

2011 YourSay Workplace Survey

Facility Report



NSW Health Overall

This Report

This report provides NSW Health Overall 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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31,493

ACTUAL RESPONSES

25%

0% Confidence Interval

ESTIMATED RESPONSE RATE

63%

ENGAGEMENT INDEX

46%

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

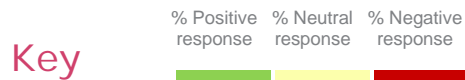
Stay

An emotional commitment to the organisation and a desire to stay

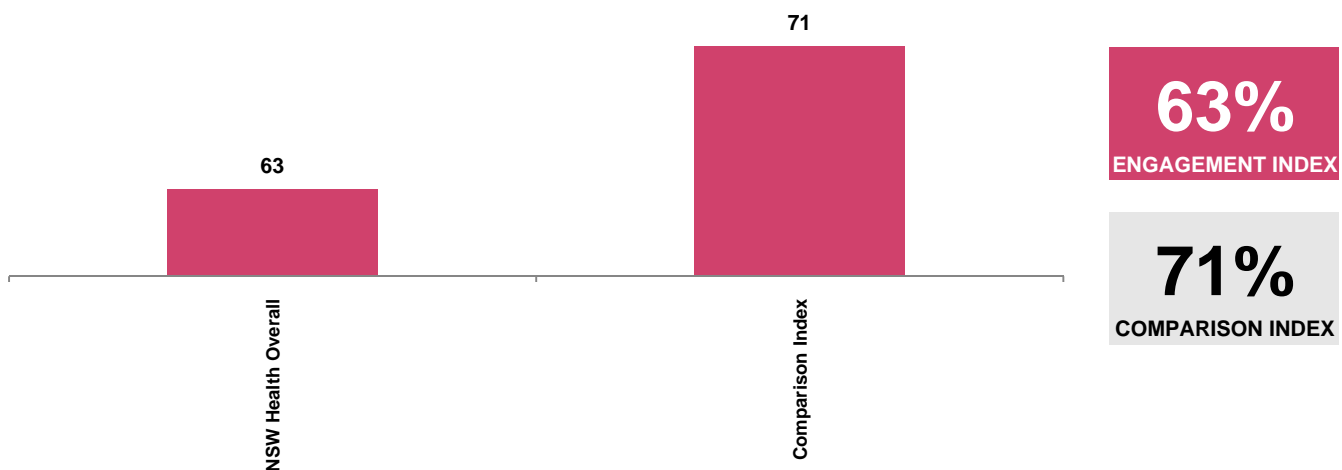
Strive

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 from Australian and International Health Sector benchmark % Positive
41. Overall I am proud to be a part of this workplace	68% Positive, 19% Neutral, 12% Negative	-9
42. I would recommend my workplace as a good place to work	58% Positive, 22% Neutral, 21% Negative	-8
44. I have a strong sense of belonging to my workplace	61% Positive, 21% Neutral, 19% Negative	-6
45. Overall I am satisfied to be working here at the present time	64% Positive, 17% Neutral, 19% Negative	-9
3. Working here makes me want to do the best job I can	67% Positive, 18% Neutral, 15% Negative	-11
43. I feel motivated to contribute more than what is normally required at work	61% Positive, 19% Neutral, 20% Negative	-5

