

68%

2013: 68%

ENGAGEMENT INDEX

62%

2013: 63%

WORKPLACE CULTURE INDEX

153

2013: 98

ACTUAL RESPONSES

73%

2013: 48%
4% Confidence Interval

ESTIMATED RESPONSE RATE

Employee Engagement Index

Say		% Positive	Variance from 2013
44.	Overall I am proud to be a part of this workplace	70	-4
45.	I would recommend my workplace as a good place to work	67	+3
Stay			
47.	I have a strong sense of belonging to my workplace	63	+10
48.	Overall I am satisfied to be working here at the present time	68	-3
Strive			
3.	Working here makes me want to do the best job I can	71	-1
46.	I feel motivated to contribute more than what is normally required at work	70	-3

Key Questions to focus on

Questions which have been identified by statistical analysis as the most important for your team

		% Positive	Variance from 2013
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	45	+12
50.	There is a positive culture in my workplace	64	-
19.	There is a positive relationship between senior management and staff in my workplace	60	-2
39.	My work environment allows me to deliver the best possible services (patient care or support services)	62	-3
25.	I think it is safe to speak up and challenge the way things are done	61	+3
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	57	+2

In this report

HEADLINES

A top line summary of key insights

COMPARISONS

Score summary against selected comparators

ALL QUESTIONS

Detailed results for the entire question set

GUIDE

A guide on how to interpret the results

ACTION

Initiatives for maintaining and improving engagement

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	71
Your Line Manager	71
Your Job	69

Questions	% Positive
27a. I am aware of the strategic objectives and direction of the organisation I work for	82
29. 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	80
2. I feel I am able to suggest ideas to improve our ways of doing things	79
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	79
15d. My line manager treats me with respect	78

Lowlights

Sections	% Positive
Work Environment	58
Senior Managers	59
Service Delivery	63

Questions	% Positive
51. Overall, I believe the culture at my workplace has improved in the last 12 months	44
31. I have confidence in the processes that my workplace uses to resolve staff conflict	45
40. In my workplace patient safety is at the centre of all decision making	49
4. The right amount of approvals are required for routine decisions	52
33. There are mechanisms in place to support me if I experience stress or pressure	53

Most Improved and Least Improved since 2013

This section shows the three most improved sections and five most improved questions since 2013. It also shows the three sections and five questions that have least improved since 2013.

Most improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	71	+5
Work Environment	58	+4
Communication	66	+3

Questions	% Positive	Variance from 2013
29. 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	80	+17
31. I have confidence in the processes that my workplace uses to resolve staff conflict	45	+12
47. I have a strong sense of belonging to my workplace	63	+10
33. There are mechanisms in place to support me if I experience stress or pressure	53	+8
24. I have a say in decisions which affect my work	59	+6

Least improved

Sections	% Positive	Variance from 2013
Your Line Manager	71	-9
Your Team	68	-8
Being Valued	69	-3

Questions	% Positive	Variance from 2013
16. I receive regular and constructive feedback on my performance	64	-15
15b. My line manager treats all staff in my team fairly	66	-14
51. Overall, I believe the culture at my workplace has improved in the last 12 months	44	-13
18c. The senior managers at my workplace lead by example in creating a positive workplace	60	-12
15d. My line manager treats me with respect	78	-12

