

# 2011 YourSay Workplace Survey

## Facility Report



## Health Support Services

### This Report

This report provides Health Support Services 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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1,650

ACTUAL RESPONSES

26%

2% Confidence Interval

ESTIMATED RESPONSE RATE

57%

ENGAGEMENT INDEX

45%

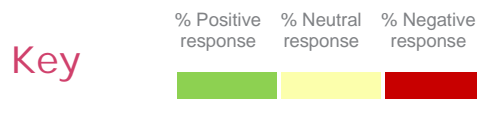
WORKPLACE CULTURE INDEX

# Employee Engagement Index

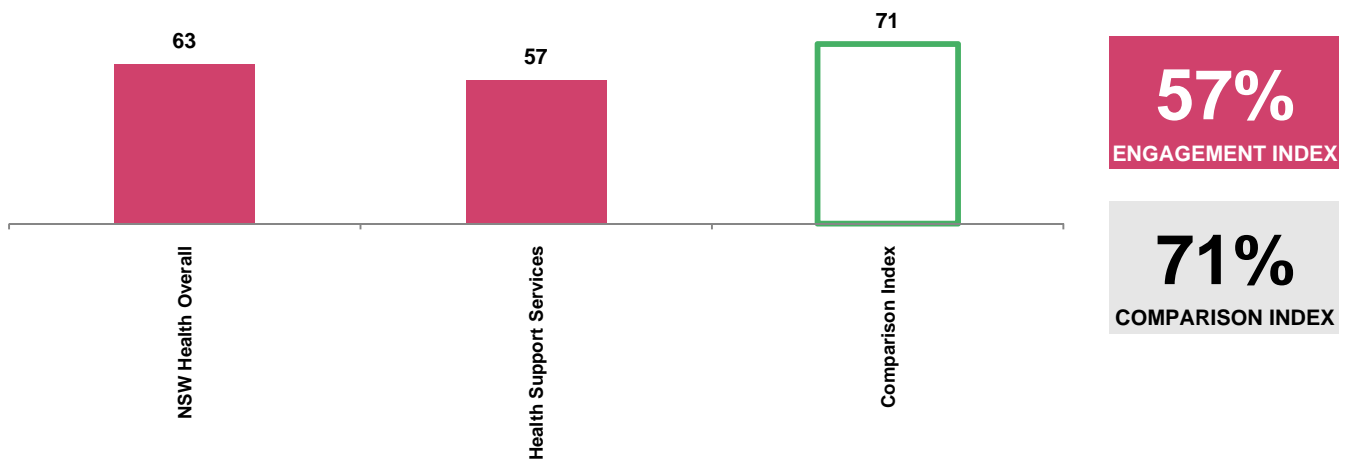
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- 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 NSW Health Overall
41. Overall I am proud to be a part of this workplace	63% Positive, 22% Neutral, 15% Negative	-5
42. I would recommend my workplace as a good place to work	50% Positive, 25% Neutral, 25% Negative	-8
44. I have a strong sense of belonging to my workplace	52% Positive, 24% Neutral, 24% Negative	-9
45. Overall I am satisfied to be working here at the present time	59% Positive, 20% Neutral, 21% Negative	-5
3. Working here makes me want to do the best job I can	61% Positive, 21% Neutral, 18% Negative	-6
43. I feel motivated to contribute more than what is normally required at work	57% Positive, 20% Neutral, 23% Negative	-

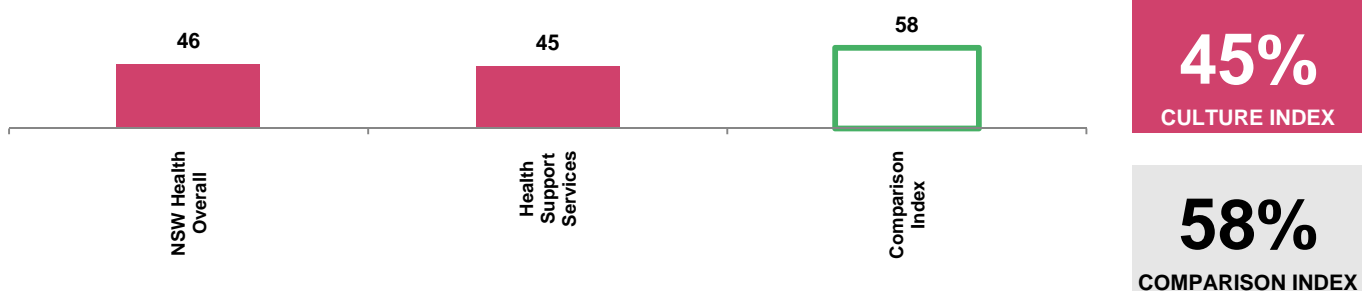


# Employee Workplace Culture Index

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:

