

2013 YourSay Workplace Survey

LHD Report



Ambulance Service of NSW

This Report

This report provides Ambulance Service of NSW with data from the 2013 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 2 April 2013. 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%.

Comparative data

Comparative data is the average % positive score achieved from all NSW Health organisations that participated in the 2013 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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954

ACTUAL RESPONSES

21%

3% Confidence Interval

ESTIMATED RESPONSE RATE

47%

ENGAGEMENT INDEX

28%

WORKPLACE CULTURE INDEX

Employee Engagement Index

The Engagement Index is a measure of respondents 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.

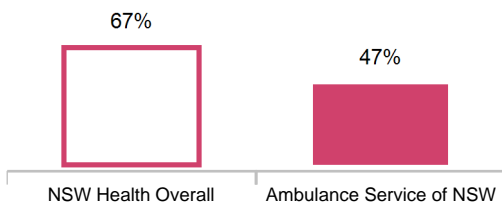
The three elements of Employee Engagement

- 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:

	Key			Variance from NSW Health Overall 2013
	% Positive response	% Neutral response	% Negative response	
40. Overall I am proud to be a part of this workplace	59	19	22	-12
41. I would recommend my workplace as a good place to work	39	22	39	-23
43. I have a strong sense of belonging to my workplace	48	19	32	-16
44. Overall I am satisfied to be working here at the present time	45	20	35	-22
3. Working here makes me want to do the best job I can	51	22	27	-20
42. I feel motivated to contribute more than what is normally required at work	40	17	42	-25

47%
Engagement Index 2013

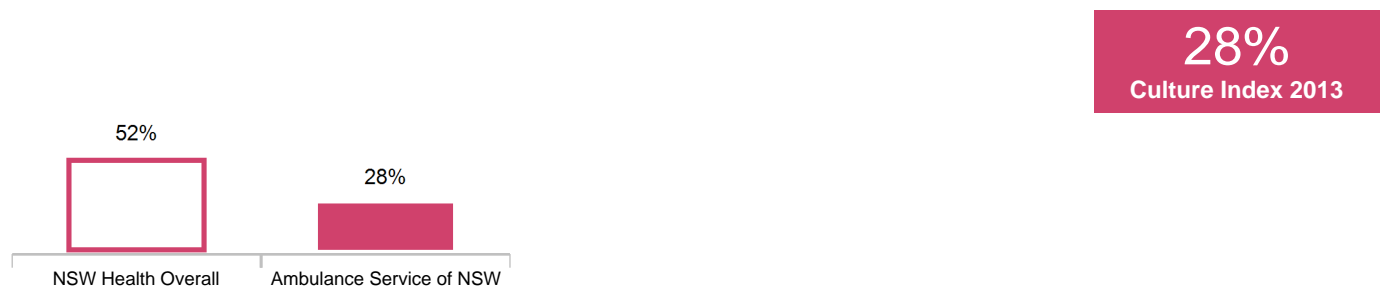


Employee Workplace Culture Index

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 NSW Health Overall 2013
	% Positive response	% Neutral response	% Negative response	
11. Morale is good in my team	29	17	54	-22
12. I believe I am valued for what I can offer at my workplace	30	18	52	-31
13. In my workplace, we recognise our successes and innovations	28	19	53	-27
14. Staff are treated respectfully regardless of their job	32	16	52	-28
17. Overall, I have confidence in the decisions made by my line manager	44	21	35	-18
18b. The senior managers at my workplace ... have a clear direction for the future	13	24	62	-27
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	14	17	68	-27
20. Overall, I have confidence in the decisions made by my senior managers	14	18	68	-28
22. I have a say in decisions which affect my work	14	16	70	-32
23. I think it is safe to speak up and challenge the way things are done	20	14	66	-31
24a. Where I work, we share the lessons learnt when mistakes are made	43	23	34	-15
28. I have confidence in the processes that my workplace uses to resolve staff conflict	28	19	53	-14
37. My team's objectives/work plans are clearly outlined	48	28	25	-17
38. Our objectives/work plans help us to deliver a quality service	39	29	31	-25
46. Overall, I believe the culture at my workplace has improved in the last 12 months	18	22	60	-18



Drivers of Engagement

The impact analysis below identifies the areas that have the potential to improve and maintain the engagement of your employees. The dashboard below shows the questions with the greatest impact on Employee Engagement for Ambulance Service of NSW. These questions are not necessarily the lowest performers, rather the questions having the greatest impact on engagement for Ambulance Service of NSW as a whole.

