

Dear [REDACTED]

### **DECISION ON YOUR ACCESS APPLICATION**

I refer to your application under section 30 of the *Freedom of Information Act 2016* (FOI Act), received by Canberra Health Services (CHS) on **Wednesday 18 May 2022**.

This application requested access to:

*'Referring to the 2021 CHS Workplace Culture Survey, I request the 'Detailed results of the 2021 Workplace Culture Survey Results' broken down for the following groups: junior medical officers (84), senior medical officers (137), Nursing/midwifery (1093), senior management (101), executive (18) and those respondents who did not answer or preferred not to say (907)'*

I am an Information Officer appointed by the Chief Executive Officer of Canberra Health Services (CHS) under section 18 of the FOI Act to deal with access applications made under Part 5 of the Act. CHS was required to provide a decision on your access application by **Friday 8 July 2022**.

I have identified three documents holding the information within scope of your access application. These are outlined in the schedule of documents included at Attachment A to this decision letter.

My access decisions are detailed further and the documents released to you are provided as Attachment B to this letter.

In reaching my access decision, I have taken the following into account:

- The FOI Act;
- The contents of the documents that fall within the scope of your request;
- The views of relevant third parties; and
- The *Human Rights Act 2004*.

#### **Decisions**

I have decided to grant full access to all three documents.

#### **Charges**

Processing charges are not applicable to this request.

#### **Disclosure Log**

Under section 28 of the FOI Act, CHS maintains an online record of access applications called a disclosure log. The scope of your access application, my decision and documents released to you will be published in the disclosure log not less than three days but not more than 10 days after the date of this decision. Your personal contact details will not be published.

<https://www.health.act.gov.au/about-our-health-system/freedom-information/disclosure-log>.

### **Ombudsman review**

My decision on your access request is a reviewable decision as identified in Schedule 3 of the FOI Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in ACT Health's disclosure log, or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision you may write to the Ombudsman at:

The ACT Ombudsman  
GPO Box 442  
CANBERRA ACT 2601  
Via email: [ACTFOI@ombudsman.gov.au](mailto:ACTFOI@ombudsman.gov.au)  
Website: [ombudsman.act.gov.au](http://ombudsman.act.gov.au)

### **ACT Civil and Administrative Tribunal (ACAT) review**

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal  
Level 4, 1 Moore St  
GPO Box 370  
Canberra City ACT 2601  
Telephone: (02) 6207 1740  
<http://www.acat.act.gov.au/>

### **Further assistance**

Should you have any queries in relation to your request, please do not hesitate to contact the FOI Coordinator on (02) 5124 9831 or email [HealthFOI@act.gov.au](mailto:HealthFOI@act.gov.au).

Yours sincerely



Kalena Smitham  
**Executive Group Manager**  
People and Culture


6 July 2022

## FREEDOM OF INFORMATION SCHEDULE OF DOCUMENTS

Please be aware that under the *Freedom of Information Act 2016*, some of the information provided to you will be released to the public through the ACT Government's Open Access Scheme. The Open Access release status column of the table below indicates what documents are intended for release online through open access.

Personal information or business affairs information will not be made available under this policy. If you think the content of your request would contain such information, please inform the contact officer immediately.

Information about what is published on open access is available online at: <http://www.health.act.gov.au/public-information/consumers/freedom-information>

APPLICANT NAME	WHAT ARE THE PARAMETERS OF THE REQUEST	FILE NUMBER
	<i>"Referring to the 2021 CHS Workplace Culture Survey, I request the 'Detailed results of the 2021 Workplace Culture Survey Results' broken down for the following groups: junior medical officers (84), senior medical officers (137), Nursing/midwifery (1093), senior management (101), executive (18) and those respondents who did not answer or preferred not to say (907)"</i>	<b>CHSFOI21-22.36</b>

Ref Number	Page Number	Description	Date	Status Decision	Factor	Open Access release status
1.	1 – 27	BPA Top Drawer Report -2021 Workplace Culture Survey – Executive Management Team (CHS)	Data collected up until 12/11/2021	Full Release		YES
2.	28 – 54	BPA Top Drawer Report -2021 Workplace Culture Survey – Workforce Grouping – Medical Officer	Data collected up until 29/11/2021	Full Release		YES
3.	55 – 81	BPA Top Drawer Report -2021 Workplace Culture Survey - Position: Nursing / Midwifery	Data collected up until 29/11/2021	Full Release		YES
<b>Total Number of Documents</b>						
<b>3</b>						

# The BPA Top Drawer Report



## Canberra Health Services 2021 Workplace Culture Survey

## Executive Management Team (CHS)

A BPA Analytics Survey

Why is it called the Top Drawer Report?

Because it is an overview of the data from the BPA Analytics Survey - something you can keep in your top drawer for quick reference.



Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

## Welcome

This BPA Report is intended to help you, the manager, interpret and use the results from the BPA survey most productively.

Your people took the time to complete the BPA survey. They want to know they were listened to, and that something will be done with the results.

We all spend a lot of time at work, in our labour. Your role as a manager is to use this information to reflect on your own management and leadership style (after all, Organisational Culture is leadership driven) and to get the best from your team.

We have provided you with a report that contains the very real perceptions your employees have of their working life.

Regardless of whether these perceptions are a correct (or incorrect) interpretation of reality, the simple and unavoidable fact is:

- Your employees have these perceptions;
- Your employees use these perceptions to frame their actions and behaviours;
- Your employees' actions and behaviours will either drive, or limit, your department's performance;

We hope you are able to use your BPA Report to identify 2 or 3 things to action and make sure you do limit your Action Plan to a maximum of 3 things. We know from experience that this will maximise your chances of achieving a result.

Good luck!



**Jacqui Parle**  
Director Consulting Services  
BPA Analytics





**Executive Management Team (CHS)**

2021 Workplace Culture Survey

Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

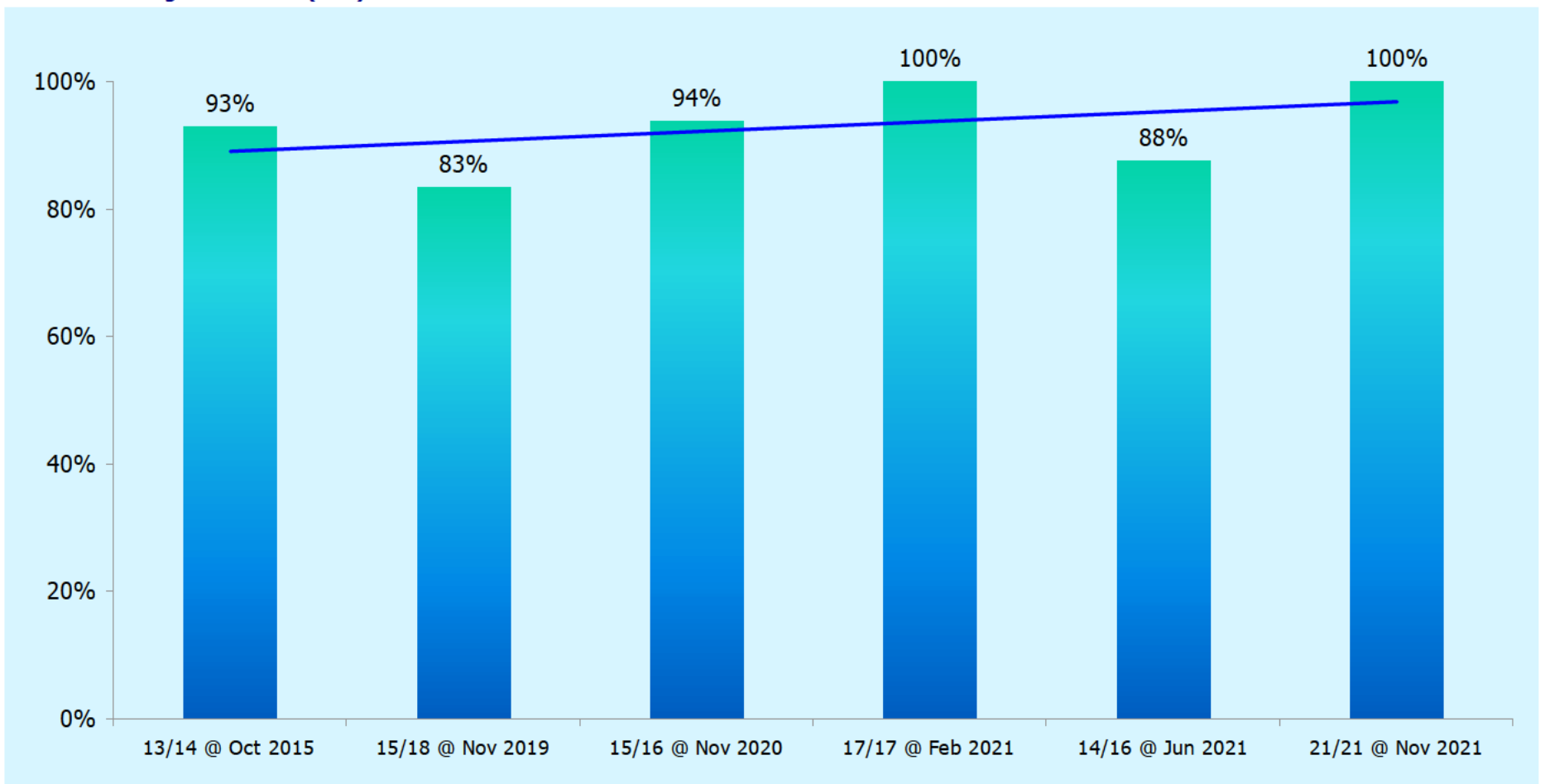
Your Response Rate/s

How reliably you can use the data contained in your BPA Report all starts with the response rate. Typically, the first wave of employees responding to the survey (between 10-12%) provide responses that are on the whole about 3-4% more positive than the entire cohort responding to the survey. To allow for this to level out, our research has found that the response rate needs to reach about 40%.

In reporting units where the response rate falls below this threshold, data is indicative, not definitive and should be used with caution - and not to base any major decisions.

**The higher your response rate, the more confidently you can use the data to form the basis for change initiatives.**

**Executive Management Team (CHS)**



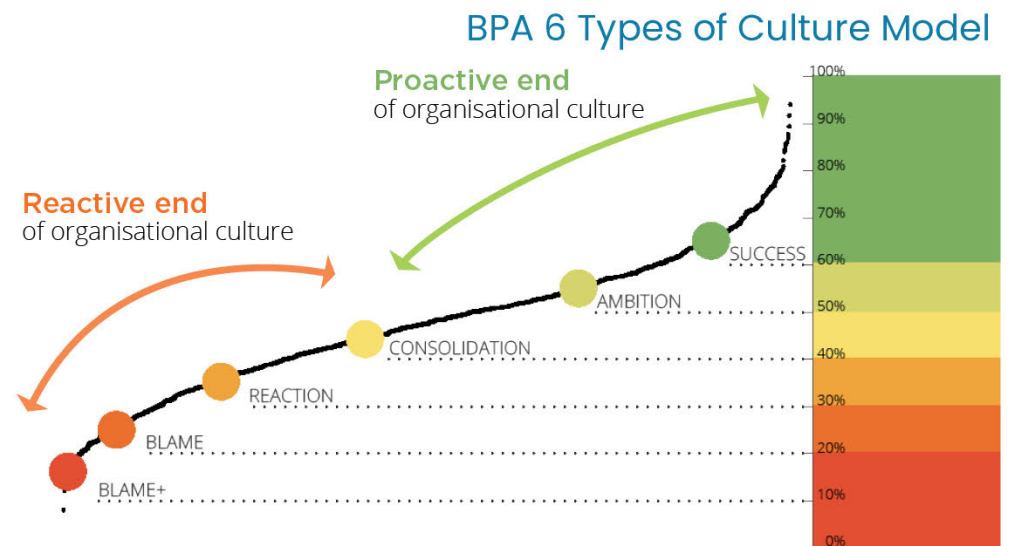
Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

Measuring Your Engagement

Measuring Engagement

BPA's years of experience and knowledge of what works, and what doesn't work has been instrumental in formulating BPA's signature model of Engagement Culture –The 6 Types of Culture Model.

This model has been used extensively by our client organisations. It is very popular with both executive and front-line managers, because it is simple to follow and has a very strong intuitive match with day-to-day lived work experiences.



BPA's method for evaluating a group's Engagement Culture involves 2 steps:

- Step 1:** Measuring the percentage of respondents who report themselves as experiencing their working life in an Engagement Cycle.
- Step 2:** Plotting this Engagement Cycle against BPA Type of Culture chart in order to identify your own Type of Culture. This is an empirical test because this chart is derived from the actual results of other organisations contained in BPA's extensive Research Database.

Based on over 750,000 respondents, BPA observes that organisations can be broken down into 3 groups of people:

Engagement Cycle

Those who experience their working life in an Engagement Cycle (either personally or in their work unit). They are:

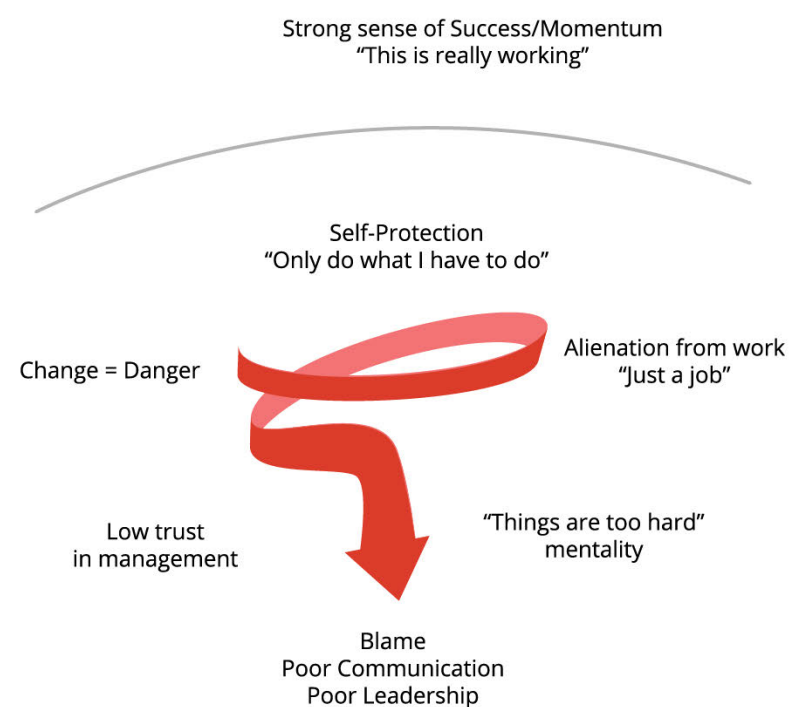
- Openly positive, optimistic and engaged about the organisation's future.
- Ready for change and ready to trust management.
- Average of 45% of organisational employees.



Swinging Voters

Those who sit on the fence – the Swinging Voters. They are:

- Neither openly positive nor openly negative.
- Inclined to just want to come to work to do their job and not engage with organisational purposes.
- Average of 40% of organisational employees.



DisEngagement Cycle

Those who experience their working life in a DisEngagement Cycle (either personally or in their work unit). They are:

- Openly negative, pessimistic and disengaged from the organisation's future.
- Reluctant to change and distrustful of management.
- Average of 15% of organisational employees.



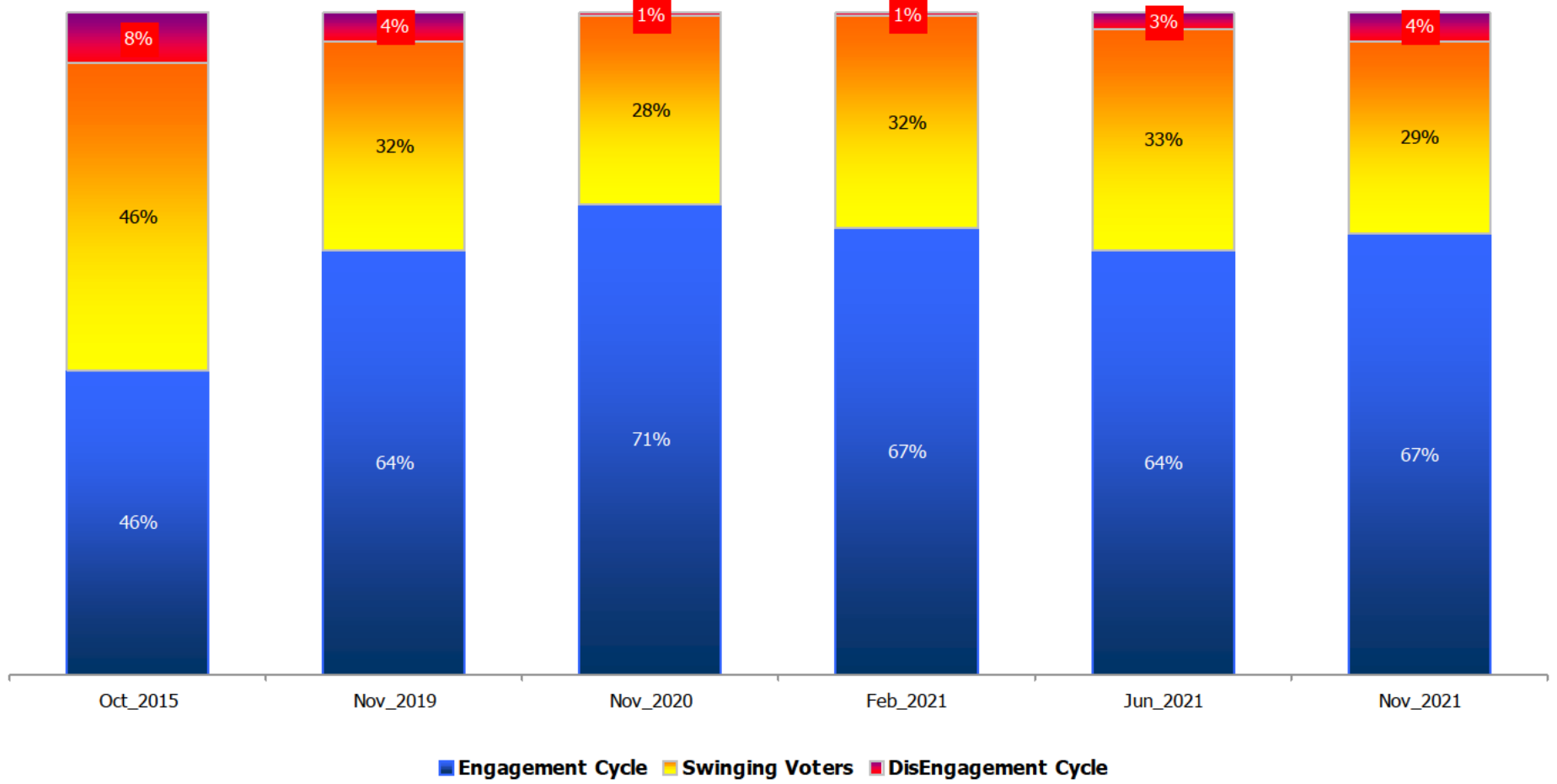
**Executive Management Team (CHS)**

2021 Workplace Culture Survey

Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

**Your Organisation's Cycles**

The chart below shows the %age of your respondents who are in each Cycle - Engaged, Swinging Voter and DisEngaged. If this has been measured in any previous survey, then this chart will also show how this is trending over time. The additional charts over the page give some comparisons from BPA Analytics' workforce database.







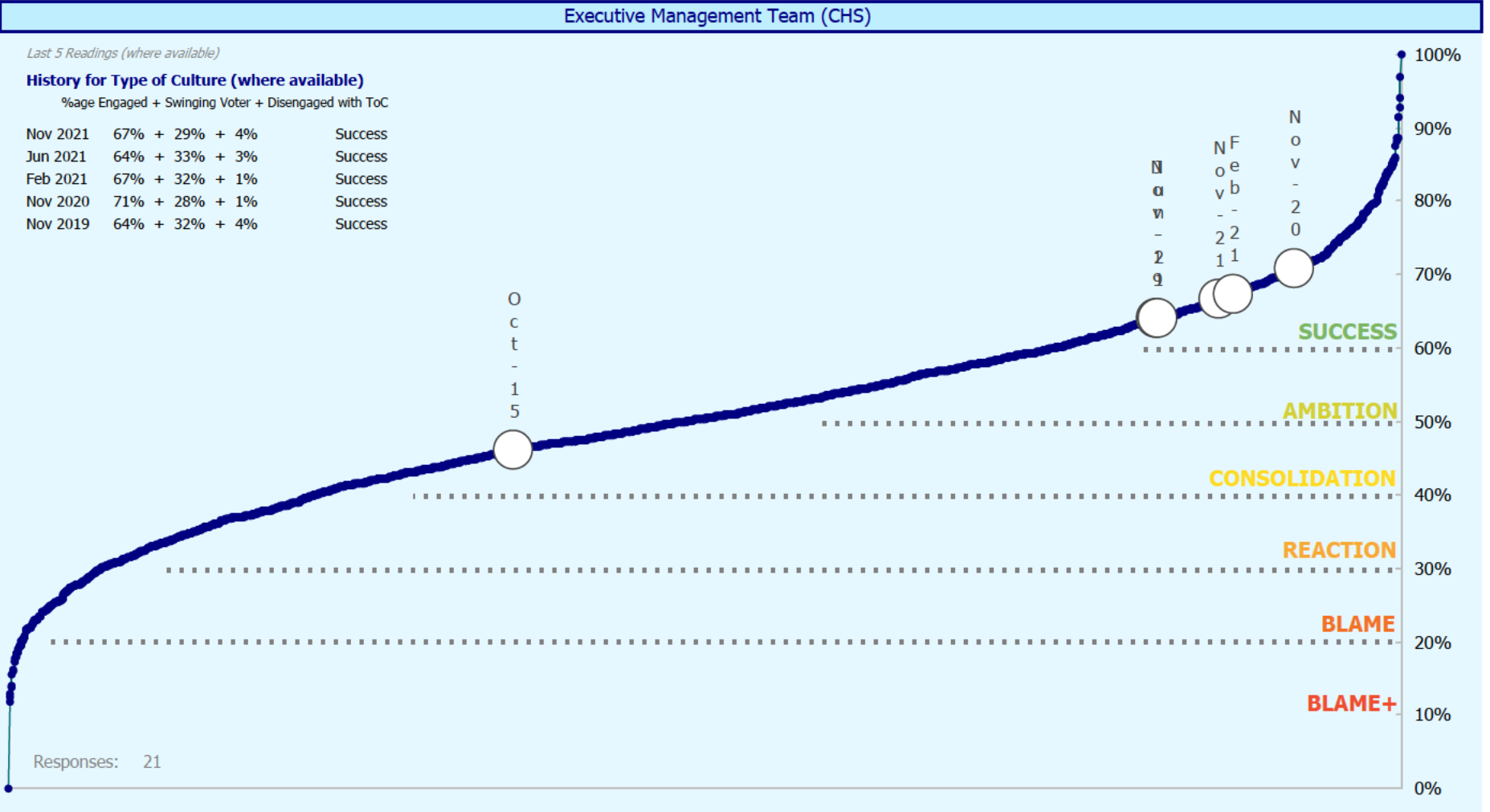
## Executive Management Team (CHS)

## 2021 Workplace Culture Survey

Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

### Your Type of Engagement Culture

Your Type of Engagement Culture is identified as the bubble on the chart below. The 'squiggly' line is a full series of dots - each dot is a separate organisation that BPA Analytics has surveyed. The %age used on the chart is the %age of respondents who identified with the Engagement Cycle.



Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).