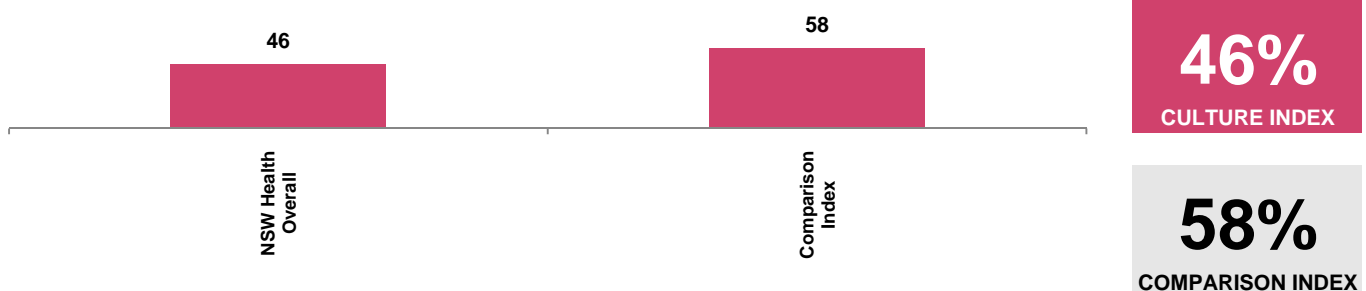


Employee Workplace Culture Index

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			Variance from Australian and International Health Sector benchmark % Positive
	% Positive response	% Neutral response	% Negative response	
	Response Scale			
11. Morale is good in my team	46	20	34	-13
12. I believe I am valued for what I can offer at my workplace	58	17	25	-11
13. In my workplace, we recognise our successes and innovations	50	24	26	-13
14. Staff are treated respectfully regardless of their job	55	18	27	-10
17. Overall, I have confidence in the decisions made by my line manager	58	20	22	-7
18b. The senior managers at my workplace have a clear direction for the future	32	33	35	-18
18c. The senior managers at my workplace lead by example in creating a positive workplace	34	29	37	-11
20. Overall, I have confidence in the decisions made by my senior managers	36	29	34	-10
22. I have a say in decisions which affect my work	41	24	35	-7
23. I think it is safe to speak up and challenge the way things are done	46	20	34	-11
24. Where I work, we share the lessons learnt when mistakes are made	53	22	24	-12
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	28	36	-17
38. My team's objectives/work plans are clearly outlined	60	22	17	-12
39. Our objectives/work plans help us to deliver a quality service	60	24	16	-12
46. Overall, I believe the culture at my workplace has improved in the last 12 months	29	34	37	-12

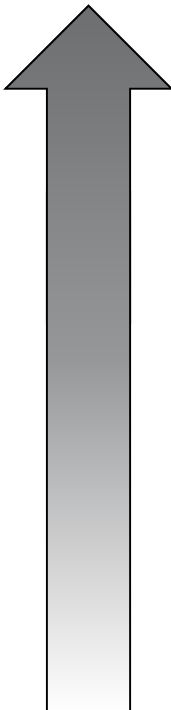


Drivers of Engagement

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 NSW Health Overall overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for NSW Health Overall 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
12. I believe I am valued for what I can offer at my workplace	<i>Greatest</i> 	58
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		54
36. My work environment allows me to deliver the best possible services (patient care or support services)		54
39. Our objectives/work plans help us to deliver a quality service		60
13. In my workplace, we recognise our successes and innovations		50
31. Reasonable expectations are placed on staff according to their position		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	67
Your Line Manager	58
Your Team	57

Questions	% Positive
1. My job makes good use of my skills and abilities	76
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	76
15d. My line manager treats me with respect	73
25. I have received the appropriate training and development to do my job effectively	68
41. Overall I am proud to be a part of this workplace	68

Lowlights

Sections	% Positive
Senior Managers	35
Communication	46
Work Environment	53

Questions	% Positive
4. Too many approvals are required for routine decisions*	14
40. At my workplace we are too focused on monitoring rather than delivering services*	27
46. Overall, I believe the culture at my workplace has improved in the last 12 months	29
18b. The senior managers at my workplace have a clear direction for the future	32
19. There is a positive relationship between senior management and staff in my workplace	34

External Comparison

This section shows comparisons between NSW Health Overall 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
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	76		
40. At my workplace we are too focused on monitoring rather than delivering services*	27		
15d. My line manager treats me with respect	73	-2	
4. Too many approvals are required for routine decisions*	14	-2	
43. I feel motivated to contribute more than what is normally required at work	61	-5	
15b. My line manager treats all staff in my team fairly	58	-6	
44. I have a strong sense of belonging to my workplace	61	-6	
22. I have a say in decisions which affect my work	41	-7	
17. Overall, I have confidence in the decisions made by my line manager	58	-7	
37. In my workplace patient safety is at the centre of all decision making	64	-8	
15a. My line manager recognises and acknowledges when I have done my job well	60	-8	
15c. My line manager ensures that when issues are raised in the team, they are addressed	56	-8	
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	65	-8	