The questions derived from the impact analysis 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 score
	<i>Greatest</i>		
20. Overall, I have confidence in the decisions made by my senior managers		14	42
18c. The senior managers at my workplace ... lead by example in creating a positive workplace		14	41
46. Overall, I believe the culture at my workplace has improved in the last 12 months		18	36
19. There is a positive relationship between senior management and staff in my workplace		14	40
22. I have a say in decisions which affect my work		14	46
11. Morale is good in my team		29	51

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
Your Team	54
Your Line Manager	47
Training and Development Opportunities	45

Questions

	% Positive
8. In my team we generally acknowledge one another's efforts and achievements	67
15d. My line manager ... treats me with respect	65
1. My job makes good use of my skills and abilities	64
9. People in my team are honest and open	64
7. The people I work with are willing to help each other even if this means doing something outside their usual job	63

Lowlights

Sections

	% Positive
Senior Managers	17
Communication	29
Being valued	30

Questions

	% Positive
18b. The senior managers at my workplace ... have a clear direction for the future	13
22. I have a say in decisions which affect my work	14
19. There is a positive relationship between senior management and staff in my workplace	14
20. Overall, I have confidence in the decisions made by my senior managers	14
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	14

External Comparison

This section shows comparisons between Ambulance Service of NSW and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.



- 0% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 0% ■ Proportion of questions inline with the benchmark
- 100% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
9. People in my team are honest and open	64	-3 ■
7. The people I work with are willing to help each other even if this means doing something outside their usual job	63	-5 ■
8. In my team we generally acknowledge one another's efforts and achievements	67	-7 ■
30. There are mechanisms in place to support me if I experience stress or pressure	52	-7 ■
15b. My line manager ... treats all staff in my team fairly	50	-8 ■
15d. My line manager ... treats me with respect	65	-9 ■
10. My team resolves conflict quickly when it arises	46	-10 ■
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	47	-11 ■
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	47	-13 ■
40. Overall I am proud to be a part of this workplace	59	-14 ■
17. Overall, I have confidence in the decisions made by my line manager	44	-15 ■
15a. My line manager ... recognises and acknowledges when I have done my job well	46	-16 ■
18a. The senior managers at my workplace ... are aware of the issues I face in my job	28	-16 ■
24a. Where I work, we share the lessons learnt when mistakes are made	43	-17 ■
28. I have confidence in the processes that my workplace uses to resolve staff conflict	28	-18 ■
43. I have a strong sense of belonging to my workplace	48	-18 ■
1. My job makes good use of my skills and abilities	64	-19 ■

External Comparison

This section shows comparisons between Ambulance Service of NSW and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.



- 0% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 0% ■ Proportion of questions inline with the benchmark
- 100% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
25. I have received the appropriate training and development to do my job effectively	59	-19 ■
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	45	-20 ■
46. Overall, I believe the culture at my workplace has improved in the last 12 months	18	-20 ■
16. I receive regular and constructive feedback on my performance	28	-21 ■
19. There is a positive relationship between senior management and staff in my workplace	14	-22 ■
24b. I am aware of the strategic objectives and direction of the organisation I work for	38	-23 ■
31. Reasonable expectations are placed on staff according to their position	38	-23 ■
37. My team's objectives/work plans are clearly outlined	48	-23 ■
18c. The senior managers at my workplace ... lead by example in creating a positive workplace	14	-24 ■
35. My work environment allows me to deliver the best possible services (patient care or support services)	42	-24 ■
41. I would recommend my workplace as a good place to work	39	-24 ■
42. I feel motivated to contribute more than what is normally required at work	40	-24 ■
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation	38	-25 ■
36. In my workplace patient safety is at the centre of all decision making	48	-25 ■
20. Overall, I have confidence in the decisions made by my senior managers	14	-26 ■
21. I am kept well informed about what is happening in my workplace	23	-26 ■
29. I am able to achieve a healthy work/life balance most of the time	42	-26 ■

External Comparison

This section shows comparisons between Ambulance Service of NSW and the Australian Health Sector comparisons. The comparative data has been drawn from random sampling of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.



