

# 2011 YourSay Workplace Survey

## Facility Report



## Sydney Local Health District

### This Report

This report provides Sydney Local Health District 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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1,262

ACTUAL RESPONSES

13%

2% Confidence Interval

ESTIMATED RESPONSE RATE

65%

ENGAGEMENT INDEX

48%

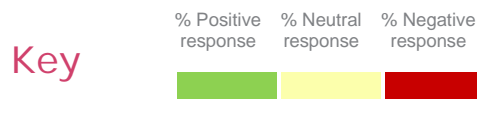
WORKPLACE CULTURE INDEX

# Employee Engagement Index

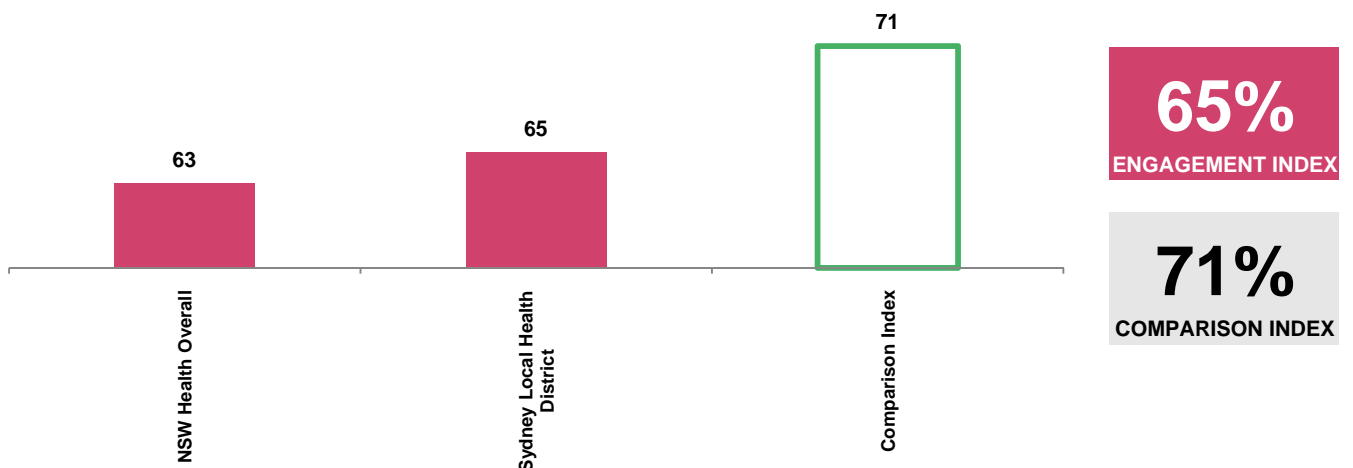
The Engagement Index is a measure of respondent's commitment to the organisation they work for. Engagement goes beyond satisfaction and can be defined as employees' willingness to invest their personal effort in the success of the organisation.

- 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	72% Positive, 18% Neutral, 10% Negative	+4
42. I would recommend my workplace as a good place to work	59% Positive, 21% Neutral, 20% Negative	+1
44. I have a strong sense of belonging to my workplace	64% Positive, 22% Neutral, 14% Negative	+3
45. Overall I am satisfied to be working here at the present time	66% Positive, 17% Neutral, 17% Negative	+2
3. Working here makes me want to do the best job I can	66% Positive, 19% Neutral, 16% Negative	-1
43. I feel motivated to contribute more than what is normally required at work	63% Positive, 19% Neutral, 18% Negative	+2