### Types of Culture - Descriptors

<p><b>A Culture of Success</b></p> <p>ENGAGEMENT <b>&gt;60%</b></p> 	<ul style="list-style-type: none"> <li>• More than 60% of employees are Engaged with the organisation.</li> <li>• Large numbers of employees are optimistic about the organisation's future. There is a strong sense of success and achievement. 'Things are getting better all the time'.</li> <li>• Employees are very positive and proactive about tackling problems. There is a 'Can Do' mentality.</li> <li>• This Type of Culture is very close-knit, very cohesive, and very focused. Anyone who doesn't 'fit in' tends to be squeezed out by peer pressure. There is a risk of 'Group Think' which enforces conformity to the norm and stifles self-reflection and self-critique.</li> </ul>
<p><b>A Culture of Ambition</b></p> <p>ENGAGEMENT <b>50% - 60%</b></p> 	<ul style="list-style-type: none"> <li>• 50% to 60% of employees are Engaged with the organisation.</li> <li>• Organisations at this stage are not satisfied with their current level of performance or their current way of doing business. They are ambitious for new and better ways of moving ahead.</li> <li>• An 'Anything is Possible' mentality is quite common. This type of organisation tends to be very innovative – many see themselves as 'Project City'.</li> <li>• There is a risk that the organisation commits to too many projects or fails to complete projects before moving on.</li> <li>• Needs a strong fiscal discipline and the ability to say 'NO' to too many projects.</li> </ul>
<p><b>A Culture of Consolidation</b></p> <p>ENGAGEMENT <b>40% - 50%</b></p> 	<ul style="list-style-type: none"> <li>• 40% to 50% of employees are Engaged with the organisation.</li> <li>• This is often a culture in transition. It tends to be fragmented (some work units are in low-end cultures and some in high-end cultures).</li> <li>• There is pressure to consolidate the gains already made.</li> <li>• Employees refer to the need for 'a breather'.</li> <li>• Not a lot of remedial action is required in this culture.</li> </ul>
<p><b>A Culture of Reaction</b></p> <p>ENGAGEMENT <b>30% - 40%</b></p> 	<ul style="list-style-type: none"> <li>• 30% to 40% of employees are Engaged with the organisation.</li> <li>• There is a lot of organisational repair work – often on the run.</li> <li>• A lot of management time is wasted on continually putting out fires throughout the organisation.</li> <li>• Management is putting significant resources into improving communication with employees.</li> </ul>
<p><b>A Culture of Blame</b></p> <p>ENGAGEMENT <b>20% - 30%</b></p> 	<ul style="list-style-type: none"> <li>• 20% to 30% of employees are Engaged with the organisation.</li> <li>• Large numbers of employees are openly pessimistic about the organisation's future.</li> <li>• It is common to hear 'Communication is poor', 'There is no leadership', or 'Morale is bad'.</li> <li>• There is a 'Them and Us' mentality. There is an automatic assumption that management will always have a hidden agenda.</li> <li>• No matter how bad it is, employees assume it just cannot be changed.</li> <li>• It is common for a 'Problem Pipeline' to exist.</li> </ul>
<p><b>A Culture of Blame+</b></p> <p>ENGAGEMENT <b>&lt;20%</b></p> 	<ul style="list-style-type: none"> <li>• Less than 20% of employees are Engaged with the organisation.</li> <li>• The organisation may experience a history of 'leadership churn' where senior leaders come and go quickly.</li> <li>• Employees perceive that the 'ship' is rudderless and lacks direction.</li> <li>• The organisation often tends to serve a difficult (and sometimes demanding) client base.</li> <li>• Employees experience a sense of hopelessness which verges on despair.</li> </ul>



Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

Types of Culture - Possible Action Strategies

Type of Culture	Action Strategies
<p><b>A Culture of Success</b></p> <p>ENGAGEMENT &gt;60%</p> 	<ul style="list-style-type: none"> <li>• Use your strengths to drive performance - make it work for you.</li> <li>• Innovate - look outside your current industry for new ideas.</li> <li>• Watch out for burn-out of key individuals.</li> <li>• Watch out for the signs that pride is creeping in. Pride (defined as believing your own publicity) will kill the strength of this Type of Culture.</li> <li>• Watch out for 'Group Think'. Encourage and protect divergent, even unpopular, views.</li> </ul>
<p><b>A Culture of Ambition</b></p> <p>ENGAGEMENT 50% - 60%</p> 	<ul style="list-style-type: none"> <li>• Team up project-finishers with project-initiators, otherwise you will end up with lots of good intentions and great ideas/plans but no concrete results from them.</li> <li>• Control the number of projects and build budget accountability for them.</li> <li>• Implement a Project Management System to control implementation of new projects.</li> <li>• Say "No" to new projects more than you say "Yes".</li> <li>• Celebrate the successes, especially when something is completed.</li> <li>• Protect some risk-takers. Risk-taking can be a strong source of innovation.</li> </ul>
<p><b>A Culture of Consolidation</b></p> <p>ENGAGEMENT 40% - 50%</p> 	<ul style="list-style-type: none"> <li>• Focus your attention on the reporting units and cohorts that are still in the low-end cultures.</li> <li>• Use the strengths of the units that have pushed ahead into the high-end cultures - what are they doing that is working?</li> <li>• Give attention to how problems are being fixed – are the symptoms being fixed or are people getting down to fix the root causes?</li> </ul>
<p><b>A Culture of Reaction</b></p> <p>ENGAGEMENT 30% - 40%</p> 	<ul style="list-style-type: none"> <li>• Put a ban on the jargon of Corporate-Speak in favour of the practicalities of Job-Speak. Convert corporate-style communications into 'how it affects people in their work'.</li> <li>• Focus communication on answering the 3 most potent questions that employees have:                         <ul style="list-style-type: none"> <li>• What exactly do you want me to do?</li> <li>• How will I do it?</li> <li>• Why should I?</li> </ul> </li> <li>• Look at how you can upgrade your Communication Strategy into a Performance Development Strategy.</li> </ul>
<p><b>A Culture of Blame or Blame +</b></p> <p>ENGAGEMENT 20% - 30% (Blame)</p>  <p>ENGAGEMENT &lt;20% (Blame+)</p> 	<ul style="list-style-type: none"> <li>• Focus on getting lots of simple, highly-visible wins that affect people in their day-to-day work.</li> <li>• Give credit where credit is due.</li> <li>• Ensure visibility of executive in order to build levels of trust. Don't lock yourself in your office - get out and about.</li> <li>• Ensure stability in leadership roles. Employees in this culture often believe that they can outlast cultural change initiatives because the leader driving them will move on before too long.</li> <li>• Open up the 'Problem Pipeline'. The simple fact is that you can't keep a 'Problem Pipeline' bottled up forever.</li> <li>• A simple way of dealing with a 'Problem Pipeline' is to make a list on a whiteboard of any problems you are aware of but that are not being dealt with or that you assume someone else is dealing with. You might start with 4 or 5 problems but the list will quickly build over the following days and weeks. The key idea is to fix each problem and then wipe it off the whiteboard. This is a very simple idea, hard to do but extremely effective.</li> <li>• As problems get solved, this will build trust between managers and everyone else affected by these problems and it will build a sense of success and momentum that things are really starting to work. No-one likes being criticised or blamed but the ability to see and use the truth in it makes you stronger and gives you control over difficult situations.</li> </ul>



## Executive Management Team (CHS)

## 2021 Workplace Culture Survey

Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

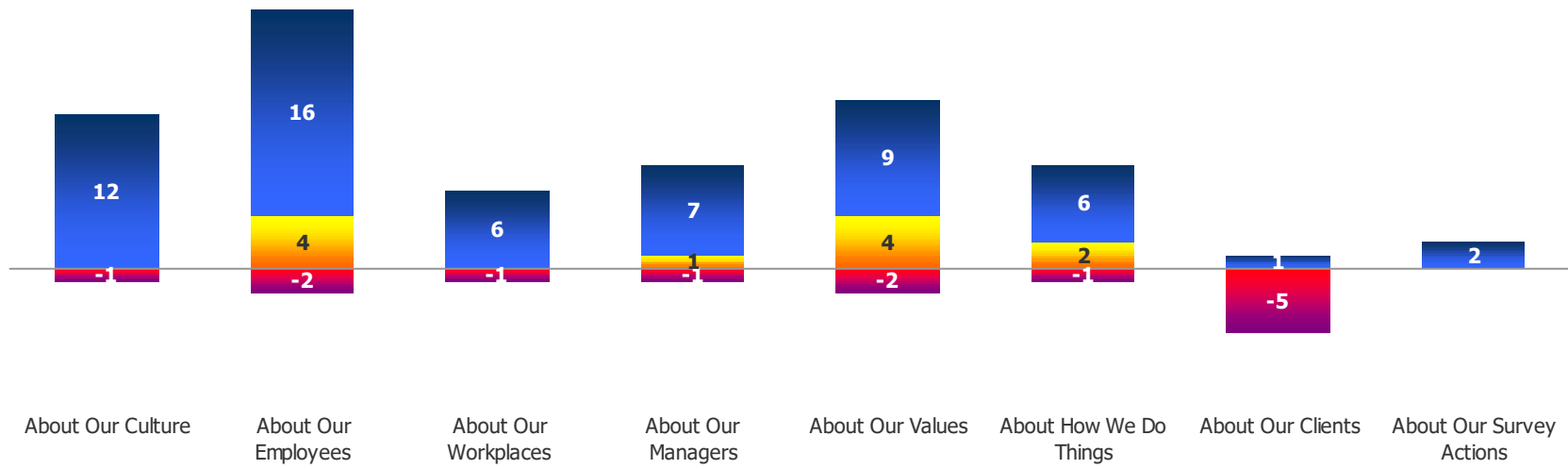
### Summary of Benchmarking Performance against your Partners

#### Executive Management Team (CHS)

... compared with the norms for Public Hospitals & Healthcare Services

- No of questions rated "Above the Norm"
- No of questions rated "Near the Norm"
- No of questions rated "Below the Norm"

- Σ Above = 59
- Σ Norm = 11
- Σ Below = 13

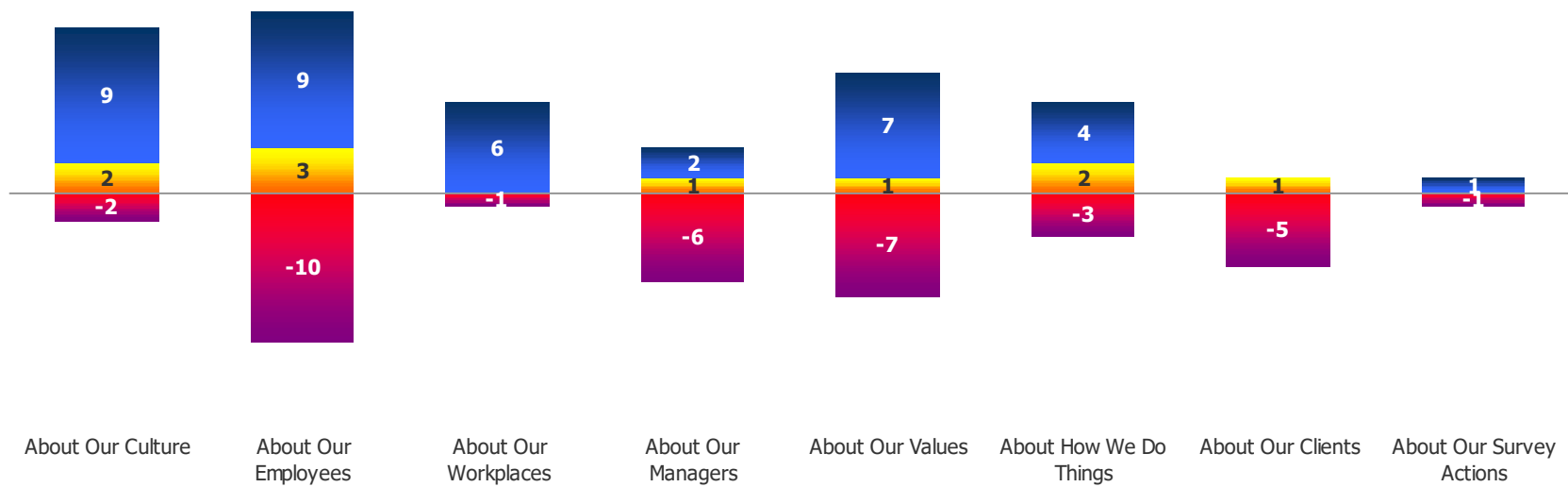


#### Executive Management Team (CHS)

... compared with the norms for Executive & Senior Mgmt

- No of questions rated "Above the Norm"
- No of questions rated "Near the Norm"
- No of questions rated "Below the Norm"

- Σ Above = 38
- Σ Norm = 10
- Σ Below = 35



These graphs reveal how your organisation/work unit compares against a chosen set of BPA Analytics benchmarking partner norms (as listed at the top of the graph).

Blue bars indicate the number of quantitative questions that benchmark above the industry norms. Red bars indicate the number of questions that benchmark below the industry norm. The number of questions that rate near the industry norm appear in yellow. The Sigma sign (Σ) represents the count of the number of questions above, below and on the norm.

The quantitative questions are grouped by each of the sections used in the BPA Analytics Scorecard in this report. This Scorecard displays how each question compares against the primary and secondary set of benchmarking partners - whether it rates above, below or near the norm.

Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

## Benchmarking Perspective

### The BPA Scorecard

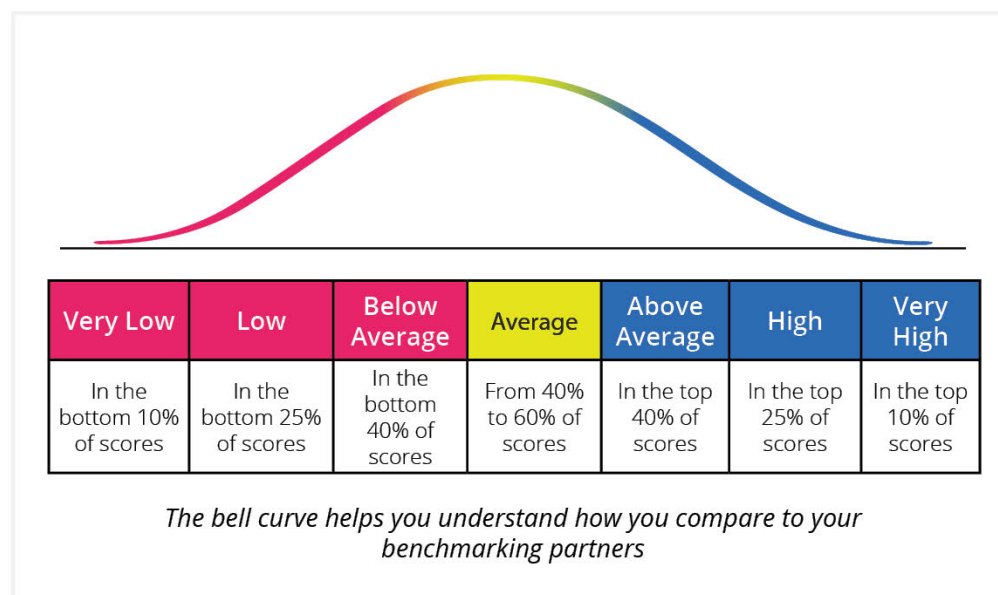
Throughout your BPA Report, you will see BPA Scorecards.

One of BPA's key sources of competitive edge as researchers is the company's expertise in benchmarking. When the company was established in 1992, its core competency was benchmarking, and this is still the case today.

Benchmarking is very diagnostic... it identifies your department's areas of strength, and opportunities for improvement. It puts your results into perspective.

**External Benchmarking** compares your department's quantitative ratings against the ratings from a set of external Benchmarking Partners.

In the BPA Scorecard (on the following pages), blue shading in boxes on the right-hand side are good – they are strengths relative to the normal range of ratings for each question. Red shading in boxes on the left-hand side indicate relative weakness and will suggest the need for improvements. Yellow shaded boxes indicate the rating is on the norm (average).



Benchmarking is very diagnostic... it identifies your department's areas of strength, and opportunities for improvement. It puts your results into perspective.



Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

How to Read Your Scorecard

Percentage of respondents who agree (rated a 1 or 2 on the 6 point rating scale).  
 Percentage of respondents who disagree (rated a 5 or 6 on the 6 point rating scale).  
 The difference between the agrees and disagrees are the respondents who rated 3 or 4.  
 Last survey percentage of respondents who agreed.  
 External benchmarking perspectives.

Organisation XYZ		Your Ratings				Primary Benchmarking Partner		Secondary Benchmarking Partner			
		... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve	Respondent Norm	Partner Norm - last 3 years	Long-Term Bell Curve	Respondent Norm	
		% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH	No of Respondents	No of Partners	VL L -A A A+ H VH	No of Respondents	
Q# 1183	People are very optimistic about the organisation's future.	286	71%	2.4%	66%	4.6%	Mar 2020 Equal	53%	61%	1243 PTRs	7,330
Q# 1184	There is high trust in Executive Management.	285	69%	4.9%	54%	15.2%	Mar 2020 Better *	46%	54%	1244 PTRs	7,332
Q# 1194	There is high trust in Middle Management.	286	65%	3.8%	58%	7.0%	Mar 2020 Better *	46%	54%	1244 PTRs	7,332
Q# 1185	There is a strong sense of success and achievement - 'Things are getting better all the time'.	285	58%	4.9%	56%	2.3%	Mar 2020 Equal	43%	52%	1243 PTRs	7,315
Q# 1186	People are very positive about tackling problems. There is a 'Can do' mentality.	285	63%	4.2%	62%	0.8%	Mar 2020 Equal	49%	59%	1245 PTRs	7,326
Q# 1187	Change in the organisation = Better things to come for me.	285	58%	5.6%	62%	-4.1%	Mar 2020 Equal	49%	54%	1240 PTRs	7,310
Q# 1188	There is a strong sense of purpose and direction.	285	65%	5.6%	63%	1.7%	Mar 2020 Equal	48%	56%	1241 PTRs	7,311
Q# 1189	People want to improve the way things work in the organisation.	286	71%	3.1%	71%	-0.3%	Mar 2020 Equal	63%	70%	1242 PTRs	7,305

Difference in ratings between surveys. Statistically better, worse, or equal (no change).  
 Where possible, your department will have Peer Group (or niche) benchmarking in the secondary partner set. This provides the ability to benchmark 'like with like' work functions against an external Benchmarking data set.

**Action Step** - Answer these three questions

1. Which attributes are relatively stronger than the norm and how can you use this strength to achieve your organisational goals?
2. Which attributes are relatively weaker than the norm and how could this be impacting on your performance?
3. Which 1 or 2 areas (amongst all the possible questions) need attention first?



**Executive Management Team (CHS)**

**2021 Workplace Culture Survey**

Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

**About Our Culture**

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...											
Executive Management Team (CHS)				Your Ratings		Public Hospitals & Healthcare Services		Executive & Senior Mgmt							
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.				... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve		Respondent Norm		Long-Term Bell Curve		Respondent Norm	
Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	No of Respondents		No of Partners		No of Respondents		No of Respondents	
								Range from Worst to Best							
								VL L -A A A+ H VH				VL L -A A A+ H VH			
<b>Engagement Culture in Canberra Health Services - About Trust</b>															
Q# 1201	There is high trust in the Executive Management Team of Canberra Health Services.	21	71%	4 8%	71%	0.0%	Jun 2021 Equal	36%	40%	460 PTRs	7% - 92%	51%	56,142		
Q# 1184	There is high trust in Managers throughout Canberra Health Services.	21	52%	4 8%	50%	2.4%	Jun 2021 Equal	36%	40%	460 PTRs	7% - 92%	51%	56,142		
Q# 1194	There is high trust in Frontline Supervisors/Team Leaders.	21	71%	0 0%	57%	14.3%	Jun 2021 Equal	36%	40%	460 PTRs	7% - 92%	51%	56,142		
Q# 1190	There is a climate of 'Trust and Respect' throughout the organisation.	21	48%	4 8%	57%	-9.5%	Jun 2021 Equal	35%	37%	457 PTRs	9% - 97%	46%	56,921		
<b>Engagement Culture in Canberra Health Services - About Forward Momentum</b>															
Q# 1183	People are very optimistic about the organisation's future.	21	67%	4 8%	69%	-2.6%	Jun 2021 Equal	40%	43%	460 PTRs	7% - 92%	56%	57,036		
Q# 1185	There is a strong sense of success and achievement - 'Things are getting better all the time'.	21	67%	4 8%	57%	9.5%	Jun 2021 Equal	31%	33%	459 PTRs	4% - 94%	46%	56,999		
Q# 1186	People are very positive about tackling problems. There is a 'Can do' mentality.	21	62%	4 8%	71%	-9.5%	Jun 2021 Equal	39%	41%	459 PTRs	8% - 94%	51%	57,015		
Q# 1187	Change in the organisation = Better things to come for me.	21	71%	4 8%	64%	7.1%	Jun 2021 Equal	41%	42%	459 PTRs	14% - 91%	53%	56,958		
Q# 1188	There is a strong sense of purpose and direction.	21	71%	4 8%	64%	7.1%	Jun 2021 Equal	37%	40%	457 PTRs	8% - 93%	52%	56,880		
Q# 1189	People want to improve the way things work in the organisation.	21	76%	4 8%	79%	-2.4%	Jun 2021 Equal	57%	59%	458 PTRs	28% - 96%	68%	56,900		
Q# 1191	People are proud of the successes and achievements of the organisation.	21	76%	4 8%	64%	11.9%	Jun 2021 Equal	50%	51%	459 PTRs	16% - 98%	65%	56,890		



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About Our Employees

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...													
Executive Management Team (CHS)				Your Ratings				Public Hospitals & Healthcare Services				Executive & Senior Mgmt					
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.				... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve		Respondent Norm		Partner Norm - last 3 years		Long-Term Bell Curve		Respondent Norm	
Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)			No of Respondents	No of Partners			No of Respondents			
								VL L -A A A+ H VH		Range from Worst to Best		VL L -A A A+ H VH					
<b>Employee Satisfaction with their Organisation</b>																	
Q# 6596	Canberra Health Services consistently meets my most important expectations of it.	18	46%	11.1%	49%	-2.5%	Nov 2019 Equal		43%	41%	360 PTRs	15% - 71%		52%	42,398		
<b>Satisfaction with Conditions of Employment</b>																	
Q# 748	Canberra Health Services provides ... Adequate flexibility in the hours/shifts I work.	20	65%	15.0%	73%	-8.3%	Nov 2019 Equal		59%	61%	362 PTRs	27% - 86%		71%	45,450		
Q# 38386	Canberra Health Services provides ... Clear reporting lines.	19	74%	10.5%				No benchmarking analysis available					No benchmarking analysis available				
Q# 749	Canberra Health Services provides ... Workloads that are fair and equitable.	19	47%	15.8%	60%	-12.6%	Nov 2019 Equal		43%	44%	362 PTRs	18% - 66%		50%	47,030		
Q# 734	Canberra Health Services provides ... A fair day's pay for a fair day's work.	20	60%	15.0%	73%	-13.3%	Nov 2019 Equal		51%	58%	315 PTRs	17% - 82%		58%	43,186		
Q# 737	Canberra Health Services provides ... Good career opportunities.	20	65%	10.0%	80%	-15.0%	Nov 2019 Equal		39%	45%	142 PTRs	9% - 69%		52%	21,401		
Q# 735	Canberra Health Services provides ... Secure employment.	19	79%	10.5%	73%	5.6%	Nov 2019 Equal		69%	74%	127 PTRs	44% - 86%		75%	18,252		
Q# 741	Canberra Health Services provides ... Recognition of my achievements.	20	55%	15.0%	64%	-9.3%	Nov 2019 Equal		33%	37%	148 PTRs	12% - 60%		46%	22,025		
<b>The Decision to Leave the Organisation</b>																	
Q# 37785	I intend to leave this organisation within 1 year.	20	15%	85.0%	0%	15.0%	Nov 2019 Worse *		4%	5%	90 PTRs	18% - 1%		5%	11,025		
Q# 37786	I intend to leave this organisation within 2 years.	20	20%	80.0%	21%	-1.4%	Nov 2019 Equal		10%	12%	90 PTRs	36% - 3%		12%	11,025		
<b>Work where I Feel in Control</b>																	
Q# 21588	I have a strong sense of... Being in control of many of my work choices.	21	81%	4 8%	79%	2.4%	Nov 2019 Equal		61%	59%	89 PTRs	29% - 71%		68%	9,572		
Q# 21589	I have a strong sense of... Being competent to do my role.	21	90%	0 0%	93%	-2.9%	Nov 2019 Equal		91%	91%	88 PTRs	81% - 98%		92%	9,593		
Q# 21592	I have a strong sense of... Making a difference in my chosen field.	21	90%	4 8%	93%	-2.9%	Nov 2019 Equal		77%	77%	89 PTRs	57% - 88%		84%	8,140		
<b>Work where I Feel Included</b>																	
Q# 36900	I feel safe at work to be the person I am.	21	86%	4 8%	100%	-14.3%	Nov 2019 Worse *		76%	75%	78 PTRs	55% - 89%		81%	9,084		
<b>Work where I Feel Supported</b>																	
Q# 21596	I have a strong sense of... Being supported in learning from my mistakes.	21	76%	9 5%	93%	-17.1%	Nov 2019 Equal		69%	69%	89 PTRs	39% - 88%		75%	9,505		
Q# 21597	I have a strong sense of... Being supported to achieve my personal and professional goals.	20	60%	10.0%	87%	-26.7%	Nov 2019 Worse *		62%	61%	89 PTRs	32% - 77%		69%	9,267		
Q# 36808	I have a strong sense of... Being supported to look after myself.	20	65%	10.0%	86%	-20.7%	Nov 2019 Equal		65%	64%	78 PTRs	41% - 77%		71%	9,028		





**Executive Management Team (CHS)**

**2021 Workplace Culture Survey**

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**About Our Employees**

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...							
Executive Management Team (CHS)				Your Ratings		Public Hospitals & Healthcare Services		Executive & Senior Mgmt			
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Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	Long-Term Bell Curve No of Respondents	Partner Norm - last 3 years No of Partners	Long-Term Bell Curve Respondent Norm	No of Respondents
								Range from Worst to Best			
								VL L -A A A+ H VH		VL L -A A A+ H VH	
<b>Work that I Feel is Worthwhile</b>											
Q# 21713	Personal Well-Being	The work I do is ... Meaningful.	21	90%	4 8%	100%	-9.5% Nov 2019 Equal		89% 36,723 78 PTRs 77% - 97%	89% 78 PTRs 77% - 97%	92% 9,013
Q# 21714	Personal Well-Being	The work I do is ... Purposeful.	21	90%	4 8%	100%	-9.5% Nov 2019 Equal		89% 36,681 78 PTRs 77% - 97%	90% 78 PTRs 77% - 97%	92% 9,000
Q# 21715	Personal Well-Being	The work I do is ... Stimulating.	21	95%	0 0%	93%	1.9% Nov 2019 Equal		77% 36,606 77 PTRs 57% - 89%	77% 77 PTRs 57% - 89%	82% 7,352
Q# 21711	Personal Well-Being	The work I do is ... Energising.	21	95%	0 0%	80%	15.2% Nov 2019 Equal		68% 36,514 78 PTRs 49% - 83%	67% 78 PTRs 49% - 83%	75% 7,336
Q# 37332	Personal Well-Being	The work I do is ... Something I am proud of.	20	95%	5 0%	100%	-5.0% Nov 2019 Equal		87% 36,541 78 PTRs 75% - 93%	87% 78 PTRs 75% - 93%	91% 8,972
<b>Supporting Work-Life Balance</b>											
Q# 700	Work-Life Balance	My manager is aware of and accommodates work/life balance issues.	20	65%	15.0%	93%	-28.3% Nov 2019 Worse *		59% 36,050 64 PTRs 38% - 84%	70% 64 PTRs 38% - 84%	71% 3,308
Q# 37718		My manager demonstrates that they care about my wellbeing.	20	65%	20.0%	100%	-35.0% Nov 2019 Worse *	No benchmarking analysis available			No benchmarking analysis available



**Executive Management Team (CHS)**

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**About Our Workplaces**

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...							
Executive Management Team (CHS)				Your Ratings		Public Hospitals & Healthcare Services		Executive & Senior Mgmt			
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Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	No of Respondents	No of Partners		
						VL L -A A A+ H VH		Range from Worst to Best			
						VL L -A A A+ H VH		VL L -A A A+ H VH			
<b>Team Problem-Solving</b>											
Q# 1247 Team Problem-Solving	In my work team ... I feel safe in discussing work problems with other team members.	21	95%	0 0%	87%	8.6% Nov 2019 Equal		71% 35,041	72% 73 PTRs 50% - 86%		80% 11,058
Q# 1248 Team Problem-Solving	In my work team ... I feel safe in discussing work problems with my team leader.	21	67%	4 8%	86%	-19.0% Nov 2019 Equal		71% 34,108	70% 69 PTRs 50% - 84%		79% 10,890
<b>Effectiveness of Responses to Harassment and Bullying</b>											
Q# 37723 Response to Bullying	Over the past 12 months ... There has been a focus on identifying and addressing bullying and harassment.	19	58%	10.5%	87%	-28.8% Nov 2019 Worse *		44% 97,177	42% 189 PTRs 13% - 61%		51% 15,612
Q# 37724 Response to Bullying	Over the past 12 months ... There has been access to appropriate training activities to address bullying and harassment.	19	63%	5 3%	73%	-10.2% Nov 2019 Equal		46% 105,802	43% 190 PTRs 14% - 75%		51% 16,238
Q# 37725 Response to Bullying	Over the past 12 months ... There has been a focus on reducing bullying and harassment in the workplace.	19	63%	5 3%	100%	-36.8% Nov 2019 Worse *		42% 100,732	41% 179 PTRs 17% - 59%		49% 15,980
Q# 37726 Response to Bullying	Over the past 12 months ... My manager has clearly demonstrated their preparedness to eliminate bullying and harassment.	19	79%	5 3%	87%	-7.7% Nov 2019 Equal		55% 113,732	57% 207 PTRs 22% - 79%		63% 17,951
Q# 37727 Response to Bullying	Over the past 12 months ... My team has clearly demonstrated their preparedness to eliminate bullying and harassment.	19	79%	0 0%	93%	-14.4% Nov 2019 Equal		57% 108,344	57% 206 PTRs 22% - 72%		63% 17,556



Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

About Our Managers

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...													
Executive Management Team (CHS)			Your Ratings				Public Hospitals & Healthcare Services			Executive & Senior Mgmt					
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Below the Norm    Near the Norm    Above the Norm    (n=)			% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH			Range from Worst to Best VL L -A A A+ H VH					
<b>Manager as Coach</b>															
Q# 59 <small>Mgr as Coach</small>	My manager ... Clearly communicates to me what they expect from me.	21	67%	0 0%	80%	-13.3% Nov 2019 Equal				64%	66% 378 PTRs 39% - 85%				
Q# 61 <small>Mgr as Coach</small>	My manager ... Gives me constructive feedback on my performance.	21	52%	23.8%	67%	-14.3% Nov 2019 Equal				49%	52% 377 PTRs 27% - 72%				
Q# 62 <small>Mgr as Coach</small>	My manager ... Helps me to set realistic performance objectives.	21	48%	23.8%	67%	-19.0% Nov 2019 Equal				49%	53% 376 PTRs 27% - 75%				
Q# 65 <small>Mgr as Coach</small>	My manager ... Reviews my progress in achieving my objectives.	21	48%	28.6%	67%	-19.0% Nov 2019 Equal				43%	48% 372 PTRs 19% - 68%				
Q# 67 <small>Mgr as Coach</small>	My manager ... Conducts annual performance reviews with me.	21	43%	23.8%	21%	21.4% Nov 2019 Equal				57%	65% 366 PTRs 20% - 90%				
Q# 72 <small>Mgr as Coach</small>	My manager ... Is a role model I look up to and learn from.	21	57%	19.0%	87%	-29.5% Nov 2019 Worse *				53%	57% 361 PTRs 26% - 75%				
<b>Outcomes for Good and Poor Performance</b>															
Q# 68 <small>Aiming for Good Performance</small>	My manager ... Provides reward and recognition for outstanding performance.	21	62%	23.8%	31%	31.1% Oct 2015 Better *				42%	48% 352 PTRs 17% - 66%				
Q# 69 <small>Aiming for Good Performance</small>	My manager ... Provides appreciation for good performance.	21	71%	19.0%	87%	-15.2% Nov 2019 Equal				53%	58% 366 PTRs 20% - 74%				
Q# 71 <small>Aiming for Good Performance</small>	My manager ... Is prepared to address poor performance in a constructive manner.	20	60%	5 0%	80%	-20.0% Nov 2019 Equal				54%	57% 372 PTRs 26% - 73%				





**Executive Management Team (CHS)**

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**About Our Values**

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...											
Executive Management Team (CHS)				Your Ratings				Public Hospitals & Healthcare Services				Executive & Senior Mgmt			
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Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)			No of Respondents	No of Partners			No of Respondents	
								VL L -A A A+ H VH		Range from Worst to Best		VL L -A A A+ H VH			
<b>Values-In-Action by Respondents</b>															
Q# 38387	I proudly put into practice the value... Reliable - We always do what we say.	21	95%	4 8%				No benchmarking analysis available				No benchmarking analysis available			
Q# 38388	I proudly put into practice the value... Progressive - We embrace innovation.	21	86%	4 8%				No benchmarking analysis available				No benchmarking analysis available			
Q# 38389	I proudly put into practice the value... Respectful - We value everyone.	21	95%	4 8%				No benchmarking analysis available				No benchmarking analysis available			
Q# 38390	I proudly put into practice the value... Kind - We make everyone feel welcome and safe.	20	95%	0 0%				No benchmarking analysis available				No benchmarking analysis available			
<b>Values-In-Action by Work Colleagues</b>															
Q# 1369	The people I work with put into practice the value... Reliable - We always do what we say.	21	95%	0 0%	87%	8.6%	Nov 2019 Equal			69%	69%	217 PTRs	37% - 96%	73%	25,860
Q# 1370	The people I work with put into practice the value... Progressive - We embrace innovation.	21	67%	4 8%	67%	0.0%	Nov 2019 Equal			69%	69%	217 PTRs	37% - 96%	73%	25,860
Q# 1371	The people I work with put into practice the value... Respectful - We value everyone.	21	76%	4 8%	87%	-10.5%	Nov 2019 Equal			69%	69%	217 PTRs	37% - 96%	73%	25,860
Q# 1372	The people I work with put into practice the value... Kind - We make everyone feel welcome and safe.	21	76%	0 0%	80%	-3.8%	Nov 2019 Equal			69%	69%	217 PTRs	37% - 96%	73%	25,860
<b>Values-In-Action by Managers</b>															
Q# 10369	My manager/supervisor puts into practice the value... Reliable - We always do what we say.	21	67%	4 8%	100%	-33.3%	Nov 2019 Worse *			70%	69%	114 PTRs	41% - 87%	80%	9,216
Q# 10370	My manager/supervisor puts into practice the value... Progressive - We embrace innovation.	21	67%	14.3%	100%	-33.3%	Nov 2019 Worse *			70%	69%	114 PTRs	41% - 87%	80%	9,216
Q# 10371	My manager/supervisor puts into practice the value... Respectful - We value everyone.	21	71%	14.3%	100%	-28.6%	Nov 2019 Worse *			70%	69%	114 PTRs	41% - 87%	80%	9,216
Q# 10372	My manager/supervisor puts into practice the value... Kind - We make everyone feel welcome and safe.	21	71%	9 5%	100%	-28.6%	Nov 2019 Worse *			70%	69%	114 PTRs	41% - 87%	80%	9,216
<b>Values-In-Action by Executive</b>															
Q# 6085	Canberra Health Services' Executive Management Team put into practice the value... Reliable - We always do what we say..	21	90%	9 5%	79%	11.9%	Nov 2019 Equal			53%	52%	115 PTRs	19% - 80%	67%	10,745
Q# 6086	Canberra Health Services' Executive Management Team put into practice the value... Progressive - We embrace innovation..	21	57%	4 8%	67%	-9.5%	Nov 2019 Equal			53%	52%	115 PTRs	19% - 80%	67%	10,745
Q# 6087	Canberra Health Services' Executive Management Team put into practice the value... Respectful - We value everyone.	21	76%	14.3%	73%	2.9%	Nov 2019 Equal			53%	52%	115 PTRs	19% - 80%	67%	10,745
Q# 6088	Canberra Health Services' Executive Management Team put into practice the value... Kind - We make everyone feel welcome and safe.	21	67%	9 5%	80%	-13.3%	Nov 2019 Equal			53%	52%	115 PTRs	19% - 80%	67%	10,745
<b>Responding to Behaviour Contrary to the Values</b>															
Q# 10493	If I observed an employee not demonstrating Our Values I would... At an appropriate time or place, discuss with them the behaviour I saw and how it was inconsistent with Our Values.	21	95%	0 0%	93%	1.9%	Nov 2019 Equal			56%	56%	132 PTRs	38% - 72%	74%	9,660
Q# 10495	If I observed an employee not demonstrating Our Values I would... Report this behaviour to their supervisor.	21	81%	0 0%	73%	7.6%	Nov 2019 Equal			60%	60%	132 PTRs	45% - 81%	70%	9,560
Q# 10494	If I observed an employee not demonstrating Our Values I would... Trust that if such behaviour was reported, then it would be appropriately managed.	21	52%	9 5%	79%	-26.2%	Nov 2019 Equal			50%	46%	132 PTRs	24% - 75%	59%	9,565



**Executive Management Team (CHS)**

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**About How We Do Things**

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Executive Management Team (CHS)				Your Ratings		Public Hospitals & Healthcare Services		Executive & Senior Mgmt									
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Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	No of Respondents / No of Partners		No of Respondents / No of Partners		No of Respondents / No of Partners		No of Respondents / No of Partners		No of Respondents / No of Partners	
								Range from Worst to Best									
								VL L -A A A+ H VH									
<b>The Pace &amp; Direction of Change</b>																	
Q# 1254	Confidence about the Future	The changes that the organisation introduces are well planned, well thought-out and client focussed.	21	43%	9 5%	47%	-3.8% Nov 2019 Equal		28%	32%	79,553	72 PTRs	14% - 63%		15,605		
Q# 1255	Fast & Focussed	The organisation introduces change quickly. It is fast, focussed and flexible.	21	14%	33.3%	13%	1.0% Nov 2019 Equal		20%	27%	79,203	75 PTRs	4% - 56%		15,069		
<b>Improvements Over the Past Year</b>																	
Q# 4459	Things are Improving	Overall, the organisation has made significant improvements during the past year.	21	48%	4 8%	93%	-45.7% Nov 2019 Worse *		36%	36%	63,402	114 PTRs	8% - 74%		12,589		
Q# 208	Things are Improving	During the past year, there has been an improvement in... Communication in the organisation.	21	76%	4 8%	100%	-23.8% Nov 2019 Worse *		32%	43%	92,708	148 PTRs	15% - 62%		15,472		
Q# 209	Things are Improving	During the past year, there has been an improvement in... Motivation in the organisation.	21	52%	9 5%	80%	-27.6% Nov 2019 Worse *		27%	37%	67,723	102 PTRs	5% - 61%		14,440		
Q# 201	Things are Improving	During the past year, there has been an improvement in... The organisation's services and facilities.	21	67%	0 0%	40%	26.7% Nov 2019 Equal		38%	35%	47,636	90 PTRs	5% - 81%		7,830		
<b>Opportunities to Have a Positive Influence</b>																	
Q# 38399		In the last week, I had the opportunity to do something that was a positive influence in my team and the organisation in this time of change.	21	71%	0 0%			No benchmarking analysis available						No benchmarking analysis available			
<b>Management Support with Change</b>																	
Q# 18972	Resilience in Transition	My manager has the skills and capability to support me in this time of change.	21	62%	14.3%	100%	-38.1% Nov 2019 Worse *		63%	61%	10,126	18 PTRs	34% - 74%		2,982		
Q# 11643	Resilience in Transition	My manager is supportive in this time of change.	21	67%	9 5%	100%	-33.3% Nov 2019 Worse *		65%	65%	11,883	26 PTRs	40% - 74%		4,060		
Q# 11642	Resilience in Transition	The Executive Management Team is supportive in this time of change.	21	76%	4 8%	93%	-17.1% Nov 2019 Equal		42%	41%	11,963	27 PTRs	15% - 57%		3,743		



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About Our Clients

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Executive Management Team (CHS)				Your Ratings		Public Hospitals & Healthcare Services		Executive & Senior Mgmt			
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Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	No of Respondents	Partner Norm - last 3 years	No of Respondents	Partner Norm - last 3 years
								Range from Worst to Best			
								VL L -A A A+ H VH		VL L -A A A+ H VH	
<b>Consumer Safety Measures - Preventative, Detective &amp; Corrective</b>											
Q# 6116	Client Safety Culture	Commitment - People in my work unit are highly conscious of the potential for adverse consumer safety events.	20	85%	0 0%	93%	-7.9% Nov 2019 Equal	87%	88% 239 PTRs 67% - 99%	87%	13,139
Q# 6117	Client Safety Culture	Vigilance - People in my work unit report adverse consumer safety events and complaints quickly and openly.	20	85%	0 0%	100%	-15.0% Nov 2019 Worse *	83%	84% 239 PTRs 59% - 97%	84%	12,993
Q# 6120	Client Safety Culture	Learning - People in my work unit treat consumer safety events as learning opportunities.	20	70%	0 0%	93%	-22.9% Nov 2019 Worse *	79%	80% 238 PTRs 53% - 96%	81%	12,953
Q# 11224	Client Safety Culture	Reliability - People in my work unit always follow evidence, guidelines, standards, procedures and pathways no matter how difficult this might be.	20	70%	0 0%	86%	-15.7% Nov 2019 Equal	77%	76% 149 PTRs 58% - 93%	79%	9,299
Q# 11225	Client Safety Culture	Escalation - People in my work unit exercise good judgement about when to escalate a deterioration in a consumer's condition.	20	70%	0 0%	86%	-15.7% Nov 2019 Equal	86%	86% 148 PTRs 66% - 97%	86%	9,067
Q# 11226	Client Safety Culture	Perseverance - People in my work unit will persevere in escalating concerns when they believe it's clinically appropriate.	20	70%	0 0%	93%	-22.9% Nov 2019 Worse *	85%	84% 141 PTRs 64% - 97%	85%	9,067
<b>Commitment to Consumer Safety</b>											
Q# 38401		I am committed to doing everything I can to ensure consumer safety.	20	100%	0 0%			No benchmarking analysis available		No benchmarking analysis available	
Q# 37738	Consumer Safety Commitment	My Manager is committed to doing everything they can to ensure consumer safety.	20	95%	0 0%	100%	-5.0% Nov 2019 Equal	No benchmarking analysis available		No benchmarking analysis available	
Q# 37737	Consumer Safety Commitment	The Executive responsible for my workplace is committed to doing everything they can to ensure consumer safety.	20	90%	0 0%	100%	-10.0% Nov 2019 Equal	No benchmarking analysis available		No benchmarking analysis available	
Q# 37736	Consumer Safety Commitment	The Executive Management Team are committed to doing everything they can to ensure consumer safety.	20	95%	0 0%	87%	8.3% Nov 2019 Equal	No benchmarking analysis available		No benchmarking analysis available	





**Executive Management Team (CHS)**

**2021 Workplace Culture Survey**

Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

**About Our Survey Actions**

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...					
Executive Management Team (CHS)				Your Ratings		Public Hospitals & Healthcare Services		Executive & Senior Mgmt	
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.				... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve	
Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	Respondent Norm No of Respondents	Partner Norm - last 3 years No of Partners Range from Worst to Best
Feedback on the Last Survey									
Q# 37774	I completed the 2019 CHS Workplace Culture Survey.	15	73%	20.0%	82%	-8.5% Nov 2019	No benchmarking analysis available		
Q# 37775	I received feedback on the findings of the last employee survey ... From CHS (e.g. CEO presentation).	17	71%	11.8%	78%	-7.2% Nov 2019 Equal	No benchmarking analysis available		
Q# 37776	I received feedback on the findings of the last employee survey ... from my Executive/Manager.	16	69%	18.8%	100%	-31.3% Nov 2019 Worse *	No benchmarking analysis available		
Q# 37777	Action was taken as a result of the last survey.	17	71%	11.8%	40%	30.6% Nov 2019 Equal	24% 9,299	27% 23 PTRs 5% - 53%	35% 3,932
Q# 37778	There was a positive impact resulting from the last survey.	17	29%	17.6%	30%	-0.6% Nov 2019 Equal	17% 9,277	20% 23 PTRs 1% - 40%	45% 2,191

## Executive Management Team (CHS)

## 2021 Workplace Culture Survey

Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

### About Our Workplaces

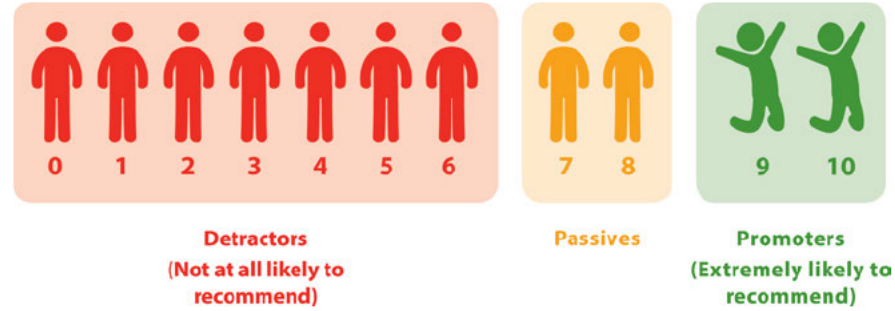
Executive Management Team (CHS)		BPA Analytics Snapshot			Your Ratings (*)	
		Current Survey			Last Survey (if available)	
		% Yes or Agrees	% Middle Rated	% No or Dis- Agrees	Last Survey Rating	% Change since Last Survey + Year + Significance (*)
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses).						
		(n=)				
<b>Prevalence of Being Subjected to Bullying, Harassment, Favouritism or Discrimination in the Workplace</b>						
In the last 12 months, I have been subjected to ... Bullying in the workplace.	21	<b>24%</b>		76.2%	<b>0%</b>	23.8% 2019 <b>Worse*</b>
In the last 12 months, I have been subjected to ... Harassment in the workplace.	21	<b>10%</b>		90.5%	<b>20%</b>	-10.5% 2019 <b>Equal</b>
In the last 12 months, I have been subjected to ... Discrimination in the workplace.	21	<b>5%</b>		95.2%	<b>0%</b>	4.8% 2019 <b>Equal</b>
In the last 12 months, I have been subjected to ... Favouritism in the workplace.	21	<b>10%</b>		90.5%	<b>0%</b>	9.5% 2019 <b>Equal</b>
In the last 12 months, I have been subjected to ... Bullying or Harassment in the workplace.	21	<b>24%</b>		76.2%	<b>40%</b>	-16.2% 2019 <b>Equal</b>
In the last 12 months, I have been subjected to ... Bullying or Harassment or Discrimination or Favouritism in the workplace.	21	<b>24%</b>		76.2%	<b>40%</b>	-16.2% 2019 <b>Equal</b>
<b>Reporting Harassment and Bullying - Experienced</b>						
When I experienced harassment or bullying I ... Reported this behaviour.	7	<b>43%</b>	14.3%	42.9%		
When I experienced harassment or bullying I ... Knew how to go about reporting such behaviour.	7	<b>86%</b>	0.0%	14.3%		
When I experienced harassment or bullying I ... Trusted that, if such behaviour was reported, then it would be appropriately managed.	7	<b>14%</b>	71.4%	14.3%		
<b>Reporting Harassment and Bullying - Observed</b>						
When I observed harassment or bullying I ... Reported this behaviour.	11	<b>82%</b>	9.1%	9.1%		
When I observed harassment or bullying I ... Knew how to go about reporting such behaviour.	11	<b>91%</b>	0.0%	9.1%		
When I observed harassment or bullying I ... Trusted that, if such behaviour was reported, then it would be appropriately managed.	11	<b>73%</b>	18.2%	9.1%		
<b>Personally Subjected to Occupational Violence</b>						
In the last 12 months, I have been subjected to Occupational Violence.	21	<b>5%</b>		95.2%	<b>20%</b>	-15.2% 2019 <b>Equal</b>
<b>Attitudes Towards Occupational Violence</b>						
Occupational Violence is generally accepted as being 'part of the job' in my workplace.	18	<b>6%</b>	33.3%	61.1%	<b>0%</b>	5.6% 2019 <b>Equal</b>
<b>Canberra Health Services - Safety@Work</b>						
Managers always take work, health and safety seriously.	21	<b>90%</b>	4.8%	4.8%	<b>93%</b>	-2.9% 2019 <b>Equal</b>
Managers always take action to address identified work, health and safety issues.	21	<b>81%</b>	14.3%	4.8%	<b>80%</b>	1.0% 2019 <b>Equal</b>
Employees are always consulted on decisions that impact on their work, health and safety.	21	<b>81%</b>	19.0%	0.0%	<b>60%</b>	21.0% 2019 <b>Equal</b>
When I act safely I always receive positive support and recognition in my team.	21	<b>71%</b>	23.8%	4.8%	<b>60%</b>	11.4% 2019 <b>Equal</b>
In this organisation, staff safety is considered as important as patient safety.	21	<b>90%</b>	4.8%	4.8%	<b>67%</b>	23.8% 2019 <b>Equal</b>
Overall, the organisation has a strong, effective staff safety culture.	21	<b>81%</b>	14.3%	4.8%		



Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

**Background to the Net Promoter Score<sup>SM</sup>**

The Net Promoter Score<sup>SM</sup> (NPS<sup>®</sup> Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld) provides a gauge of respondent loyalty and engagement. Respondents are categorised into three types based on their response to the key question: "On a scale of 0 to 10, how likely are you to recommend this organisation?"



**Promoters (score of 9 or 10):**

People who feel their lives are enriched by their relationships with the organisation. Promoters typically go the extra mile for the organisation, they are loyal, and promote the organisation.

**Passives (score of 7 or 8):**

People who are fairly satisfied, but not loyal. They rarely talk up the organisation, and when they do, it's likely to be qualified and unenthusiastic. If a better offer comes along, they are likely to defect.

**Detractors (score of 0 to 6):**

People who feel their lives have been diminished by their associations with the organisation. They are dissatisfied and even dismayed by how they are treated. They frequently speak negatively about the organisation and are likely to defect as soon as they find something better.

NET PROMOTER SCORE (NPS) = % Promoters - % Detractors

References:

Bain and Co (2013). Who's responsible for employee engagement? Line supervisors, not HR, must lead the charge. Bain and Company, New York.  
 Net Promoter<sup>®</sup>, NPS<sup>®</sup>, NPS Prism<sup>®</sup>, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.  
 Net Promoter Score<sup>SM</sup> and Net Promoter System<sup>SM</sup> are service marks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

Executive Management Team (CHS)		Your Net Promoter Scores				Public Hospitals & Healthcare Services		Executive & Senior Mgmt		
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.		... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve		Long-Term Bell Curve		
		NPS	% Promoters Passives Detractors	Last Survey NPS	% Change + Year + Stat Significance (*)	Respondent Norm	Partner Norm - last 3 years	Respondent Norm	Partner Norm	
(n=)						No of Respondents	No of Partners	No of Respondents	No of Partners	
Legend: Below the Norm (Red), Near the Norm (Yellow), Above the Norm (Blue)						Range from Worst to Best	Range from Worst to Best			
<b>Advocating for the Organisation - The Net Promoter Score</b>										
I would recommend my organisation (where appropriate) as... a good place to work.	20	+20.0	35% Promoters 50% Passives 15% Detractors	+28.6	-8.6 Jun 2021 Equal		+9.1 94,627	+1.9 164 PTRs -62.6 to +95.6		+29.2 19,357
I would recommend my organisation (where appropriate) as... the best choice for the type of service provided.	21	+9.5	33% Promoters 43% Passives 24% Detractors	+35.7	-26.2 Jun 2021 Equal		+23.3 90,173	+14.9 151 PTRs -54.3 to +93.4		+42.2 18,556

Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

### Now that I understand my report, what do I do next?

## The KEEP, STOP, START Action Planning Template

This Action Planning Template is a quick and easy way to reflect on the results of your department's most recent BPA Analytics Survey.

The KEEP, STOP, START approach to Action Planning has been around for years, but you know what ... it actually works! Following the KEEP, STOP, START method will help you identify areas for quick action, and hopefully you will get positive movement and traction in a few areas in the culture of your department.

The ground rules of Action Planning are...

- Don't make an Action Plan of 10 things to do ... you will never do 10!
- Pick 3 things to action, at most in each of the Keep, Stop, Start.
- If you pick the right 3, and you work really hard on these 3, then you will experience what we call the 'ripple effect'.

The BPA questions are interconnected, if you work on one area (e.g. Engagement) it tends to have a positive ripple effect on other areas. Take the Values section as an example. If you work on Values and have a strategy around Values and behaviours, you will find it ripples positively through the culture, and by happy accident, the Engagement scores may increase, the incidence of Bullying or Harassing behaviours may decrease. Rely on the ripple effect ... do a few things really well, rather than targeting 10 things and doing them not so well.

### Example Only

This de-identified department's result from its BPA Survey revealed:

- In general, the employees were pretty down on the Executive, their managers, and each other!

The department experienced...

- A drop in the level of Employee Engagement between BPA surveys by 16%.
- An increase in the level of Employee Disengagement between surveys by 7%;
- A decrease in the Truly Great Place to Work result by 33%.

Going forward, working on the results of this survey for our team, these are some things we are going to Keep, Stop, and Start doing!

Keep  
doing

#### This is good... but we can be better.

- Keep up the sense of being proud of what we do, in having pride in the services we deliver to our clients.
- Keep up our focus on Safety and the Wellbeing indicators of each individual feeling competent at what they do and making a difference in their field. Promote our successes and achievements!

Stop  
doing

#### A couple of areas of weakness that we are going to stop.

- Tolerating any unreasonable behaviours in our workplace.
- Letting any potential problems linger on – our team's approach to problem solving will be to address problems as they pop up and press hard to find innovative solutions to these problems – get to the root cause of the problem.

Start  
doing

#### Things we're going to start doing.

- Using our Values at the team level – we need to live by them in our team, and have the courage to speak up (in a respectful way) if we observe a behaviour that is not 'living the values'. Let's start with the fundamental Value of Respect.
- Our managers are going to reflect and change-up their leadership behaviours by picking 2-3 attributes that didn't rate as strong in this survey. Some examples include listening, holding people accountable, addressing any poor performance and creating the sense of team cohesion and purpose.
- We are a small team. Our solidarity metric (the Truly Great Place to Work) took a hit this survey. We need to work on building this sense of camaraderie back up in the team. It is all about how we interact with each other, how our leaders engage with the team, how we are accountable and responsible for our own area of work.



Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

## How do I feedback the results to my staff?

The BPA Report is a management tool. You want an engaged workforce, where people feel motivated to come to work, to do their best, to drive the strategy of your organisation (and your department).

The value out of the survey process becomes real when employees receive feedback, they feel they were listened to and that something will be done with the results.

Receiving a report about your own management style, how you lead your team, the level of trust, any unreasonable behaviours at play, can sometimes be very confronting.

Sometimes managers have what I call a SARAH moment when they receive the BPA report. SARAH is my take on Elisabeth Kübler-Ross' stages of grieving ... a humorous take.

### S stands for Shock:



"I can't believe anyone would say such a thing!"

### A stands for Anger:



"I feel outraged by this feedback!"

### R stands for Revenge:



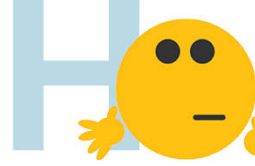
"I'll knee-cap them, slash their car tyres, and..."

### A stands for Acceptance:



"Well, employees were asked to 'have their say', this feedback is all part of being a leader."

### H stands for Help:



"I need coaching on the best way to use this information."