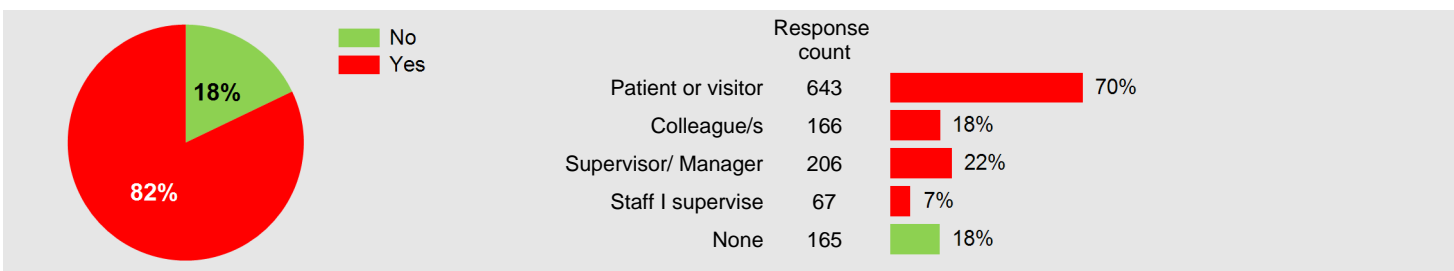
- 0% ■ Proportion of questions above the benchmark by 1 or more percentage points
- 0% ■ Proportion of questions inline with the benchmark
- 100% ■ Proportion of questions below the benchmark by 1 or more percentage points

	% Positive	Variance from benchmark
44. Overall I am satisfied to be working here at the present time	45	-26 ■
3. Working here makes me want to do the best job I can	51	-27 ■
5. I have sufficient control over my work so I can do my job well	45	-27 ■
11. Morale is good in my team	29	-27 ■
22. I have a say in decisions which affect my work	14	-28 ■
32. My workplace is proactive in minimising potential violence/abuse from patients or visitors	41	-28 ■
27. I am encouraged to take opportunities to learn new skills and have new experiences	34	-29 ■
13. In my workplace, we recognise our successes and innovations	28	-31 ■
14. Staff are treated respectfully regardless of their job	32	-31 ■
18b. The senior managers at my workplace ... have a clear direction for the future	13	-31 ■
38. Our objectives/work plans help us to deliver a quality service	39	-31 ■
39. At my workplace there is a good balance between delivering services and monitoring service delivery	26	-32 ■
23. I think it is safe to speak up and challenge the way things are done	20	-33 ■
26. I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	43	-34 ■
4. The right amount of approvals are required for routine decisions	22	-35 ■
12. I believe I am valued for what I can offer at my workplace	30	-36 ■
2. I feel I am able to suggest ideas to improve our ways of doing things	33	-40 ■