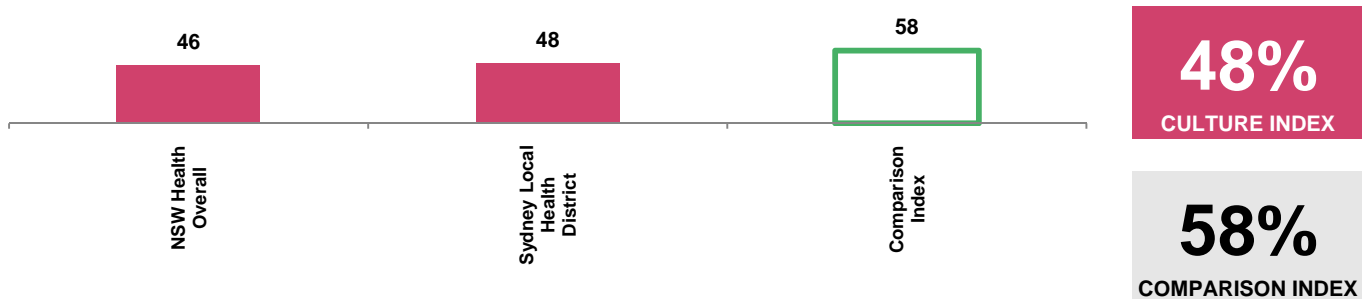


# Employee Workplace Culture Index

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 NSW Health Overall
	% Positive response	% Neutral response	% Negative response		
11. Morale is good in my team	50	20	30		+4
12. I believe I am valued for what I can offer at my workplace	59	17	24		+1
13. In my workplace, we recognise our successes and innovations	51	24	26		+1
14. Staff are treated respectfully regardless of their job	56	17	27		+1
17. Overall, I have confidence in the decisions made by my line manager	59	19	22		+1
18b. The senior managers at my workplace have a clear direction for the future	31	33	35		-1
18c. The senior managers at my workplace lead by example in creating a positive workplace	34	29	38		0
20. Overall, I have confidence in the decisions made by my senior managers	35	31	35		-1
22. I have a say in decisions which affect my work	42	24	34		+1
23. I think it is safe to speak up and challenge the way things are done	46	20	34		0
24. Where I work, we share the lessons learnt when mistakes are made	59	18	23		+6
28. I have confidence in the processes that my workplace uses to resolve staff conflict	41	24	35		+4
38. My team's objectives/work plans are clearly outlined	62	22	16		+2
39. Our objectives/work plans help us to deliver a quality service	63	21	15		+3
46. Overall, I believe the culture at my workplace has improved in the last 12 months	31	35	34		+2



# 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 Sydney Local Health District overall. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Sydney Local Health District 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> 	59	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		55	54
1. My job makes good use of my skills and abilities		78	76
13. In my workplace, we recognise our successes and innovations		51	50
11. Morale is good in my team		50	46
36. My work environment allows me to deliver the best possible services (patient care or support services)		55	54

# 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	69
Your Workplace	59
Your Line Manager	59

Questions	% 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	78
1. My job makes good use of my skills and abilities	78
41. Overall I am proud to be a part of this workplace	72
15d. My line manager treats me with respect	72
25. I have received the appropriate training and development to do my job effectively	71

## Lowlights

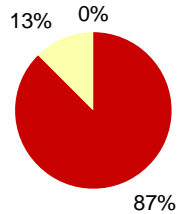
Sections	% Positive
Senior Managers	35
Communication	48
Work Environment	54

Questions	% Positive
4. Too many approvals are required for routine decisions*	13
40. At my workplace we are too focused on monitoring rather than delivering services*	25
18b. The senior managers at my workplace have a clear direction for the future	31
46. Overall, I believe the culture at my workplace has improved in the last 12 months	31
18c. The senior managers at my workplace lead by example in creating a positive workplace	34

# External Comparison

This section shows comparisons between Sydney Local Health District 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



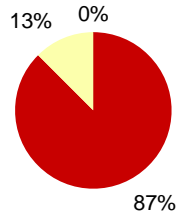
- Proportion of questions above the external benchmark by 5 or more percentage points.
- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% 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	78	+1	<span style="color: green;">■</span>
40. At my workplace we are too focused on monitoring rather than delivering services*	25	-3	<span style="color: red;">■</span>
4. Too many approvals are required for routine decisions*	13	-3	<span style="color: red;">■</span>
44. I have a strong sense of belonging to my workplace	64	-3	<span style="color: red;">■</span>
43. I feel motivated to contribute more than what is normally required at work	63	-3	<span style="color: red;">■</span>
15d. My line manager treats me with respect	72	-3	<span style="color: red;">■</span>
37. In my workplace patient safety is at the centre of all decision making	67	-5	<span style="color: red;">■</span>
41. Overall I am proud to be a part of this workplace	72	-5	<span style="color: red;">■</span>
22. I have a say in decisions which affect my work	42	-6	<span style="color: red;">■</span>
15c. My line manager ensures that when issues are raised in the team, they are addressed	58	-6	<span style="color: red;">■</span>
17. Overall, I have confidence in the decisions made by my line manager	59	-6	<span style="color: red;">■</span>
24. Where I work, we share the lessons learnt when mistakes are made	59	-6	<span style="color: red;">■</span>
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	-7	<span style="color: red;">■</span>

