

63%

2013: 47%

ENGAGEMENT INDEX

40%

2013: 28%

WORKPLACE CULTURE INDEX

1,808

2013: 954

ACTUAL RESPONSES

38%

2013: 21%
2% 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	76	+17
45.	I would recommend my workplace as a good place to work	59	+20

Stay

47.	I have a strong sense of belonging to my workplace	60	+11
48.	Overall I am satisfied to be working here at the present time	64	+19

Strive

3.	Working here makes me want to do the best job I can	65	+14
46.	I feel motivated to contribute more than what is normally required at work	55	+15

Key Questions to focus on

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

	<i>% Positive</i>	<i>Variance from 2013</i>
24.	I have a say in decisions which affect my work	20 +7
50.	There is a positive culture in my workplace	41 -
36.	My workplace enables strong professional leadership	35 -
12.	I believe I am valued for what I can offer at my workplace	43 +13
21.	Senior managers in my organisation are honest, open and transparent in their dealings with staff	21 -
19.	There is a positive relationship between senior management and staff in my workplace	26 +12

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 Team	59
Your Workplace	55
Your Line Manager	55

Questions	% Positive
44. Overall I am proud to be a part of this workplace	76
15d. My line manager treats me with respect	74
8. In my team we generally acknowledge one another's efforts and achievements	71
1. My job makes good use of my skills and abilities	70
7. The people I work with are willing to help each other even if this means doing something outside their usual job	69

Lowlights

Sections	% Positive
Senior Managers	30
Communication	39
Being Valued	43

Questions	% Positive
24. I have a say in decisions which affect my work	20
21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	21
19. There is a positive relationship between senior management and staff in my workplace	26
20. Overall, I have confidence in the decisions made by my senior managers	29
22. My organisation is making the necessary decisions to meet our future challenges	29

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
Being Valued	43	+13
Senior Managers	30	+13
Your Workplace	55	+13

Questions	% Positive	Variance from 2013
45. I would recommend my workplace as a good place to work	59	+20
48. Overall I am satisfied to be working here at the present time	64	+19
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	59	+18
32. I am able to achieve a healthy work/life balance most of the time	59	+17
18b. The senior managers at my workplace have a clear direction for the future	31	+17

Least improved

Sections	% Positive	Variance from 2013
Training and Development Opportunities	48	+3
Your Team	59	+5
Your Line Manager	55	+8

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	42	-1
9. People in my team are honest and open	64	0
10. My team resolves conflict quickly when it arises	47	+1
28. I have received the appropriate training and development to do my job effectively	62	+3
8. In my team we generally acknowledge one another's efforts and achievements	71	+3

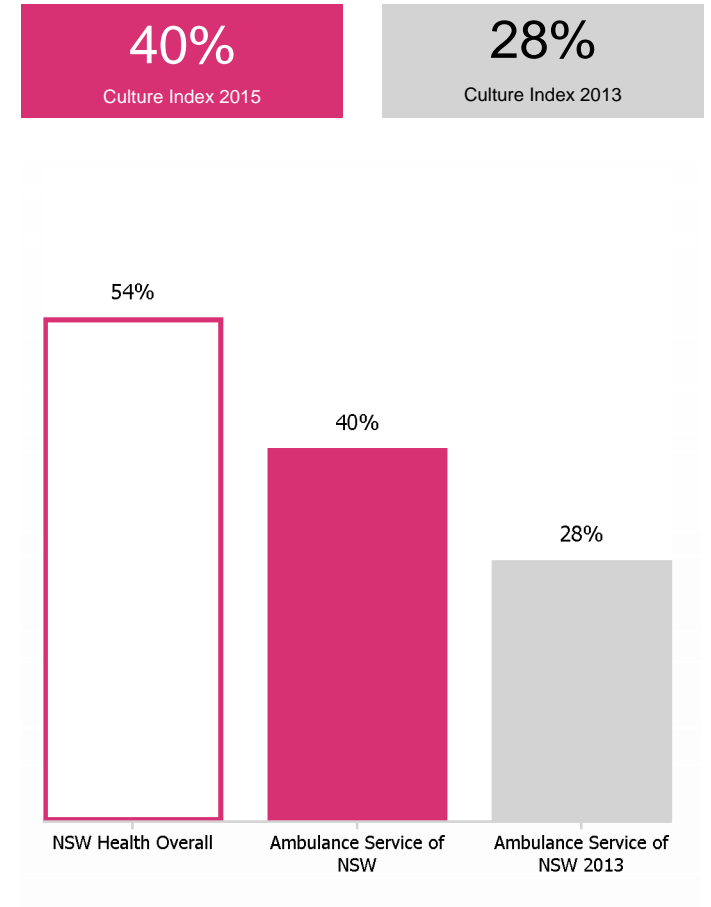
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

