. I am encouraged to take opportunities to learn new skills and have new experiences	69	+2	
4. Too many approvals are required for routine decisions*	18	+2	
15b. My line manager treats all staff in my team fairly	65	+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	65	+1	
43. I feel motivated to contribute more than what is normally required at work	67	+1	
42. I would recommend my workplace as a good place to work	67	+1	
7. The people I work with are willing to help each other even if this means doing something outside their usual job	74	+1	

External Comparison

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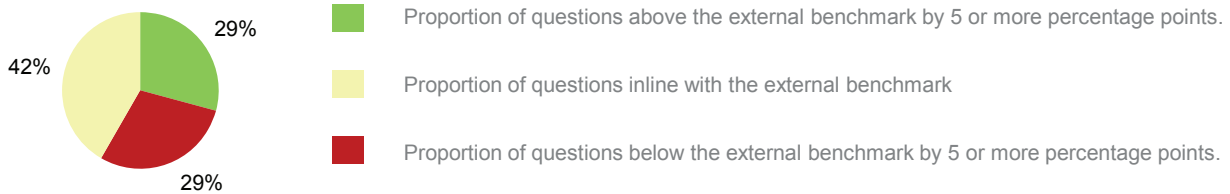


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
22. I have a say in decisions which affect my work	48	0	
9. People in my team are honest and open	71	0	
2. I feel I am able to suggest ideas to improve our ways of doing things	74	0	
41. Overall I am proud to be a part of this workplace	76	-1	
24. Where I work, we share the lessons learnt when mistakes are made	64	-1	
44. I have a strong sense of belonging to my workplace	66	-1	
38. My team's objectives/work plans are clearly outlined	69	-3	
15d. My line manager treats me with respect	71	-4	
21. I am kept well informed about what is happening in my workplace	53	-5	
8. In my team we generally acknowledge one another's efforts and achievements	71	-5	
5. I have sufficient control over my work so I can do my job well	62	-8	
10. My team resolves conflict quickly when it arises	53	-9	
36. My work environment allows me to deliver the best possible services (patient care or support services)	59	-11	

External Comparison

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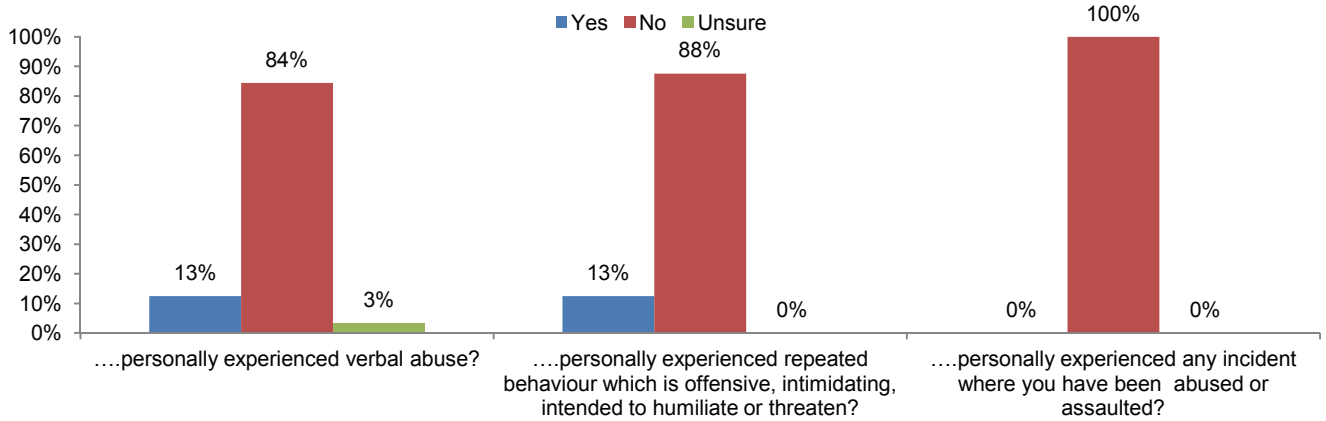