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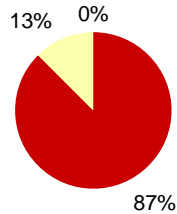
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- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
42. I would recommend my workplace as a good place to work	59	-7	<span style="color: red;">■</span>
15b. My line manager treats all staff in my team fairly	57	-7	<span style="color: red;">■</span>
45. Overall I am satisfied to be working here at the present time	66	-7	<span style="color: red;">■</span>
1. My job makes good use of my skills and abilities	78	-7	<span style="color: red;">■</span>
16. I receive regular and constructive feedback on my performance	47	-7	<span style="color: red;">■</span>
25. I have received the appropriate training and development to do my job effectively	71	-8	<span style="color: red;">■</span>
15a. My line manager recognises and acknowledges when I have done my job well	60	-8	<span style="color: red;">■</span>
8. In my team we generally acknowledge one another's efforts and achievements	68	-8	<span style="color: red;">■</span>
39. Our objectives/work plans help us to deliver a quality service	63	-9	<span style="color: red;">■</span>
31. Reasonable expectations are placed on staff according to their position	52	-9	<span style="color: red;">■</span>
11. Morale is good in my team	50	-9	<span style="color: red;">■</span>
18a. The senior managers at my workplace are aware of the issues I face in my job	40	-9	<span style="color: red;">■</span>
27. I am encouraged to take opportunities to learn new skills and have new experiences	58	-9	<span style="color: red;">■</span>

# External Comparison

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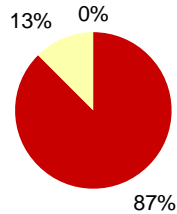
	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	55	-9	<span style="color: red;">■</span>
14. Staff are treated respectfully regardless of their job	56	-9	<span style="color: red;">■</span>
46. Overall, I believe the culture at my workplace has improved in the last 12 months	31	-10	<span style="color: red;">■</span>
38. My team's objectives/work plans are clearly outlined	62	-10	<span style="color: red;">■</span>
30. There are mechanisms in place to support me if I experience stress or pressure	52	-10	<span style="color: red;">■</span>
19. There is a positive relationship between senior management and staff in my workplace	34	-10	<span style="color: red;">■</span>
7. The people I work with are willing to help each other even if this means doing something outside their usual job	63	-10	<span style="color: red;">■</span>
12. I believe I am valued for what I can offer at my workplace	59	-10	<span style="color: red;">■</span>
23. I think it is safe to speak up and challenge the way things are done	46	-11	<span style="color: red;">■</span>
5. I have sufficient control over my work so I can do my job well	59	-11	<span style="color: red;">■</span>
9. People in my team are honest and open	60	-11	<span style="color: red;">■</span>
21. I am kept well informed about what is happening in my workplace	47	-11	<span style="color: red;">■</span>
2. I feel I am able to suggest ideas to improve our ways of doing things	63	-11	<span style="color: red;">■</span>



