76%	58%	1,965	37%
2013: 73%	2013: 54%	2013: 1850	2013: 37% 2% Confidence Interval
ENGAGEMENT INDEX	**WORKPLACE CULTURE INDEX**	**ACTUAL RESPONSES**	**ESTIMATED RESPONSE RATE**

Employee Engagement Index

Say

		% Positive	Variance from 2013
44.	Overall I am proud to be a part of this workplace	**82**	+2
45.	I would recommend my workplace as a good place to work	**72**	+3

Stay

		% Positive	Variance from 2013
47.	I have a strong sense of belonging to my workplace	**72**	+3
48.	Overall I am satisfied to be working here at the present time	**75**	+4

Strive

		% Positive	Variance from 2013
3.	Working here makes me want to do the best job I can	**81**	+2
46.	I feel motivated to contribute more than what is normally required at work	**73**	+1

Key Questions to focus on

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

		% Positive	Variance from 2013
50.	There is a positive culture in my workplace	**60**	-
19.	There is a positive relationship between senior management and staff in my workplace	**44**	+4
22.	My organisation is making the necessary decisions to meet our future challenges	**44**	-
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	**41**	-
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	**47**	+2
18c.	The senior managers at my workplace lead by example in creating a positive workplace	**48**	+7

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
Your Job	71
Training and Development Opportunities	71
Service Delivery	68

Questions

		% Positive
1.	My job makes good use of my skills and abilities	84
44.	Overall I am proud to be a part of this workplace	82
15d.	My line manager treats me with respect	81
3.	Working here makes me want to do the best job I can	81
40.	In my workplace patient safety is at the centre of all decision making	76

Lowlights

Sections

	% Positive
Senior Managers	46
Communication	57
Work Environment	61

Questions

		% Positive
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	36
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	41
22.	My organisation is making the necessary decisions to meet our future challenges	44
19.	There is a positive relationship between senior management and staff in my workplace	44
18a.	The senior managers at my workplace are aware of the issues I face in my job	46

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
Senior Managers	46	+4
Being Valued	68	+4
Your Job	71	+3

Questions

		% Positive	Variance from 2013
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	36	+7
18c.	The senior managers at my workplace lead by example in creating a positive workplace	48	+7
18b.	The senior managers at my workplace have a clear direction for the future	47	+6
18a.	The senior managers at my workplace are aware of the issues I face in my job	46	+6
20.	Overall, I have confidence in the decisions made by my senior managers	50	+6

Least improved

Sections

	% Positive	Variance from 2013
Training and Development Opportunities	71	-5
Your Team	66	+1
Communication	57	+2

Questions

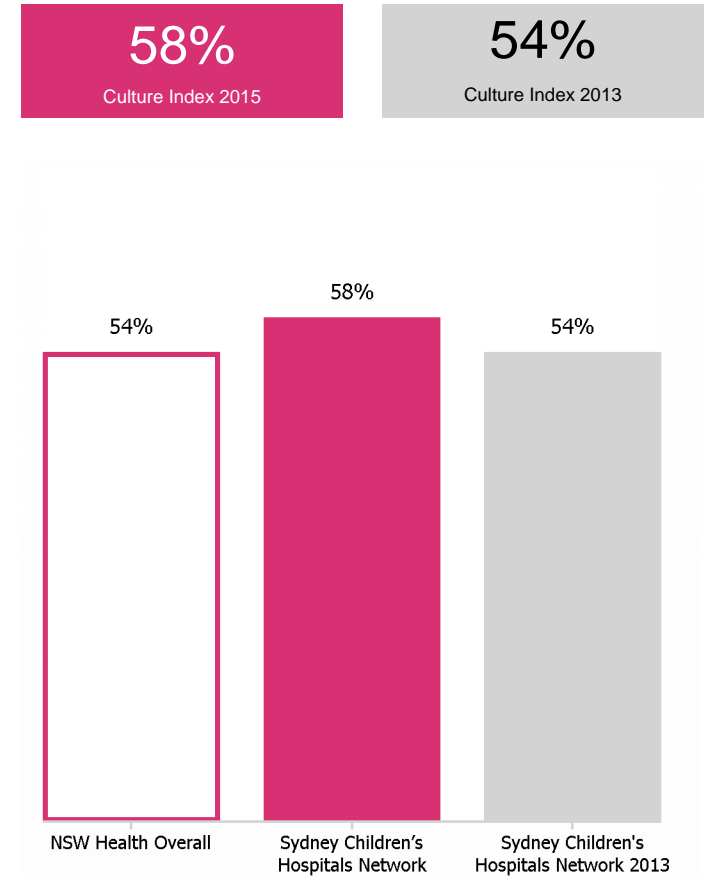|		% Positive	Variance from 2013
29.	I am given the opportunity to complete my annual mandatory training requirements e.g. Fire safety, DETECT (Between the Flags) as a part of my every day work	71	-15
11.	Morale is good in my team	57	-1
23.	I am kept well informed about what is happening in my workplace	55	0
30.	I am encouraged to take opportunities to learn new skills and have new experiences	66	0
9.	People in my team are honest and open	69	0