	Key			Response Scale	Variance from NSW Health Overall
	% Positive response	% Neutral response	% Negative response		
11. Morale is good in my team	43	21	36		-3
12. I believe I am valued for what I can offer at my workplace	52	17	30		-6
13. In my workplace, we recognise our successes and innovations	42	26	33		-8
14. Staff are treated respectfully regardless of their job	48	20	32		-7
17. Overall, I have confidence in the decisions made by my line manager	53	21	26		-5
18b. The senior managers at my workplace have a clear direction for the future	37	30	33		+5
18c. The senior managers at my workplace lead by example in creating a positive workplace	37	27	36		+3
20. Overall, I have confidence in the decisions made by my senior managers	39	27	34		+3
22. I have a say in decisions which affect my work	38	22	39		-3
23. I think it is safe to speak up and challenge the way things are done	44	19	37		-2
24. Where I work, we share the lessons learnt when mistakes are made	50	21	29		-3
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	26	37		0
38. My team's objectives/work plans are clearly outlined	58	22	20		-2
39. Our objectives/work plans help us to deliver a quality service	60	22	18		0
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	30	36		+4



# 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 Health Support Services overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Health Support Services 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	NSW Health Overall % positive
12. I believe I am valued for what I can offer at my workplace	<i>Greatest</i> 	52	58
1. My job makes good use of my skills and abilities		67	76
5. I have sufficient control over my work so I can do my job well		61	60
36. My work environment allows me to deliver the best possible services (patient care or support services)		59	54
38. My team's objectives/work plans are clearly outlined		58	60
31. Reasonable expectations are placed on staff according to their position		54	52

# 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

Training and Development Opportunities	<b>57</b>
Your Line Manager	<b>55</b>
Your Workplace	<b>52</b>

### Questions

% Positive

15d. My line manager treats me with respect	<b>69</b>
1. My job makes good use of my skills and abilities	<b>67</b>
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	<b>64</b>
41. Overall I am proud to be a part of this workplace	<b>63</b>
5. I have sufficient control over my work so I can do my job well	<b>61</b>

## Lowlights

### Sections

% Positive

Senior Managers	<b>39</b>
Communication	<b>43</b>
Being valued	<b>47</b>

### Questions

% Positive

4. Too many approvals are required for routine decisions*	<b>15</b>
40. At my workplace we are too focused on monitoring rather than delivering services*	<b>26</b>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	<b>33</b>
28. I have confidence in the processes that my workplace uses to resolve staff conflict	<b>37</b>
18c. The senior managers at my workplace lead by example in creating a positive workplace	<b>37</b>

# External Comparison

This section shows comparisons between Health Support Services 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



- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
4. Too many approvals are required for routine decisions*	15		
40. At my workplace we are too focused on monitoring rather than delivering services*	26	-2	
18a. The senior managers at my workplace are aware of the issues I face in my job	44	-5	
15d. My line manager treats me with respect	69	-6	
19. There is a positive relationship between senior management and staff in my workplace	37	-7	
20. Overall, I have confidence in the decisions made by my senior managers	39	-7	
31. Reasonable expectations are placed on staff according to their position	54	-7	
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	-8	
18c. The senior managers at my workplace lead by example in creating a positive workplace	37	-8	
15c. My line manager ensures that when issues are raised in the team, they are addressed	56	-8	
5. I have sufficient control over my work so I can do my job well	61	-9	
15b. My line manager treats all staff in my team fairly	55	-9	
43. I feel motivated to contribute more than what is normally required at work	57	-9	