	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
37. In my workplace patient safety is at the centre of all decision making	61	-11	
46. Overall, I believe the culture at my workplace has improved in the last 12 months	29	-12	
1. My job makes good use of my skills and abilities	71	-14	
29. I am able to achieve a healthy work/life balance most of the time	55	-16	
30. There are mechanisms in place to support me if I experience stress or pressure	44	-18	
25. I have received the appropriate training and development to do my job effectively	61	-18	
26. 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	-21	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	31	-23	
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	43	-30	

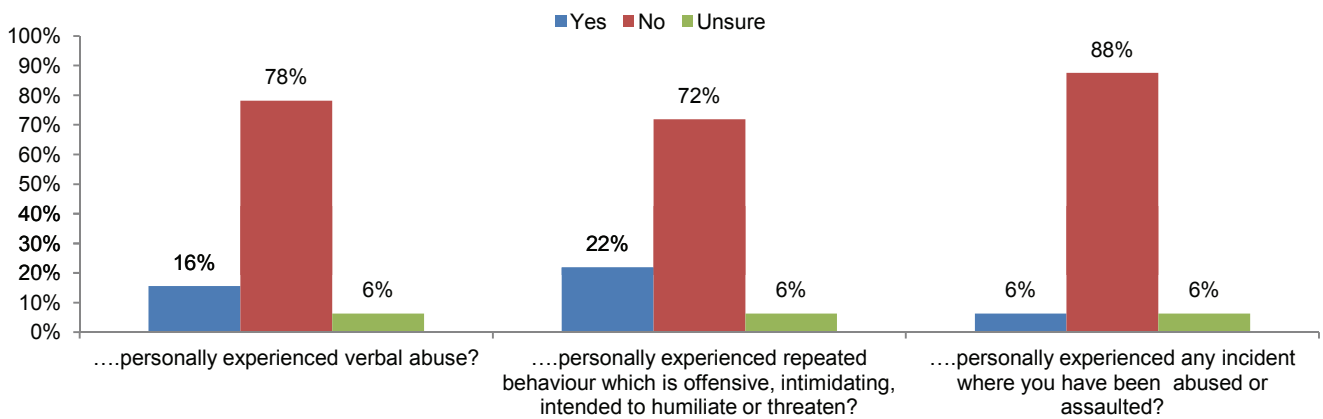
Inappropriate Behaviour

This sections shows the results to questions asked regarding Inappropriate Behaviour.

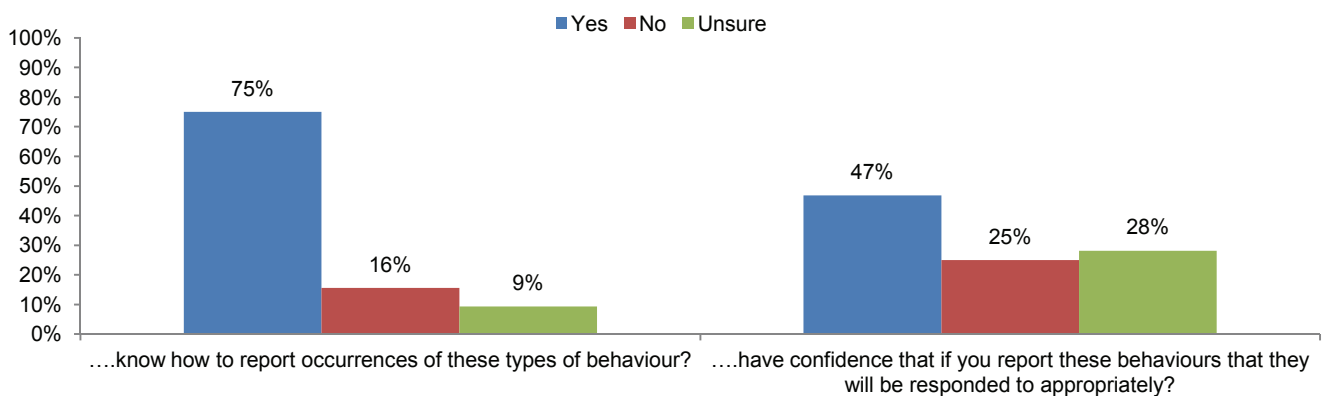
33. In the last three (3) months have you.....