# External Comparison

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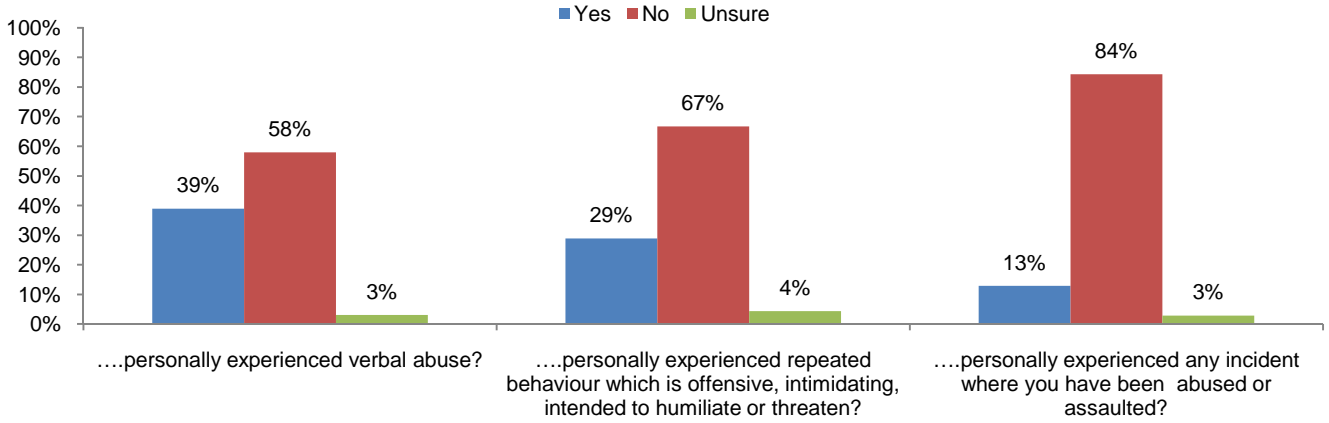
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- Proportion of questions inline with the external benchmark
- Proportion of questions below the external benchmark by 5 or more percentage points.

	% Positive	Variance from Australian and International Health Sector benchmark	% Positive
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	35	-11	<span style="color: red;">■</span>
<b>18c.</b> The senior managers at my workplace lead by example in creating a positive workplace	34	-11	<span style="color: red;">■</span>
<b>29.</b> I am able to achieve a healthy work/life balance most of the time	60	-11	<span style="color: red;">■</span>
<b>3.</b> Working here makes me want to do the best job I can	66	-12	<span style="color: red;">■</span>
<b>10.</b> My team resolves conflict quickly when it arises	50	-12	<span style="color: red;">■</span>
<b>13.</b> In my workplace, we recognise our successes and innovations	51	-12	<span style="color: red;">■</span>
<b>28.</b> I have confidence in the processes that my workplace uses to resolve staff conflict	41	-13	<span style="color: red;">■</span>
<b>36.</b> My work environment allows me to deliver the best possible services (patient care or support services)	55	-15	<span style="color: red;">■</span>
<b>18b.</b> The senior managers at my workplace have a clear direction for the future	31	-19	<span style="color: red;">■</span>