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.
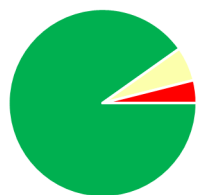
The following fifteen questions have been identified as being most aligned to Workplace Culture. The Workplace Culture is an average of the following scores:

		% Positive response	% Neutral response	% Negative response	Variance from 2013
11.	Morale is good in my team	57	21	22	-1
12.	I believe I am valued for what I can offer at my workplace	69	15	16	+5
13.	In my workplace, we recognise our successes and innovations	64	20	16	+4
14.	Staff are treated respectfully regardless of their job	70	16	14	+3
17.	Overall, I have confidence in the decisions made by my line manager	69	17	14	+3
18b.	The senior managers at my workplace have a clear direction for the future	47	33	20	+6
18c.	The senior managers at my workplace lead by example in creating a positive workplace	48	29	23	+7
20.	Overall, I have confidence in the decisions made by my senior managers	50	29	22	+6
24.	I have a say in decisions which affect my work	49	27	24	+2
25.	I think it is safe to speak up and challenge the way things are done	56	21	23	+2
26.	Where I work, we share the lessons learnt when mistakes are made	63	21	16	+3
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	47	29	24	+2
41.	My team's objectives/ work plans are clearly outlined	70	19	11	+1
42.	Our objectives/work plans help us to deliver a quality service	71	20	9	+1
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	36	37	27	+7

KEY

58% Culture Index 2015

54% Culture Index 2013

- NSW Health Overall: 54%
- Sydney Children's Hospitals Network: 58%
- Sydney Children's Hospitals Network 2013: 54%

Trend Comparison

This section shows comparisons between Sydney Children's Hospitals Network and the 2013 survey results for Sydney Children's Hospitals Network
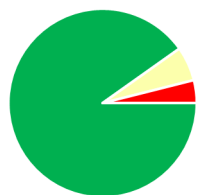

90% █ Proportion of questions above 2013 scores by 1 or more percentage points

6% █ Proportion of questions in line with 2013 scores

4% █ 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
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	36	+7
18c.	The senior managers at my workplace lead by example in creating a positive workplace	48	+7
18b.	The senior managers at my workplace have a clear direction for the future	47	+6
18a.	The senior managers at my workplace are aware of the issues I face in my job	46	+6
20.	Overall, I have confidence in the decisions made by my senior managers	50	+6
4.	The right amount of approvals are required for routine decisions	53	+5
16.	I receive regular and constructive feedback on my performance	55	+5
49.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	66	+5
12.	I believe I am valued for what I can offer at my workplace	69	+5
39.	My work environment allows me to deliver the best possible services (patient care or support services)	68	+4
19.	There is a positive relationship between senior management and staff in my workplace	44	+4
33.	There are mechanisms in place to support me if I experience stress or pressure	57	+4