Outlined below are some commandments when rolling out BPA results to your team.

They are grouped by **thou shalt** and **thou shalt not**.

## Thou shalt

Be **open** and lead with the positives at the beginning of the discussion.

Do **run** the meeting by being open to the things you may not necessarily agree with.

Do **finish** the meeting by focusing on making decisions about the actions going forward, what you are going to do as the manager and your expectations of each member of the team as well.

## Thou shalt not

Don't try and figure out **who** said what

Don't **mock** people's opinions as most (perhaps not all) try sincerely to provide genuine feedback.

Don't **blame** people above you. Focus on what you can control.

Don't **bury** people in too much information. Give them the highlights and the BPA At A Glance is a good place to start.

Don't go into your meeting **unprepared**, thinking "I can wing this" – you will come a gut-sa!

Don't **shut** people down (unless they are trying to monopolise the meeting). If so do this respectfully.

Don't make **promises** you are not prepared to keep or not able to action.

Don't **blame** the team for a not-so great result. Every culture has strengths.

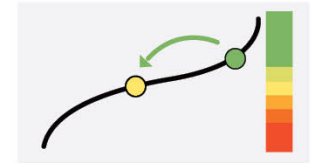
Don't hand out **narrative text** – staff don't necessarily want their comments to be front page news. This is a high risk strategy and will just fuel gossip.



Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

## Q and A

This section might just answer some of the questions you have about the BPA report.



**Q.** The last time the BPA survey was conducted in our organisation, my department was in a Culture of Success, now it's in Consolidation. What happened, what can I do about that?

**A.** One thing to understand is that Organisational Culture is like a bank account... sometimes you might have to spend a bit of the bank account when you are introducing unpopular change. The key lies in knowing when to re-build. The only thing constant in an organisation is change – it happens, it is a fact of life. Building a level of resilience in the culture is the first step. Getting your employees focused on the fact that change is going to happen, it is going to bite us on the nose at any time and that we have to be prepared for it. Go through the 10 Engagement questions carefully to see where you 'lost ground' between surveys. Was it in trust, was it in employee's motivation, was it in change? Then focus on one area to rebuild the level of engagement. Campaign building trust ... build trust and it builds engagement.

**Q.** How do I build trust?

**A.** Trust is the glue that binds a team (and an organisation) together. You can't change a culture without it. The things that build trust:



• **Visibility** – being out there amongst your people (not checking up on them) but truly engaging with them. Walk through the department, say hello, ask about how things are going, roll your sleeves up and do a bit of the hard labour every now and then.



• **Predictability** in your own leadership style – a moody manager is not one that people will trust or follow.



• **Fairness** – don't play favourites! Be transparent in your recruitment and selection processes (and give feedback to those who are not successful), be transparent in workload allocation, in annual leave allocation, in rewarding and recognising individuals. Lack of fairness and favouritism are cousins!

**Q.** My benchmarking summary graph (the overall counts in blue, red and yellow) has lots of blue for About Our Managers ... but lots of red for About Our Culture. What does this mean?

**A.** This might be a little unpalatable to hear ... but you have to be careful you aren't adopting the potential for manager disconnect in your management and leadership style. An attribute of the best managers I have seen, is that they can win the hearts and minds of their people to go with them and their leadership ... and to go with the organisation. They don't bunker their team down. The signs and symptoms of a responsible manager versus a manager that might be potentially disconnected are illustrated in the next column. Have a read ... it might be confronting ... but ask yourself 'do I do any of the disconnected behaviours' and if you are honest in your self-evaluation you will welcome the opportunity to develop yourself and change a set of behaviours that you might not necessarily be even aware of. But whatever you do, try not to adopt a bunker mentality to protect yourself and your employees.

The potential for Manager Disconnect is a label developed by BPA that applies to a phenomenon where managers have disconnected their managerial responsibilities and surrendered them to the organisation. Examples of this behaviour include:



**A manager who is potentially disconnecting ...**

Denigrates the organisation and its executive in front of their staff.

Tries to be everyone's friend, even when it means ignoring performance problems.

Doesn't want to take on the normal responsibilities of a manager, but wants the title and the pay.



**A responsible manager ...**

Supports the organisation's decisions in front of their staff even if they privately disagree with them.

Is friendly but firm in requiring appropriate performance levels.

Accepts their responsibilities as a manager, even if it means some discomfort in the workplace.

**Q.** My benchmarking summary graph (the overall counts in blue, red, and yellow) has lots of blue for About Our Culture but not for About Our Managers. What does this mean?

**A.** The questions on the BPA survey are asked at 3 levels ... your employees' working life in the organisation (the entity that employs them), their working life in their team, their working life with you the manager, the person who guides and directs their performance.

If your employees' evaluation of your leadership style doesn't come up rosy, then this represents an opportunity for you personally. The best managers I have come across know themselves very well – they know their personal attributes – what they are like at their peak, what they are like when they are stressed. They seek information about their style that will make them a better manager, and we can always be better. It is a huge responsibility being a manager, and receiving feedback on our management and leadership style comes with the title. Look for areas of strength in your style based on the evaluation of how others see you. Use the Leadership profile as an opportunity to gain insight into how others see you. Drop any defensiveness – I know sometimes the evaluation can be hard hitting, but take it on board and grow.



Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

What Works when Changing Culture - The Power of Values

## What does BPA think are the most successful forms of cultural change?

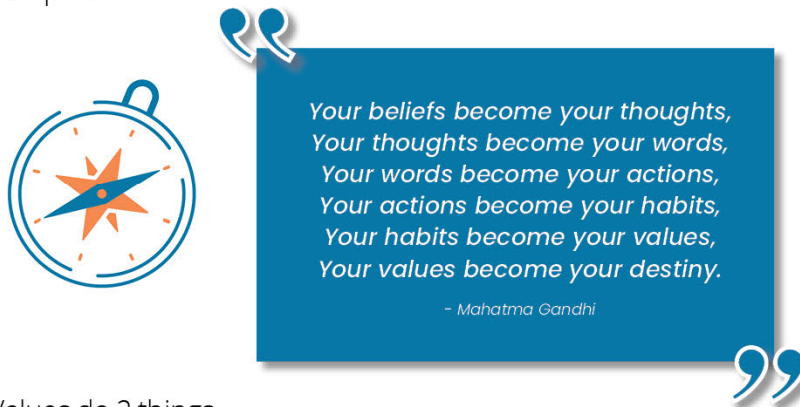
Over the past 29 years of measuring Organisational Culture, the two most powerful forms of cultural change we have observed that work are:

1. **The power of Values** and the behaviours that underpin them.
2. **The power of managers** truly taking on the role of being a Performance Coach – holding people accountable, not only for their performance, but their behaviours too.

If you do nothing but focus on these 2 things, hopefully you will get some traction in a positive way.

### The Power of Values

There is power in a strong set of Organisational Values as Values are the anchor that you as a manager can use during times of major or turbulent change. They are an organisation's moral compass.



Values do 2 things for an organisation and a team:

1. They will guide the organisation's decisions and priorities – strategic and day-to-day; and
2. They will establish the boundaries for acceptable and unacceptable behaviour.




Everything changes ... Buildings change, People change, Client's and Member's expectations change, Governments change, Funding Levels change, Workload and activity change, Climates change, Economies change, Managers and Leaders change.

The one constant that can stay the same in the midst of major change is an organisation's Values ... and how these are put into practice.

Finally when it comes to Values, in the best organisations BPA has measured, we have identified these organisations do 3 things very well with their Values, they ...




As a manager of a team, think about these practices.


-  Do you speak to your Organisation's Values when you are recruiting new people into your team? Do you ask the potential new recruit to draw on their past experiences to find out if they will be a good fit for your department?
-  Do you acknowledge great performance (rewarding doesn't have to be materialistic).
-  Are there consequences for people who don't live by the Values, for any behaviours that are contrary to the defined set of behaviours that underpin your organisation's Values?


### The 3 Types of Values BPA has Observed

BPA Analytics' (BPA) research into Organisation Values has found 3 broad categories of values.

1. Aspirational Values;
2. Inspirational Values; and
3. Foundational Values

 **Aspirational Values**  
These are values that an organisation may aspire to. Examples could include Excellence, Service, Continuous Improvement, Communication or Teamwork. In our observation, most Company Values are of the Aspirational kind.

 **Inspirational Values**  
These are values that have an underlying cause that inspires its workforce and sometimes even clients. They typically have a 'call to action'. They might include "to fight cancer" or "to end animal testing on cosmetic products". They are visionary and motivational in a way that "excellence" or "teamwork" is not.

 **Foundational Values**  
These are values that are practical and pragmatic. They are values that the organisation must have on a day-to-day basis in order to ensure it functions smoothly. Failure to live these values will typically see both the organisation and its members suffer.

Analysis of data collected up until 12-Nov-21 from the surveys of 21 respondents (response rate of 100%).

## What Works when Changing Culture - The Power of Managers

### The Power of a Manager being a Performance Coach

The best managers I have come across, as mentioned earlier, know themselves very well, and they take on the role of being a performance coach, they wear a manager's hat.

They embrace the principles of a great coach by ...

-  Clearly (and regularly) communicating the expectations they have of each member of their team;
-  Providing support and guidance on how to overcome any performance shortfalls;
-  Guiding them on their performance;
-  Addressing poor performance constructively;
-  Constructively giving feedback on their performance;
-  Being a role model their employees look up to and learn from;
-  Helping their employees to plan how to improve their performance;
-  Wrapping up all of these practices with some form of annual review. Some do quarterly or 6 monthly reviews. If the manager is doing all of the above, the Performance Review process should not produce any surprises.
-  Providing appreciation for good performance;

### The Recipe for Successful Cultural Change Has Four Essential Ingredients



A **shared vision** on what you are trying to achieve.



The **resources** (especially time) to implement the changes.



The **will to do it** - a commitment from you as the manager.



A **plan** with dates, accountabilities, and (especially) the first step.

All four of these components are essential - *not just 2 or 3.*



# The BPA Top Drawer Report



2021 Workplace Culture Survey

Canberra Health Services

**Workforce Grouping = Medical Officer**

A BPA Analytics Survey

**Why is it called the Top Drawer Report?**

Because it is an overview of the data from the BPA Analytics Survey - something you can keep in your top drawer for quick reference.

Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

Welcome

This BPA Report is intended to help you, the manager, interpret and use the results from the BPA survey most productively.

Your people took the time to complete the BPA survey. They want to know they were listened to, and that something will be done with the results.

We all spend a lot of time at work, in our labour. Your role as a manager is to use this information to reflect on your own management and leadership style (after all, Organisational Culture is leadership driven) and to get the best from your team.


We have provided you with a report that contains the very real perceptions your employees have of their working life.

Regardless of whether these perceptions are a correct (or incorrect) interpretation of reality, the simple and unavoidable fact is:

- Your employees have these perceptions;
- Your employees use these perceptions to frame their actions and behaviours;
- Your employees' actions and behaviours will either drive, or limit, your department's performance;

We hope you are able to use your BPA Report to identify 2 or 3 things to action and make sure you do limit your Action Plan to a maximum of 3 things. We know from experience that this will maximise your chances of achieving a result.

Good luck!



**Jacqui Parle**  
Director Consulting Services  
BPA Analytics





Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## **Workforce Grouping = Medical Officer**

Your Response Rate/s

How reliably you can use the data contained in your BPA Report all starts with the response rate. Typically, the first wave of employees responding to the survey (between 10-12%) provide responses that are on the whole about 3-4% more positive than the entire cohort responding to the survey. To allow for this to level out, our research has found that the response rate needs to reach about 40%.

In reporting units where the response rate falls below this threshold, data is indicative, not definitive and should be used with caution - and not to base any major decisions.

The higher your response rate, the more confidently you can use the data to form the basis for change initiatives.

Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

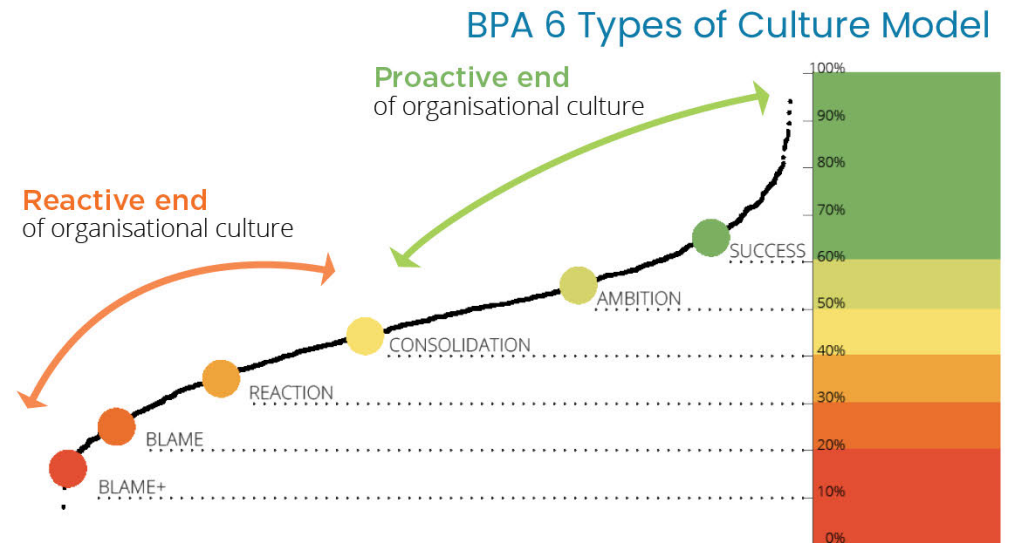
## Workforce Grouping = Medical Officer

### Measuring Your Engagement

#### Measuring Engagement

BPA's years of experience and knowledge of what works, and what doesn't work has been instrumental in formulating BPA's signature model of Engagement Culture –The 6 Types of Culture Model.

This model has been used extensively by our client organisations. It is very popular with both executive and front-line managers, because it is simple to follow and has a very strong intuitive match with day-to-day lived work experiences.



BPA's method for evaluating a group's Engagement Culture involves 2 steps:

- Step 1:** Measuring the percentage of respondents who report themselves as experiencing their working life in an Engagement Cycle.
- Step 2:** Plotting this Engagement Cycle against BPA Type of Culture chart in order to identify your own Type of Culture. This is an empirical test because this chart is derived from the actual results of other organisations contained in BPA's extensive Research Database.

Based on over 750,000 respondents, BPA observes that organisations can be broken down into 3 groups of people:

#### Engagement Cycle

Those who experience their working life in an Engagement Cycle (either personally or in their work unit). They are:

- Openly positive, optimistic and engaged about the organisation's future.
- Ready for change and ready to trust management.
- Average of 45% of organisational employees.



#### Swinging Voters

Those who sit on the fence – the Swinging Voters. They are:

- Neither openly positive nor openly negative.
- Inclined to just want to come to work to do their job and not engage with organisational purposes.
- Average of 40% of organisational employees.



#### DisEngagement Cycle

Those who experience their working life in a DisEngagement Cycle (either personally or in their work unit). They are:

- Openly negative, pessimistic and disengaged from the organisation's future.
- Reluctant to change and distrustful of management.
- Average of 15% of organisational employees.

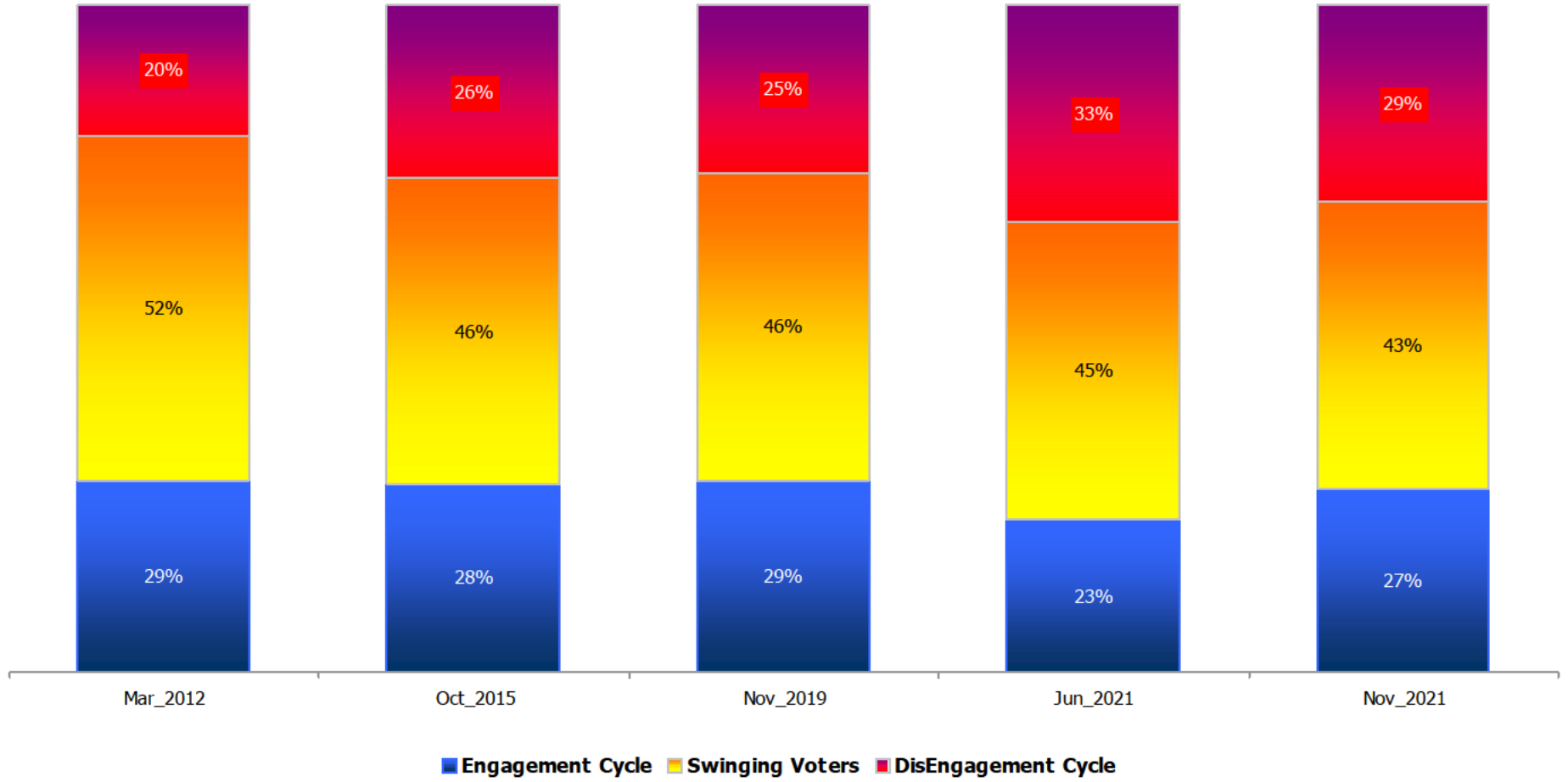


Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

**Workforce Grouping = Medical Officer**

Your Organisation's Cycles

The chart below shows the %age of your respondents who are in each Cycle - Engaged, Swinging Voter and DisEngaged. If this has been measured in any previous survey, then this chart will also show how this is trending over time. The additional charts over the page give some comparisons from BPA Analytics' workforce database.





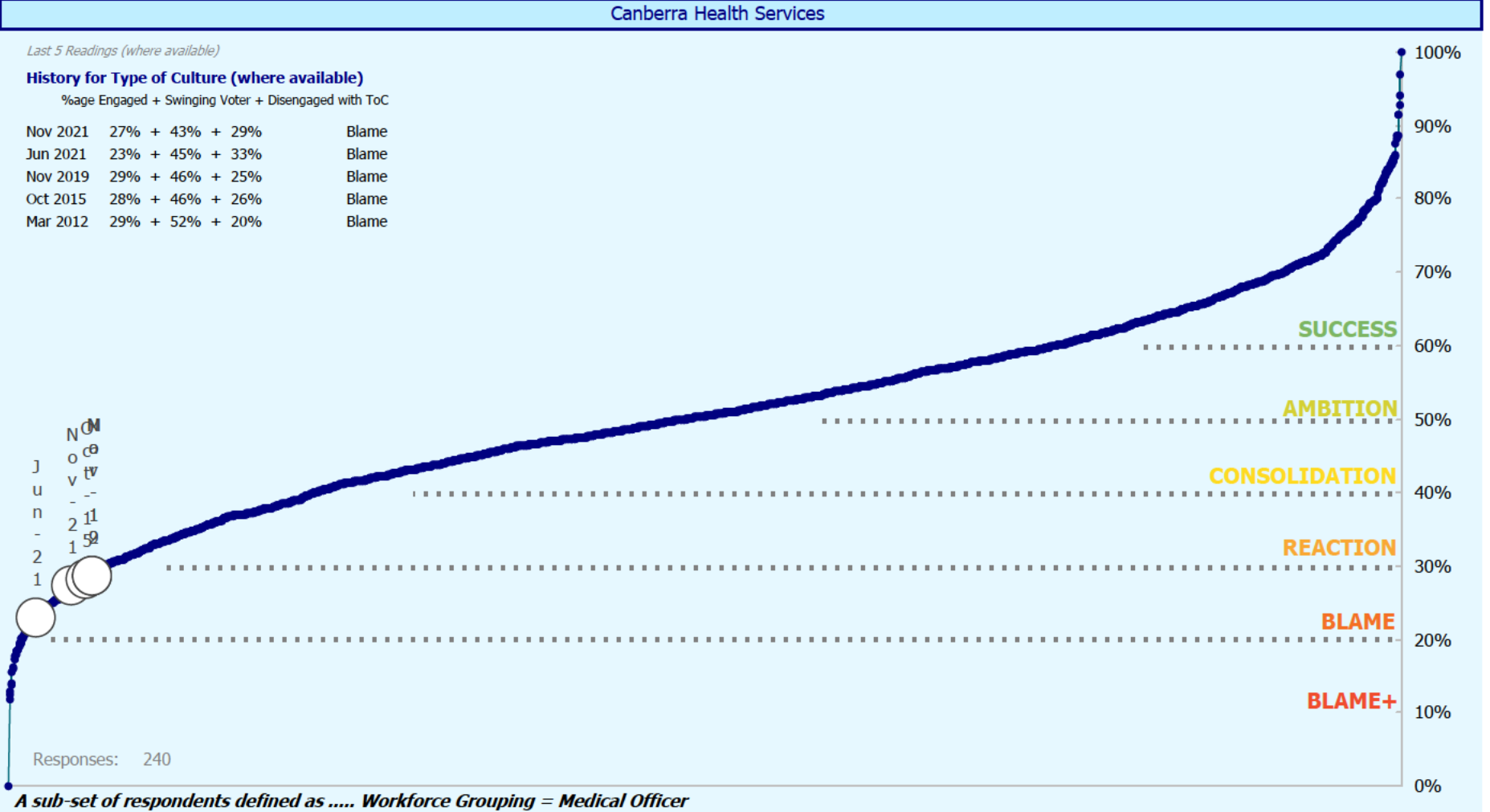


Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

### Workforce Grouping = Medical Officer

#### Your Type of Engagement Culture

Your Type of Engagement Culture is identified as the bubble on the chart below. The 'squiggly' line is a full series of dots - each dot is a separate organisation that BPA Analytics has surveyed. The %age used on the chart is the %age of respondents who identified with the Engagement Cycle.



Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

### Types of Culture - Descriptors







<p><b>A Culture of Success</b></p> <p>ENGAGEMENT <b>&gt;60%</b></p> 	<ul style="list-style-type: none"> <li>• More than 60% of employees are Engaged with the organisation.</li> <li>• Large numbers of employees are optimistic about the organisation's future. There is a strong sense of success and achievement. 'Things are getting better all the time'.</li> <li>• Employees are very positive and proactive about tackling problems. There is a 'Can Do' mentality.</li> <li>• This Type of Culture is very close-knit, very cohesive, and very focused. Anyone who doesn't 'fit in' tends to be squeezed out by peer pressure. There is a risk of 'Group Think' which enforces conformity to the norm and stifles self-reflection and self-critique.</li> </ul>
<p><b>A Culture of Ambition</b></p> <p>ENGAGEMENT <b>50% - 60%</b></p> 	<ul style="list-style-type: none"> <li>• 50% to 60% of employees are Engaged with the organisation.</li> <li>• Organisations at this stage are not satisfied with their current level of performance or their current way of doing business. They are ambitious for new and better ways of moving ahead.</li> <li>• An 'Anything is Possible' mentality is quite common. This type of organisation tends to be very innovative – many see themselves as 'Project City'.</li> <li>• There is a risk that the organisation commits to too many projects or fails to complete projects before moving on.</li> <li>• Needs a strong fiscal discipline and the ability to say 'NO' to too many projects.</li> </ul>
<p><b>A Culture of Consolidation</b></p> <p>ENGAGEMENT <b>40% - 50%</b></p> 	<ul style="list-style-type: none"> <li>• 40% to 50% of employees are Engaged with the organisation.</li> <li>• This is often a culture in transition. It tends to be fragmented (some work units are in low-end cultures and some in high-end cultures).</li> <li>• There is pressure to consolidate the gains already made.</li> <li>• Employees refer to the need for 'a breather'.</li> <li>• Not a lot of remedial action is required in this culture.</li> </ul>
<p><b>A Culture of Reaction</b></p> <p>ENGAGEMENT <b>30% - 40%</b></p> 	<ul style="list-style-type: none"> <li>• 30% to 40% of employees are Engaged with the organisation.</li> <li>• There is a lot of organisational repair work – often on the run.</li> <li>• A lot of management time is wasted on continually putting out fires throughout the organisation.</li> <li>• Management is putting significant resources into improving communication with employees.</li> </ul>
<p><b>A Culture of Blame</b></p> <p>ENGAGEMENT <b>20% - 30%</b></p> 	<ul style="list-style-type: none"> <li>• 20% to 30% of employees are Engaged with the organisation.</li> <li>• Large numbers of employees are openly pessimistic about the organisation's future.</li> <li>• It is common to hear 'Communication is poor', 'There is no leadership', or 'Morale is bad'.</li> <li>• There is a 'Them and Us' mentality. There is an automatic assumption that management will always have a hidden agenda.</li> <li>• No matter how bad it is, employees assume it just cannot be changed.</li> <li>• It is common for a 'Problem Pipeline' to exist.</li> </ul>
<p><b>A Culture of Blame+</b></p> <p>ENGAGEMENT <b>&lt;20%</b></p> 	<ul style="list-style-type: none"> <li>• Less than 20% of employees are Engaged with the organisation.</li> <li>• The organisation may experience a history of 'leadership churn' where senior leaders come and go quickly.</li> <li>• Employees perceive that the 'ship' is rudderless and lacks direction.</li> <li>• The organisation often tends to serve a difficult (and sometimes demanding) client base.</li> <li>• Employees experience a sense of hopelessness which verges on despair.</li> </ul>



Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

Types of Culture - Possible Action Strategies

Type of Culture	Action Strategies
<p style="text-align: center; font-weight: bold;">A Culture of Success</p> <div style="display: flex; align-items: center; justify-content: center;"> <div style="text-align: center; margin-right: 10px;"> <p style="font-size: small; margin: 0;">ENGAGEMENT</p> <div style="border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="font-size: x-small; margin: 0;">&gt;60%</span> </div> </div> <div style="text-align: center; margin-right: 10px;">  </div> </div>	<ul style="list-style-type: none"> <li>Use your strengths to drive performance - make it work for you.</li> <li>Innovate - look outside your current industry for new ideas.</li> <li>Watch out for burn-out of key individuals.</li> <li>Watch out for the signs that pride is creeping in. Pride (defined as believing your own publicity) will kill the strength of this Type of Culture.</li> <li>Watch out for 'Group Think'. Encourage and protect divergent, even unpopular, views.</li> </ul>
<p style="text-align: center; font-weight: bold;">A Culture of Ambition</p> <div style="display: flex; align-items: center; justify-content: center;"> <div style="text-align: center; margin-right: 10px;"> <p style="font-size: small; margin: 0;">ENGAGEMENT</p> <div style="border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="font-size: x-small; margin: 0;">50% 60%</span> </div> </div> <div style="text-align: center; margin-right: 10px;">  </div> </div>	<ul style="list-style-type: none"> <li>Team up project-finishers with project-initiators, otherwise you will end up with lots of good intentions and great ideas/plans but no concrete results from them.</li> <li>Control the number of projects and build budget accountability for them.</li> <li>Implement a Project Management System to control implementation of new projects.</li> <li>Say "No" to new projects more than you say "Yes".</li> <li>Celebrate the successes, especially when something is completed.</li> <li>Protect some risk-takers. Risk-taking can be a strong source of innovation.</li> </ul>
<p style="text-align: center; font-weight: bold;">A Culture of Consolidation</p> <div style="display: flex; align-items: center; justify-content: center;"> <div style="text-align: center; margin-right: 10px;"> <p style="font-size: small; margin: 0;">ENGAGEMENT</p> <div style="border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="font-size: x-small; margin: 0;">40% 50%</span> </div> </div> <div style="text-align: center; margin-right: 10px;">  </div> </div>	<ul style="list-style-type: none"> <li>Focus your attention on the reporting units and cohorts that are still in the low-end cultures.</li> <li>Use the strengths of the units that have pushed ahead into the high-end cultures - what are they doing that is working?</li> <li>Give attention to how problems are being fixed – are the symptoms being fixed or are people getting down to fix the root causes?</li> </ul>
<p style="text-align: center; font-weight: bold;">A Culture of Reaction</p> <div style="display: flex; align-items: center; justify-content: center;"> <div style="text-align: center; margin-right: 10px;"> <p style="font-size: small; margin: 0;">ENGAGEMENT</p> <div style="border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="font-size: x-small; margin: 0;">30% 40%</span> </div> </div> <div style="text-align: center; margin-right: 10px;">  </div> </div>	<ul style="list-style-type: none"> <li>Put a ban on the jargon of Corporate-Speak in favour of the practicalities of Job-Speak. Convert corporate-style communications into 'how it affects people in their work'.</li> <li>Focus communication on answering the 3 most potent questions that employees have:                             <ul style="list-style-type: none"> <li>What exactly do you want me to do?</li> <li>How will I do it?</li> <li>Why should I?</li> </ul> </li> <li>Look at how you can upgrade your Communication Strategy into a Performance Development Strategy.</li> </ul>
<p style="text-align: center; font-weight: bold;">A Culture of Blame or Blame +</p> <div style="display: flex; align-items: center; justify-content: center; margin-bottom: 10px;"> <div style="text-align: center; margin-right: 10px;"> <p style="font-size: small; margin: 0;">ENGAGEMENT</p> <div style="border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="font-size: x-small; margin: 0;">20% 30%</span> </div> <p style="font-size: x-small; margin: 0;">(Blame)</p> </div> <div style="text-align: center; margin-right: 10px;">  </div> </div> <div style="display: flex; align-items: center; justify-content: center;"> <div style="text-align: center; margin-right: 10px;"> <p style="font-size: small; margin: 0;">ENGAGEMENT</p> <div style="border: 1px solid black; border-radius: 50%; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <span style="font-size: x-small; margin: 0;">&lt;20%</span> </div> <p style="font-size: x-small; margin: 0;">(Blame+)</p> </div> <div style="text-align: center; margin-right: 10px;">  </div> </div>	<ul style="list-style-type: none"> <li>Focus on getting lots of simple, highly-visible wins that affect people in their day-to-day work.</li> <li>Give credit where credit is due.</li> <li>Ensure visibility of executive in order to build levels of trust. Don't lock yourself in your office - get out and about.</li> <li>Ensure stability in leadership roles. Employees in this culture often believe that they can outlast cultural change initiatives because the leader driving them will move on before too long.</li> <li>Open up the 'Problem Pipeline'. The simple fact is that you can't keep a 'Problem Pipeline' bottled up forever.</li> <li>A simple way of dealing with a 'Problem Pipeline' is to make a list on a whiteboard of any problems you are aware of but that are not being dealt with or that you assume someone else is dealing with. You might start with 4 or 5 problems but the list will quickly build over the following days and weeks. The key idea is to fix each problem and then wipe it off the whiteboard. This is a very simple idea, hard to do but extremely effective.</li> <li>As problems get solved, this will build trust between managers and everyone else affected by these problems and it will build a sense of success and momentum that things are really starting to work. No-one likes being criticised or blamed but the ability to see and use the truth in it makes you stronger and gives you control over difficult situations.</li> </ul>





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### Workforce Grouping = Medical Officer

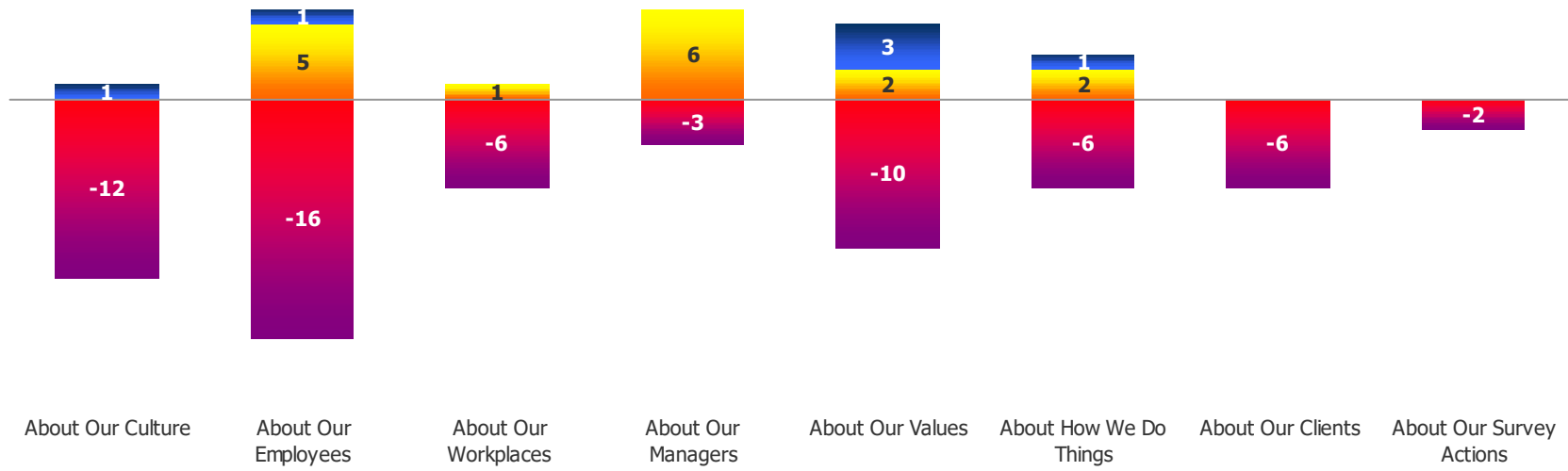
#### Summary of Benchmarking Performance against your Partners

##### Canberra Health Services

... compared with the norms for Public Hospitals & Healthcare Services

- No of questions rated "Above the Norm"
- No of questions rated "Near the Norm"
- No of questions rated "Below the Norm"

- Σ Above = 6
- Σ Norm = 16
- Σ Below = 61

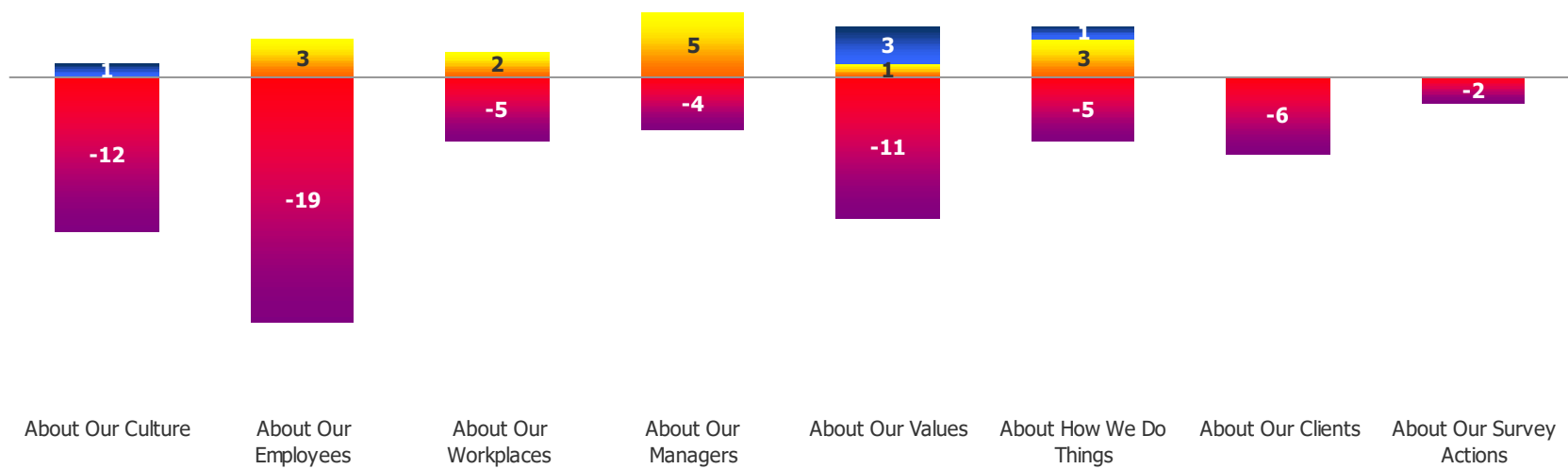


##### Canberra Health Services

... compared with the norms for Medical Professionals

- No of questions rated "Above the Norm"
- No of questions rated "Near the Norm"
- No of questions rated "Below the Norm"

- Σ Above = 5
- Σ Norm = 14
- Σ Below = 64



These graphs reveal how your organisation/work unit compares against a chosen set of BPA Analytics benchmarking partner norms (as listed at the top of the graph).

Blue bars indicate the number of quantitative questions that benchmark above the industry norms. Red bars indicate the number of questions that benchmark below the industry norm. The number of questions that rate near the industry norm appear in yellow. The Sigma sign (Σ) represents the count of the number of questions above, below and on the norm.

The quantitative questions are grouped by each of the sections used in the BPA Analytics Scorecard in this report. This Scorecard displays how each question compares against the primary and secondary set of benchmarking partners - whether it rates above, below or near the norm.

Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

### Benchmarking Perspective

#### The BPA Scorecard

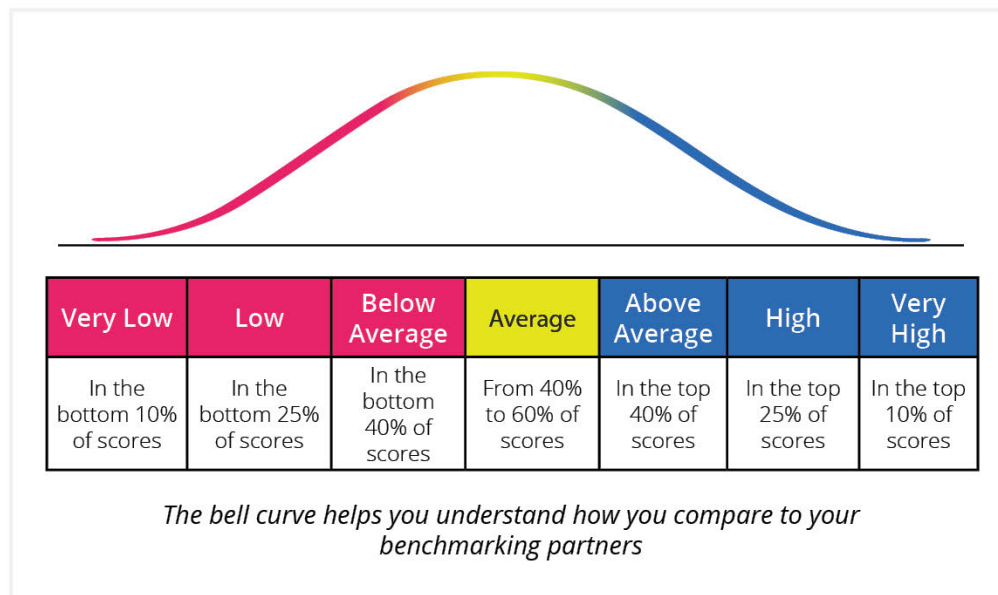
Throughout your BPA Report, you will see BPA Scorecards.

One of BPA’s key sources of competitive edge as researchers is the company’s expertise in benchmarking. When the company was established in 1992, its core competency was benchmarking, and this is still the case today.

Benchmarking is very diagnostic... it identifies your department’s areas of strength, and opportunities for improvement. It puts your results into perspective.

**External Benchmarking** compares your department’s quantitative ratings against the ratings from a set of external Benchmarking Partners.

In the BPA Scorecard (on the following pages), blue shading in boxes on the right-hand side are good – they are strengths relative to the normal range of ratings for each question. Red shading in boxes on the left-hand side indicate relative weakness and will suggest the need for improvements. Yellow shaded boxes indicate the rating is on the norm (average).

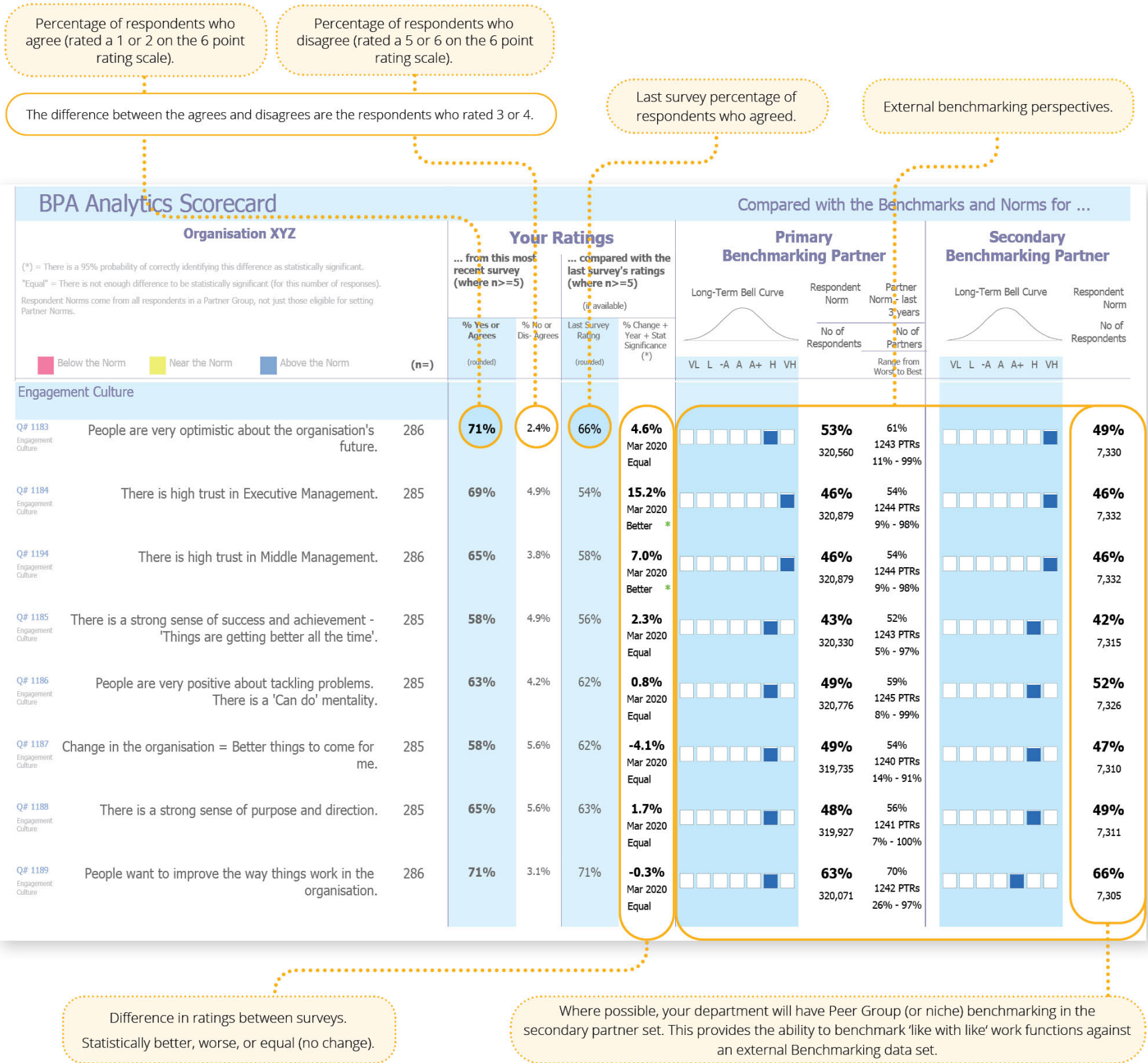


“
”
 Benchmarking is very diagnostic... it identifies your department’s areas of strength, and opportunities for improvement. It puts your results into perspective.

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## Workforce Grouping = Medical Officer

### How to Read Your Scorecard



**! Action Step - Answer these three questions**

1. Which attributes are relatively stronger than the norm and how can you use this strength to achieve your organisational goals?
2. Which attributes are relatively weaker than the norm and how could this be impacting on your performance?
3. Which 1 or 2 areas (amongst all the possible questions) need attention first?





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## Workforce Grouping = Medical Officer

### About Our Culture

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...							
Canberra Health Services				Your Ratings		Public Hospitals & Healthcare Services		Medical Professionals			
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.				... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve		Respondent Norm	
Below the Norm    Near the Norm    Above the Norm				% Yes or Agrees	% No or Dis- Agrees	Last Survey Rating	% Change + Year + Stat Significance (*)	No of Respondents	No of Partners	Respondent Norm	
(n=)				(rounded)		(rounded)		Range from Worst to Best	No of Respondents		
								VL L -A A A+ H VH	VL L -A A A+ H VH		
<b>Engagement Culture in Canberra Health Services - About Trust</b>											
Q# 1201	There is high trust in the Executive Management Team of Canberra Health Services.	239	14%	43.5%	7%	6.7% Jun 2021 Better *		36% 284,278	40% 460 PTRs 7% - 92%		38% 35,217
Q# 1184	There is high trust in Managers throughout Canberra Health Services.	240	26%	30.4%	19%	7.5% Jun 2021 Better *		36% 284,278	40% 460 PTRs 7% - 92%		38% 35,217
Q# 1194	There is high trust in Frontline Supervisors/Team Leaders.	240	55%	12.5%	51%	3.9% Jun 2021 Equal		36% 284,278	40% 460 PTRs 7% - 92%		38% 35,217
Q# 1190	There is a climate of 'Trust and Respect' throughout the organisation.	239	22%	29.7%	17%	5.3% Jun 2021 Equal		35% 284,396	37% 457 PTRs 9% - 97%		39% 35,165
<b>Engagement Culture in Canberra Health Services - About Forward Momentum</b>											
Q# 1183	People are very optimistic about the organisation's future.	239	20%	31.4%	12%	8.5% Jun 2021 Better *		40% 285,113	43% 460 PTRs 7% - 92%		44% 35,290
Q# 1185	There is a strong sense of success and achievement - 'Things are getting better all the time'.	240	14%	38.3%	9%	5.0% Jun 2021 Better *		31% 284,845	33% 459 PTRs 4% - 94%		32% 35,210
Q# 1186	People are very positive about tackling problems. There is a 'Can do' mentality.	240	20%	30.8%	19%	1.4% Jun 2021 Equal		39% 285,007	41% 459 PTRs 8% - 94%		40% 35,239
Q# 1187	Change in the organisation = Better things to come for me.	239	32%	24.7%	30%	2.5% Jun 2021 Equal		41% 284,431	42% 459 PTRs 14% - 91%		42% 35,174
Q# 1188	There is a strong sense of purpose and direction.	236	20%	35.6%	16%	3.6% Jun 2021 Equal		37% 284,248	40% 457 PTRs 8% - 93%		39% 35,149
Q# 1189	People want to improve the way things work in the organisation.	237	43%	21.1%	47%	-4.0% Jun 2021 Equal		57% 284,505	59% 458 PTRs 28% - 96%		59% 35,157
Q# 1191	People are proud of the successes and achievements of the organisation.	237	35%	25.3%	25%	9.3% Jun 2021 Better *		50% 283,226	51% 459 PTRs 16% - 98%		54% 35,131



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### About Our Employees

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Canberra Health Services		Your Ratings				Public Hospitals & Healthcare Services			Medical Professionals				
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.		... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve Respondent Norm Partner Norm - last 3 years			Long-Term Bell Curve Respondent Norm No of Respondents				
Below the Norm    Near the Norm    Above the Norm    (n=)		% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	No of Respondents No of Partners Range from Worst to Best			No of Respondents				
						VL L -A A A+ H VH				VL L -A A A+ H VH			
<b>Employee Satisfaction with their Organisation</b>													
Q# 6596 Orgn meets Expectations	Canberra Health Services consistently meets my most important expectations of it.	221	25%	41.5%	30%	-4.8%	Nov 2019 Equal	43%	41%	360 PTRs	15% - 71%	45%	25,167
<b>Satisfaction with Conditions of Employment</b>													
Q# 748 Employment Conditions	Canberra Health Services provides ... Adequate flexibility in the hours/shifts I work.	236	44%	23.3%	51%	-6.8%	Nov 2019 Equal	59%	61%	362 PTRs	27% - 86%	56%	27,453
Q# 38386	Canberra Health Services provides ... Clear reporting lines.	235	52%	16.2%				No benchmarking analysis available			No benchmarking analysis available		
Q# 749 Employment Conditions	Canberra Health Services provides ... Workloads that are fair and equitable.	237	24%	36.7%	41%	-16.5%	Nov 2019 Worse *	43%	44%	362 PTRs	18% - 66%	45%	27,438
Q# 734 Employment Conditions	Canberra Health Services provides ... A fair day's pay for a fair day's work.	237	46%	23.6%	51%	-5.3%	Nov 2019 Equal	51%	58%	315 PTRs	17% - 82%	54%	23,552
Q# 737 Employment Conditions	Canberra Health Services provides ... Good career opportunities.	237	41%	21.9%	45%	-4.2%	Nov 2019 Equal	39%	45%	142 PTRs	9% - 69%	42%	13,514
Q# 735 Employment Conditions	Canberra Health Services provides ... Secure employment.	236	61%	16.9%	60%	0.1%	Nov 2019 Equal	69%	74%	127 PTRs	44% - 86%	68%	11,487
Q# 741 Employment Conditions	Canberra Health Services provides ... Recognition of my achievements.	236	27%	30.5%	33%	-6.1%	Nov 2019 Equal	33%	37%	148 PTRs	12% - 60%	34%	14,058
<b>The Decision to Leave the Organisation</b>													
Q# 37785	I intend to leave this organisation within 1 year.	230	13%	87.0%	7%	5.6%	Nov 2019 Worse *	4%	5%	90 PTRs	18% - 1%	6%	7,228
Q# 37786	I intend to leave this organisation within 2 years.	230	27%	72.6%	20%	7.3%	Nov 2019 Worse *	10%	12%	90 PTRs	36% - 3%	16%	7,228
<b>Work where I Feel in Control</b>													
Q# 21588 Personal Well-Being	I have a strong sense of... Being in control of many of my work choices.	237	41%	18.1%	57%	-16.1%	Nov 2019 Worse *	61%	59%	89 PTRs	29% - 71%	59%	4,491
Q# 21589 Personal Well-Being	I have a strong sense of... Being competent to do my role.	236	84%	2.5%	87%	-3.3%	Nov 2019 Equal	91%	91%	88 PTRs	81% - 98%	90%	4,568
Q# 21592 Personal Well-Being	I have a strong sense of... Making a difference in my chosen field.	237	68%	7.2%	78%	-9.8%	Nov 2019 Worse *	77%	77%	89 PTRs	57% - 88%	77%	4,556
<b>Work where I Feel Included</b>													
Q# 36900 Personal Well-Being	I feel safe at work to be the person I am.	237	74%	11.4%	75%	-1.0%	Nov 2019 Equal	76%	75%	78 PTRs	55% - 89%	80%	4,043
<b>Work where I Feel Supported</b>													
Q# 21596 Personal Well-Being	I have a strong sense of... Being supported in learning from my mistakes.	236	59%	10.2%	72%	-12.3%	Nov 2019 Worse *	69%	69%	89 PTRs	39% - 88%	72%	4,538
Q# 21597 Personal Well-Being	I have a strong sense of... Being supported to achieve my personal and professional goals.	237	50%	17.3%	65%	-14.5%	Nov 2019 Worse *	62%	61%	89 PTRs	32% - 77%	64%	4,473
Q# 36808 Personal Well-Being	I have a strong sense of... Being supported to look after myself.	236	44%	19.1%	57%	-12.1%	Nov 2019 Worse *	65%	64%	78 PTRs	41% - 77%	64%	4,040