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	43	22	35	+15
12. I believe I am valued for what I can offer at my workplace	43	22	36	+13
13. In my workplace, we recognise our successes and innovations	38	26	36	+11
14. Staff are treated respectfully regardless of their job	48	21	31	+16
17. Overall, I have confidence in the decisions made by my line manager	53	21	26	+10
18b. The senior managers at my workplace have a clear direction for the future	31	30	39	+17
18c. The senior managers at my workplace lead by example in creating a positive workplace	30	25	45	+16
20. Overall, I have confidence in the decisions made by my senior managers	29	26	45	+15
24. I have a say in decisions which affect my work	20	24	55	+7
25. I think it is safe to speak up and challenge the way things are done	31	22	47	+10
26. Where I work, we share the lessons learnt when mistakes are made	52	24	25	+8
31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	24	40	+8
41. My team's objectives/ work plans are clearly outlined	56	27	17	+8
42. Our objectives/work plans help us to deliver a quality service	52	29	19	+13
51. Overall, I believe the culture at my workplace has improved in the last 12 months	32	31	37	+14



Trend Comparison

This section shows comparisons between Ambulance Service of NSW and the 2013 survey results for Ambulance Service of NSW



96% ■ Proportion of questions above 2013 scores by 1 or more percentage points

2% ■ Proportion of questions in line with 2013 scores

2% ■ 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>
45. I would recommend my workplace as a good place to work	59	+20
48. Overall I am satisfied to be working here at the present time	64	+19
35. My workplace is proactive in minimising potential violence/ abuse from patients or visitors	59	+18
32. I am able to achieve a healthy work/life balance most of the time	59	+17
18b. The senior managers at my workplace have a clear direction for the future	31	+17
44. Overall I am proud to be a part of this workplace	76	+17
14. Staff are treated respectfully regardless of their job	48	+16
18c. The senior managers at my workplace lead by example in creating a positive workplace	30	+16
46. I feel motivated to contribute more than what is normally required at work	55	+15
20. Overall, I have confidence in the decisions made by my senior managers	29	+15
11. Morale is good in my team	43	+15
51. Overall, I believe the culture at my workplace has improved in the last 12 months	32	+14

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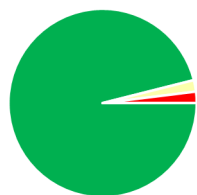
2% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	<i>% Positive</i>	<i>Variance from 2013</i>
5. I have sufficient control over my work so I can do my job well	59	 +14
3. Working here makes me want to do the best job I can	65	 +14
4. The right amount of approvals are required for routine decisions	36	 +14
23. I am kept well informed about what is happening in my workplace	37	 +13
18a. The senior managers at my workplace are aware of the issues I face in my job	42	 +13
42. Our objectives/work plans help us to deliver a quality service	52	 +13
12. I believe I am valued for what I can offer at my workplace	43	 +13
34. Reasonable expectations are placed on staff according to their position	51	 +12
19. There is a positive relationship between senior management and staff in my workplace	26	 +12
39. My work environment allows me to deliver the best possible services (patient care or support services)	54	 +12
27a. I am aware of the strategic objectives and direction of the organisation I work for	50	 +12
47. I have a strong sense of belonging to my workplace	60	 +11
13. In my workplace, we recognise our successes and innovations	38	 +11

Trend Comparison

This section shows comparisons between Ambulance Service of NSW and the 2013 survey results for Ambulance Service of NSW



96% ■ Proportion of questions above 2013 scores by 1 or more percentage points

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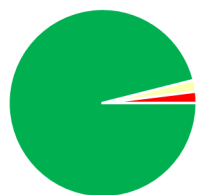
2% ■ Proportion of questions below 2013 scores by 1 or more percentage points