Trend Comparison

This section shows comparisons between Sydney Children's Hospitals Network and the 2013 survey results for Sydney Children's Hospitals Network

90% ■ Proportion of questions above 2013 scores by 1 or more percentage points

6% ■ Proportion of questions in line with 2013 scores

4% ■ 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
32.	I am able to achieve a healthy work/life balance most of the time	66	+4
5.	I have sufficient control over my work so I can do my job well	70	+4
27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	62	+4
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	67	+4
40.	In my workplace patient safety is at the centre of all decision making	76	+4
15a.	My line manager recognises and acknowledges when I have done my job well	70	+4
35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	74	+4
48.	Overall I am satisfied to be working here at the present time	75	+4
13.	In my workplace, we recognise our successes and innovations	64	+4
15d.	My line manager treats me with respect	81	+3
26.	Where I work, we share the lessons learnt when mistakes are made	63	+3
47.	I have a strong sense of belonging to my workplace	72	+3
14.	Staff are treated respectfully regardless of their job	70	+3

Trend Comparison

This section shows comparisons between Sydney Children's Hospitals Network and the 2013 survey results for Sydney Children's Hospitals Network

90% ⬛ Proportion of questions above 2013 scores by 1 or more percentage points

6% ⬛ Proportion of questions in line with 2013 scores

4% ⬛ 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	69	+3
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	56	+3
8.	In my team we generally acknowledge one another's efforts and achievements	76	+3
45.	I would recommend my workplace as a good place to work	72	+3
15b.	My line manager treats all staff in my team fairly	66	+3
25.	I think it is safe to speak up and challenge the way things are done	56	+2
3.	Working here makes me want to do the best job I can	81	+2
44.	Overall I am proud to be a part of this workplace	82	+2
2.	I feel I am able to suggest ideas to improve our ways of doing things	74	+2
24.	I have a say in decisions which affect my work	49	+2
1.	My job makes good use of my skills and abilities	84	+2
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	47	+2
7.	The people I work with are willing to help each other even if this means doing something outside their usual job	75	+2

Trend Comparison

This section shows comparisons between Sydney Children's Hospitals Network and the 2013 survey results for Sydney Children's Hospitals Network

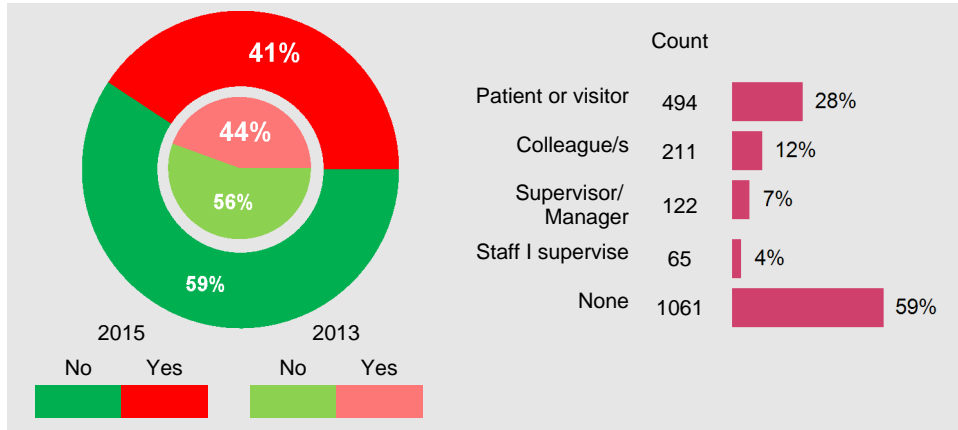|		
90%	🟩	Proportion of questions above 2013 scores by 1 or more percentage points
6%	🟨	Proportion of questions in line with 2013 scores
4%	🟥	Proportion of questions below 2013 scores by 1 or more percentage points