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BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...							
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(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.				... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve		Respondent Norm	
Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	Long-Term Bell Curve VL L -A A A+ H VH	Respondent Norm No of Respondents	Partner Norm - last 3 years No of Partners	Long-Term Bell Curve Respondent Norm No of Respondents
<b>Work that I Feel is Worthwhile</b>											
Q# 21713 Personal Well-Being	The work I do is ... Meaningful.	238	87%	4.2%	94%	-6.4% Nov 2019 Worse *		<b>89%</b> 36,723 78 PTRs 77% - 97%	89% 78 PTRs 77% - 97%		<b>90%</b> 4,132
Q# 21714 Personal Well-Being	The work I do is ... Purposeful.	237	88%	3.8%	94%	-6.5% Nov 2019 Worse *		<b>89%</b> 36,681 78 PTRs 77% - 97%	90% 78 PTRs 77% - 97%		<b>91%</b> 4,121
Q# 21715 Personal Well-Being	The work I do is ... Stimulating.	238	80%	5.9%	90%	-9.9% Nov 2019 Worse *		<b>77%</b> 36,606 77 PTRs 57% - 89%	77% 77 PTRs 57% - 89%		<b>82%</b> 4,123
Q# 21711 Personal Well-Being	The work I do is ... Energising.	237	65%	8.9%	69%	-3.5% Nov 2019 Equal		<b>68%</b> 36,514 78 PTRs 49% - 83%	67% 78 PTRs 49% - 83%		<b>70%</b> 4,112
Q# 37332 Personal Well-Being	The work I do is ... Something I am proud of.	236	84%	3.0%	88%	-4.6% Nov 2019 Equal		<b>87%</b> 36,541 78 PTRs 75% - 93%	87% 78 PTRs 75% - 93%		<b>88%</b> 4,121
<b>Supporting Work-Life Balance</b>											
Q# 700 Work-Life Balance	My manager is aware of and accommodates work/life balance issues.	227	59%	14.1%	71%	-12.5% Nov 2019 Worse *		<b>59%</b> 36,050 64 PTRs 38% - 84%	70% 64 PTRs 38% - 84%		<b>58%</b> 3,202
Q# 37718 Work-Life Balance	My manager demonstrates that they care about my wellbeing.	228	64%	15.8%	72%	-8.0% Nov 2019 Worse *	No benchmarking analysis available	No benchmarking analysis available	No benchmarking analysis available	No benchmarking analysis available	No benchmarking analysis available





Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

### About Our Workplaces

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...								
Canberra Health Services				Your Ratings		Public Hospitals & Healthcare Services		Medical Professionals				
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Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	No of Respondents No of Partners	No of Respondents No of Partners	Long-Term Bell Curve		
								Range from Worst to Best		Respondent Norm		
								VL L -A A+ H VH		VL L -A A+ H VH		
<b>Team Problem-Solving</b>												
Q# 1247 Team Problem-Solving	In my work team ... I feel safe in discussing work problems with other team members.	236	71%	9.3%	82%	-11.5%	Nov 2019 Worse *	35,041	72%	73 PTRs	50% - 86%	4,014
Q# 1248 Team Problem-Solving	In my work team ... I feel safe in discussing work problems with my team leader.	234	66%	14.5%	81%	-14.4%	Nov 2019 Worse *	34,108	70%	69 PTRs	50% - 84%	3,958
<b>Effectiveness of Responses to Harassment and Bullying</b>												
Q# 37723 Response to Bullying	Over the past 12 months ... There has been a focus on identifying and addressing bullying and harassment.	223	30%	22.9%	44%	-13.8%	Nov 2019 Worse *	97,177	42%	189 PTRs	13% - 61%	8,713
Q# 37724 Response to Bullying	Over the past 12 months ... There has been access to appropriate training activities to address bullying and harassment.	219	36%	18.7%	35%	1.4%	Nov 2019 Equal	105,802	43%	190 PTRs	14% - 75%	9,493
Q# 37725 Response to Bullying	Over the past 12 months ... There has been a focus on reducing bullying and harassment in the workplace.	222	36%	19.8%	41%	-4.6%	Nov 2019 Equal	100,732	41%	179 PTRs	17% - 59%	9,033
Q# 37726 Response to Bullying	Over the past 12 months ... My manager has clearly demonstrated their preparedness to eliminate bullying and harassment.	223	43%	19.3%	54%	-11.3%	Nov 2019 Worse *	113,732	57%	207 PTRs	22% - 79%	10,595
Q# 37727 Response to Bullying	Over the past 12 months ... My team has clearly demonstrated their preparedness to eliminate bullying and harassment.	220	45%	17.3%	53%	-7.9%	Nov 2019 Worse *	108,344	57%	206 PTRs	22% - 72%	10,166



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## Workforce Grouping = Medical Officer

### About Our Managers

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...									
Canberra Health Services		Your Ratings				Public Hospitals & Healthcare Services			Medical Professionals		
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.		... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve Respondent Norm Partner Norm - last 3 years			Long-Term Bell Curve Respondent Norm No of Respondents No of Partners		
Below the Norm    Near the Norm    Above the Norm    (n=)		% Yes or Agrees (rounded)	% No or Dis- Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH			Range from Worst to Best VL L -A A A+ H VH		
<b>Manager as Coach</b>											
Q# 59 Mgr as Coach	My manager ... Clearly communicates to me what they expect from me.	226	65%	9.3%	69%	-4.4%	Nov 2019 Equal	64%	66%	378 PTRs	26,498
Q# 61 Mgr as Coach	My manager ... Gives me constructive feedback on my performance.	223	48%	17.5%	54%	-6.8%	Nov 2019 Equal	49%	52%	377 PTRs	26,341
Q# 62 Mgr as Coach	My manager ... Helps me to set realistic performance objectives.	223	44%	20.6%	54%	-10.4%	Nov 2019 Worse *	49%	53%	376 PTRs	26,139
Q# 65 Mgr as Coach	My manager ... Reviews my progress in achieving my objectives.	221	42%	24.4%	51%	-9.6%	Nov 2019 Worse *	43%	48%	372 PTRs	25,250
Q# 67 Mgr as Coach	My manager ... Conducts annual performance reviews with me.	222	47%	23.4%	63%	-15.8%	Nov 2019 Worse *	57%	65%	366 PTRs	24,584
Q# 72 Mgr as Coach	My manager ... Is a role model I look up to and learn from.	220	52%	20.5%	63%	-10.4%	Nov 2019 Worse *	53%	57%	361 PTRs	24,126
<b>Outcomes for Good and Poor Performance</b>											
Q# 68 Aiming for Good Performance	My manager ... Provides reward and recognition for outstanding performance.	222	41%	27.0%	51%	-10.6%	Oct 2015 Worse *	42%	48%	352 PTRs	24,052
Q# 69 Aiming for Good Performance	My manager ... Provides appreciation for good performance.	223	52%	20.6%	64%	-12.2%	Nov 2019 Worse *	53%	58%	366 PTRs	25,021
Q# 71 Aiming for Good Performance	My manager ... Is prepared to address poor performance in a constructive manner.	218	50%	19.3%	65%	-15.5%	Nov 2019 Worse *	54%	57%	372 PTRs	25,680



Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

**Workforce Grouping = Medical Officer**

**About Our Values**

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...											
Canberra Health Services				Your Ratings				Public Hospitals & Healthcare Services				Medical Professionals			
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.				... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve		Respondent Norm	Partner Norm - last 3 years	Long-Term Bell Curve		Respondent Norm	
Below the Norm <span style="color: yellow;">■</span> Near the Norm <span style="color: blue;">■</span> Above the Norm				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH		No of Respondents	No of Partners	VL L -A A A+ H VH		No of Respondents	
								Range from Worst to Best							
<b>Values-In-Action by Respondents</b>															
Q# 38387	I proudly put into practice the value... Reliable - We always do what we say.	236	94%	1.7%				No benchmarking analysis available				No benchmarking analysis available			
Q# 38388	I proudly put into practice the value... Progressive - We embrace innovation.	233	74%	0.9%				No benchmarking analysis available				No benchmarking analysis available			
Q# 38389	I proudly put into practice the value... Respectful - We value everyone.	233	96%	0.4%				No benchmarking analysis available				No benchmarking analysis available			
Q# 38390	I proudly put into practice the value... Kind - We make everyone feel welcome and safe.	234	94%	0.9%				No benchmarking analysis available				No benchmarking analysis available			
<b>Values-In-Action by Work Colleagues</b>															
Q# 1369	The people I work with put into practice the value... Reliable - We always do what we say.	233	80%	2.1%	81%	-1.3%	Nov 2019 Equal			69%	69%			73%	
								122,119		217 PTRs	37% - 96%	16,435			
Q# 1370	The people I work with put into practice the value... Progressive - We embrace innovation.	232	61%	5.6%	62%	-1.1%	Nov 2019 Equal			69%	69%			73%	
								122,119		217 PTRs	37% - 96%	16,435			
Q# 1371	The people I work with put into practice the value... Respectful - We value everyone.	230	80%	2.6%	82%	-1.9%	Nov 2019 Equal			69%	69%			73%	
								122,119		217 PTRs	37% - 96%	16,435			
Q# 1372	The people I work with put into practice the value... Kind - We make everyone feel welcome and safe.	231	82%	2.2%	81%	0.5%	Nov 2019 Equal			69%	69%			73%	
								122,119		217 PTRs	37% - 96%	16,435			
<b>Values-In-Action by Managers</b>															
Q# 10369	My manager/supervisor puts into practice the value... Reliable - We always do what we say.	233	68%	11.6%	63%	5.0%	Nov 2019 Equal			70%	69%			73%	
								56,918		114 PTRs	41% - 87%	9,172			
Q# 10370	My manager/supervisor puts into practice the value... Progressive - We embrace innovation.	231	53%	14.7%	57%	-4.1%	Nov 2019 Equal			70%	69%			73%	
								56,918		114 PTRs	41% - 87%	9,172			
Q# 10371	My manager/supervisor puts into practice the value... Respectful - We value everyone.	230	69%	12.2%	74%	-4.9%	Nov 2019 Equal			70%	69%			73%	
								56,918		114 PTRs	41% - 87%	9,172			
Q# 10372	My manager/supervisor puts into practice the value... Kind - We make everyone feel welcome and safe.	231	71%	10.8%	71%	0.0%	Nov 2019 Equal			70%	69%			73%	
								56,918		114 PTRs	41% - 87%	9,172			
<b>Values-In-Action by Executive</b>															
Q# 6085	Canberra Health Services' Executive Management Team put into practice the value... Reliable - We always do what we say..	232	29%	30.2%	18%	10.5%	Nov 2019 Better			53%	52%			51%	
								58,243		115 PTRs	19% - 80%	8,772			
Q# 6086	Canberra Health Services' Executive Management Team put into practice the value... Progressive - We embrace innovation..	232	30%	32.3%	21%	9.6%	Nov 2019 Better			53%	52%			51%	
								58,243		115 PTRs	19% - 80%	8,772			
Q# 6087	Canberra Health Services' Executive Management Team put into practice the value... Respectful - We value everyone.	231	39%	26.4%	38%	0.6%	Nov 2019 Equal			53%	52%			51%	
								58,243		115 PTRs	19% - 80%	8,772			
Q# 6088	Canberra Health Services' Executive Management Team put into practice the value... Kind - We make everyone feel welcome and safe.	230	41%	23.9%	37%	3.6%	Nov 2019 Equal			53%	52%			51%	
								58,243		115 PTRs	19% - 80%	8,772			
<b>Responding to Behaviour Contrary to the Values</b>															
Q# 10493	If I observed an employee not demonstrating Our Values I would... At an appropriate time or place, discuss with them the behaviour I saw and how it was inconsistent with Our Values.	233	51%	15.5%	55%	-3.7%	Nov 2019 Equal			56%	56%			57%	
								67,448		132 PTRs	38% - 72%	10,154			
Q# 10495	If I observed an employee not demonstrating Our Values I would... Report this behaviour to their supervisor.	231	39%	17.7%	41%	-1.5%	Nov 2019 Equal			60%	60%			51%	
								67,055		132 PTRs	45% - 81%	10,099			
Q# 10494	If I observed an employee not demonstrating Our Values I would... Trust that if such behaviour was reported, then it would be appropriately managed.	232	23%	42.7%	26%	-2.9%	Nov 2019 Equal			50%	46%			48%	
								67,058		132 PTRs	24% - 75%	10,102			





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## Workforce Grouping = Medical Officer

### About How We Do Things

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...												
Canberra Health Services			Your Ratings				Public Hospitals & Healthcare Services			Medical Professionals				
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Below the Norm    Near the Norm    Above the Norm    (n=)			% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH			Range from Worst to Best VL L -A A A+ H VH				
<b>The Pace &amp; Direction of Change</b>														
Q# 1254	Confidence about the Future	The changes that the organisation introduces are well planned, well thought-out and client focussed.	233	25%	35.6%	16%	9.3%	Nov 2019 Better *	28%	32%	72 PTRs	14% - 63%	26%	9,266
Q# 1255	Fast & Focussed	The organisation introduces change quickly. It is fast, focussed and flexible.	233	16%	41.2%	8%	8.0%	Nov 2019 Better *	20%	27%	75 PTRs	4% - 56%	18%	9,110
<b>Improvements Over the Past Year</b>														
Q# 4459	Things are Improving	Overall, the organisation has made significant improvements during the past year.	232	22%	28.0%	22%	0.4%	Nov 2019 Equal	36%	36%	114 PTRs	8% - 74%	34%	7,955
Q# 208	Things are Improving	During the past year, there has been an improvement in... Communication in the organisation.	234	40%	25.6%	36%	4.2%	Nov 2019 Equal	32%	43%	148 PTRs	15% - 62%	29%	10,163
Q# 209	Things are Improving	During the past year, there has been an improvement in... Motivation in the organisation.	233	26%	29.6%	26%	-0.3%	Nov 2019 Equal	27%	37%	102 PTRs	5% - 61%	24%	8,280
Q# 201	Things are Improving	During the past year, there has been an improvement in... The organisation's services and facilities.	229	21%	33.6%	22%	-1.4%	Nov 2019 Equal	38%	35%	90 PTRs	5% - 81%	36%	5,968
<b>Opportunities to Have a Positive Influence</b>														
Q# 38399		In the last week, I had the opportunity to do something that was a positive influence in my team and the organisation in this time of change.	230	33%	17.0%			No benchmarking analysis available						
<b>Management Support with Change</b>														
Q# 18972	Resilience in Transition	My manager has the skills and capability to support me in this time of change.	231	51%	14.3%	57%	-6.4%	Nov 2019 Equal	63%	61%	18 PTRs	34% - 74%	61%	1,283
Q# 11643	Resilience in Transition	My manager is supportive in this time of change.	228	59%	13.6%	61%	-2.2%	Nov 2019 Equal	65%	65%	26 PTRs	40% - 74%	67%	1,577
Q# 11642	Resilience in Transition	The Executive Management Team is supportive in this time of change.	228	26%	31.6%	26%	0.7%	Nov 2019 Equal	42%	41%	27 PTRs	15% - 57%	42%	1,609



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## Workforce Grouping = Medical Officer

### About Our Clients

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...							
Canberra Health Services				Your Ratings		Public Hospitals & Healthcare Services		Medical Professionals			
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Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	No of Respondents	Partner Norm - last 3 years	No of Respondents	Partner Norm
								Range from Worst to Best			
								VL L -A A A+ H VH		VL L -A A A+ H VH	
<b>Consumer Safety Measures - Preventative, Detective &amp; Corrective</b>											
Q# 6116	Client Safety Culture	Commitment - People in my work unit are highly conscious of the potential for adverse consumer safety events.	228	80%	2.2%	86%	-5.3% Nov 2019 Equal	87%	88% 239 PTRs 67% - 99%	89%	11,915
Q# 6117	Client Safety Culture	Vigilance - People in my work unit report adverse consumer safety events and complaints quickly and openly.	223	71%	4.0%	79%	-8.1% Nov 2019 Worse *	83%	84% 239 PTRs 59% - 97%	83%	11,832
Q# 6120	Client Safety Culture	Learning - People in my work unit treat consumer safety events as learning opportunities.	225	69%	5.3%	75%	-5.2% Nov 2019 Equal	79%	80% 238 PTRs 53% - 96%	79%	11,798
Q# 11224	Client Safety Culture	Reliability - People in my work unit always follow evidence, guidelines, standards, procedures and pathways no matter how difficult this might be.	227	66%	5.7%	63%	2.8% Nov 2019 Equal	77%	76% 149 PTRs 58% - 93%	74%	7,927
Q# 11225	Client Safety Culture	Escalation - People in my work unit exercise good judgement about when to escalate a deterioration in a consumer's condition.	226	78%	2.7%	82%	-3.9% Nov 2019 Equal	86%	86% 148 PTRs 66% - 97%	86%	7,846
Q# 11226	Client Safety Culture	Perseverance - People in my work unit will persevere in escalating concerns when they believe it's clinically appropriate.	222	73%	5.4%	80%	-6.9% Nov 2019 Worse *	85%	84% 141 PTRs 64% - 97%	85%	7,718
<b>Commitment to Consumer Safety</b>											
Q# 39401		I am committed to doing everything I can to ensure consumer safety.	229	97%	0.0%			No benchmarking analysis available		No benchmarking analysis available	
Q# 37738	Consumer Safety Commitment	My Manager is committed to doing everything they can to ensure consumer safety.	228	81%	5.7%	79%	2.3% Nov 2019 Equal	No benchmarking analysis available		No benchmarking analysis available	
Q# 37737	Consumer Safety Commitment	The Executive responsible for my workplace is committed to doing everything they can to ensure consumer safety.	228	56%	16.7%	57%	-1.0% Nov 2019 Equal	No benchmarking analysis available		No benchmarking analysis available	
Q# 37736	Consumer Safety Commitment	The Executive Management Team are committed to doing everything they can to ensure consumer safety.	228	54%	18.4%	49%	5.2% Nov 2019 Equal	No benchmarking analysis available		No benchmarking analysis available	



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## Workforce Grouping = Medical Officer

### About Our Survey Actions

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...					
Canberra Health Services				Your Ratings		Public Hospitals & Healthcare Services		Medical Professionals	
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				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	Respondent Norm	Partner Norm - last 3 years
Below the Norm (Red)    Near the Norm (Yellow)    Above the Norm (Blue)    (n=)						No of Respondents    No of Partners Range from Worst to Best			
Feedback on the Last Survey									
Q# 37774	I completed the 2019 CHS Workplace Culture Survey.	191	<b>69%</b>	11.0%	45%	<b>23.5%</b>	Nov 2019	No benchmarking analysis available	
Q# 37775	I received feedback on the findings of the last employee survey ... From CHS (e.g. CEO presentation).	190	<b>36%</b>	21.6%	24%	<b>12.6%</b>	Nov 2019 Better	No benchmarking analysis available	
Q# 37776	I received feedback on the findings of the last employee survey ... from my Executive/Manager.	189	<b>40%</b>	25.4%	31%	<b>9.6%</b>	Nov 2019 Better	No benchmarking analysis available	
Q# 37777	Action was taken as a result of the last survey.	191	<b>17%</b>	27.2%	13%	<b>3.3%</b>	Nov 2019 Equal	<b>24%</b>	27% 23 PTRs 5% - 53%
Q# 37778	There was a positive impact resulting from the last survey.	193	<b>9%</b>	39.4%	9%	<b>0.1%</b>	Nov 2019 Equal	<b>17%</b>	20% 23 PTRs 1% - 40%



Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

### About Our Workplaces

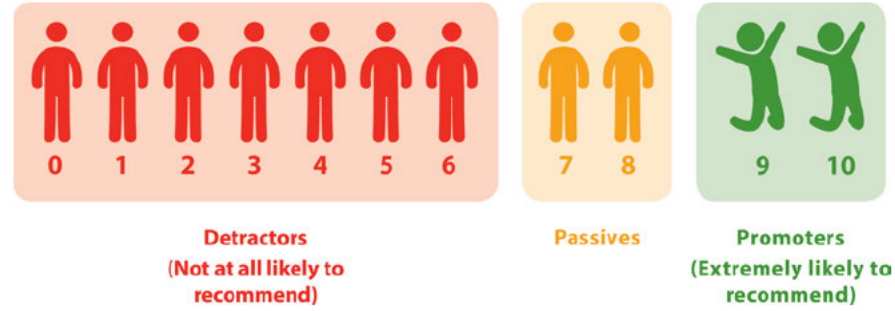
BPA Analytics Snapshot		Your Ratings (*)				
Canberra Health Services		Current Survey		Last Survey (if available)		
<i>A sub-set of respondents defined as ..... Workforce Grouping = Medical Officer</i> (*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). (n=)		% Yes or Agrees	% Middle Rated	% No or Dis- Agrees	Last Survey Rating	% Change since Last Survey + Year + Significance (*)
<b>Prevalence of Being Subjected to Bullying, Harassment, Favouritism or Discrimination in the Workplace</b>						
In the last 12 months, I have been subjected to ... Bullying in the workplace.	233	<b>23%</b>		77.3%	<b>24%</b>	-1.3% 2019 <b>Equal</b>
In the last 12 months, I have been subjected to ... Harassment in the workplace.	233	<b>20%</b>		79.8%	<b>23%</b>	-2.6% 2019 <b>Equal</b>
In the last 12 months, I have been subjected to ... Discrimination in the workplace.	233	<b>18%</b>		82.0%	<b>18%</b>	0.0% 2019 <b>Equal</b>
In the last 12 months, I have been subjected to ... Favouritism in the workplace.	234	<b>23%</b>		77.4%	<b>18%</b>	4.7% 2019 <b>Equal</b>
In the last 12 months, I have been subjected to ... Bullying or Harassment in the workplace.	228	<b>28%</b>		72.4%	<b>43%</b>	-15.2% 2019 <b>Better*</b>
In the last 12 months, I have been subjected to ... Bullying or Harassment or Discrimination or Favouritism in the workplace.	229	<b>38%</b>		62.4%	<b>49%</b>	-11.0% 2019 <b>Better*</b>
<b>Reporting Harassment and Bullying - Experienced</b>						
When I experienced harassment or bullying I ... Reported this behaviour.	112	<b>44%</b>	30.4%	25.9%		
When I experienced harassment or bullying I ... Knew how to go about reporting such behaviour.	117	<b>49%</b>	32.5%	18.8%		
When I experienced harassment or bullying I ... Trusted that, if such behaviour was reported, then it would be appropriately managed.	118	<b>14%</b>	36.4%	49.2%		
<b>Reporting Harassment and Bullying - Observed</b>						
When I observed harassment or bullying I ... Reported this behaviour.	133	<b>56%</b>	24.1%	20.3%		
When I observed harassment or bullying I ... Knew how to go about reporting such behaviour.	139	<b>63%</b>	25.9%	10.8%		
When I observed harassment or bullying I ... Trusted that, if such behaviour was reported, then it would be appropriately managed.	140	<b>20%</b>	35.0%	45.0%		
<b>Personally Subjected to Occupational Violence</b>						
In the last 12 months, I have been subjected to Occupational Violence.	234	<b>52%</b>		48.3%	<b>47%</b>	4.4% 2019 <b>Equal</b>
<b>Attitudes Towards Occupational Violence</b>						
Occupational Violence is generally accepted as being 'part of the job' in my workplace.	189	<b>15%</b>	25.4%	59.3%	<b>21%</b>	-5.4% 2019 <b>Equal</b>
<b>Canberra Health Services - Safety@Work</b>						
Managers always take work, health and safety seriously.	237	<b>65%</b>	25.3%	9.7%	<b>69%</b>	-3.6% 2019 <b>Equal</b>
Managers always take action to address identified work, health and safety issues.	236	<b>57%</b>	32.6%	10.2%	<b>62%</b>	-4.8% 2019 <b>Equal</b>
Employees are always consulted on decisions that impact on their work, health and safety.	237	<b>29%</b>	43.5%	27.4%	<b>42%</b>	-12.6% 2019 <b>Worse*</b>
When I act safely I always receive positive support and recognition in my team.	236	<b>34%</b>	46.2%	19.9%	<b>29%</b>	4.4% 2019 <b>Equal</b>
In this organisation, staff safety is considered as important as patient safety.	237	<b>46%</b>	34.6%	19.4%	<b>45%</b>	1.2% 2019 <b>Equal</b>
Overall, the organisation has a strong, effective staff safety culture.	236	<b>42%</b>	40.3%	18.2%		

Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

### Background to the Net Promoter Score<sup>SM</sup>

The Net Promoter Score<sup>SM</sup> (NPS<sup>®</sup> Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld) provides a gauge of respondent loyalty and engagement. Respondents are categorised into three types based on their response to the key question: "On a scale of 0 to 10, how likely are you to recommend this organisation?"



**Promoters (score of 9 or 10):**

People who feel their lives are enriched by their relationships with the organisation. Promoters typically go the extra mile for the organisation, they are loyal, and promote the organisation.

**Passives (score of 7 or 8):**

People who are fairly satisfied, but not loyal. They rarely talk up the organisation, and when they do, it's likely to be qualified and unenthusiastic. If a better offer comes along, they are likely to defect.

**Detractors (score of 0 to 6):**

People who feel their lives have been diminished by their associations with the organisation. They are dissatisfied and even dismayed by how they are treated. They frequently speak negatively about the organisation and are likely to defect as soon as they find something better.

$$\text{NET PROMOTER SCORE (NPS)} = \% \text{ Promoters} - \% \text{ Detractors}$$

References:

Bain and Co (2013). Who's responsible for employee engagement? Line supervisors, not HR, must lead the charge. Bain and Company, New York.  
 Net Promoter<sup>®</sup>, NPS<sup>®</sup>, NPS Prism<sup>®</sup>, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.  
 Net Promoter Score<sup>SM</sup> and Net Promoter System<sup>SM</sup> are service marks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

Canberra Health Services		Your Net Promoter Scores				Public Hospitals & Healthcare Services			Medical Professionals		
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.		... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve			Long-Term Bell Curve		
		NPS	% Promoters Passives Detractors	Last Survey NPS	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH	Respondent Norm	Partner Norm - last 3 years	VL L -A A A+ H VH	Respondent Norm	
(n=) Below the Norm    Near the Norm    Above the Norm											
Advocating for the Organisation - The Net Promoter Score											
I would recommend my organisation (where appropriate) as... a good place to work.	230	-48.7	9% 33% 58%	-52.6	3.9 Jun 2021 Equal	█ □ □ □ □ □ □ □	+9.1 94,627	+1.9 164 PTRs -62.6 to +95.6	█ □ □ □ □ □ □ □	+2.2 11,118	
I would recommend my organisation (where appropriate) as... the best choice for the type of service provided.	238	-31.9	13% 41% 45%	-36.6	4.7 Jun 2021 Equal	█ □ □ □ □ □ □ □	+23.3 90,173	+14.9 151 PTRs -54.3 to +93.4	█ □ □ □ □ □ □ □	+18.9 11,035	

Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

Now that I understand my report, what do I do next?