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- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
22. I have a say in decisions which affect my work	38	-10	<span style="color: red;">■</span>
29. I am able to achieve a healthy work/life balance most of the time	61	-10	<span style="color: red;">■</span>
36. My work environment allows me to deliver the best possible services (patient care or support services)	59	-11	<span style="color: red;">■</span>
15a. My line manager recognises and acknowledges when I have done my job well	56	-12	<span style="color: red;">■</span>
17. Overall, I have confidence in the decisions made by my line manager	53	-12	<span style="color: red;">■</span>
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	61	-12	<span style="color: red;">■</span>
39. Our objectives/work plans help us to deliver a quality service	60	-12	<span style="color: red;">■</span>
18b. The senior managers at my workplace have a clear direction for the future	37	-13	<span style="color: red;">■</span>
2. I feel I am able to suggest ideas to improve our ways of doing things	61	-13	<span style="color: red;">■</span>
23. I think it is safe to speak up and challenge the way things are done	44	-13	<span style="color: red;">■</span>
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	64	-13	<span style="color: red;">■</span>
45. Overall I am satisfied to be working here at the present time	59	-14	<span style="color: red;">■</span>
38. My team's objectives/work plans are clearly outlined	58	-14	<span style="color: red;">■</span>

# External Comparison

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- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
10. My team resolves conflict quickly when it arises	48	-14	
41. Overall I am proud to be a part of this workplace	63	-14	
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	49	-15	
44. I have a strong sense of belonging to my workplace	52	-15	
24. Where I work, we share the lessons learnt when mistakes are made	50	-15	
7. The people I work with are willing to help each other even if this means doing something outside their usual job	58	-15	
30. There are mechanisms in place to support me if I experience stress or pressure	47	-15	
11. Morale is good in my team	43	-16	
16. I receive regular and constructive feedback on my performance	38	-16	
42. I would recommend my workplace as a good place to work	50	-16	
12. I believe I am valued for what I can offer at my workplace	52	-17	
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	-17	
14. Staff are treated respectfully regardless of their job	48	-17	



# External Comparison

This section shows comparisons between Health Support Services 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.

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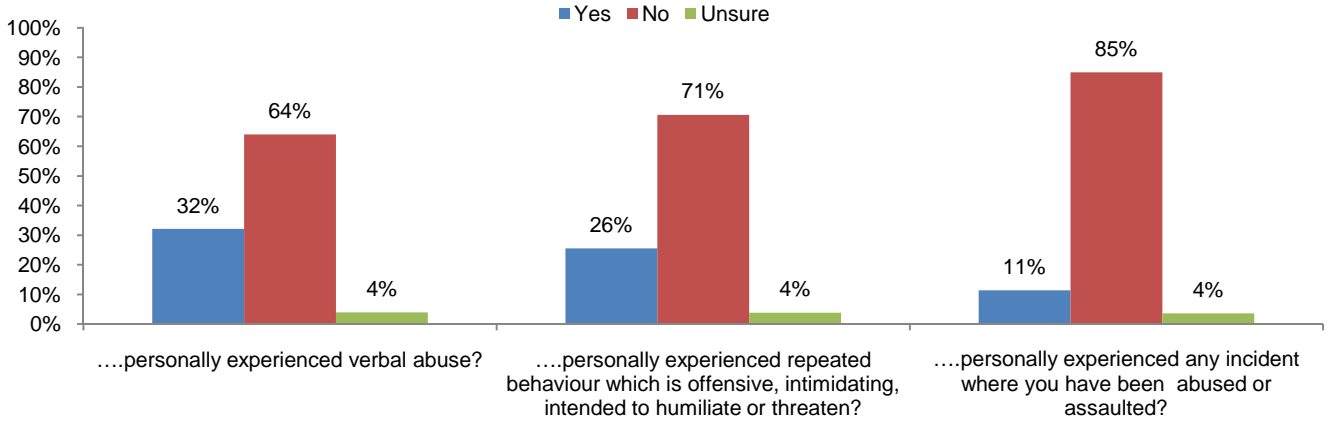
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
3. Working here makes me want to do the best job I can	61	-17	<span style="color: red;">■</span>
8. In my team we generally acknowledge one another's efforts and achievements	59	-17	<span style="color: red;">■</span>
37. In my workplace patient safety is at the centre of all decision making	54	-18	<span style="color: red;">■</span>
1. My job makes good use of my skills and abilities	67	-18	<span style="color: red;">■</span>
21. I am kept well informed about what is happening in my workplace	39	-19	<span style="color: red;">■</span>
27. I am encouraged to take opportunities to learn new skills and have new experiences	48	-19	<span style="color: red;">■</span>
9. People in my team are honest and open	52	-19	<span style="color: red;">■</span>
25. I have received the appropriate training and development to do my job effectively	59	-20	<span style="color: red;">■</span>
13. In my workplace, we recognise our successes and innovations	42	-21	<span style="color: red;">■</span>