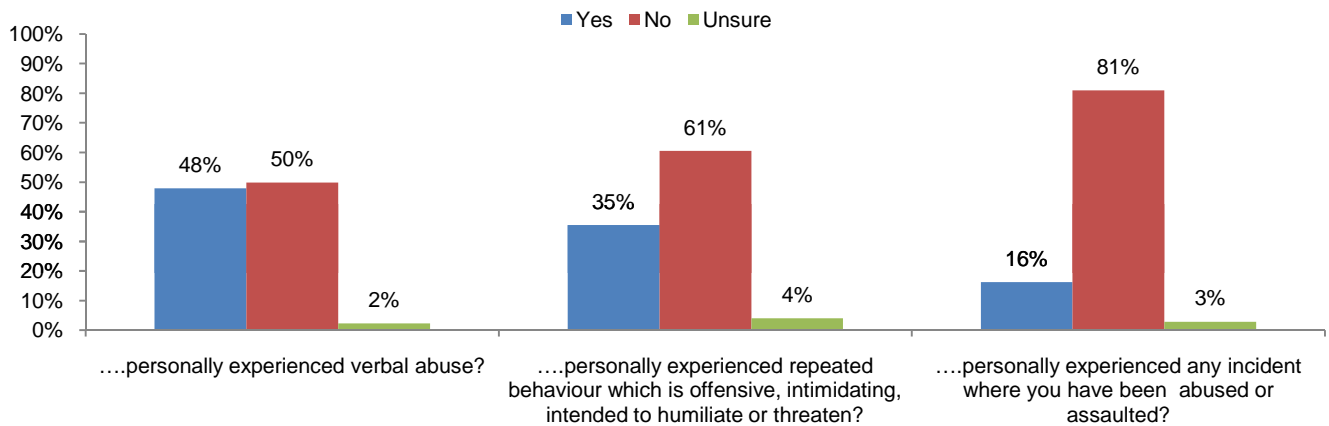
# Inappropriate Behaviour

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

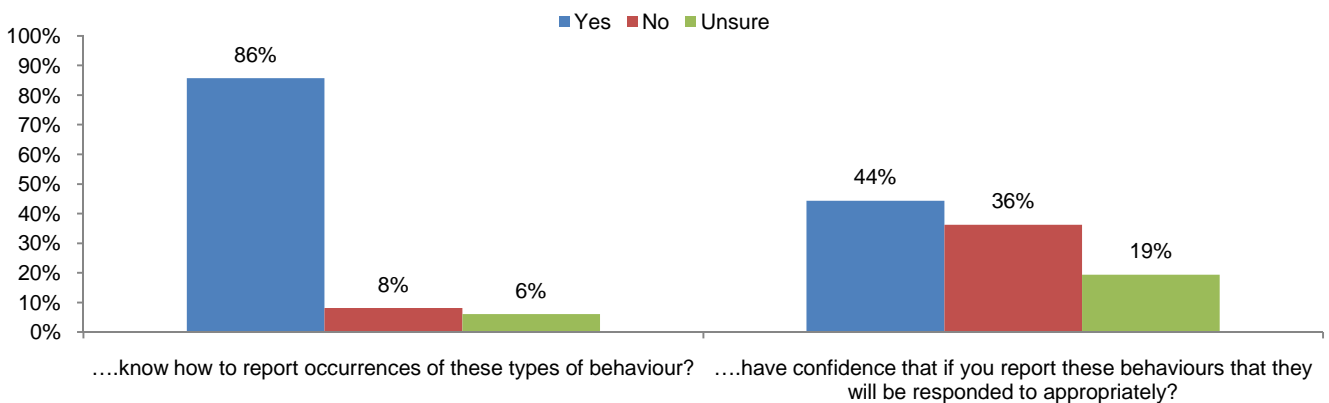
## 33. In the last three (3) months have you....



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



## 35. Do you currently....

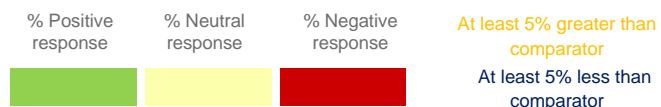


# All Questions

This section shows the breakdown of responses to each question.

## Key

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



## Your Job

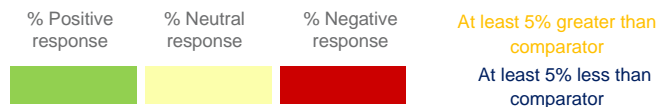
	Response Scale	% Positive Score	% Positive Variance Compared to:	Australian and International Health Sector Benchmark
		<b>56</b>	<b>0</b>	<b>-9</b>
<b>Key</b> 1. My job makes good use of my skills and abilities	78 (9 Neutral, 14 Negative)	<b>78</b>	<b>+2</b>	<b>-7</b>
2. I feel I am able to suggest ideas to improve our ways of doing things	63 (14 Neutral, 23 Negative)	<b>63</b>	<b>-2</b>	<b>-11</b>
3. Working here makes me want to do the best job I can	66 (19 Neutral, 16 Negative)	<b>66</b>	<b>-1</b>	<b>-12</b>
4. Too many approvals are required for routine decisions*	13 (20 Neutral, 67 Negative)	<b>13</b>	<b>-1</b>	<b>-3</b>
5. I have sufficient control over my work so I can do my job well	59 (18 Neutral, 24 Negative)	<b>59</b>	<b>-1</b>	<b>-11</b>
<b>Key</b> 6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	55 (19 Neutral, 26 Negative)	<b>55</b>	<b>+1</b>	<b>-9</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 Team