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

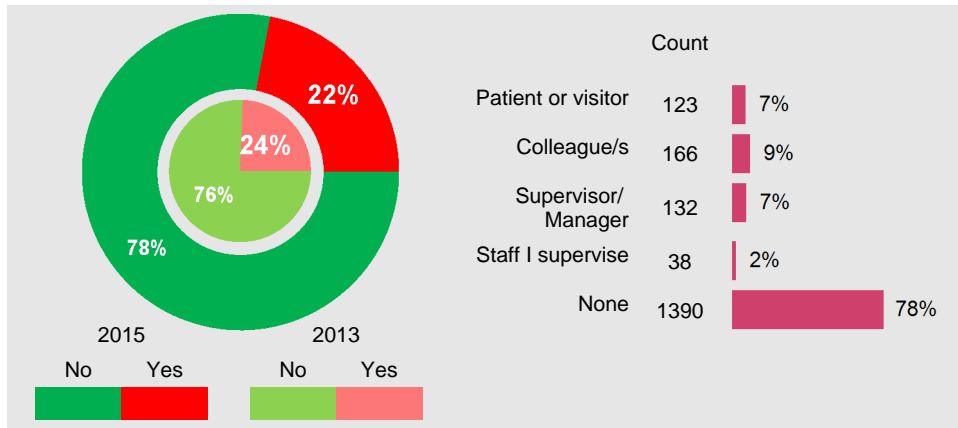|		% Positive	Variance from 2013
34.	Reasonable expectations are placed on staff according to their position	61	+2
46.	I feel motivated to contribute more than what is normally required at work	73	+1
42.	Our objectives/work plans help us to deliver a quality service	71	+1
10.	My team resolves conflict quickly when it arises	54	+1
28.	I have received the appropriate training and development to do my job effectively	75	+1
41.	My team's objectives/ work plans are clearly outlined	70	+1
15c.	My line manager ensures that when issues are raised in the team, they are addressed	64	+1
27a.	I am aware of the strategic objectives and direction of the organisation I work for	58	+1
9.	People in my team are honest and open	69	0
30.	I am encouraged to take opportunities to learn new skills and have new experiences	66	0
23.	I am kept well informed about what is happening in my workplace	55	0
11.	Morale is good in my team	57	-1
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	71	-15

Unacceptable Behaviour

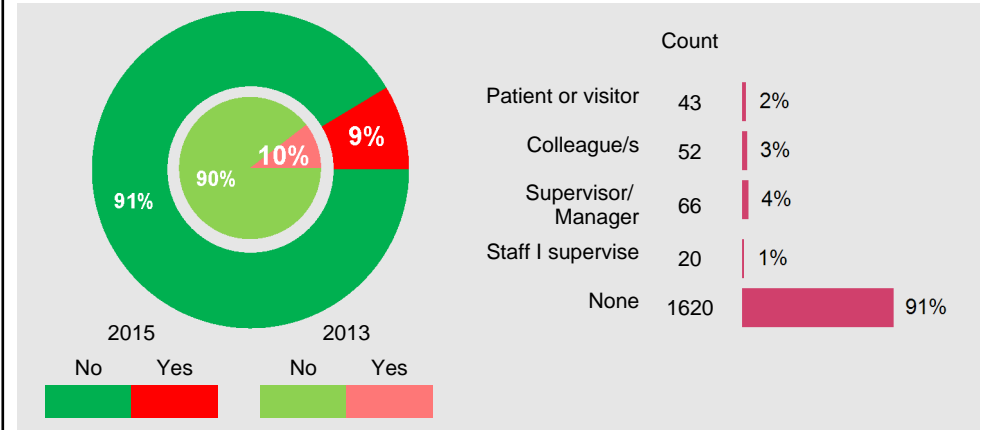*This section shows the results to questions asked regarding unacceptable behaviour.*

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

	Count	
Patient or visitor	494	28%
Colleague/s	211	12%
Supervisor/Manager	122	7%
Staff I supervise	65	4%
None	1061	59%