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

	<i>% Positive</i>	<i>Variance from 2013</i>
2. I feel I am able to suggest ideas to improve our ways of doing things	44	+10
25. I think it is safe to speak up and challenge the way things are done	31	+10
15a. My line manager recognises and acknowledges when I have done my job well	56	+10
17. Overall, I have confidence in the decisions made by my line manager	53	+10
27b. I am aware of how my work contributes to the overall strategic objectives of my organisation	47	+10
15b. My line manager treats all staff in my team fairly	59	+9
33. There are mechanisms in place to support me if I experience stress or pressure	60	+9
26. Where I work, we share the lessons learnt when mistakes are made	52	+8
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	53	+8
40. In my workplace patient safety is at the centre of all decision making	57	+8
15d. My line manager treats me with respect	74	+8
41. My team's objectives/ work plans are clearly outlined	56	+8
15c. My line manager ensures that when issues are raised in the team, they are addressed	55	+8

Trend Comparison

This section shows comparisons between Ambulance Service of NSW and the 2013 survey results for Ambulance Service of NSW



- 96% ■ Proportion of questions above 2013 scores by 1 or more percentage points
- 2% ■ Proportion of questions in line with 2013 scores
- 2% ■ Proportion of questions below 2013 scores by 1 or more percentage points

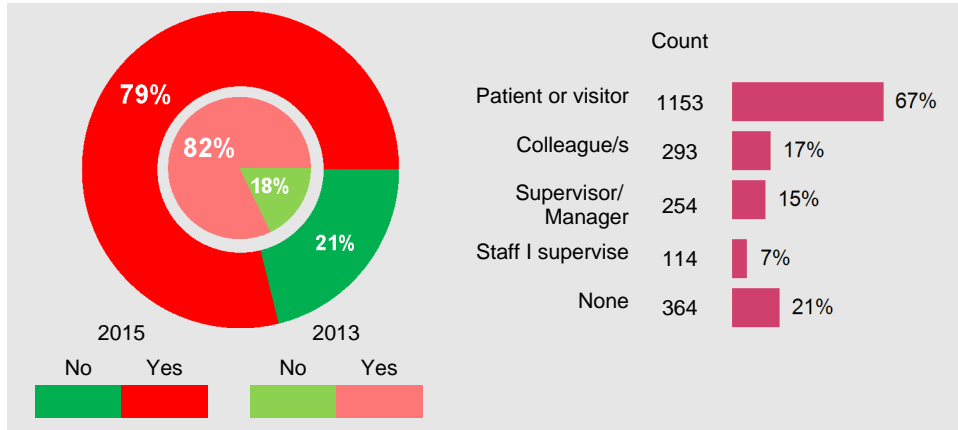
NOTE: The unacceptable behaviour section and all local questions have been excluded from this list

	% Positive	Variance from 2013
43. At my workplace there is a good balance between delivering services and monitoring service delivery	34	+8
31. I have confidence in the processes that my workplace uses to resolve staff conflict	35	+8
30. I am encouraged to take opportunities to learn new skills and have new experiences	41	+7
24. I have a say in decisions which affect my work	20	+7
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	+6
1. My job makes good use of my skills and abilities	70	+6
7. The people I work with are willing to help each other even if this means doing something outside their usual job	69	+5
16. I receive regular and constructive feedback on my performance	33	+5
8. In my team we generally acknowledge one another's efforts and achievements	71	+3
28. I have received the appropriate training and development to do my job effectively	62	+3
10. My team resolves conflict quickly when it arises	47	+1
9. People in my team are honest and open	64	0
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	42	-1