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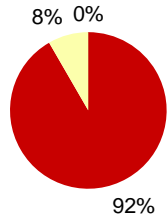
- Proportion of questions above the external benchmark by 5 or more percentage points.
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- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
7. The people I work with are willing to help each other even if this means doing something outside their usual job	65	-8	■
42. I would recommend my workplace as a good place to work	58	-8	■
1. My job makes good use of my skills and abilities	76	-9	■
18a. The senior managers at my workplace are aware of the issues I face in my job	40	-9	■
41. Overall I am proud to be a part of this workplace	68	-9	■
45. Overall I am satisfied to be working here at the present time	64	-9	■
31. Reasonable expectations are placed on staff according to their position	52	-9	■
2. I feel I am able to suggest ideas to improve our ways of doing things	65	-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	54	-10	■
20. Overall, I have confidence in the decisions made by my senior managers	36	-10	■
8. In my team we generally acknowledge one another's efforts and achievements	66	-10	■
14. Staff are treated respectfully regardless of their job	55	-10	■
5. I have sufficient control over my work so I can do my job well	60	-10	■

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

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
19. There is a positive relationship between senior management and staff in my workplace	34	-10	<div style="width: 100%; height: 10px; background-color: red;"></div>
16. I receive regular and constructive feedback on my performance	44	-10	<div style="width: 100%; height: 10px; background-color: red;"></div>
23. I think it is safe to speak up and challenge the way things are done	46	-11	<div style="width: 100%; height: 10px; background-color: red;"></div>
25. I have received the appropriate training and development to do my job effectively	68	-11	<div style="width: 100%; height: 10px; background-color: red;"></div>
3. Working here makes me want to do the best job I can	67	-11	<div style="width: 100%; height: 10px; background-color: red;"></div>
29. I am able to achieve a healthy work/life balance most of the time	60	-11	<div style="width: 100%; height: 10px; background-color: red;"></div>
18c. The senior managers at my workplace lead by example in creating a positive workplace	34	-11	<div style="width: 100%; height: 10px; background-color: red;"></div>
12. I believe I am valued for what I can offer at my workplace	58	-11	<div style="width: 100%; height: 10px; background-color: red;"></div>
9. People in my team are honest and open	60	-11	<div style="width: 100%; height: 10px; background-color: red;"></div>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	29	-12	<div style="width: 100%; height: 10px; background-color: red;"></div>
24. Where I work, we share the lessons learnt when mistakes are made	53	-12	<div style="width: 100%; height: 10px; background-color: red;"></div>
27. I am encouraged to take opportunities to learn new skills and have new experiences	55	-12	<div style="width: 100%; height: 10px; background-color: red;"></div>
38. My team's objectives/work plans are clearly outlined	60	-12	<div style="width: 100%; height: 10px; background-color: red;"></div>

External Comparison

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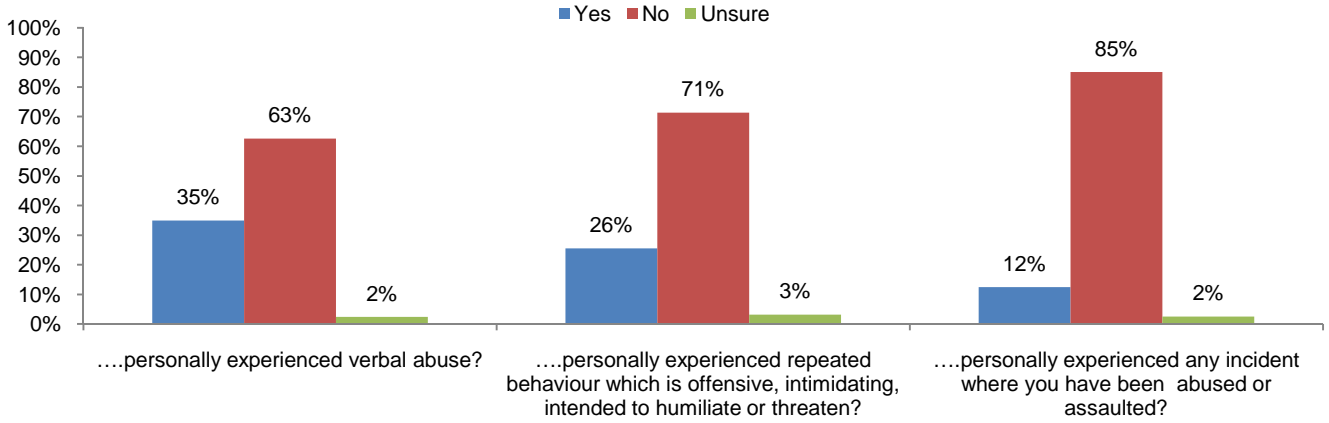
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
39. Our objectives/work plans help us to deliver a quality service	60	-12	■
30. There are mechanisms in place to support me if I experience stress or pressure	49	-13	■
11. Morale is good in my team	46	-13	■
13. In my workplace, we recognise our successes and innovations	50	-13	■
21. I am kept well informed about what is happening in my workplace	45	-13	■
10. My team resolves conflict quickly when it arises	47	-15	■
36. My work environment allows me to deliver the best possible services (patient care or support services)	54	-16	■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	-17	■
18b. The senior managers at my workplace have a clear direction for the future	32	-18	■