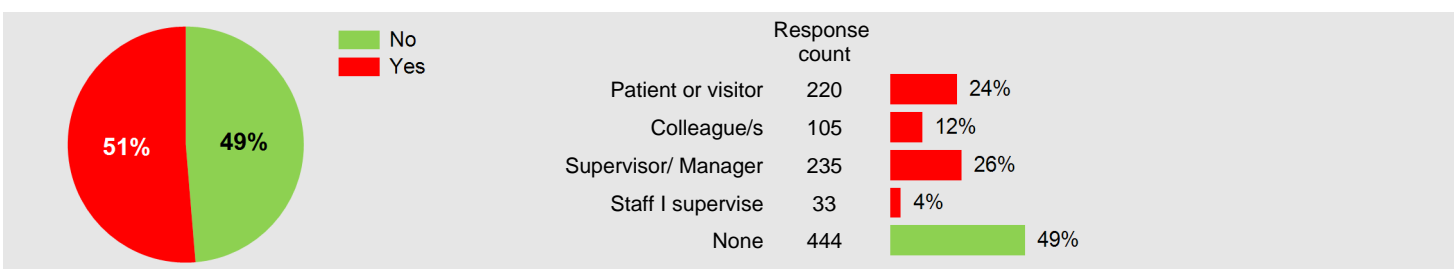
Unacceptable Behaviour

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

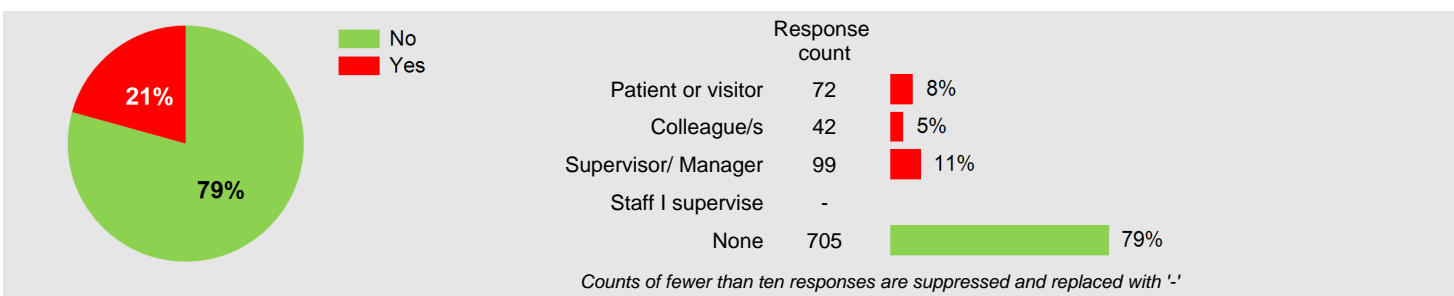
33a. In the last 12 months, I have been verbally abused by a ...



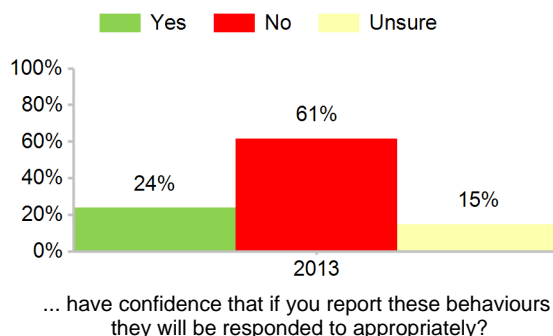
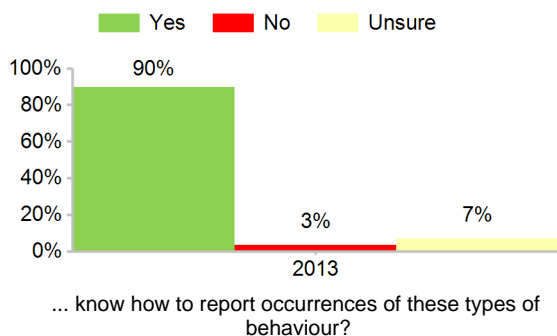
33b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



33c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, homosexuality, transgender or carers responsibilities by a ...



34. Do you currently ...



All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response			
Key A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator
Your Job				% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
1. My job makes good use of my skills and abilities	64	12	24	64	79	83
2. I feel I am able to suggest ideas to improve our ways of doing things	33	15	52	33	68	73
3. Working here makes me want to do the best job I can	51	22	27	51	71	78
4. The right amount of approvals are required for routine decisions	22	26	51	22	48	57
5. I have sufficient control over my work so I can do my job well	45	19	37	45	64	72
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	45	19	36	45	60	65

All Questions

This section shows the breakdown of responses to each question

Key	A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response	At least 1% greater than comparator	At least 1% less than comparator

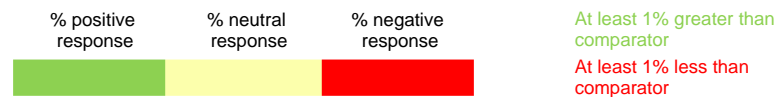
Your Team

Question	% positive response	% neutral response	% negative response	% Positive Score	NSW Health Overall 2013	Australian 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	63	16	21	63	68	68
8. In my team we generally acknowledge one another's efforts and achievements	67	13	19	67	69	74
9. People in my team are honest and open	64	19	17	64	63	67
10. My team resolves conflict quickly when it arises	46	26	28	46	51	56
11. Morale is good in my team	29	17	54	29	51	56

All Questions

This section shows the breakdown of responses to each question

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



Being valued

	% positive response	% neutral response	% negative response	% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
12. I believe I am valued for what I can offer at my workplace	30	18	52	30	61	66
13. In my workplace, we recognise our successes and innovations	28	19	53	28	55	59
14. Staff are treated respectfully regardless of their job	32	16	52	32	60	63