### The KEEP, STOP, START Action Planning Template

This Action Planning Template is a quick and easy way to reflect on the results of your department's most recent BPA Analytics Survey.

The KEEP, STOP, START approach to Action Planning has been around for years, but you know what ... it actually works! Following the KEEP, STOP, START method will help you identify areas for quick action, and hopefully you will get positive movement and traction in a few areas in the culture of your department.

The ground rules of Action Planning are...

- Don't make an Action Plan of 10 things to do ... you will never do 10!
- Pick 3 things to action, at most in each of the Keep, Stop, Start.
- If you pick the right 3, and you work really hard on these 3, then you will experience what we call the 'ripple effect'.

The BPA questions are interconnected, if you work on one area (e.g. Engagement) it tends to have a positive ripple effect on other areas. Take the Values section as an example. If you work on Values and have a strategy around Values and behaviours, you will find it ripples positively through the culture, and by happy accident, the Engagement scores may increase, the incidence of Bullying or Harassing behaviours may decrease. Rely on the ripple effect ... do a few things really well, rather than targeting 10 things and doing them not so well.

#### Example Only

This de-identified department's result from its BPA Survey revealed:

- In general, the employees were pretty down on the Executive, their managers, and each other!

The department experienced...

- A drop in the level of Employee Engagement between BPA surveys by 16%.
- An increase in the level of Employee Disengagement between surveys by 7%;
- A decrease in the Truly Great Place to Work result by 33%.

Going forward, working on the results of this survey for our team, these are some things we are going to Keep, Stop, and Start doing!

**Keep doing**

#### **This is good... but we can be better.**

- Keep up the sense of being proud of what we do, in having pride in the services we deliver to our clients.
- Keep up our focus on Safety and the Wellbeing indicators of each individual feeling competent at what they do and making a difference in their field. Promote our successes and achievements!

**Stop doing**

#### **A couple of areas of weakness that we are going to stop.**

- Tolerating any unreasonable behaviours in our workplace.
- Letting any potential problems linger on – our team's approach to problem solving will be to address problems as they pop up and press hard to find innovative solutions to these problems – get to the root cause of the problem.

**Start doing**

#### **Things we're going to start doing.**

- Using our Values at the team level – we need to live by them in our team, and have the courage to speak up (in a respectful way) if we observe a behaviour that is not 'living the values'. Let's start with the fundamental Value of Respect.
- Our managers are going to reflect and change-up their leadership behaviours by picking 2-3 attributes that didn't rate as strong in this survey. Some examples include listening, holding people accountable, addressing any poor performance and creating the sense of team cohesion and purpose.
- We are a small team. Our solidarity metric (the Truly Great Place to Work) took a hit this survey. We need to work on building this sense of camaraderie back up in the team. It is all about how we interact with each other, how our leaders engage with the team, how we are accountable and responsible for our own area of work.



Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

### How do I feedback the results to my staff?

The BPA Report is a management tool. You want an engaged workforce, where people feel motivated to come to work, to do their best, to drive the strategy of your organisation (and your department).

The value out of the survey process becomes real when employees receive feedback, they feel they were listened to and that something will be done with the results.

Receiving a report about your own management style, how you lead your team, the level of trust, any unreasonable behaviours at play, can sometimes be very confronting.

Sometimes managers have what I call a SARAH moment when they receive the BPA report. SARAH is my take on Elisabeth Kübler-Ross' stages of grieving ... a humorous take.

#### S stands for Shock:



"I can't believe anyone would say such a thing!"

#### A stands for Anger:



"I feel outraged by this feedback!"

#### R stands for Revenge:



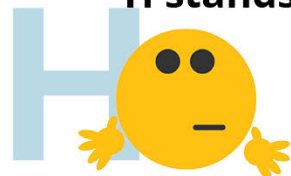
"I'll knee-cap them, slash their car tyres, and..."

#### A stands for Acceptance:



"Well, employees were asked to 'have their say', this feedback is all part of being a leader."

#### H stands for Help:



"I need coaching on the best way to use this information."

Outlined below are some commandments when rolling out BPA results to your team.

They are grouped by **thou shalt** and **thou shalt not**.

### Thou shalt

Be **open** and lead with the positives at the beginning of the discussion.

Do **run** the meeting by being open to the things you may not necessarily agree with.

Do **finish** the meeting by focusing on making decisions about the actions going forward, what you are going to do as the manager and your expectations of each member of the team as well.

### Thou shalt not

Don't try and figure out **who** said what

Don't **mock** people's opinions as most (perhaps not all) try sincerely to provide genuine feedback.

Don't **blame** people above you. Focus on what you can control.

Don't **bury** people in too much information. Give them the highlights and the BPA At A Glance is a good place to start.

Don't go into your meeting **unprepared**, thinking "I can wing this" – you will come a gut-sa!

Don't **shut** people down (unless they are trying to monopolise the meeting). If so do this respectfully.

Don't make **promises** you are not prepared to keep or not able to action.

Don't **blame** the team for a not-so great result. Every culture has strengths.

Don't hand out **narrative text** – staff don't necessarily want their comments to be front page news. This is a high risk strategy and will just fuel gossip.



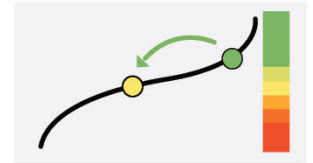
Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

### Q and A

This section might just answer some of the questions you have about the BPA report.

**Q.** The last time the BPA survey was conducted in our organisation, my department was in a Culture of Success, now it's in Consolidation. What happened, what can I do about that?



**A.** One thing to understand is that Organisational Culture is like a bank account... sometimes you might have to spend a bit of the bank account when you are introducing unpopular change. The key lies in knowing when to re-build. The only thing constant in an organisation is change – it happens, it is a fact of life. Building a level of resilience in the culture is the first step. Getting your employees focused on the fact that change is going to happen, it is going to bite us on the nose at any time and that we have to be prepared for it. Go through the 10 Engagement questions carefully to see where you 'lost ground' between surveys. Was it in trust, was it in employee's motivation, was it in change? Then focus on one area to rebuild the level of engagement. Campaign building trust ... build trust and it builds engagement.

**Q.** How do I build trust?

**A.** Trust is the glue that binds a team (and an organisation) together. You can't change a culture without it. The things that build trust:



• **Visibility** – being out there amongst your people (not checking up on them) but truly engaging with them. Walk through the department, say hello, ask about how things are going, roll your sleeves up and do a bit of the hard labour every now and then.



• **Predictability** in your own leadership style – a moody manager is not one that people will trust or follow.



• **Fairness** – don't play favourites! Be transparent in your recruitment and selection processes (and give feedback to those who are not successful), be transparent in workload allocation, in annual leave allocation, in rewarding and recognising individuals. Lack of fairness and favouritism are cousins!

**Q.** My benchmarking summary graph (the overall counts in blue, red and yellow) has lots of blue for About Our Managers ... but lots of red for About Our Culture. What does this mean?

**A.** This might be a little unpalatable to hear ... but you have to be careful you aren't adopting the potential for manager disconnect in your management and leadership style. An attribute of the best managers I have seen, is that they can win the hearts and minds of their people to go with them and their leadership ... and to go with the organisation. They don't bunker their team down. The signs and symptoms of a responsible manager versus a manager that might be potentially disconnected are illustrated in the next column. Have a read ... it might be confronting ... but ask yourself 'do I do any of the disconnected behaviours' and if you are honest in your self-evaluation you will welcome the opportunity to develop yourself and change a set of behaviours that you might not necessarily be even aware of. But whatever you do, try not to adopt a bunker mentality to protect yourself and your employees.

The potential for Manager Disconnect is a label developed by BPA that applies to a phenomenon where managers have disconnected their managerial responsibilities and surrendered them to the organisation. Examples of this behaviour include:



**A manager who is potentially disconnecting ...**

Denigrates the organisation and its executive in front of their staff.

Tries to be everyone's friend, even when it means ignoring performance problems.

Doesn't want to take on the normal responsibilities of a manager, but wants the title and the pay.



**A responsible manager ...**

Supports the organisation's decisions in front of their staff even if they privately disagree with them.

Is friendly but firm in requiring appropriate performance levels.

Accepts their responsibilities as a manager, even if it means some discomfort in the workplace.

**Q.** My benchmarking summary graph (the overall counts in blue, red, and yellow) has lots of blue for About Our Culture but not for About Our Managers. What does this mean?

**A.** The questions on the BPA survey are asked at 3 levels ... your employees' working life in the organisation (the entity that employs them), their working life in their team, their working life with you the manager, the person who guides and directs their performance.

If your employees' evaluation of your leadership style doesn't come up rosy, then this represents an opportunity for you personally. The best managers I have come across know themselves very well – they know their personal attributes – what they are like at their peak, what they are like when they are stressed. They seek information about their style that will make them a better manager, and we can always be better. It is a huge responsibility being a manager, and receiving feedback on our management and leadership style comes with the title. Look for areas of strength in your style based on the evaluation of how others see you. Use the Leadership profile as an opportunity to gain insight into how others see you. Drop any defensiveness – I know sometimes the evaluation can be hard hitting, but take it on board and grow.



Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

### What Works when Changing Culture - The Power of Values

## What does BPA think are the most successful forms of cultural change?

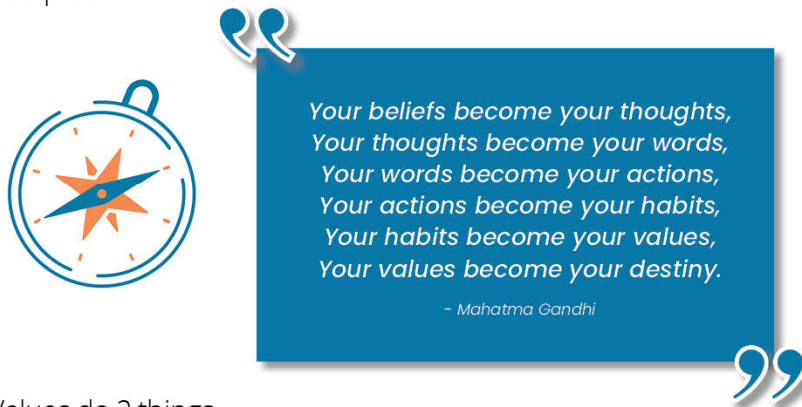
Over the past 29 years of measuring Organisational Culture, the two most powerful forms of cultural change we have observed that work are:

1. **The power of Values** and the behaviours that underpin them.
2. **The power of managers** truly taking on the role of being a Performance Coach – holding people accountable, not only for their performance, but their behaviours too.

If you do nothing but focus on these 2 things, hopefully you will get some traction in a positive way.

## The Power of Values

There is power in a strong set of Organisational Values as Values are the anchor that you as a manager can use during times of major or turbulent change. They are an organisation's moral compass.



Values do 2 things for an organisation and a team:

1. They will guide the organisation's decisions and priorities – strategic and day-to-day; and
2. They will establish the boundaries for acceptable and unacceptable behaviour.

Everything changes ... Buildings change, People change, Client's and Member's expectations change, Governments change, Funding Levels change, Workload and activity change, Climates change, Economies change, Managers and Leaders change.

The one constant that can stay the same in the midst of major change is an organisation's Values ... and how these are put into practice.

Finally when it comes to Values, in the best organisations BPA has measured, we have identified these organisations do 3 things very well with their Values, they ...



As a manager of a team, think about these practices.



Do you speak to your Organisation's Values when you are recruiting new people into your team? Do you ask the potential new recruit to draw on their past experiences to find out if they will be a good fit for your department?



Do you acknowledge great performance (rewarding doesn't have to be materialistic).



Are there consequences for people who don't live by the Values, for any behaviours that are contrary to the defined set of behaviours that underpin your organisation's Values?

## The 3 Types of Values BPA has Observed

BPA Analytics' (BPA) research into Organisation Values has found 3 broad categories of values.

1. Aspirational Values;
2. Inspirational Values; and
3. Foundational Values



### Aspirational Values

These are values that an organisation may aspire to. Examples could include Excellence, Service, Continuous Improvement, Communication or Teamwork. In our observation, most Company Values are of the Aspirational kind.



### Inspirational Values

These are values that have an underlying cause that inspires its workforce and sometimes even clients. They typically have a 'call to action'. They might include "to fight cancer" or "to end animal testing on cosmetic products". They are visionary and motivational in a way that "excellence" or "teamwork" is not.



### Foundational Values

These are values that are practical and pragmatic. They are values that the organisation must have on a day-to-day basis in order to ensure it functions smoothly. Failure to live these values will typically see both the organisation and its members suffer.



Analysis of data collected up until 29-Nov-21 from the surveys of 240 respondents.

## Workforce Grouping = Medical Officer

### What Works when Changing Culture - The Power of Managers

#### The Power of a Manager being a Performance Coach

The best managers I have come across, as mentioned earlier, know themselves very well, and they take on the role of being a performance coach, they wear a manager's hat.

They embrace the principles of a great coach by ...

- 

Clearly (and regularly) communicating the expectations they have of each member of their team;
- 

Providing support and guidance on how to overcome any performance shortfalls;
- 

Guiding them on their performance;
- 

Addressing poor performance constructively;
- 

Constructively giving feedback on their performance;
- 

Being a role model their employees look up to and learn from;
- 

Helping their employees to plan how to improve their performance;
- 

Wrapping up all of these practices with some form of annual review. Some do quarterly or 6 monthly reviews. If the manager is doing all of the above, the Performance Review process should not produce any surprises.
- 

Providing appreciation for good performance;

#### The Recipe for Successful Cultural Change Has Four Essential Ingredients



A **shared vision** on what you are trying to achieve.



The **resources** (especially time) to implement the changes.



The **will to do it** - a commitment from you as the manager.



A **plan** with dates, accountabilities, and (especially) the first step.

All four of these components are essential - *not just 2 or 3.*

# The BPA Top Drawer Report



2021 Workplace Culture Survey

Canberra Health Services

**Position = Nursing/Midwifery**

A BPA Analytics Survey

**Why is it called the Top Drawer Report?**

Because it is an overview of the data from the BPA Analytics Survey - something you can keep in your top drawer for quick reference.

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

## Position = Nursing/Midwifery

### Welcome

This BPA Report is intended to help you, the manager, interpret and use the results from the BPA survey most productively.

Your people took the time to complete the BPA survey. They want to know they were listened to, and that something will be done with the results.

We all spend a lot of time at work, in our labour. Your role as a manager is to use this information to reflect on your own management and leadership style (after all, Organisational Culture is leadership driven) and to get the best from your team.


We have provided you with a report that contains the very real perceptions your employees have of their working life.

Regardless of whether these perceptions are a correct (or incorrect) interpretation of reality, the simple and unavoidable fact is:

- Your employees have these perceptions;
- Your employees use these perceptions to frame their actions and behaviours;
- Your employees' actions and behaviours will either drive, or limit, your department's performance;

We hope you are able to use your BPA Report to identify 2 or 3 things to action and make sure you do limit your Action Plan to a maximum of 3 things. We know from experience that this will maximise your chances of achieving a result.

Good luck!



**Jacqui Parle**  
Director Consulting Services  
BPA Analytics





Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

## **Position = Nursing/Midwifery**

Your Response Rate/s

How reliably you can use the data contained in your BPA Report all starts with the response rate. Typically, the first wave of employees responding to the survey (between 10-12%) provide responses that are on the whole about 3-4% more positive than the entire cohort responding to the survey. To allow for this to level out, our research has found that the response rate needs to reach about 40%.

In reporting units where the response rate falls below this threshold, data is indicative, not definitive and should be used with caution - and not to base any major decisions.

The higher your response rate, the more confidently you can use the data to form the basis for change initiatives.

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

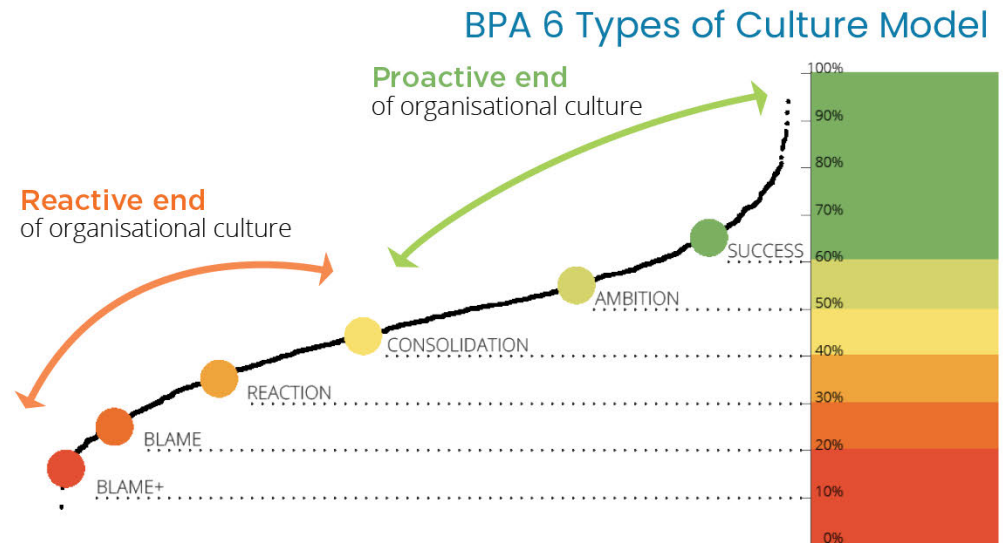
**Position = Nursing/Midwifery**

**Measuring Your Engagement**

**Measuring Engagement**

BPA's years of experience and knowledge of what works, and what doesn't work has been instrumental in formulating BPA's signature model of Engagement Culture –The 6 Types of Culture Model.

This model has been used extensively by our client organisations. It is very popular with both executive and front-line managers, because it is simple to follow and has a very strong intuitive match with day-to-day lived work experiences.



BPA's method for evaluating a group's Engagement Culture involves 2 steps:

- Step 1:** Measuring the percentage of respondents who report themselves as experiencing their working life in an Engagement Cycle.
- Step 2:** Plotting this Engagement Cycle against BPA Type of Culture chart in order to identify your own Type of Culture. This is an empirical test because this chart is derived from the actual results of other organisations contained in BPA's extensive Research Database.

Based on over 750,000 respondents, BPA observes that organisations can be broken down into 3 groups of people:

**Engagement Cycle**

Those who experience their working life in an Engagement Cycle (either personally or in their work unit). They are:

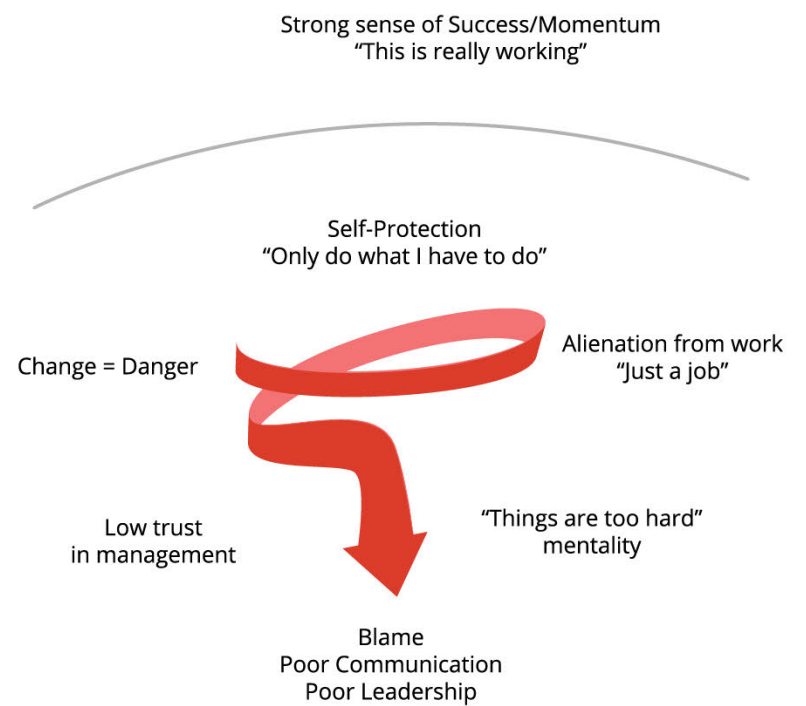
- Openly positive, optimistic and engaged about the organisation's future.
- Ready for change and ready to trust management.
- Average of 45% of organisational employees.



**Swinging Voters**

Those who sit on the fence – the Swinging Voters. They are:

- Neither openly positive nor openly negative.
- Inclined to just want to come to work to do their job and not engage with organisational purposes.
- Average of 40% of organisational employees.



**DisEngagement Cycle**

Those who experience their working life in a DisEngagement Cycle (either personally or in their work unit). They are:

- Openly negative, pessimistic and disengaged from the organisation's future.
- Reluctant to change and distrustful of management.
- Average of 15% of organisational employees.

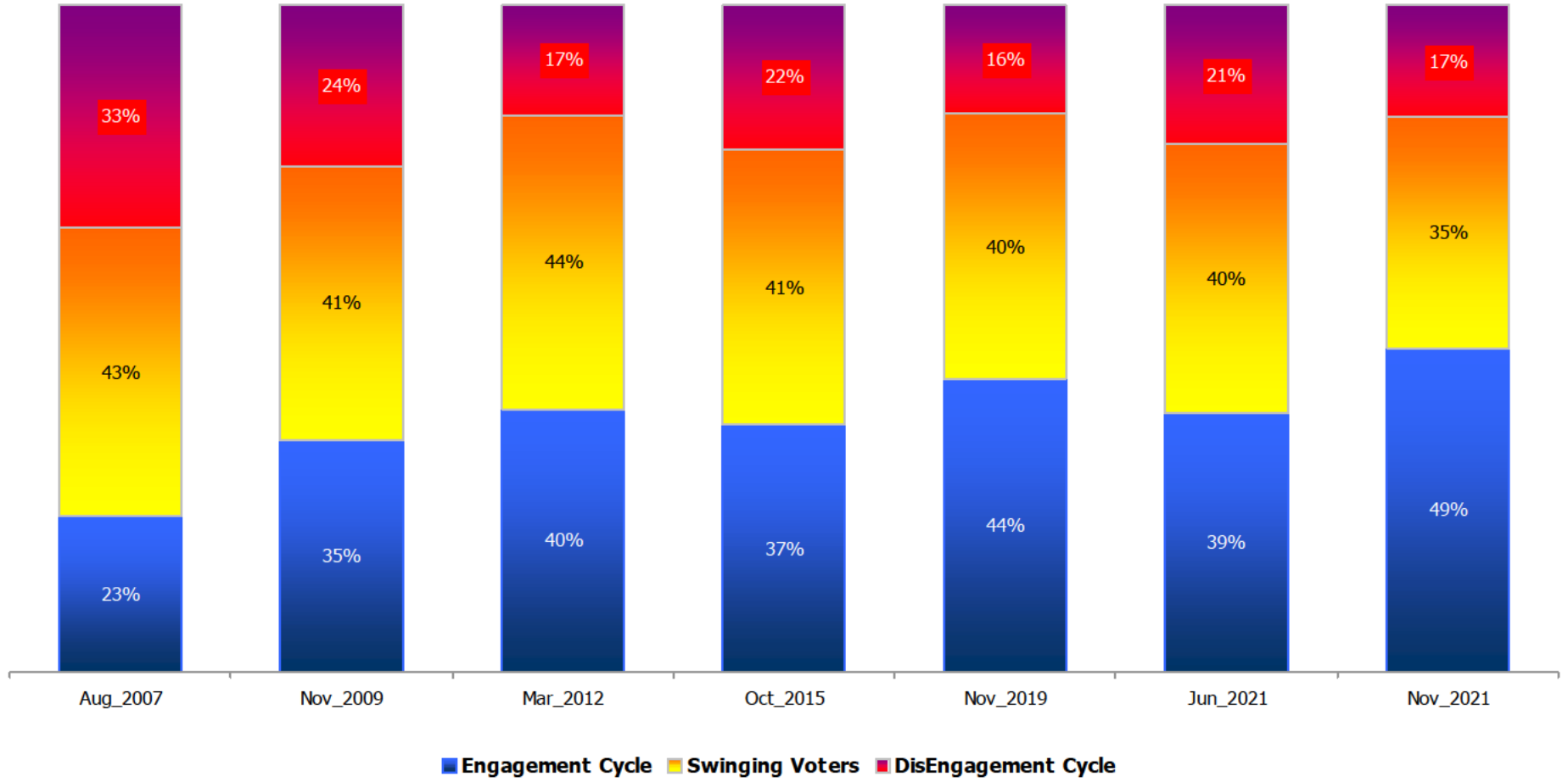


Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

**Position = Nursing/Midwifery**

Your Organisation's Cycles

The chart below shows the %age of your respondents who are in each Cycle - Engaged, Swinging Voter and DisEngaged. If this has been measured in any previous survey, then this chart will also show how this is trending over time. The additional charts over the page give some comparisons from BPA Analytics' workforce database.