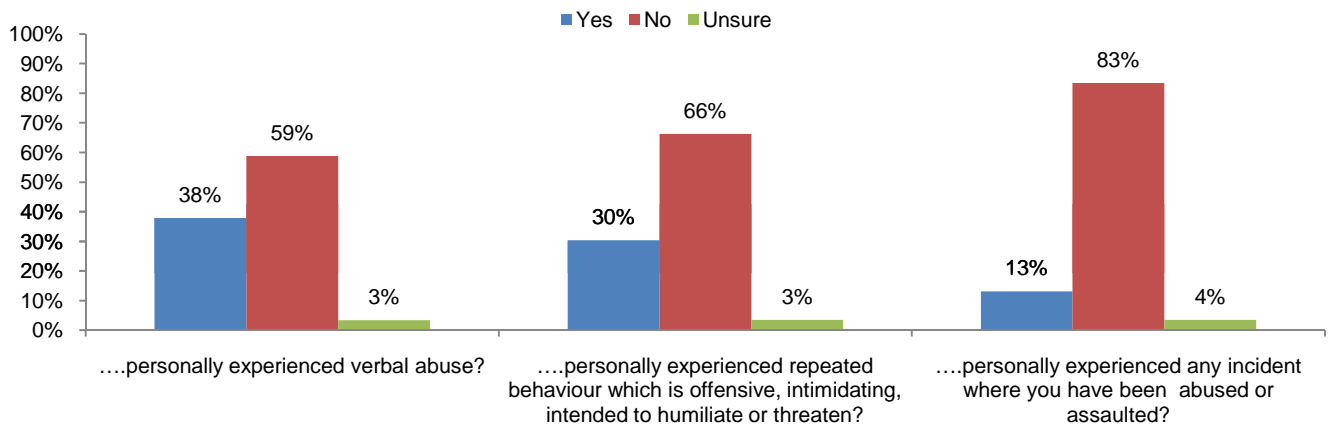
# Inappropriate Behaviour

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

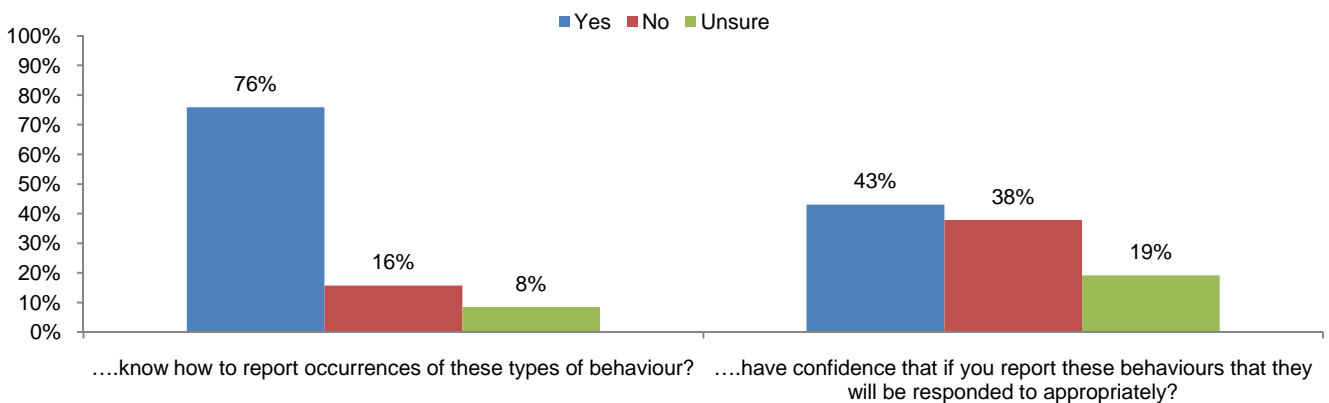
## 33. In the last three (3) months have you....