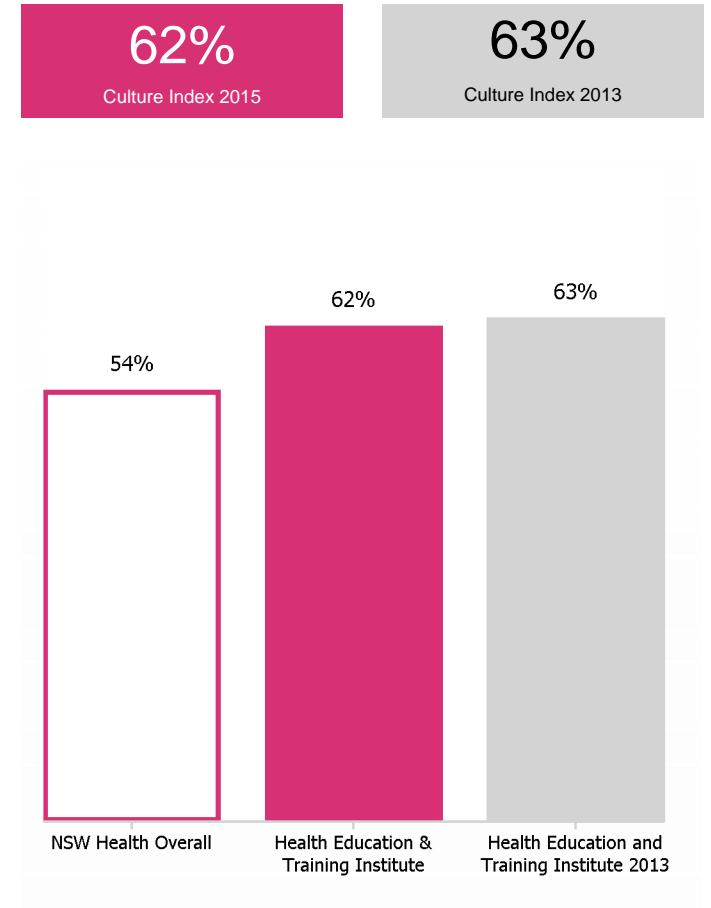
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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 is an average of the following scores:

	KEY			
	% Positive response	% Neutral response	% Negative response	Variance from 2013
11. Morale is good in my team	60	12	28	-5
12. I believe I am valued for what I can offer at my workplace	69	12	18	-3
13. In my workplace, we recognise our successes and innovations	69	12	19	-1
14. Staff are treated respectfully regardless of their job	68	12	20	-5
17. Overall, I have confidence in the decisions made by my line manager	70	13	18	-5
18b. The senior managers at my workplace have a clear direction for the future	57	26	17	-3
18c. The senior managers at my workplace lead by example in creating a positive workplace	60	23	17	-12
20. Overall, I have confidence in the decisions made by my senior managers	64	20	16	+2
24. I have a say in decisions which affect my work	59	22	20	+6
25. I think it is safe to speak up and challenge the way things are done	61	17	22	+3
26. Where I work, we share the lessons learnt when mistakes are made	61	20	19	+3
31. I have confidence in the processes that my workplace uses to resolve staff conflict	45	29	26	+12
41. My team's objectives/ work plans are clearly outlined	74	11	15	+5
42. Our objectives/work plans help us to deliver a quality service	74	13	13	+6
51. Overall, I believe the culture at my workplace has improved in the last 12 months	44	30	26	-13



Trend Comparison

This section shows comparisons between Health Education & Training Institute and the 2013 survey results for Health Education and Training Institute



37% ■ Proportion of questions above 2013 scores by 1 or more percentage points

12% ■ Proportion of questions in line with 2013 scores

51% ■ Proportion of questions below 2013 scores by 1 or more percentage points

NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

		<i>% Positive</i>	<i>Variance from 2013</i>
29.	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	80	■ +17
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	45	■ +12
47.	I have a strong sense of belonging to my workplace	63	■ +10
33.	There are mechanisms in place to support me if I experience stress or pressure	53	■ +8
24.	I have a say in decisions which affect my work	59	■ +6
42.	Our objectives/work plans help us to deliver a quality service	74	■ +6
49.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	68	■ +6
41.	My team's objectives/ work plans are clearly outlined	74	■ +5
23.	I am kept well informed about what is happening in my workplace	55	■ +5
26.	Where I work, we share the lessons learnt when mistakes are made	61	■ +3
25.	I think it is safe to speak up and challenge the way things are done	61	■ +3
45.	I would recommend my workplace as a good place to work	67	■ +3

Trend Comparison

This section shows comparisons between Health Education & Training Institute and the 2013 survey results for Health Education and Training Institute