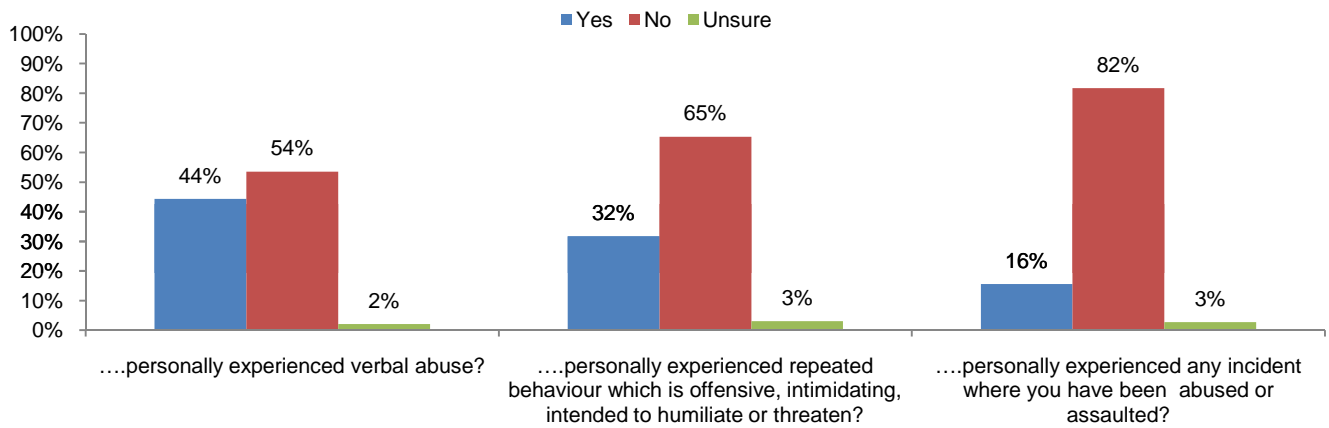
Inappropriate Behaviour

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

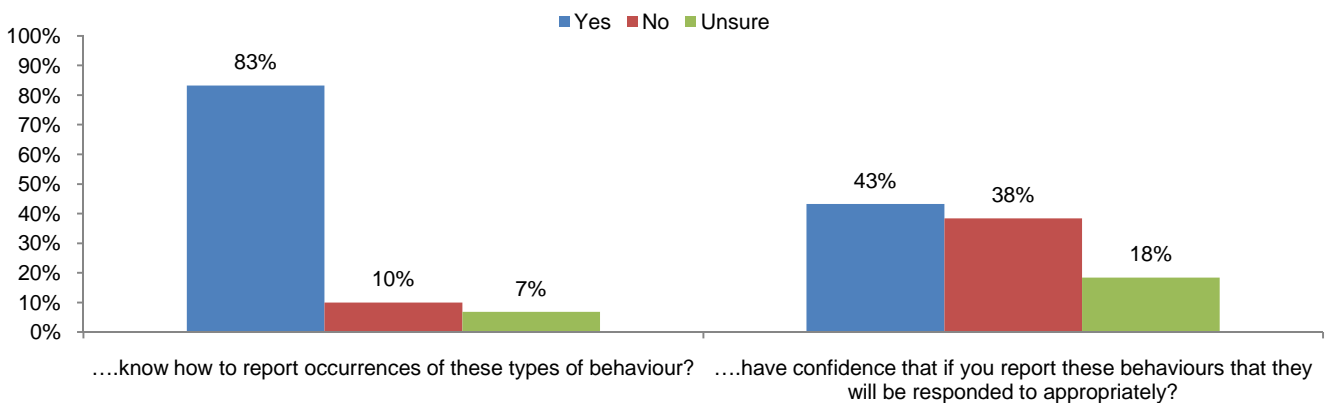
33. In the last three (3) months have you....