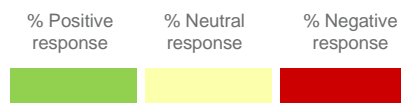
	Response Scale	% Positive Score	NSW Health Overall	Australian and International Health Sector Benchmark
		<b>58</b>	<b>+1</b>	<b>-10</b>
7. The people I work with are willing to help each other even if this means doing something outside their usual job	63 18 20	<b>63</b>	<b>-2</b>	<b>-10</b>
8. In my team we generally acknowledge one another's efforts and achievements	68 14 18	<b>68</b>	<b>+2</b>	<b>-8</b>
9. People in my team are honest and open	60 21 20	<b>60</b>	<b>-0</b>	<b>-11</b>
10. My team resolves conflict quickly when it arises	50 22 29	<b>50</b>	<b>+3</b>	<b>-12</b>
<b>Key</b> 11. Morale is good in my team	50 20 30	<b>50</b>	<b>+4</b>	<b>-9</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

## Being valued

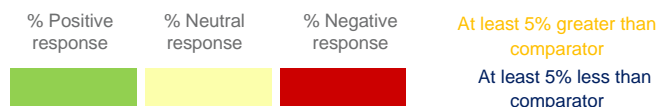
Key	Question	% Positive response	% Neutral response	% Negative response	Response Scale	% Positive Score	NSW Health Overall	Australian and International Health Sector Benchmark
						<b>55</b>	<b>+1</b>	<b>-11</b>
<b>Key</b>	12. I believe I am valued for what I can offer at my workplace	59	17	24		<b>59</b>	<b>+1</b>	<b>-10</b>
<b>Key</b>	13. In my workplace, we recognise our successes and innovations	51	24	26		<b>51</b>	<b>+1</b>	<b>-12</b>
	14. Staff are treated respectfully regardless of their job	56	17	27		<b>56</b>	<b>+1</b>	<b>-9</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 Line Manager

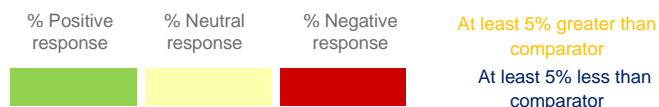
Question	% Positive response	% Neutral response	% Negative response	Response Scale	% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>15a.</b> My line manager recognises and acknowledges when I have done my job well	60	17	23	60	59	+1	+1	-6
<b>15b.</b> My line manager treats all staff in my team fairly	57	18	25	57	57	-1	-1	-7
<b>15c.</b> My line manager ensures that when issues are raised in the team, they are addressed	58	19	23	58	58	+2	+2	-6
<b>15d.</b> My line manager treats me with respect	72	15	13	72	72	-1	-1	-3
<b>16.</b> I receive regular and constructive feedback on my performance	47	23	31	47	47	+3	+3	-7
<b>17.</b> Overall, I have confidence in the decisions made by my line manager	59	19	22	59	59	+1	+1	-6

# 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

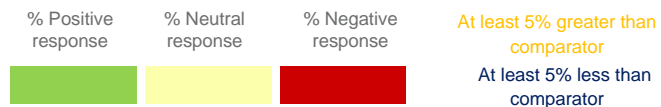
	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
<b>18a.</b> The senior managers at my workplace are aware of the issues I face in my job	40	22	38	40	0	-9	
<b>18b.</b> The senior managers at my workplace have a clear direction for the future	31	33	35	31	-1	-19	
<b>18c.</b> The senior managers at my workplace lead by example in creating a positive workplace	34	29	38	34	-0	-11	
<b>19.</b> There is a positive relationship between senior management and staff in my workplace	34	27	39	34	+0	-10	
<b>20.</b> Overall, I have confidence in the decisions made by my senior managers	35	31	35	35	-1	-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



## 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
21. I am kept well informed about what is happening in my workplace	47	20	33	47	+2	-11
22. I have a say in decisions which affect my work	42	24	34	42	+1	-6
23. I think it is safe to speak up and challenge the way things are done	46	20	34	46	+0	-11
24. Where I work, we share the lessons learnt when mistakes are made	59	18	23	59	+6	-6