37% ■ Proportion of questions above 2013 scores by 1 or more percentage points

12% ■ Proportion of questions in line with 2013 scores

51% ■ Proportion of questions below 2013 scores by 1 or more percentage points

NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	<i>% Positive</i>	<i>Variance from 2013</i>
43. At my workplace there is a good balance between delivering services and monitoring service delivery	57	+2
20. Overall, I have confidence in the decisions made by my senior managers	64	+2
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	56	+2
15c. My line manager ensures that when issues are raised in the team, they are addressed	69	+2
28. I have received the appropriate training and development to do my job effectively	63	+1
6. At my workplace I am able to positively influence the way we do things at work, including how we work with each other and how we behave	69	+1
27a. I am aware of the strategic objectives and direction of the organisation I work for	82	+1
18a. The senior managers at my workplace are aware of the issues I face in my job	56	0
40. In my workplace patient safety is at the centre of all decision making	49	0
5. I have sufficient control over my work so I can do my job well	67	0
1. My job makes good use of my skills and abilities	76	0
2. I feel I am able to suggest ideas to improve our ways of doing things	79	0
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	79	0

Trend Comparison

This section shows comparisons between Health Education & Training Institute and the 2013 survey results for Health Education and Training Institute



37% ■ Proportion of questions above 2013 scores by 1 or more percentage points

12% ■ Proportion of questions in line with 2013 scores

51% ■ Proportion of questions below 2013 scores by 1 or more percentage points

NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	<i>% Positive</i>	<i>Variance from 2013</i>
13. In my workplace, we recognise our successes and innovations	69	-1
3. Working here makes me want to do the best job I can	71	-1
4. The right amount of approvals are required for routine decisions	52	-1
19. There is a positive relationship between senior management and staff in my workplace	60	-2
32. I am able to achieve a healthy work/life balance most of the time	70	-2
30. I am encouraged to take opportunities to learn new skills and have new experiences	70	-2
18b. The senior managers at my workplace have a clear direction for the future	57	-3
39. My work environment allows me to deliver the best possible services (patient care or support services)	62	-3
48. Overall I am satisfied to be working here at the present time	68	-3
12. I believe I am valued for what I can offer at my workplace	69	-3
46. I feel motivated to contribute more than what is normally required at work	70	-3
44. Overall I am proud to be a part of this workplace	70	-4
34. Reasonable expectations are placed on staff according to their position	61	-4

Trend Comparison

This section shows comparisons between Health Education & Training Institute and the 2013 survey results for Health Education and Training Institute



37% ■ Proportion of questions above 2013 scores by 1 or more percentage points

12% ■ Proportion of questions in line with 2013 scores

51% ■ Proportion of questions below 2013 scores by 1 or more percentage points

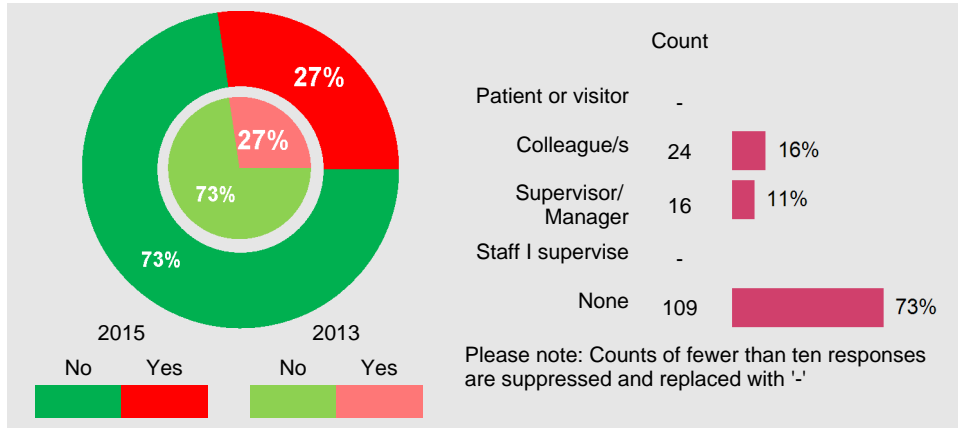
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
17. Overall, I have confidence in the decisions made by my line manager	70	-5 ■
11. Morale is good in my team	60	-5 ■
14. Staff are treated respectfully regardless of their job	68	-5 ■
10. My team resolves conflict quickly when it arises	58	-7 ■
9. People in my team are honest and open	73	-8 ■
7. The people I work with are willing to help each other even if this means doing something outside their usual job	74	-10 ■
15a. My line manager recognises and acknowledges when I have done my job well	77	-10 ■
8. In my team we generally acknowledge one another's efforts and achievements	76	-11 ■
15d. My line manager treats me with respect	78	-12 ■
18c. The senior managers at my workplace lead by example in creating a positive workplace	60	-12 ■
51. Overall, I believe the culture at my workplace has improved in the last 12 months	44	-13 ■
15b. My line manager treats all staff in my team fairly	66	-14 ■
16. I receive regular and constructive feedback on my performance	64	-15 ■