All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response			
Key A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator
Your Line Manager				% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
15a. My line manager ... recognises and acknowledges when I have done my job well	46	20	34	46	64	62
15b. My line manager ... treats all staff in my team fairly	50	17	34	50	62	58
15c. My line manager ... ensures that when issues are raised in the team, they are addressed	47	18	35	47	60	60
15d. My line manager ... treats me with respect	65	15	20	65	75	74
16. I receive regular and constructive feedback on my performance	28	20	52	28	49	49
17. Overall, I have confidence in the decisions made by my line manager	44	21	35	44	62	59

All Questions

This section shows the breakdown of responses to each question

Key	A question identified as being a key driver of employee engagement						
		% positive response	% neutral response	% negative response	At least 1% greater than comparator	At least 1% less than comparator	

Senior Managers

				% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark	
				17	42	40	
18a.	The senior managers at my workplace ... are aware of the issues I face in my job	28	15	57	28	46	44
18b.	The senior managers at my workplace ... have a clear direction for the future	13	24	62	13	40	44
K 18c.	The senior managers at my workplace ... lead by example in creating a positive workplace	14	17	68	14	41	38
K 19.	There is a positive relationship between senior management and staff in my workplace	14	15	71	14	40	36
K 20.	Overall, I have confidence in the decisions made by my senior managers	14	18	68	14	42	40

All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response			
Key A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator
				Communication		
				29	53	55
21. I am kept well informed about what is happening in my workplace				23	50	49
K 22. I have a say in decisions which affect my work				14	46	42
23. I think it is safe to speak up and challenge the way things are done				20	51	53
24a. Where I work, we share the lessons learnt when mistakes are made				43	58	60
24b. I am aware of the strategic objectives and direction of the organisation I work for				38	56	61
24c. I am aware of how my work contributes to the overall strategic objectives of my organisation				38	59	63

All Questions

This section shows the breakdown of responses to each question

	Key A question identified as being a key driver of employee engagement				% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
		% positive response	% neutral response	% negative response			
Training and Development Opportunities							
25.	I have received the appropriate training and development to do my job effectively	59	16	25	59	71	78
26.	I am given the opportunity to complete my annual mandatory training requirements as a part of my every day work	43	19	38	43	76	77
27.	I am encouraged to take opportunities to learn new skills and have new experiences	34	20	47	34	59	63

All Questions

This section shows the breakdown of responses to each question

Key	A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response	At least 1% greater than comparator	At least 1% less than comparator

Work Environment

				% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark	
28.	I have confidence in the processes that my workplace uses to resolve staff conflict	28	19	53	28	42	46
29.	I am able to achieve a healthy work/life balance most of the time	42	14	45	42	65	68
30.	There are mechanisms in place to support me if I experience stress or pressure	52	20	28	52	54	59
31.	Reasonable expectations are placed on staff according to their position	38	19	42	38	56	61
32.	My workplace is proactive in minimising potential violence/abuse from patients or visitors	41	22	37	41	68	69

All Questions

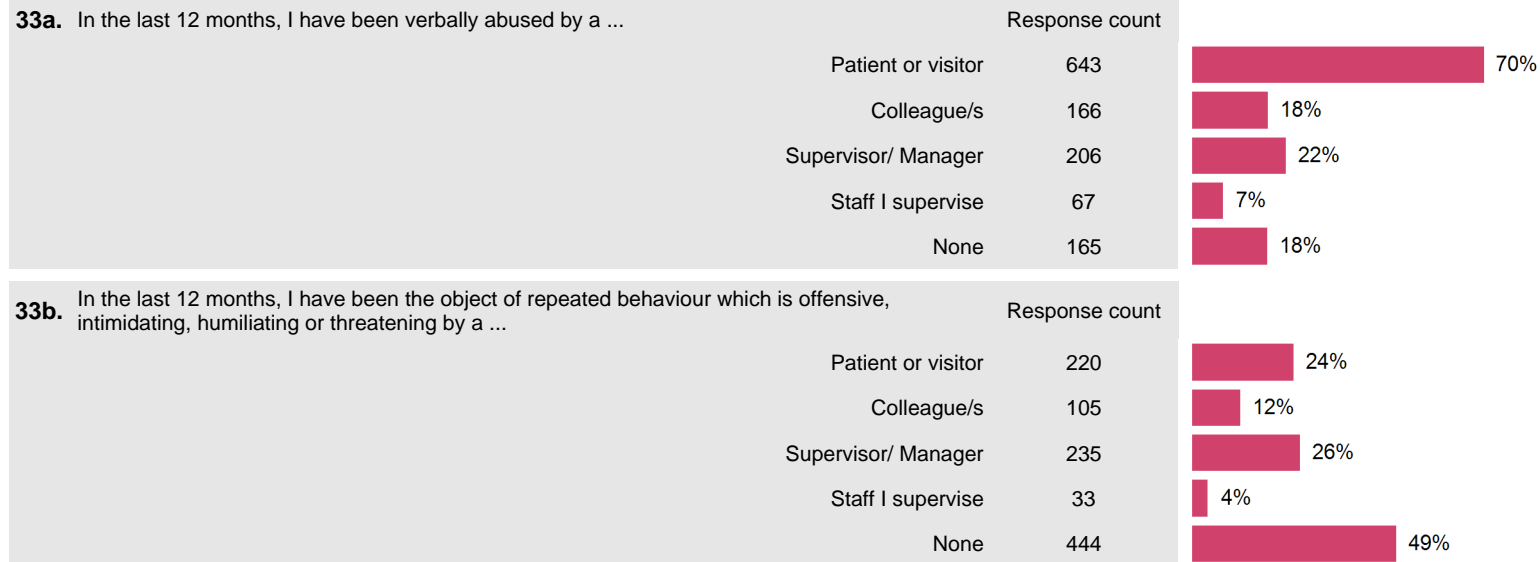
This section shows the breakdown of responses to each question