2015   No Yes   2013   No Yes

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

	Count	
Patient or visitor	123	7%
Colleague/s	166	9%
Supervisor/Manager	132	7%
Staff I supervise	38	2%
None	1390	78%

2015   No Yes   2013   No Yes

37c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religiousbackground, disability, age, homosexuality, transgender or carers responsibilities by a ...
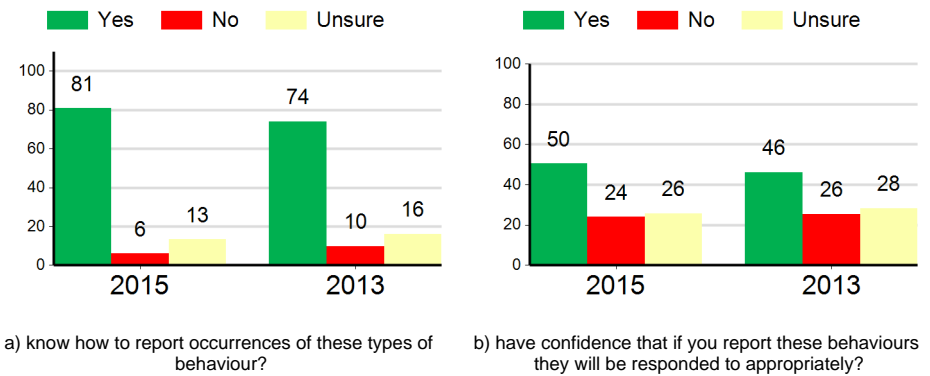
	Count	
Patient or visitor	43	2%
Colleague/s	52	3%
Supervisor/Manager	66	4%
Staff I supervise	20	1%
None	1620	91%

2015   No Yes   2013   No Yes

38. Do you currently ...

a) know how to report occurrences of these types of behaviour?

b) have confidence that if you report these behaviours they will be responded to appropriately?

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 Job

		% Positive response / % Neutral response / % Negative response	% Positive	Sydney Children's Hospitals Network 2013	Sydney Children's Hospitals Network 2011	NSW Health Overall
1.	My job makes good use of my skills and abilities	84 / 8 / 9	84	82	83	81
2.	I feel I am able to suggest ideas to improve our ways of doing things	74 / 13 / 13	74	72	72	69
3.	Working here makes me want to do the best job I can	81 / 11 / 8	81	79	81	72
4.	The right amount of approvals are required for routine decisions	53 / 24 / 23	53	47	-	52
5.	I have sufficient control over my work so I can do my job well	70 / 15 / 15	70	66	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	67 / 19 / 14	67	63	64	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	Sydney Children's Hospitals Network 2013	Sydney Children's Hospitals Network 2011	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	75	14	12	75	73	72	69
8.	In my team we generally acknowledge one another's efforts and achievements	76	13	12	76	73	73	70
9.	People in my team are honest and open	69	19	12	69	68	67	64
10.	My team resolves conflict quickly when it arises	54	26	19	54	53	53	53
11.	Morale is good in my team	57	21	22	57	58	57	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

#	Question	% Positive response	% Neutral response	% Negative response	% Positive	Sydney Children's Hospitals Network 2013	Sydney Children's Hospitals Network 2011	NSW Health Overall
12.	I believe I am valued for what I can offer at my workplace	69	15	16	69	64	68	63
13.	In my workplace, we recognise our successes and innovations	64	20	16	64	61	64	57
14.	Staff are treated respectfully regardless of their job	70	16	14	70	67	68	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	Sydney Children's Hospitals Network 2013	Sydney Children's Hospitals Network 2011	NSW Health Overall
15a.	My line manager recognises and acknowledges when I have done my job well	70	16	14	70	66	68	65
15b.	My line manager treats all staff in my team fairly	66	15	19	66	64	64	62
15c.	My line manager ensures that when issues are raised in the team, they are addressed	64	18	18	64	64	64	61
15d.	My line manager treats me with respect	81	11	8	81	78	80	76
16.	I receive regular and constructive feedback on my performance	55	21	24	55	50	49	52
17.	Overall, I have confidence in the decisions made by my line manager	69	17	14	69	66	68	63