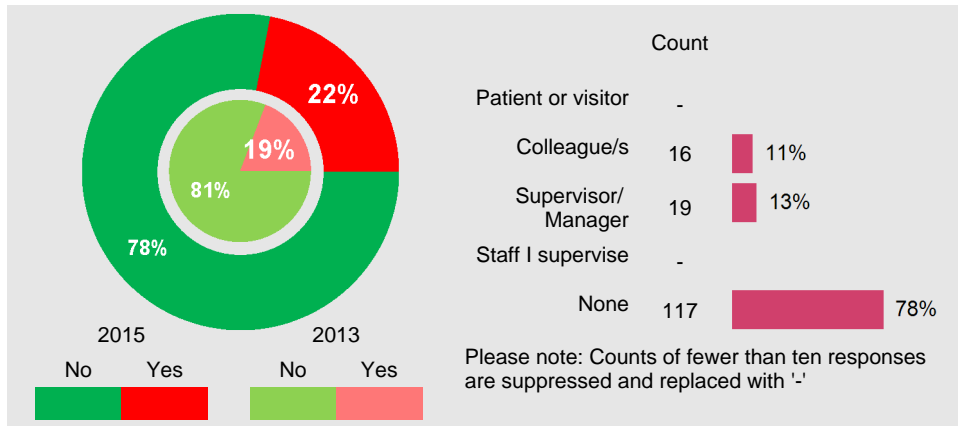
Unacceptable Behaviour

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

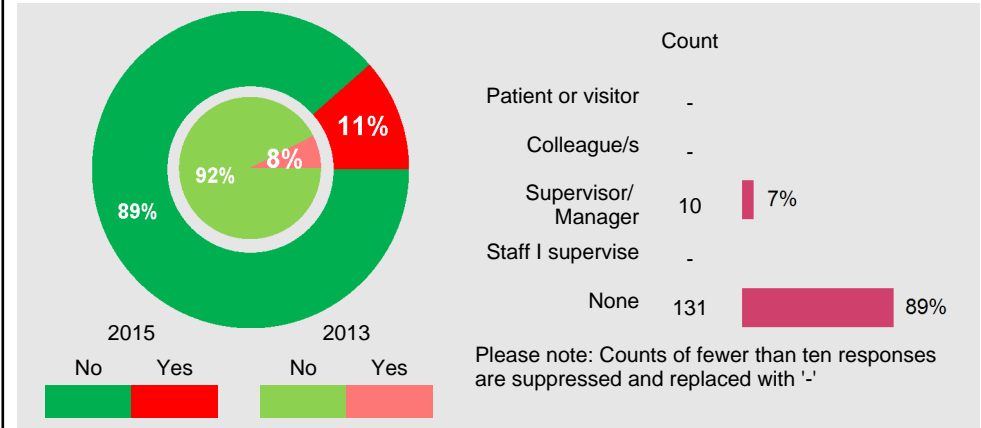
37a. In the last 12 months, I have been verbally abused by a ...