At least 1% greater than comparator
At least 1% less than comparator

Key

A question identified as being a key driver of employee engagement

Unacceptable Behaviour



All Questions

This section shows the breakdown of responses to each question

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

At least 1% greater than comparator

At least 1% less than comparator

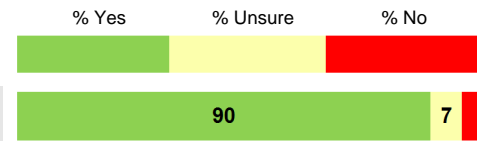
Unacceptable Behaviour

33c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, homosexuality, transgender or carers responsibilities by a ...

Response	Response count	%
Patient or visitor	72	8%
Colleague/s	42	5%
Supervisor/ Manager	99	11%
Staff I supervise	-	-
None	705	79%

Please note: Counts of fewer than ten responses are suppressed and replaced with '-'

34a. Do you currently ... know how to report occurrences of these types of behaviour?



90 **83** **88**

34b. Do you currently ... have confidence that if you report these behaviours they will be responded to appropriately?



24 **45** **52**

% Positive Score
NSW Health Overall 2013
Australian Health Sector Benchmark

All Questions

This section shows the breakdown of responses to each question

Key	A question identified as being a key driver of employee engagement	% positive response	% neutral response	% negative response	At least 1% greater than comparator	At least 1% less than comparator

Service Delivery

Question	% positive response	% neutral response	% negative response	% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
35. My work environment allows me to deliver the best possible services (patient care or support services)	42	22	36	42	61	68
36. In my workplace patient safety is at the centre of all decision making	48	17	34	48	67	73
37. My team's objectives/work plans are clearly outlined	48	28	25	48	65	71
38. Our objectives/work plans help us to deliver a quality service	39	29	31	39	64	70
39. At my workplace there is a good balance between delivering services and monitoring service delivery	26	30	44	26	52	58

All Questions

This section shows the breakdown of responses to each question

	% positive response	% neutral response	% negative response			
Key A question identified as being a key driver of employee engagement					At least 1% greater than comparator	At least 1% less than comparator
				% Positive Score	NSW Health Overall 2013	Australian Health Sector Benchmark
Your Workplace				42	60	62
40. Overall I am proud to be a part of this workplace	59	19	22	59	71	73
41. I would recommend my workplace as a good place to work	39	22	39	39	62	63
42. I feel motivated to contribute more than what is normally required at work	40	17	42	40	65	64
43. I have a strong sense of belonging to my workplace	48	19	32	48	64	66
44. Overall I am satisfied to be working here at the present time	45	20	35	45	67	71
45. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	47	25	27	47	56	58
K 46. Overall, I believe the culture at my workplace has improved in the last 12 months	18	22	60	18	36	38

Guide to using this report

Methodology

The YourSay survey was delivered as an online and paper based survey to meet the operational needs of a workforce that operates 24 hours a day, 7 days a week.