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



35. Do you currently....

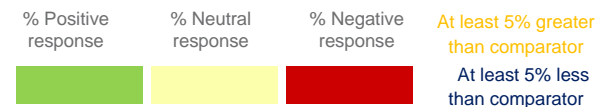


All Questions

This section shows the breakdown of responses to each question.

Key

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



Your Job

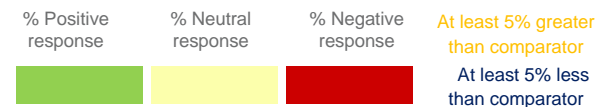
	Response Scale			% Positive Score	% Positive Variance Compared to: Australian and International Health Sector Benchmark
1. My job makes good use of my skills and abilities	76	10	14	76	-9
2. I feel I am able to suggest ideas to improve our ways of doing things	65	14	21	65	-9
3. Working here makes me want to do the best job I can	67	18	15	67	-11
4. Too many approvals are required for routine decisions*	14	22	64	14	-2
5. I have sufficient control over my work so I can do my job well	60	17	23	60	-10
Key 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	54	21	25	54	-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



Your Team

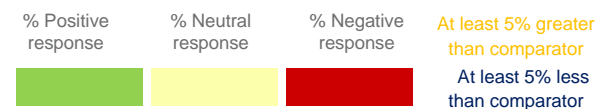
	Response Scale			% Positive Score	% Positive Variance Compared to: Australian and International Health Sector Benchmark
				57	-11
7. The people I work with are willing to help each other even if this means doing something outside their usual job	65	16	20	65	-8
8. In my team we generally acknowledge one another's efforts and achievements	66	15	19	66	-10
9. People in my team are honest and open	60	21	19	60	-11
10. My team resolves conflict quickly when it arises	47	24	29	47	-15
11. Morale is good in my team	46	20	34	46	-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



Being valued

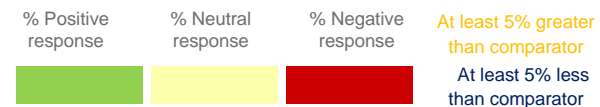
		Response Scale			% Positive Score	% Positive Variance Compared to:
					Australian and International Health Sector Benchmark	
Key	12. I believe I am valued for what I can offer at my workplace	58	17	25	54	-12
Key	13. In my workplace, we recognise our successes and innovations	50	24	26	50	-13
	14. Staff are treated respectfully regardless of their job	55	18	27	55	-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



Your Line Manager

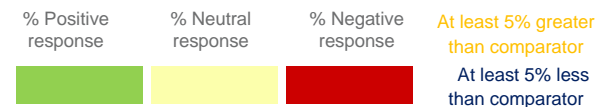
	Response Scale			% Positive Score	% Positive Variance Compared to: Australian and International Health Sector Benchmark
15a. My line manager recognises and acknowledges when I have done my job well	60	18	22	60	-8
15b. My line manager treats all staff in my team fairly	58	17	25	58	-6
15c. My line manager ensures that when issues are raised in the team, they are addressed	56	19	25	56	-8
15d. My line manager treats me with respect	73	14	13	73	-2
16. I receive regular and constructive feedback on my performance	44	23	33	44	-10
17. Overall, I have confidence in the decisions made by my line manager	58	20	22	58	-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



Senior Managers

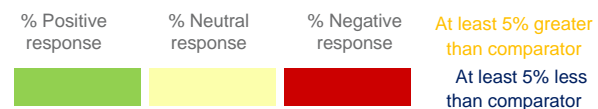
	Response Scale			% Positive Score	% Positive Variance Compared to: Australian and International Health Sector Benchmark
18a. The senior managers at my workplace are aware of the issues I face in my job	40	22	38	40	-9
18b. The senior managers at my workplace have a clear direction for the future	32	33	35	32	-18
18c. The senior managers at my workplace lead by example in creating a positive workplace	34	29	37	34	-11
19. There is a positive relationship between senior management and staff in my workplace	34	28	39	34	-10
20. Overall, I have confidence in the decisions made by my senior managers	36	29	34	36	-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