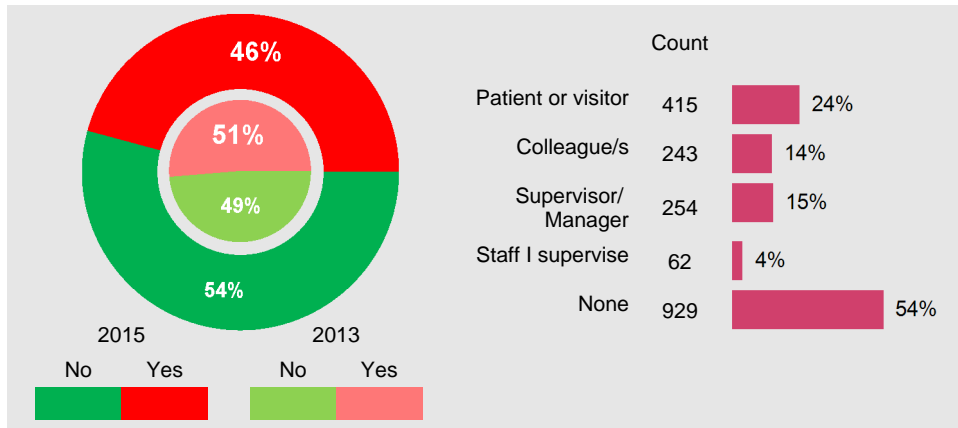
Unacceptable Behaviour

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

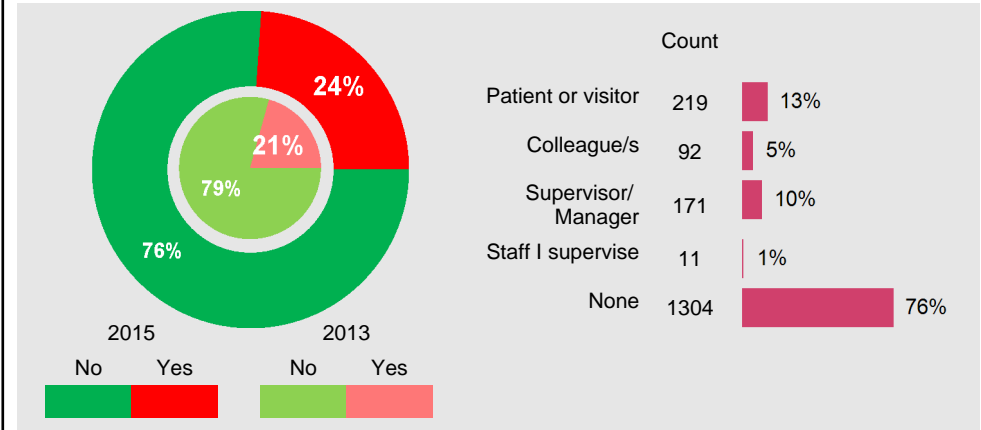
37a. In the last 12 months, I have been verbally abused by a ...



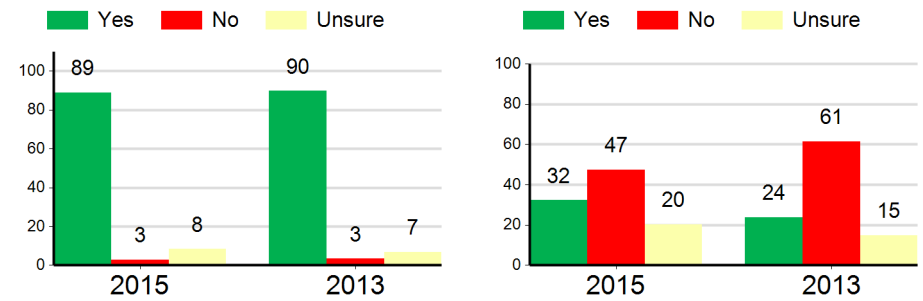
37b. In the last 12 months, I have been the object of repeated behaviour which is offensive, intimidating, humiliating or threatening by a ...



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 ...



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	Ambulance Service of NSW 2013	NSW Health Overall
1. My job makes good use of my skills and abilities	70	11	18	70	64	81
2. I feel I am able to suggest ideas to improve our ways of doing things	44	20	37	44	33	69
3. Working here makes me want to do the best job I can	65	20	15	65	51	72
4. The right amount of approvals are required for routine decisions	36	27	37	36	22	52
5. I have sufficient control over my work so I can do my job well	59	18	23	59	45	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	53	22	25	53	45	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	Ambulance Service of NSW 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	69	16	15	69	63	69
8.	In my team we generally acknowledge one another's efforts and achievements	71	14	15	71	67	70
9.	People in my team are honest and open	64	20	15	64	64	64
10.	My team resolves conflict quickly when it arises	47	27	25	47	46	53
11.	Morale is good in my team	43	22	35	43	29	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