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



## 35. Do you currently....

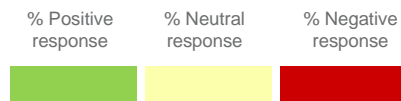


# All Questions

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

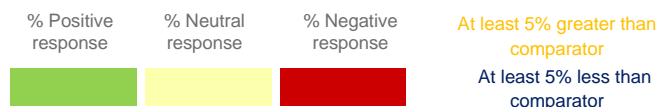
	Response Scale	% Positive Score	NSW Health Overall	Australian and International Health Sector Benchmark
<b>Key</b> 1. My job makes good use of my skills and abilities	67% Positive, 15% Neutral, 18% Negative	67	-9	-18
2. I feel I am able to suggest ideas to improve our ways of doing things	61% Positive, 15% Neutral, 24% Negative	61	-4	-13
3. Working here makes me want to do the best job I can	61% Positive, 21% Neutral, 18% Negative	61	-6	-17
4. Too many approvals are required for routine decisions*	15% Positive, 23% Neutral, 62% Negative	15	+1	-1
<b>Key</b> 5. I have sufficient control over my work so I can do my job well	61% Positive, 16% Neutral, 23% Negative	61	+1	-9
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	49% Positive, 21% Neutral, 30% Negative	49	-5	-15

# 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



## Your Team

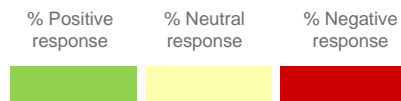
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
7. The people I work with are willing to help each other even if this means doing something outside their usual job	58	16	26	58	-7	-15	-16
8. In my team we generally acknowledge one another's efforts and achievements	59	16	25	59	-7	-17	-17
9. People in my team are honest and open	52	23	25	52	-8	-19	-19
10. My team resolves conflict quickly when it arises	48	20	32	48	+1	-14	-14
11. Morale is good in my team	43	21	36	43	-3	-16	-16

# 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

**Key**

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

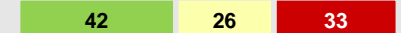


52

-6

-17

13. In my workplace, we recognise our successes and innovations



42

-8

-21

14. Staff are treated respectfully regardless of their job



48

-7

-17

% Positive Variance Compared to:

% Positive Score

NSW Health Overall

Australian and International Health Sector Benchmark

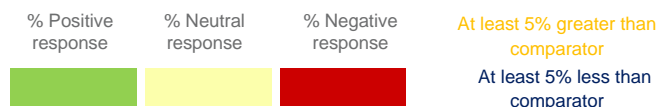
Response Scale

# 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



## Your Line Manager

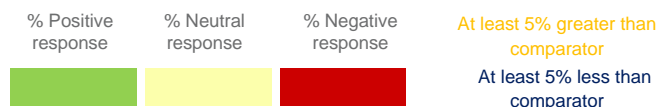
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>15a.</b> My line manager recognises and acknowledges when I have done my job well	56	20	24	56	-4	-3	-12
<b>15b.</b> My line manager treats all staff in my team fairly	55	15	30	55	-3	-3	-9
<b>15c.</b> My line manager ensures that when issues are raised in the team, they are addressed	56	17	27	56	+0	+0	-8
<b>15d.</b> My line manager treats me with respect	69	15	16	69	-4	-4	-6
<b>16.</b> I receive regular and constructive feedback on my performance	38	25	37	38	-6	-6	-16
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	53	21	26	53	-5	-5	-12

# 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



## Senior Managers

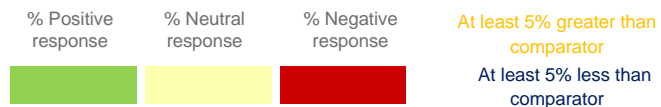
Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>18a.</b> The senior managers at my workplace are aware of the issues I face in my job	44	23	33	44	+4	-5
<b>18b.</b> The senior managers at my workplace have a clear direction for the future	37	30	33	37	+5	-13
<b>18c.</b> The senior managers at my workplace lead by example in creating a positive workplace	37	27	36	37	+3	-8
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	37	25	38	37	+3	-7
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	39	27	34	39	+3	-7

# 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



## Communication

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>21.</b> I am kept well informed about what is happening in my workplace	39	22	39	39	-6	-19
<b>22.</b> I have a say in decisions which affect my work	38	22	39	38	-3	-10
<b>23.</b> I think it is safe to speak up and challenge the way things are done	44	19	37	44	-2	-13
<b>24.</b> Where I work, we share the lessons learnt when mistakes are made	50	21	29	50	-3	-15