All Questions

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

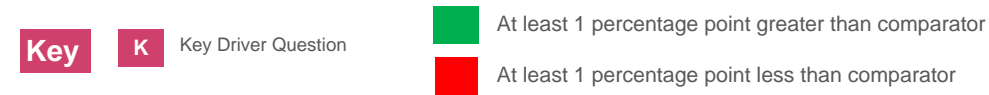**Key** | **K** Key Driver Question

🟩 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	Sydney Children's Hospitals Network 2013	Sydney Children's Hospitals Network 2011	NSW Health Overall
	18a.	The senior managers at my workplace are aware of the issues I face in my job	46	25	29	46	40	44	46
	18b.	The senior managers at my workplace have a clear direction for the future	47	33	20	47	41	43	45
K	18c.	The senior managers at my workplace lead by example in creating a positive workplace	48	29	23	48	41	45	45
K	19.	There is a positive relationship between senior management and staff in my workplace	44	29	27	44	40	45	42
	20.	Overall, I have confidence in the decisions made by my senior managers	50	29	22	50	44	50	46
K	21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	41	33	26	41	-	-	39
K	22.	My organisation is making the necessary decisions to meet our future challenges	44	35	21	44	-	-	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	Sydney Children's Hospitals Network 2013	Sydney Children's Hospitals Network 2011	NSW Health Overall
23.	I am kept well informed about what is happening in my workplace	55	22	23	55	55	60	50
24.	I have a say in decisions which affect my work	49	27	24	49	47	49	46
25.	I think it is safe to speak up and challenge the way things are done	56	21	23	56	53	56	51
26.	Where I work, we share the lessons learnt when mistakes are made	63	21	16	63	60	62	59
27a.	I am aware of the strategic objectives and direction of the organisation I work for	58	25	17	58	58	-	58
27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	62	25	14	62	58	-	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	Sydney Children's Hospitals Network 2013	Sydney Children's Hospitals Network 2011	NSW Health Overall
28.	I have received the appropriate training and development to do my job effectively	75 14 11	**75**	75	75	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	71 14 16	**71**	85	86	68
30.	I am encouraged to take opportunities to learn new skills and have new experiences	66 19 15	**66**	66	66	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