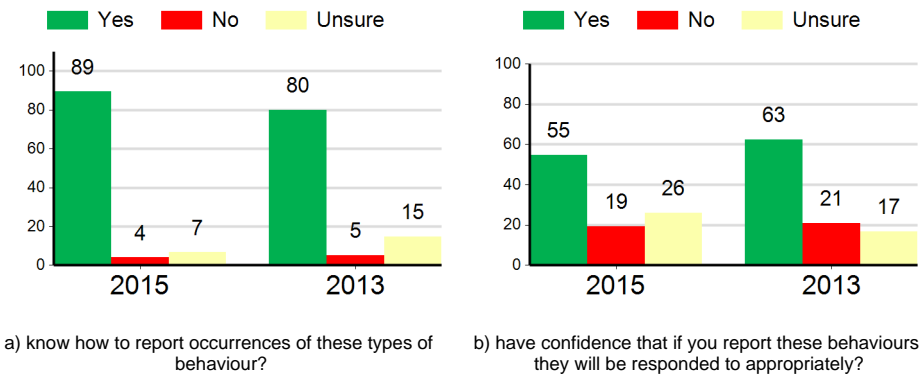
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



37c. 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 ...



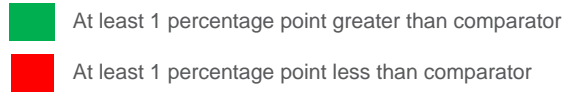
38. Do you currently ...



All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question



Your Job

	% Positive response	% Neutral response	% Negative response	% Positive	Health Education and Training Institute 2013	NSW Health Overall
1. My job makes good use of my skills and abilities	76	7	16	76	77	81
2. I feel I am able to suggest ideas to improve our ways of doing things	79	7	14	79	79	69
3. Working here makes me want to do the best job I can	71	11	18	71	71	72
4. The right amount of approvals are required for routine decisions	52	17	31	52	53	52
5. I have sufficient control over my work so I can do my job well	67	13	20	67	67	65
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	69	13	18	69	67	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Team

		% Positive response	% Neutral response	% Negative response	% Positive	Health Education and Training Institute 2013	NSW Health Overall
7.	The people I work with are willing to help each other even if this means doing something outside their usual job	74	11	15	74	84	69
8.	In my team we generally acknowledge one another's efforts and achievements	76	9	14	76	88	70
9.	People in my team are honest and open	73	12	16	73	80	64
10.	My team resolves conflict quickly when it arises	58	20	22	58	65	53
11.	Morale is good in my team	60	12	28	60	65	53

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Being Valued

	% Positive response	% Neutral response	% Negative response	% Positive	Health Education and Training Institute 2013	NSW Health Overall
12. I believe I am valued for what I can offer at my workplace	69	12	18	69	72	63
13. In my workplace, we recognise our successes and innovations	69	12	19	69	70	57
14. Staff are treated respectfully regardless of their job	68	12	20	68	73	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Line Manager

	% Positive response	% Neutral response	% Negative response	% Positive	Health Education and Training Institute 2013	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	77	5	18	77	87	65
15b. My line manager treats all staff in my team fairly	66	14	20	66	80	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	69	11	20	69	67	61
15d. My line manager treats me with respect	78	8	14	78	90	76
16. I receive regular and constructive feedback on my performance	64	15	22	64	79	52
17. Overall, I have confidence in the decisions made by my line manager	70	13	18	70	74	63

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Senior Managers

		% Positive response	% Neutral response	% Negative response	% Positive	Health Education and Training Institute 2013	NSW Health Overall
18a.	The senior managers at my workplace are aware of the issues I face in my job	56	20	24	56	56	46
18b.	The senior managers at my workplace have a clear direction for the future	57	26	17	57	60	45
18c.	The senior managers at my workplace lead by example in creating a positive workplace	60	23	17	60	71	45
K 19.	There is a positive relationship between senior management and staff in my workplace	60	23	17	60	61	42
20.	Overall, I have confidence in the decisions made by my senior managers	64	20	16	64	62	46
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	55	24	21	55	-	39
22.	My organisation is making the necessary decisions to meet our future challenges	62	24	14	62	-	43