Questionnaire design

The questionnaire was designed by ORC International in conjunction with the NSW Health workplace culture project team, the Department of Health Workplace Culture Survey Reference Group and Chief Executives of all NSW Health organisations. The questionnaire was designed to be succinct and provide actionable results to help inform the organisation and highlight areas for improvement.

Data collection

The survey used an online methodology with all staff invited to participate however, paper copies of the survey were also made available.

All staff were given the opportunity to complete the survey between 25th March to the 29th April, 2013. Paper surveys were accepted until the 3rd of May, 2013.

ORC International set up and hosted the online survey. Respondents were asked to put in a user name and password unique to them in order to enable the respondent to leave and return the survey.

Estimated Response Rate Calculation

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at 2nd April 2013. This figure does not include contractors, agency staff and volunteers, nor does it account for staff on secondment or extended leave, hence the estimated response rate is not accurate.

The final estimated response rates have been weighted to account for our part-time and temporary staff. The proportion of Full time and Part time staff have been taken from those who responded to "Q5. Which of the following best describes your current employment status?" A Part-time respondent has been weighted by 0.33 (i.e. they are assumed to work one in three days).

Example calculation for NSW Health Overall:

Q5. Which of the following best describes your current employment status?

	Responses	<i>Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).</i>	
Permanent Full time (1)	18750	$\frac{18750}{18750 + 7753}$	$\times 1661 = 1175$ Full time
Permanent Part time (2)	7753		
Fixed term or temporary contract (3)	1661		
Agency (4)	132	$\frac{7753}{18750 + 7753}$	$\times 1661 = 486$ Part time
Casual (5)	975		
Contractor (6)	203		
TOTAL answering Q51	29474		
TOTAL number of respondents to the survey	31493		

Total estimated Full time responses as a proportion of all respondents to the survey:

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

Total estimated Part time responses as a proportion of all respondents to the survey:

$$\frac{7753 + 486}{29474} \times 31493 = 8803 \text{ Estimated Part Time responses}$$

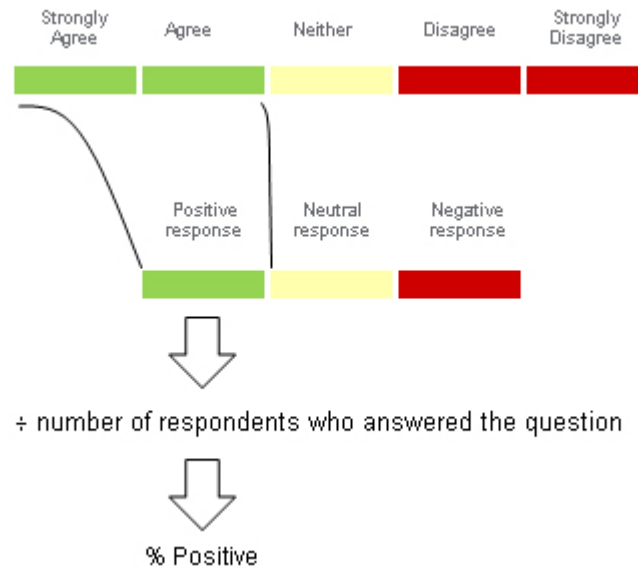
Estimated response rate based on an FTE value of 94882.6 and weighting estimated number of Part time responses by 0.33.

$$\frac{21289 + (8803 \times 0.33)}{94882.6} = 25\% \text{ Estimated Response Rate}$$

Guide to using this report

% Positive

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.



Index and Section Scores

Index and Section scores are calculated as the sum of positive responses given to all questions in that Index or Section divided by the number of answers to all questions in the group.

Rounding

Results are presented as whole numbers for ease of reading, with rounding performed at the last stage of calculation for maximum accuracy. Values from x.00 to x.49 are rounded down and values from x.50 to x.99 are rounded up. Therefore in some instances, results may not total 100%.

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
Number of Responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100.00%
Rounded Percentage	25%	27%	29%	16%	4%	101%
Number of positive responses	(151	+ 166)	=		317	
% Positive	317	÷ 613	=		52%	

Benchmark data

ORC International facilitates a benchmarking programme which allows organisations to benchmark their results against the results of other organisations in their sector. In this report, the external benchmark data is the average % positive score achieved from a recent surveys of a random sample of 1,081 Australian health care employees outside of NSW who work in either the public health sector only or the public and private health sector.