34. In the last twelve (12) months, have you....



35. Do you currently....

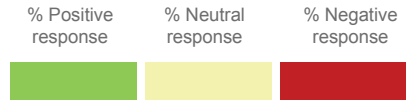


All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Your Job

Question	Response Scale	% Positive Score	ACI, CEC, CETI and BHI	NSW Health Overall	% Positive Variance Compared to:
1. My job makes good use of my skills and abilities	71% Positive, 6% Neutral, 24% Negative	71	0	+6	
2. I feel I am able to suggest ideas to improve our ways of doing things	74% Positive, 15% Neutral, 12% Negative	74	-3	+9	
3. Working here makes me want to do the best job I can	85% Positive, 9% Neutral, 6% Negative	85	+7	+18	
4. Too many approvals are required for routine decisions*	18% Positive, 26% Neutral, 56% Negative	18	+1	+4	
5. I have sufficient control over my work so I can do my job well	62% Positive, 18% Neutral, 21% Negative	62	-1	+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	65% Positive, 15% Neutral, 21% Negative	65	-1	+11	

Key

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Your Team

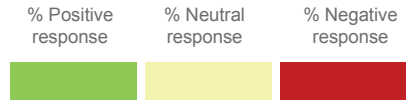
	Response Scale	% Positive Score	ACI, CEC, CETI and BHI	NSW Health Overall	% Positive Variance Compared to:
7. The people I work with are willing to help each other even if this means doing something outside their usual job	74 (9% Neutral, 18% Negative)	74	-3	+9	
8. In my team we generally acknowledge one another's efforts and achievements	71 (18% Neutral, 12% Negative)	71	-4	+5	
9. People in my team are honest and open	71 (18% Neutral, 12% Negative)	71	-1	+11	
10. My team resolves conflict quickly when it arises	53 (38% Neutral, 9% Negative)	53	-5	+6	
11. Morale is good in my team	65 (21% Neutral, 15% Negative)	65	+3	+19	

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Being valued

	Response Scale	% Positive Score	ACI, CEC, CETI and BHI	NSW Health Overall
Key 12. I believe I am valued for what I can offer at my workplace	76 (6% Neutral, 18% Negative)	76	+4	+18
13. In my workplace, we recognise our successes and innovations	76 (9% Neutral, 15% Negative)	76	+2	+26
Key 14. Staff are treated respectfully regardless of their job	68 (21% Neutral, 12% Negative)	68	-3	+13

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Your Line Manager

Key

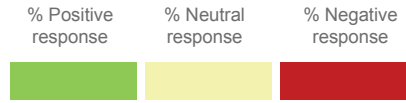
Question	% Positive response	% Neutral response	% Negative response	Response Scale	% Positive Score	ACI, CEC, CETI and BHI	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	76	6	18	76	68	+1	+10
15b. My line manager treats all staff in my team fairly	65	12	24	65	65	-0	+7
15c. My line manager ensures that when issues are raised in the team, they are addressed	71	12	18	71	71	+8	+15
15d. My line manager treats me with respect	71	12	18	71	71	-3	-2
16. I receive regular and constructive feedback on my performance	58	21	21	58	58	-0	+14
17. Overall, I have confidence in the decisions made by my line manager	68	24	9	68	68	+2	+10

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Senior Managers

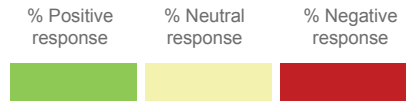
	Response Scale			% Positive Score	% Positive Variance Compared to:	ACI, CEC, CETT and BHI	NSW Health Overall
18a. The senior managers at my workplace are aware of the issues I face in my job	52	9	39	52	+6	+12	
18b. The senior managers at my workplace have a clear direction for the future	55	27	18	55	+7	+23	
Key 18c. The senior managers at my workplace lead by example in creating a positive workplace	55	27	18	55	+5	+21	
19. There is a positive relationship between senior management and staff in my workplace	64	24	12	64	+9	+30	
20. Overall, I have confidence in the decisions made by my senior managers	61	21	18	61	+9	+25	

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Communication

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		ACI, CEC, CETT and BHI	NSW Health Overall
21. I am kept well informed about what is happening in my workplace	53	19	28	53	-4	+8
22. I have a say in decisions which affect my work	48	30	21	48	-5	+7
23. I think it is safe to speak up and challenge the way things are done	67	18	15	67	-0	+21
24. Where I work, we share the lessons learnt when mistakes are made	64	24	12	64	+5	+11