Communication

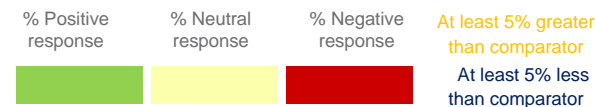
Question	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to: Australian and International Health Sector Benchmark
21. I am kept well informed about what is happening in my workplace	45	22	34	45	-13
22. I have a say in decisions which affect my work	41	24	35	41	-7
23. I think it is safe to speak up and challenge the way things are done	46	20	34	46	-11
24. Where I work, we share the lessons learnt when mistakes are made	53	22	24	53	-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



Training and Development Opportunities

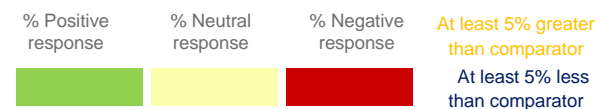
	Response Scale			% Positive Score	% Positive Variance Compared to: Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	68	16	15	67	-7
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	76	11	12	76	-1
27. I am encouraged to take opportunities to learn new skills and have new experiences	55	21	24	55	-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



Work Environment

Question	% Positive response	% Neutral response	% Negative response	% Positive Score	% Positive Variance Compared to: Australian and International Health Sector Benchmark
28. I have confidence in the processes that my workplace uses to resolve staff conflict	37	28	36	37	-17
29. I am able to achieve a healthy work/life balance most of the time	60	18	22	60	-11
30. There are mechanisms in place to support me if I experience stress or pressure	49	24	27	49	-13
31. Reasonable expectations are placed on staff according to their position	52	19	29	52	-9
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	65	20	15	65	-8

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'.

Inappropriate Behaviour

	% No response	% Unsure response	% Yes response	% Positive Score	Australian and International Health Sector Benchmark
33a. In the last three (3) months, have you personally experienced verbal abuse?	63		35	63	0
33b. In the last three (3) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	71		26	71	-1
33c. In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	85		12	85	+1
34a. In the last twelve (12) months, have you personally experienced verbal abuse?	54		44	54	-4
34b. In the last twelve (12) months, have you personally experienced repeated behaviour which is offensive, intimidating, intended to humiliate or threaten?	65		32	65	-5
34c. In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	82		16	82	-1
	% Yes response	% Unsure response	% No response		
35a. Do you currently know how to report occurrences of these types of behaviour?	83	7	10	83	+2
35b. Do you currently have confidence that if you report these behaviours that they will be responded to appropriately?	43	18	38	43	-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

% Positive response % Neutral response % Negative response **At least 5% greater than comparator**
At least 5% less than comparator

Service Delivery

	Response Scale			% Positive Score	% Positive Variance Compared to:
	% Positive response	% Neutral response	% Negative response	Australian and International Health Sector Benchmark	
Key 36. My work environment allows me to deliver the best possible services (patient care or support services)	54	20	26	53	-10
37. In my workplace patient safety is at the centre of all decision making	64	22	14	64	-8
38. My team's objectives/work plans are clearly outlined	60	22	17	60	-12
Key 39. Our objectives/work plans help us to deliver a quality service	60	24	16	60	-12
40. At my workplace we are too focused on monitoring rather than delivering services*	27	31	42	27	-1

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

% Positive response
% Neutral response
% Negative response

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

Your Workplace

	Response Scale			% Positive Score	% Positive Variance Compared to: Australian and International Health Sector Benchmark
				57	-8
41. Overall I am proud to be a part of this workplace	68	19	12	68	-9
42. I would recommend my workplace as a good place to work	58	22	21	58	-8
43. I feel motivated to contribute more than what is normally required at work	61	19	20	61	-5
44. I have a strong sense of belonging to my workplace	61	21	19	61	-6
45. Overall I am satisfied to be working here at the present time	64	17	19	64	-9
46. Overall, I believe the culture at my workplace has improved in the last 12 months	29	34	37	29	-12