		% Positive response	% Neutral response	% Negative response	% Positive	Ambulance Service of NSW 2013	NSW Health Overall
Being Valued							
K	12. I believe I am valued for what I can offer at my workplace	43	22	36	43	30	63
	13. In my workplace, we recognise our successes and innovations	38	26	36	38	28	57
	14. Staff are treated respectfully regardless of their job	48	21	31	48	32	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	Ambulance Service of NSW 2013	NSW Health Overall
15a. My line manager recognises and acknowledges when I have done my job well	56	20	24	56	46	65
15b. My line manager treats all staff in my team fairly	59	18	23	59	50	62
15c. My line manager ensures that when issues are raised in the team, they are addressed	55	20	25	55	47	61
15d. My line manager treats me with respect	74	14	12	74	65	76
16. I receive regular and constructive feedback on my performance	33	26	41	33	28	52
17. Overall, I have confidence in the decisions made by my line manager	53	21	26	53	44	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

		% Positive response	% Neutral response	% Negative response	% Positive	Ambulance Service of NSW 2013	NSW Health Overall
Senior Managers							
18a.	The senior managers at my workplace are aware of the issues I face in my job	42	18	40	42	28	46
18b.	The senior managers at my workplace have a clear direction for the future	31	30	39	31	13	45
18c.	The senior managers at my workplace lead by example in creating a positive workplace	30	25	45	30	14	45
K	19. There is a positive relationship between senior management and staff in my workplace	26	23	51	26	14	42
	20. Overall, I have confidence in the decisions made by my senior managers	29	26	45	29	14	46
K	21. Senior managers in my organisation are honest, open and transparent in their dealings with staff	21	25	54	21	-	39
	22. My organisation is making the necessary decisions to meet our future challenges	29	33	38	29	-	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	Ambulance Service of NSW 2013	NSW Health Overall	
	23.	I am kept well informed about what is happening in my workplace	37	25	38	37	23	50
K	24.	I have a say in decisions which affect my work	20	24	55	20	14	46
	25.	I think it is safe to speak up and challenge the way things are done	31	22	47	31	20	51
	26.	Where I work, we share the lessons learnt when mistakes are made	52	24	25	52	43	59
	27a.	I am aware of the strategic objectives and direction of the organisation I work for	50	25	25	50	38	58
	27b.	I am aware of how my work contributes to the overall strategic objectives of my organisation	47	29	24	47	38	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	Ambulance Service of NSW 2013	NSW Health Overall
28. I have received the appropriate training and development to do my job effectively	62	18	20	62	59	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	42	22	35	42	43	68
30. I am encouraged to take opportunities to learn new skills and have new experiences	41	24	35	41	34	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