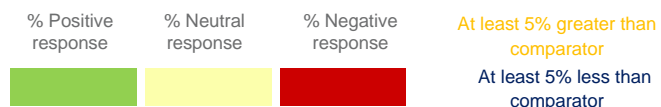


# All Questions

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

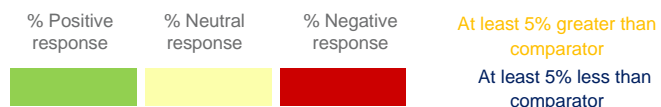
Question	Response Scale	% Positive Score	% Positive Variance Compared to:
			NSW Health Overall Australian and International Health Sector Benchmark
<b>25.</b> I have received the appropriate training and development to do my job effectively	59 (Green), 21 (Yellow), 20 (Red)	59	-10, -17
<b>26.</b> I 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	64 (Green), 20 (Yellow), 16 (Red)	64	-9, -13
<b>27.</b> I am encouraged to take opportunities to learn new skills and have new experiences	48 (Green), 25 (Yellow), 27 (Red)	48	-7, -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



## Work Environment

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
<b>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict	37	26	37	37	0	-17
<b>29.</b> I am able to achieve a healthy work/life balance most of the time	61	19	21	61	+1	-10
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	47	26	27	47	-2	-15
<b>Key 31.</b> Reasonable expectations are placed on staff according to their position	54	21	25	54	+2	-7
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	61	27	12	61	-4	-12

# 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:

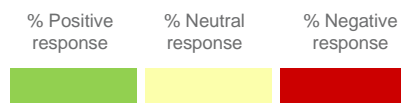
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark
<b>Inappropriate Behaviour</b>				<b>68</b>	<b>0</b>	<b>-3</b>
<b>33a.</b> In the last three (3) months, have you personally experienced verbal abuse?	64		32	<b>64</b>	<b>+1</b>	<b>+1</b>
<b>33b.</b> In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	71		26	<b>71</b>	<b>-0</b>	<b>-1</b>
<b>33c.</b> In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	85		11	<b>85</b>	<b>0</b>	<b>+1</b>
<b>34a.</b> In the last twelve (12) months, have you personally experienced verbal abuse?	59		38	<b>59</b>	<b>+5</b>	<b>+1</b>
<b>34b.</b> In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	66		30	<b>66</b>	<b>+1</b>	<b>-4</b>
<b>34c.</b> In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	83		13	<b>83</b>	<b>+1</b>	<b>0</b>
	% Yes response	% Unsure response	% No response			
<b>35a.</b> Do you currently know how to report occurrences of these types of behaviour?	76	8	16	<b>76</b>	<b>-7</b>	<b>-5</b>
<b>35b.</b> Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	43	19	38	<b>43</b>	<b>0</b>	<b>-12</b>

# 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

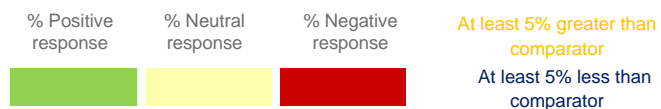
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
				<b>51</b>		<b>-2</b>	<b>-12</b>
<b>Key</b> 36. My work environment allows me to deliver the best possible services (patient care or support services)	59	21	19	<b>59</b>	<b>+5</b>		<b>-11</b>
37. In my workplace patient safety is at the centre of all decision making	54	37	9	<b>54</b>	<b>-10</b>		<b>-18</b>
<b>Key</b> 38. My team's objectives/work plans are clearly outlined	58	22	20	<b>58</b>	<b>-2</b>		<b>-14</b>
39. Our objectives/work plans help us to deliver a quality service	60	22	18	<b>60</b>	<b>-0</b>		<b>-12</b>
40. At my workplace we are too focused on monitoring rather than delivering services*	26	34	40	<b>26</b>	<b>-1</b>		<b>-2</b>

# 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



## Your Workplace

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	
	% Positive response	% Neutral response	% Negative response		NSW Health Overall	Australian and International Health Sector Benchmark
41. Overall I am proud to be a part of this workplace	63	22	15	63	-5	-14
42. I would recommend my workplace as a good place to work	50	25	25	50	-8	-16
43. I feel motivated to contribute more than what is normally required at work	57	20	23	57	-4	-9
44. I have a strong sense of belonging to my workplace	52	24	24	52	-9	-15
45. Overall I am satisfied to be working here at the present time	59	20	21	59	-5	-14
46. Overall, I believe the culture at my workplace has improved in the last 12 months	33	30	36	33	+4	-8