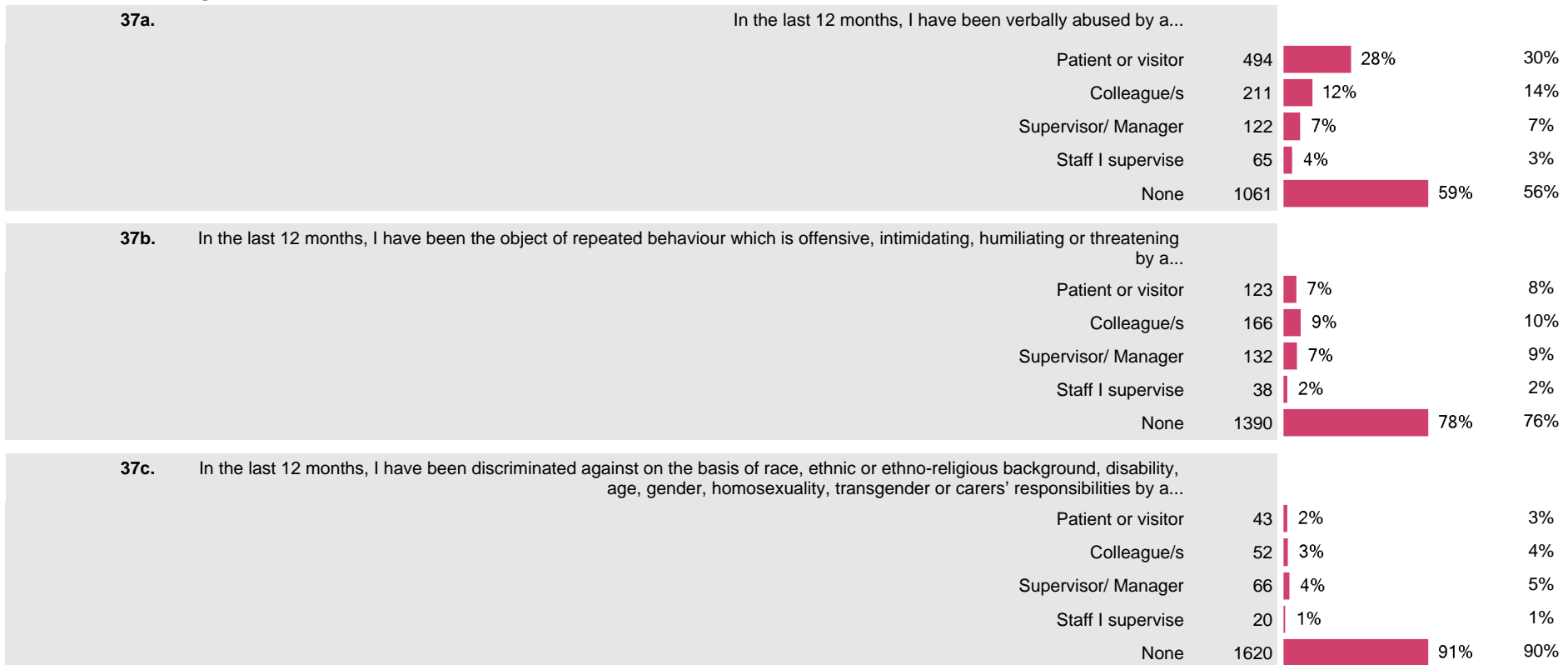🟥 At least 1 percentage point less than comparator

			% Positive response	% Neutral response	% Negative response	% Positive	Sydney Children's Hospitals Network 2013	Sydney Children's Hospitals Network 2011	NSW Health Overall
Work Environment									
K	31.	I have confidence in the processes that my workplace uses to resolve staff conflict	47	29	24	47	45	45	44
	32.	I am able to achieve a healthy work/life balance most of the time	66	16	18	66	62	62	65
	33.	There are mechanisms in place to support me if I experience stress or pressure	57	24	19	57	53	52	56
	34.	Reasonable expectations are placed on staff according to their position	61	21	19	61	59	60	57
	35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	74	19	7	74	71	72	69
	36.	My workplace enables strong professional leadership	60	24	16	60	-	-	52

All Questions

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

Unacceptable Behaviour

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

Patient or visitor	494	28%	30%
Colleague/s	211	12%	14%
Supervisor/ Manager	122	7%	7%
Staff I supervise	65	4%	3%
None	1061	59%	56%

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

Patient or visitor	123	7%	8%
Colleague/s	166	9%	10%
Supervisor/ Manager	132	7%	9%
Staff I supervise	38	2%	2%
None	1390	78%	76%

37c. In the last 12 months, I have been discriminated against on the basis of race, ethnic or ethno-religious background, disability, age, gender, homosexuality, transgender or carers' responsibilities by a...