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Communication

		% Positive response	% Neutral response	% Negative response	% Positive	Health Education and Training Institute 2013	NSW Health Overall
23.	I am kept well informed about what is happening in my workplace	55	26	20	55	50	50
24.	I have a say in decisions which affect my work	59	22	20	59	53	46
K 25.	I think it is safe to speak up and challenge the way things are done	61	17	22	61	58	51
26.	Where I work, we share the lessons learnt when mistakes are made	61	20	19	61	58	59
27a.	I am aware of the strategic objectives and direction of the organisation I work for	82	8	10	82	81	58
27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	79	10	11	79	79	62

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Training and Development Opportunities

		% Positive response	% Neutral response	% Negative response	% Positive	Health Education and Training Institute 2013	NSW Health Overall
28.	I have received the appropriate training and development to do my job effectively	63	22	14	63	62	73
29.	I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of	80	10	10	80	63	68
30.	I am encouraged to take opportunities to learn new skills and have new experiences	70	15	15	70	72	60

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

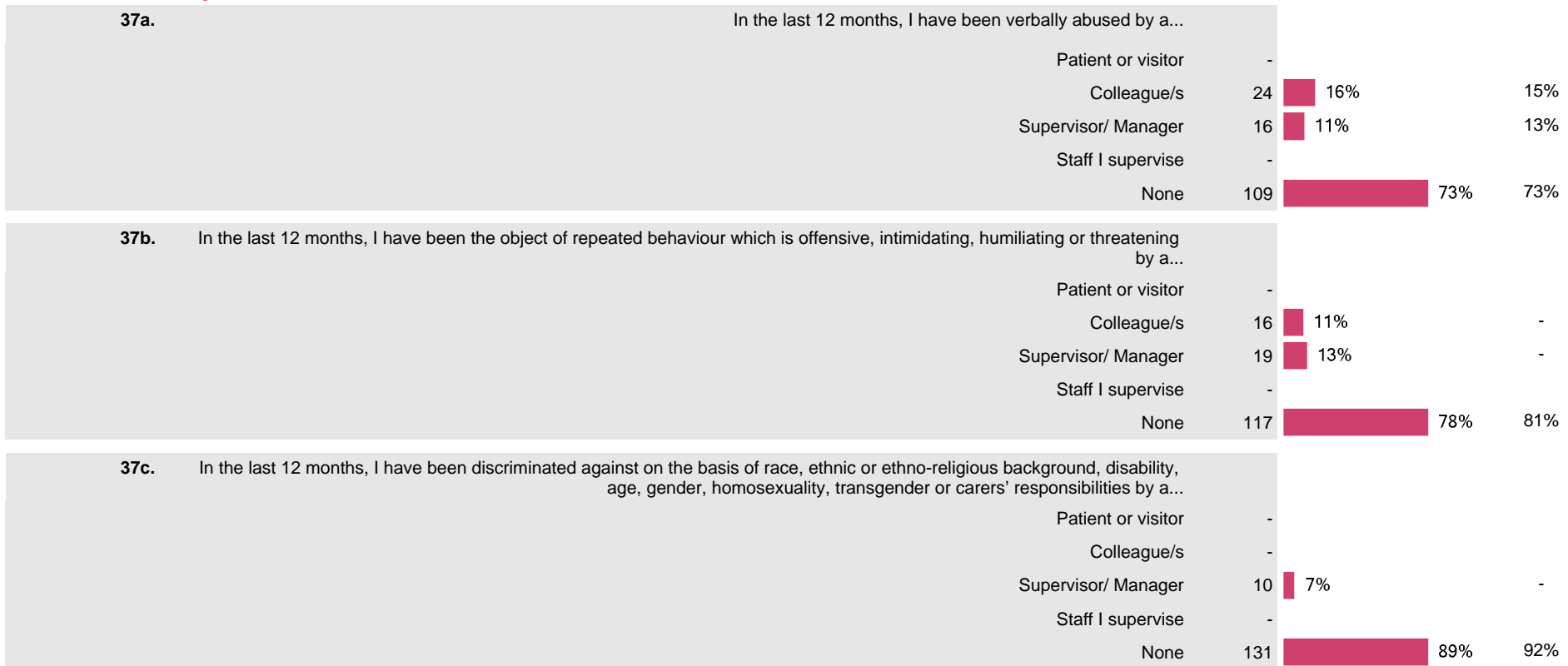
Work Environment

		% Positive response	% Neutral response	% Negative response	% Positive	Health Education and Training Institute 2013	NSW Health Overall
K	31. I have confidence in the processes that my workplace uses to resolve staff conflict	45	29	26	45	34	44
	32. I am able to achieve a healthy work/life balance most of the time	70	12	18	70	72	65
	33. There are mechanisms in place to support me if I experience stress or pressure	53	28	20	53	45	56
	34. Reasonable expectations are placed on staff according to their position	61	18	21	61	64	57
	35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	56	35	9	56	54	69
	36. My workplace enables strong professional leadership	62	21	17	62	-	52

All Questions

This section shows the breakdown of the responses to each question.

Unacceptable Behaviour



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

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Unacceptable Behaviour

	% Yes	% Unsure	% No	% Positive	Health Education and Training Institute 2013	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	89	7	4	89	80	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	55	26	19	55	63	47

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

		% Positive response	% Neutral response	% Negative response	% Positive	Health Education and Training Institute 2013	NSW Health Overall
Service Delivery							
K	39. My work environment allows me to deliver the best possible services (patient care or support services)	62	21	18	62	64	62
	40. In my workplace patient safety is at the centre of all decision making	49	39	12	49	49	69