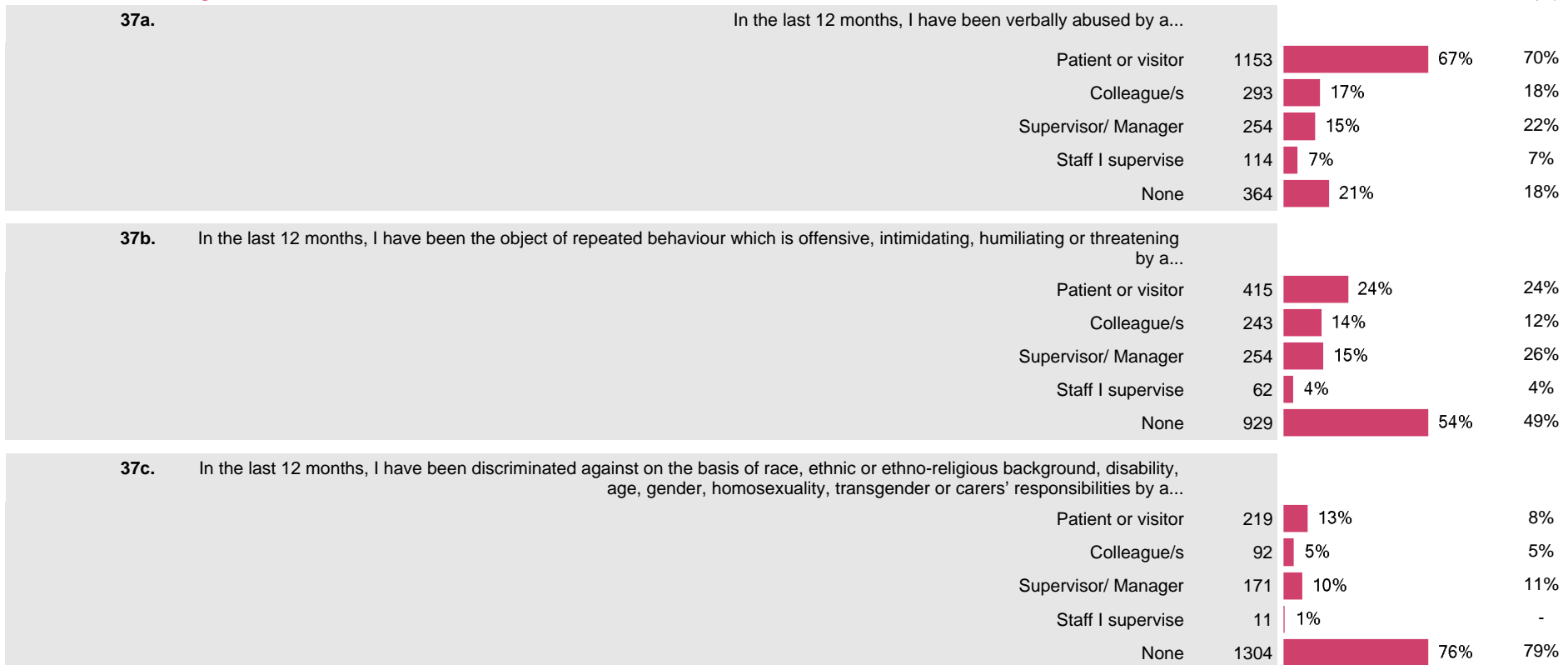
		% Positive response	% Neutral response	% Negative response	% Positive	Ambulance Service of NSW 2013	NSW Health Overall
31.	I have confidence in the processes that my workplace uses to resolve staff conflict	35	24	40	35	28	44
32.	I am able to achieve a healthy work/life balance most of the time	59	16	25	59	42	65
33.	There are mechanisms in place to support me if I experience stress or pressure	60	18	21	60	52	56
34.	Reasonable expectations are placed on staff according to their position	51	22	27	51	38	57
35.	My workplace is proactive in minimising potential violence/ abuse from patients or visitors	59	22	19	59	41	69
K 36.	My workplace enables strong professional leadership	35	31	34	35	-	52

All Questions

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

Unacceptable Behaviour

Ambulance Service of NSW
2013



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	Ambulance Service of NSW 2013	NSW Health Overall
38a. Do you currently know how to report occurrences of these types of behaviour?	89	8		89	90	85
38b. Do you currently have confidence that if you report these behaviours they will be responded to appropriately?	32	20	47	32	24	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

Service Delivery

	% Positive response	% Neutral response	% Negative response	% Positive	Ambulance Service of NSW 2013	NSW Health Overall
39. My work environment allows me to deliver the best possible services (patient care or support services)	54	22	24	54	42	62
40. In my workplace patient safety is at the centre of all decision making	57	21	22	57	48	69
41. My team's objectives/ work plans are clearly outlined	56	27	17	56	48	66
42. Our objectives/work plans help us to deliver a quality service	52	29	19	52	39	66
43. At my workplace there is a good balance between delivering services and monitoring service delivery	34	35	31	34	26	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	Ambulance Service of NSW 2013	NSW Health Overall
44. Overall I am proud to be a part of this workplace	76	14	10	76	59	73
45. I would recommend my workplace as a good place to work	59	20	21	59	39	64
46. I feel motivated to contribute more than what is normally required at work	55	20	24	55	40	67
47. I have a strong sense of belonging to my workplace	60	21	19	60	48	65
48. Overall I am satisfied to be working here at the present time	64	17	19	64	45	69
49. Staff in my workplace demonstrate the CORE Values of the organisation through their behaviour	53	27	20	53	47	59
K 50. There is a positive culture in my workplace	41	24	36	41	-	53
51. Overall, I believe the culture at my workplace has improved in the last 12 months	32	31	37	32	18	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:	Count	Calculation
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	$\frac{7753}{18750 + 7753} \times 1661 = 486$ Part time
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?