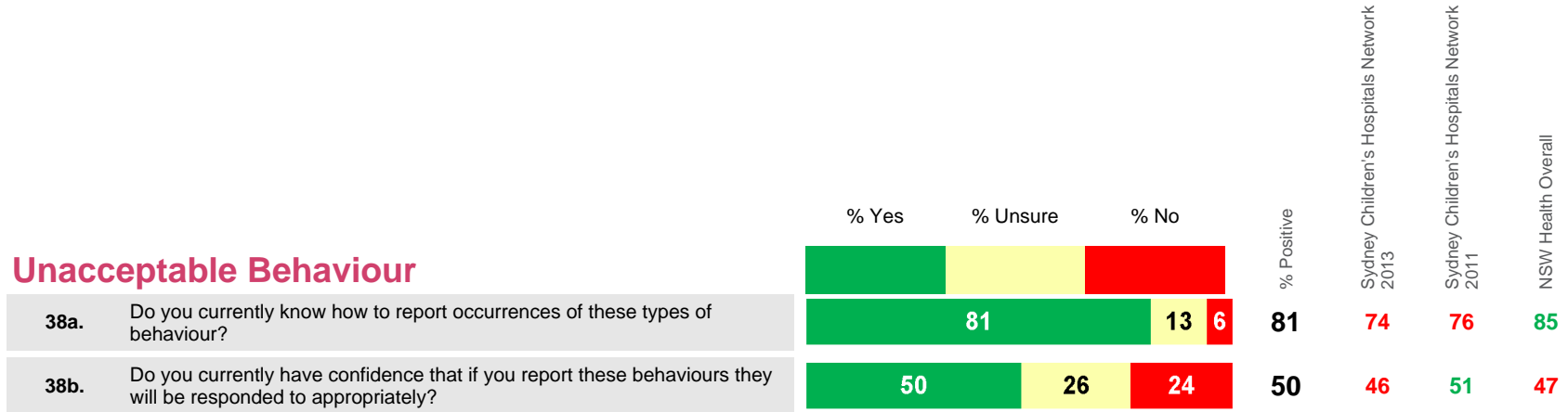|			
Patient or visitor	43	2%	3%
Colleague/s	52	3%	4%
Supervisor/ Manager	66	4%	5%
Staff I supervise	20	1%	1%
None	1620	91%	90%

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

		% Yes	% Unsure	% No	% Positive	Sydney Children's Hospitals Network 2013	Sydney Children's Hospitals Network 2011	NSW Health Overall
Unacceptable Behaviour								
38a.	Do you currently know how to report occurrences of these types of behaviour?	81	13	6	**81**	**74**	**76**	**85**
38b.	Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	50	26	24	**50**	**46**	**51**	**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	Sydney Children's Hospitals Network 2013	Sydney Children's Hospitals Network 2011	NSW Health Overall
Service Delivery								
39.	My work environment allows me to deliver the best possible services (patient care or support services)	68	17	15	68	63	66	62
40.	In my workplace patient safety is at the centre of all decision making	76	16	7	76	73	74	69
41.	My team's objectives/ work plans are clearly outlined	70	19	11	70	69	70	66
42.	Our objectives/work plans help us to deliver a quality service	71	20	9	71	70	70	66
43.	At my workplace there is a good balance between delivering services and monitoring service delivery	56	30	14	56	53	-	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	Sydney Children's Hospitals Network 2013	Sydney Children's Hospitals Network 2011	NSW Health Overall
44.	Overall I am proud to be a part of this workplace	82 / 12 / 6	82	80	84	73
45.	I would recommend my workplace as a good place to work	72 / 17 / 11	72	70	75	64
46.	I feel motivated to contribute more than what is normally required at work	73 / 16 / 11	73	71	73	67
47.	I have a strong sense of belonging to my workplace	72 / 17 / 11	72	69	73	65
48.	Overall I am satisfied to be working here at the present time	75 / 14 / 12	75	71	75	69
49.	Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	66 / 22 / 12	66	61	-	59
K 50.	There is a positive culture in my workplace	60 / 20 / 19	60	-	-	53
51.	Overall, I believe the culture at my workplace has improved in the last 12 months	36 / 37 / 27	36	28	30	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
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

Fixed term or temporary contract (3) proportioned into Full and Part time based on responses to (1) and (2).

$$\frac{18750}{18750 + 7753} \times 1661 = 1175 \text{ Full time}$$

$$\frac{7753}{18750 + 7753} \times 1661 = 486 \text{ Part time}$$

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

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?