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



Training and Development Opportunities

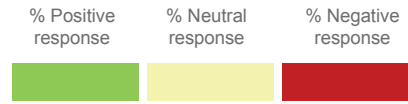
	Response Scale			% Positive Score	% Positive Variance Compared to:	ACI, CEC, CETI and BHI	NSW Health Overall
25. I have received the appropriate training and development to do my job effectively	61	21	18	61	-2	-7	
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	56	28	16	56	-11	-20	
27. I am encouraged to take opportunities to learn new skills and have new experiences	69	19	13	69	+6	+14	

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Work Environment

	Response Scale			% Positive Score	% Positive Variance Compared to:	ACI, CEC, CETI and BHI	NSW Health Overall
				48		-3	-5
28. I have confidence in the processes that my workplace uses to resolve staff conflict	31	38	31	31		-9	-6
29. I am able to achieve a healthy work/life balance most of the time	55	30	15	55		-0	-5
30. There are mechanisms in place to support me if I experience stress or pressure	44	41	16	44		-0	-5
31. Reasonable expectations are placed on staff according to their position	69	9	22	69		+7	+17
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	43	50	7	43		-11	-22

All Questions

This section shows the breakdown of responses to each question.

Key

Key

A question identified as being a key driver of employee engagement

At least 5% greater than comparator

At least 5% less than comparator

Note: Questions 33, 34 and 35 below use a scale of Yes, No and Unsure. Questions 33 and 34 questions are negatively worded, therefore the positive score is taken as those who responded 'No', the negative score as those who responded 'Yes' and those who responded 'Unsure' are not included in score calculations. Question 35 is positively worded, therefore positive is 'Yes', negative is 'No'.

% Positive Variance Compared to:

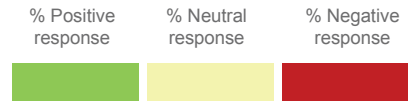
	% No response	% Unsure response	% Yes response	% Positive Score	ACI, CEC, CETI and BHI	NSW Health
Inappropriate Behaviour				79	-2	+11
33a. In the last three (3) months, have you personally experienced verbal abuse?	84		13	84	-3	+21
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	88		13	88	-2	+17
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	100			100	+2	+15
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	78	6	16	78	+1	+24
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	72	6	22	72	-5	+7
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	88	6	6	88	-3	+6
	% Yes response	% Unsure response	% No response			
35a. Do you currently know how to report occurrences of these types of behaviour?	75	9	16	75	-1	-8
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	47	28	25	47	-3	+4

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Service Delivery

Key

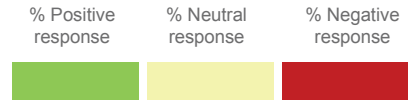
Question	% Positive response	% Neutral response	% Negative response	Response Scale	% Positive Score	ACI, CEC, CETI and BHI	NSW Health Overall
36. My work environment allows me to deliver the best possible services (patient care or support services)	59	22	19	59	61	+1	+5
37. In my workplace patient safety is at the centre of all decision making	61	35	4	61	61	+8	-3
38. My team's objectives/work plans are clearly outlined	69	19	13	69	69	+1	+9
39. Our objectives/work plans help us to deliver a quality service	75	19	6	75	75	+4	+15
40. At my workplace we are too focused on monitoring rather than delivering services*	40	43	17	40	40	+3	+13

All Questions

This section shows the breakdown of responses to each question.

Key

Key A question identified as being a key driver of employee engagement



At least 5% greater than comparator
At least 5% less than comparator

Your Workplace

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		ACI, CEC, CETT and BHI	NSW Health Overall
41. Overall I am proud to be a part of this workplace	76	18	6	76	+5	+8
42. I would recommend my workplace as a good place to work	67	21	12	67	+5	+9
43. I feel motivated to contribute more than what is normally required at work	67	24	9	67	-1	+6
44. I have a strong sense of belonging to my workplace	66	25	9	66	+8	+5
45. Overall I am satisfied to be working here at the present time	79	9	12	79	+8	+15
46. Overall, I believe the culture at my workplace has improved in the last 12 months	29	48	23	29	-3	+0