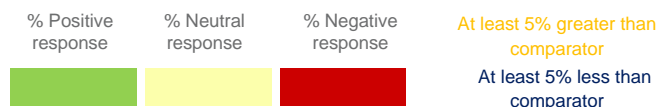


# All Questions

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## Training and Development Opportunities

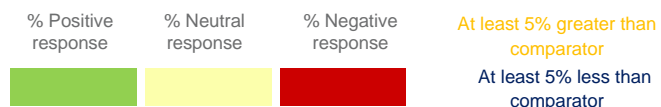
Question	Response Scale	% Positive Score	% Positive Variance Compared to:
			NSW Health Overall Australian and International Health Sector Benchmark
25. I have received the appropriate training and development to do my job effectively	71 (16% Neutral, 13% Negative)	71	+2, -5
26. I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	78 (11% Neutral, 11% Negative)	78	+2, +1
27. I am encouraged to take opportunities to learn new skills and have new experiences	58 (20% Neutral, 22% Negative)	58	+3, -9

# 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	41	24	35	41	+4	-13
<b>29.</b> I am able to achieve a healthy work/life balance most of the time	60	19	22	60	-0	-11
<b>30.</b> There are mechanisms in place to support me if I experience stress or pressure	52	24	24	52	+3	-10
<b>31.</b> Reasonable expectations are placed on staff according to their position	52	20	27	52	+0	-9
<b>32.</b> My workplace is proactive in minimising potential violence/abuse from patients or visitors	66	19	14	66	+1	-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

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:

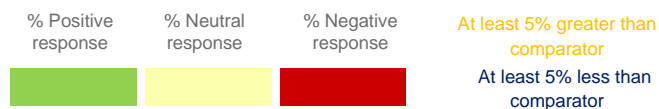
	% No response	% Unsure response	% Yes response	% Positive Score	NSW Health	Australian and International Health Sector Benchmark	
<b>Inappropriate Behaviour</b>				<b>66</b>	<b>-2</b>	<b>-5</b>	
<b>33a.</b> In the last three (3) months, have you personally experienced verbal abuse?	58		39	<b>58</b>	<b>-5</b>	<b>-5</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?	67		29	<b>67</b>	<b>-4</b>	<b>-5</b>	
<b>33c.</b> In the last three (3) months, have you personally experienced any incident where you have been abused or assaulted?	84		13	<b>84</b>	<b>-1</b>	<b>0</b>	
<b>34a.</b> In the last twelve (12) months, have you personally experienced verbal abuse?	50		48	<b>50</b>	<b>-4</b>	<b>-8</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?	61		35	<b>61</b>	<b>-4</b>	<b>-9</b>	
<b>34c.</b> In the last twelve (12) months, have you personally experienced any incident where you have been abused or assaulted?	81		16	<b>81</b>	<b>-1</b>	<b>-2</b>	
		% Yes response	% Unsure response	% No response			
<b>35a.</b> Do you currently know how to report occurrences of these types of behaviour?		86	6	8	<b>86</b>	<b>+3</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?	44	19	36	<b>44</b>	<b>+1</b>	<b>-11</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



## Service Delivery

**Key**

Question	Response Scale			% Positive Score	% Positive Variance Compared to:	NSW Health Overall	Australian and International Health Sector Benchmark
36. My work environment allows me to deliver the best possible services (patient care or support services)	55	20	25	55	+1	-15	
37. In my workplace patient safety is at the centre of all decision making	67	21	12	67	+3	-5	
38. My team's objectives/work plans are clearly outlined	62	22	16	62	+2	-10	
39. Our objectives/work plans help us to deliver a quality service	63	21	15	63	+3	-9	
40. At my workplace we are too focused on monitoring rather than delivering services*	25	31	43	25	-2	-3	

# 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	72	18	10	72	+4	-5
42. I would recommend my workplace as a good place to work	59	21	20	59	+1	-7
43. I feel motivated to contribute more than what is normally required at work	63	19	18	63	+2	-3
44. I have a strong sense of belonging to my workplace	64	22	14	64	+3	-3
45. Overall I am satisfied to be working here at the present time	66	17	17	66	+2	-7
46. Overall, I believe the culture at my workplace has improved in the last 12 months	31	35	34	31	+2	-10