	41. My team's objectives/ work plans are clearly outlined	74	11	15	74	69	66
	42. Our objectives/work plans help us to deliver a quality service	74	13	13	74	68	66
K	43. At my workplace there is a good balance between delivering services and monitoring service delivery	57	26	16	57	55	54

All Questions

This section shows the breakdown of the responses to each question.

Key **K** Key Driver Question

■ At least 1 percentage point greater than comparator
■ At least 1 percentage point less than comparator

Your Workplace

	% Positive response	% Neutral response	% Negative response	% Positive	Health Education and Training Institute 2013	NSW Health Overall
44. Overall I am proud to be a part of this workplace	70	13	16	70	74	73
45. I would recommend my workplace as a good place to work	67	12	21	67	65	64
46. I feel motivated to contribute more than what is normally required at work	70	11	19	70	73	67
47. I have a strong sense of belonging to my workplace	63	17	20	63	53	65
48. Overall I am satisfied to be working here at the present time	68	13	20	68	71	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	68	12	20	68	62	59
K 50. There is a positive culture in my workplace	64	13	22	64	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	44	30	26	44	57	39

Guide to 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 30th March to 24th April 2015. Paper surveys were accepted until the 1st of May 2015. 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.

Comparative data

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

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%.

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 fifty respondents from each demographic.

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.

Rounding

The Estimated Response Rate quoted in this report is an estimate only, based on Full Time Equivalent (FTE) staff as at April 2015. 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).

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

Responses:	Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).
Permanent Full time (1)	18750
Permanent Part time (2)	7753
Fixed term or temporary contract (3)	1661
Agency (4)	132
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.

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

Action Planning

Asking our employees for their feedback is the first step towards improving the employee experience. The next step is to implement changes. Please use the information in this report to help decide what you and your team need to change.

This simple form is one way you can record the actions and changes you plan to make within your team.

Top 3 areas to focus on

Celebrate!

What three things are working well?

1. _____ _____
2. _____ _____
3. _____ _____

What needs to be improved?

How will this be achieved?

Who is going to make this happen?

When will this be achieved?