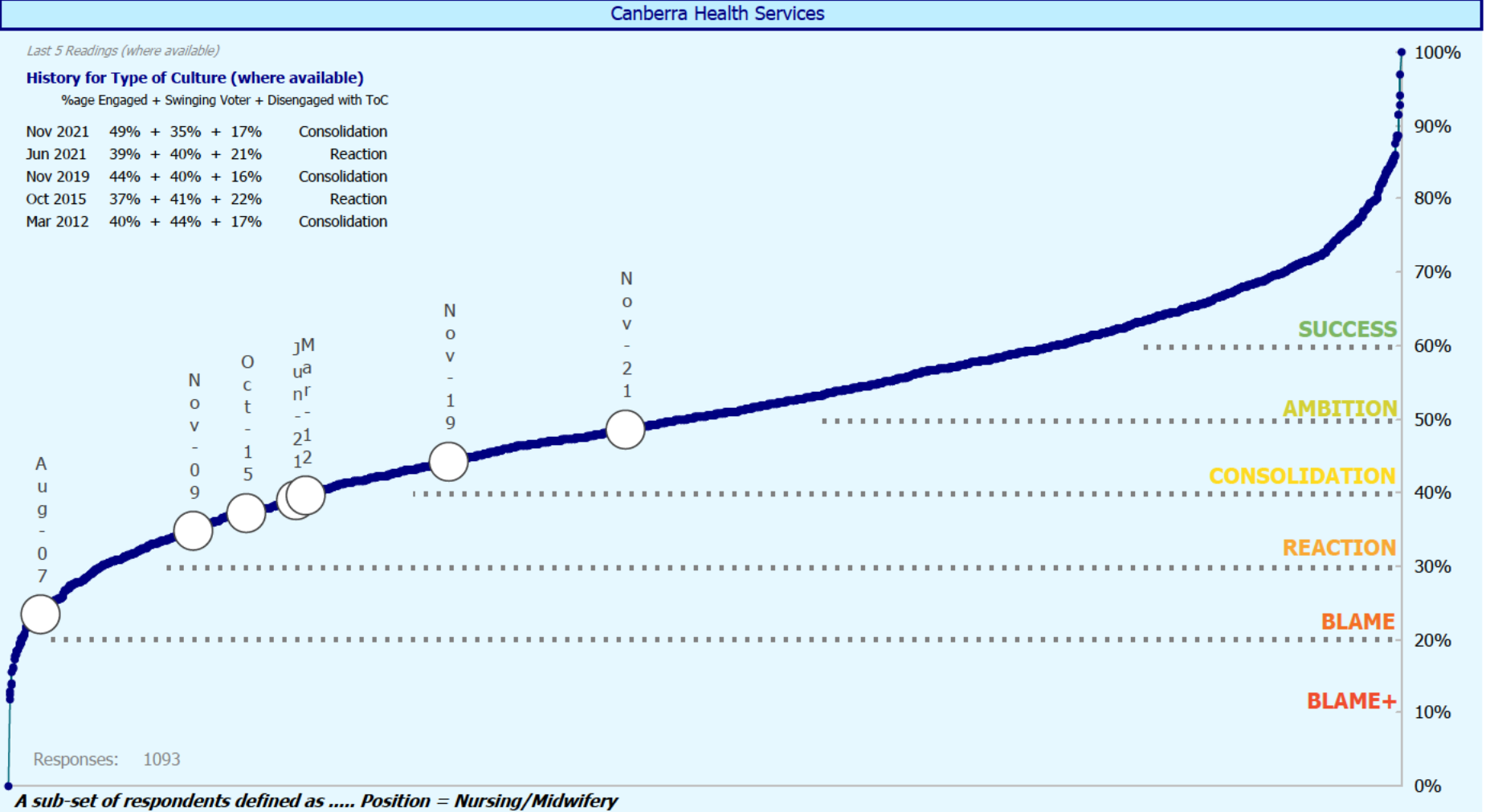


Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

**Position = Nursing/Midwifery**

**Your Type of Engagement Culture**

Your Type of Engagement Culture is identified as the bubble on the chart below. The 'squiggly' line is a full series of dots - each dot is a separate organisation that BPA Analytics has surveyed. The %age used on the chart is the %age of respondents who identified with the Engagement Cycle.



Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

## Position = Nursing/Midwifery

### Types of Culture - Descriptors







<p><b>A Culture of Success</b></p> <p>ENGAGEMENT <b>&gt;60%</b></p> 	<ul style="list-style-type: none"> <li>• More than 60% of employees are Engaged with the organisation.</li> <li>• Large numbers of employees are optimistic about the organisation's future. There is a strong sense of success and achievement. 'Things are getting better all the time'.</li> <li>• Employees are very positive and proactive about tackling problems. There is a 'Can Do' mentality.</li> <li>• This Type of Culture is very close-knit, very cohesive, and very focused. Anyone who doesn't 'fit in' tends to be squeezed out by peer pressure. There is a risk of 'Group Think' which enforces conformity to the norm and stifles self-reflection and self-critique.</li> </ul>
<p><b>A Culture of Ambition</b></p> <p>ENGAGEMENT <b>50% - 60%</b></p> 	<ul style="list-style-type: none"> <li>• 50% to 60% of employees are Engaged with the organisation.</li> <li>• Organisations at this stage are not satisfied with their current level of performance or their current way of doing business. They are ambitious for new and better ways of moving ahead.</li> <li>• An 'Anything is Possible' mentality is quite common. This type of organisation tends to be very innovative – many see themselves as 'Project City'.</li> <li>• There is a risk that the organisation commits to too many projects or fails to complete projects before moving on.</li> <li>• Needs a strong fiscal discipline and the ability to say 'NO' to too many projects.</li> </ul>
<p><b>A Culture of Consolidation</b></p> <p>ENGAGEMENT <b>40% - 50%</b></p> 	<ul style="list-style-type: none"> <li>• 40% to 50% of employees are Engaged with the organisation.</li> <li>• This is often a culture in transition. It tends to be fragmented (some work units are in low-end cultures and some in high-end cultures).</li> <li>• There is pressure to consolidate the gains already made.</li> <li>• Employees refer to the need for 'a breather'.</li> <li>• Not a lot of remedial action is required in this culture.</li> </ul>
<p><b>A Culture of Reaction</b></p> <p>ENGAGEMENT <b>30% - 40%</b></p> 	<ul style="list-style-type: none"> <li>• 30% to 40% of employees are Engaged with the organisation.</li> <li>• There is a lot of organisational repair work – often on the run.</li> <li>• A lot of management time is wasted on continually putting out fires throughout the organisation.</li> <li>• Management is putting significant resources into improving communication with employees.</li> </ul>
<p><b>A Culture of Blame</b></p> <p>ENGAGEMENT <b>20% - 30%</b></p> 	<ul style="list-style-type: none"> <li>• 20% to 30% of employees are Engaged with the organisation.</li> <li>• Large numbers of employees are openly pessimistic about the organisation's future.</li> <li>• It is common to hear 'Communication is poor', 'There is no leadership', or 'Morale is bad'.</li> <li>• There is a 'Them and Us' mentality. There is an automatic assumption that management will always have a hidden agenda.</li> <li>• No matter how bad it is, employees assume it just cannot be changed.</li> <li>• It is common for a 'Problem Pipeline' to exist.</li> </ul>
<p><b>A Culture of Blame+</b></p> <p>ENGAGEMENT <b>&lt;20%</b></p> 	<ul style="list-style-type: none"> <li>• Less than 20% of employees are Engaged with the organisation.</li> <li>• The organisation may experience a history of 'leadership churn' where senior leaders come and go quickly.</li> <li>• Employees perceive that the 'ship' is rudderless and lacks direction.</li> <li>• The organisation often tends to serve a difficult (and sometimes demanding) client base.</li> <li>• Employees experience a sense of hopelessness which verges on despair.</li> </ul>



Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

## Position = Nursing/Midwifery

### Types of Culture - Possible Action Strategies

Type of Culture	Action Strategies
<p><b>A Culture of Success</b></p> <p>ENGAGEMENT 60% </p>	<ul style="list-style-type: none"> <li>• Use your strengths to drive performance - make it work for you.</li> <li>• Innovate - look outside your current industry for new ideas.</li> <li>• Watch out for burn-out of key individuals.</li> <li>• Watch out for the signs that pride is creeping in. Pride (defined as believing your own publicity) will kill the strength of this Type of Culture.</li> <li>• Watch out for 'Group Think'. Encourage and protect divergent, even unpopular, views.</li> </ul>
<p><b>A Culture of Ambition</b></p> <p>ENGAGEMENT 50% 60% </p>	<ul style="list-style-type: none"> <li>• Team up project-finishers with project-initiators, otherwise you will end up with lots of good intentions and great ideas/plans but no concrete results from them.</li> <li>• Control the number of projects and build budget accountability for them.</li> <li>• Implement a Project Management System to control implementation of new projects.</li> <li>• Say "No" to new projects more than you say "Yes".</li> <li>• Celebrate the successes, especially when something is completed.</li> <li>• Protect some risk-takers. Risk-taking can be a strong source of innovation.</li> </ul>
<p><b>A Culture of Consolidation</b></p> <p>ENGAGEMENT 40% 50% </p>	<ul style="list-style-type: none"> <li>• Focus your attention on the reporting units and cohorts that are still in the low-end cultures.</li> <li>• Use the strengths of the units that have pushed ahead into the high-end cultures - what are they doing that is working?</li> <li>• Give attention to how problems are being fixed – are the symptoms being fixed or are people getting down to fix the root causes?</li> </ul>
<p><b>A Culture of Reaction</b></p> <p>ENGAGEMENT 30% 40% </p>	<ul style="list-style-type: none"> <li>• Put a ban on the jargon of Corporate-Speak in favour of the practicalities of Job-Speak. Convert corporate-style communications into 'how it affects people in their work'.</li> <li>• Focus communication on answering the 3 most potent questions that employees have:             <ul style="list-style-type: none"> <li>• What exactly do you want me to do?</li> <li>• How will I do it?</li> <li>• Why should I?</li> </ul> </li> <li>• Look at how you can upgrade your Communication Strategy into a Performance Development Strategy.</li> </ul>
<p><b>A Culture of Blame or Blame +</b></p> <p>ENGAGEMENT 20% 30% (Blame) </p> <p>ENGAGEMENT &lt;20% (Blame+) </p>	<ul style="list-style-type: none"> <li>• Focus on getting lots of simple, highly-visible wins that affect people in their day-to-day work.</li> <li>• Give credit where credit is due.</li> <li>• Ensure visibility of executive in order to build levels of trust. Don't lock yourself in your office - get out and about.</li> <li>• Ensure stability in leadership roles. Employees in this culture often believe that they can outlast cultural change initiatives because the leader driving them will move on before too long.</li> <li>• Open up the 'Problem Pipeline'. The simple fact is that you can't keep a 'Problem Pipeline' bottled up forever.</li> <li>• A simple way of dealing with a 'Problem Pipeline' is to make a list on a whiteboard of any problems you are aware of but that are not being dealt with or that you assume someone else is dealing with. You might start with 4 or 5 problems but the list will quickly build over the following days and weeks. The key idea is to fix each problem and then wipe it off the whiteboard. This is a very simple idea, hard to do but extremely effective.</li> <li>• As problems get solved, this will build trust between managers and everyone else affected by these problems and it will build a sense of success and momentum that things are really starting to work. No-one likes being criticised or blamed but the ability to see and use the truth in it makes you stronger and gives you control over difficult situations.</li> </ul>





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**Position = Nursing/Midwifery**

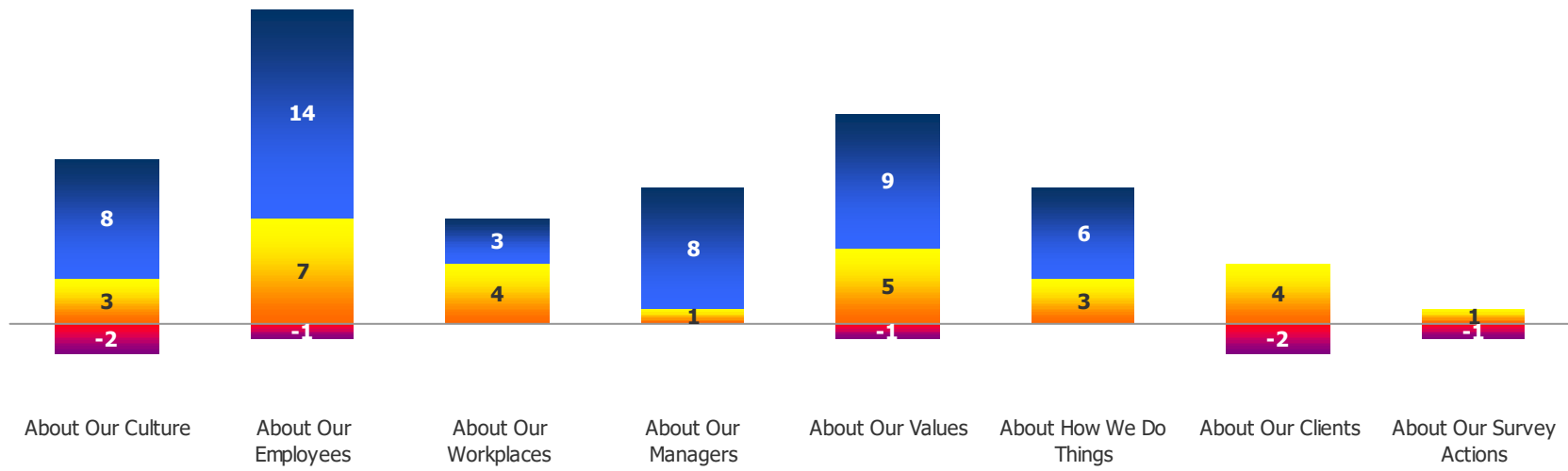
Summary of Benchmarking Performance against your Partners

**Canberra Health Services**

... compared with the norms for Public Hospitals & Healthcare Services

- No of questions rated "Above the Norm"
- No of questions rated "Near the Norm"
- No of questions rated "Below the Norm"

- Σ Above = 48
- Σ Norm = 28
- Σ Below = 7

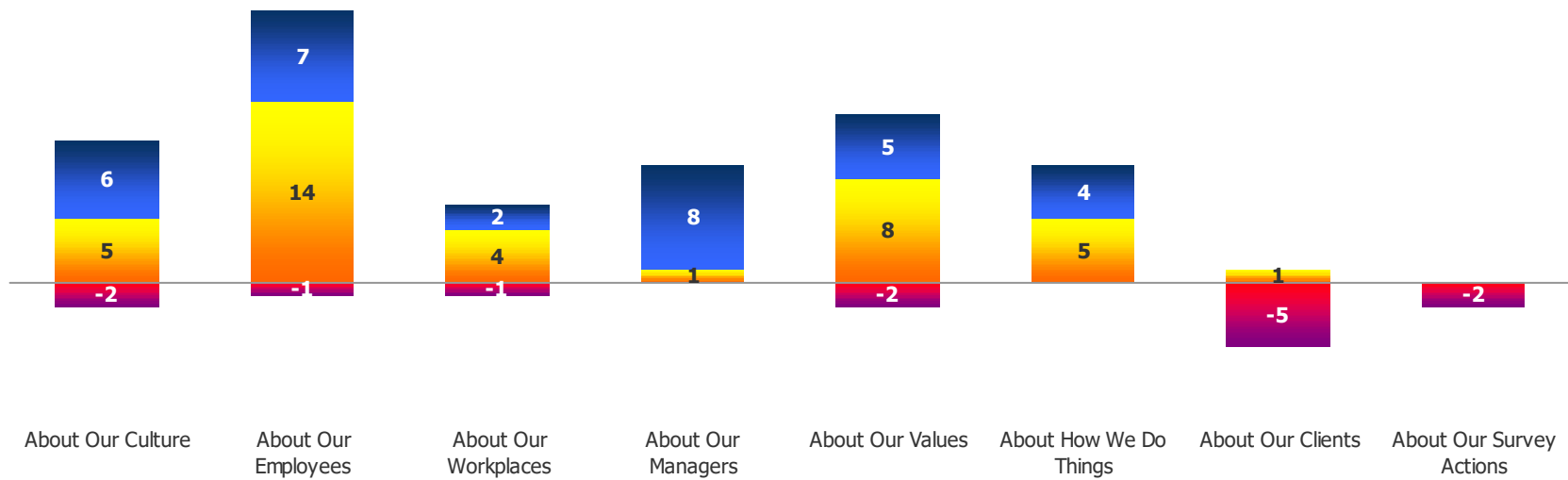


**Canberra Health Services**

... compared with the norms for Nursing & Midwifery Professionals

- No of questions rated "Above the Norm"
- No of questions rated "Near the Norm"
- No of questions rated "Below the Norm"

- Σ Above = 32
- Σ Norm = 38
- Σ Below = 13



These graphs reveal how your organisation/work unit compares against a chosen set of BPA Analytics benchmarking partner norms (as listed at the top of the graph).

Blue bars indicate the number of quantitative questions that benchmark above the industry norms. Red bars indicate the number of questions that benchmark below the industry norm. The number of questions that rate near the industry norm appear in yellow. The Sigma sign (Σ) represents the count of the number of questions above, below and on the norm.

The quantitative questions are grouped by each of the sections used in the BPA Analytics Scorecard in this report. This Scorecard displays how each question compares against the primary and secondary set of benchmarking partners - whether it rates above, below or near the norm.

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

**Position = Nursing/Midwifery**

Benchmarking Perspective

**The BPA Scorecard**

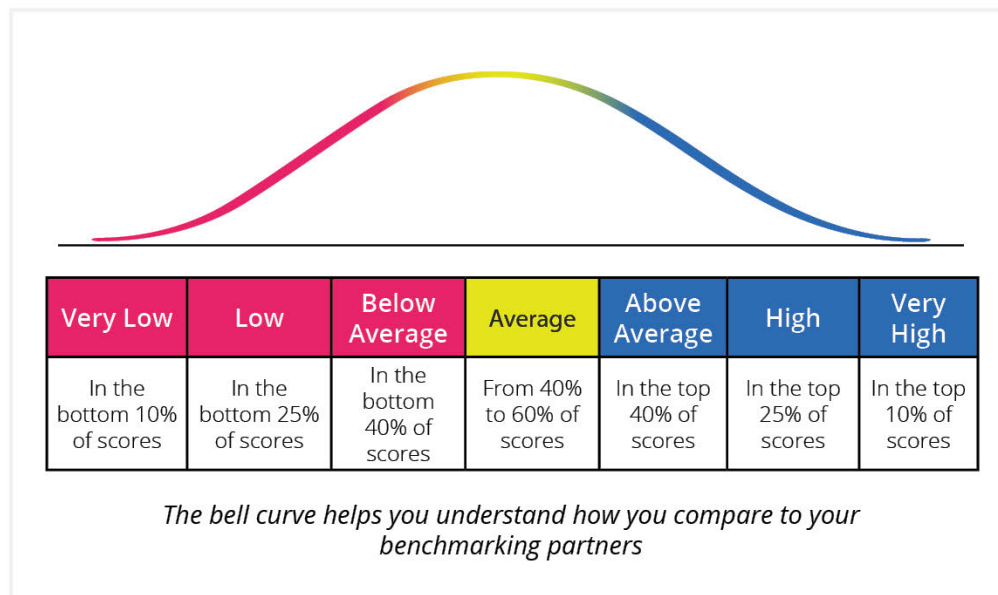
Throughout your BPA Report, you will see BPA Scorecards.

One of BPA’s key sources of competitive edge as researchers is the company’s expertise in benchmarking. When the company was established in 1992, its core competency was benchmarking, and this is still the case today.

Benchmarking is very diagnostic... it identifies your department’s areas of strength, and opportunities for improvement. It puts your results into perspective.

**External Benchmarking** compares your department’s quantitative ratings against the ratings from a set of external Benchmarking Partners.

In the BPA Scorecard (on the following pages), blue shading in boxes on the right-hand side are good – they are strengths relative to the normal range of ratings for each question. Red shading in boxes on the left-hand side indicate relative weakness and will suggest the need for improvements. Yellow shaded boxes indicate the rating is on the norm (average).



“ Benchmarking is very diagnostic... it identifies your department’s areas of strength, and opportunities for improvement. It puts your results into perspective. ”

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**Position = Nursing/Midwifery**

**How to Read Your Scorecard**

Percentage of respondents who agree (rated a 1 or 2 on the 6 point rating scale).      Percentage of respondents who disagree (rated a 5 or 6 on the 6 point rating scale).

The difference between the agrees and disagrees are the respondents who rated 3 or 4.      Last survey percentage of respondents who agreed.      External benchmarking perspectives.

Organisation XYZ		Your Ratings				Primary Benchmarking Partner		Secondary Benchmarking Partner			
		... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve	Respondent Norm	Partner Norm - last 3 years	Long-Term Bell Curve	Respondent Norm	
		% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH	No of Respondents	No of Partners	VL L -A A A+ H VH	No of Respondents	
Q# 1183	People are very optimistic about the organisation's future.	286	71%	2.4%	66%	4.6%	Mar 2020 Equal	53%	61%	1243 PTRs	7,330
Q# 1184	There is high trust in Executive Management.	285	69%	4.9%	54%	15.2%	Mar 2020 Better *	46%	54%	1244 PTRs	7,332
Q# 1194	There is high trust in Middle Management.	286	65%	3.8%	58%	7.0%	Mar 2020 Better *	46%	54%	1244 PTRs	7,332
Q# 1185	There is a strong sense of success and achievement - 'Things are getting better all the time'.	285	58%	4.9%	56%	2.3%	Mar 2020 Equal	43%	52%	1243 PTRs	7,315
Q# 1186	People are very positive about tackling problems. There is a 'Can do' mentality.	285	63%	4.2%	62%	0.8%	Mar 2020 Equal	49%	59%	1245 PTRs	7,326
Q# 1187	Change in the organisation = Better things to come for me.	285	58%	5.6%	62%	-4.1%	Mar 2020 Equal	49%	54%	1240 PTRs	7,310
Q# 1188	There is a strong sense of purpose and direction.	285	65%	5.6%	63%	1.7%	Mar 2020 Equal	48%	56%	1241 PTRs	7,311
Q# 1189	People want to improve the way things work in the organisation.	286	71%	3.1%	71%	-0.3%	Mar 2020 Equal	63%	70%	1242 PTRs	7,305

Difference in ratings between surveys. Statistically better, worse, or equal (no change).      Where possible, your department will have Peer Group (or niche) benchmarking in the secondary partner set. This provides the ability to benchmark 'like with like' work functions against an external Benchmarking data set.

**! Action Step - Answer these three questions**

1. Which attributes are relatively stronger than the norm and how can you use this strength to achieve your organisational goals?
2. Which attributes are relatively weaker than the norm and how could this be impacting on your performance?
3. Which 1 or 2 areas (amongst all the possible questions) need attention first?





Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

**Position = Nursing/Midwifery**

**About Our Culture**

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...												
Canberra Health Services			Your Ratings				Public Hospitals & Healthcare Services			Nursing & Midwifery Professionals				
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.			... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve Respondent Norm Partner Norm - last 3 years			Long-Term Bell Curve Respondent Norm No of Respondents No of Partners				
Below the Norm    Near the Norm    Above the Norm    (n=)			% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	VL L -A A+ H VH 			VL L -A A+ H VH Range from Worst to Best 				
<b>Engagement Culture in Canberra Health Services - About Trust</b>														
Q# 1201	There is high trust in the Executive Management Team of Canberra Health Services.	1,079	35%	25.9%	24%	11.4% Jun 2021 Better *		36%	40%	460 PTRs	7% - 92%		38%	226,324
Q# 1184	There is high trust in Managers throughout Canberra Health Services.	1,082	47%	18.1%	35%	12.0% Jun 2021 Better *		36%	40%	460 PTRs	7% - 92%		38%	226,324
Q# 1194	There is high trust in Frontline Supervisors/Team Leaders.	1,082	69%	8.5%	63%	5.6% Jun 2021 Better *		36%	40%	460 PTRs	7% - 92%		38%	226,324
Q# 1190	There is a climate of 'Trust and Respect' throughout the organisation.	1,084	42%	21.6%	32%	9.7% Jun 2021 Better *		35%	37%	457 PTRs	9% - 97%		38%	226,790
<b>Engagement Culture in Canberra Health Services - About Forward Momentum</b>														
Q# 1183	People are very optimistic about the organisation's future.	1,084	44%	15.9%	34%	10.4% Jun 2021 Better *		40%	43%	460 PTRs	7% - 92%		44%	227,135
Q# 1185	There is a strong sense of success and achievement - 'Things are getting better all the time'.	1,084	40%	20.8%	27%	12.4% Jun 2021 Better *		31%	33%	459 PTRs	4% - 94%		34%	227,110
Q# 1186	People are very positive about tackling problems. There is a 'Can do' mentality.	1,085	48%	16.7%	36%	12.9% Jun 2021 Better *		39%	41%	459 PTRs	8% - 94%		41%	227,197
Q# 1187	Change in the organisation = Better things to come for me.	1,080	49%	14.4%	40%	9.8% Jun 2021 Better *		41%	42%	459 PTRs	14% - 91%		44%	226,805
Q# 1188	There is a strong sense of purpose and direction.	1,080	45%	18.7%	35%	9.5% Jun 2021 Better *		37%	40%	457 PTRs	8% - 93%		41%	226,621
Q# 1189	People want to improve the way things work in the organisation.	1,082	61%	11.3%	59%	1.7% Jun 2021 Equal		57%	59%	458 PTRs	28% - 96%		59%	226,885
Q# 1191	People are proud of the successes and achievements of the organisation.	1,083	54%	13.2%	44%	9.7% Jun 2021 Better *		50%	51%	459 PTRs	16% - 98%		52%	225,690



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**About Our Employees**

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...													
Canberra Health Services			Your Ratings				Public Hospitals & Healthcare Services			Nursing & Midwifery Professionals					
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.			... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve Respondent Norm Partner Norm - last 3 years No of Respondents No of Partners Range from Worst to Best			Long-Term Bell Curve Respondent Norm No of Respondents					
Below the Norm    Near the Norm    Above the Norm    (n=)			% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH 			VL L -A A A+ H VH 					
<b>Employee Satisfaction with their Organisation</b>															
Q# 6596 <small>Orgn meets Expectations</small>	Canberra Health Services consistently meets my most important expectations of it.	994	41%	24.8%	39%	1.9% Nov 2019 Equal				43%	41% 360 PTRs 15% - 71%				
<b>Satisfaction with Conditions of Employment</b>															
Q# 748 <small>Employment Conditions</small>	Canberra Health Services provides ... Adequate flexibility in the hours/shifts I work.	1,076	58%	13.3%	61%	-3.6% Nov 2019 Worse *				59%	61% 362 PTRs 27% - 86%				
Q# 38386	Canberra Health Services provides ... Clear reporting lines.	1,070	61%	10.3%			No benchmarking analysis available					No benchmarking analysis available			
Q# 749 <small>Employment Conditions</small>	Canberra Health Services provides ... Workloads that are fair and equitable.	1,075	41%	22.6%	44%	-2.6% Nov 2019 Equal				43%	44% 362 PTRs 18% - 66%				
Q# 734 <small>Employment Conditions</small>	Canberra Health Services provides ... A fair day's pay for a fair day's work.	1,070	49%	18.1%	52%	-3.1% Nov 2019 Equal				51%	58% 315 PTRs 17% - 82%				
Q# 737 <small>Employment Conditions</small>	Canberra Health Services provides ... Good career opportunities.	1,075	52%	14.6%	53%	-0.8% Nov 2019 Equal				39%	45% 142 PTRs 9% - 69%				
Q# 735 <small>Employment Conditions</small>	Canberra Health Services provides ... Secure employment.	1,071	80%	5.5%	79%	0.4% Nov 2019 Equal				69%	74% 127 PTRs 44% - 86%				
Q# 741 <small>Employment Conditions</small>	Canberra Health Services provides ... Recognition of my achievements.	1,071	41%	21.8%	38%	3.3% Nov 2019 Equal				33%	37% 148 PTRs 12% - 60%				
<b>The Decision to Leave the Organisation</b>															
Q# 37785	I intend to leave this organisation within 1 year.	1,032	3%	97.3%	4%	-1.4% Nov 2019 Better *				4%	5% 90 PTRs 18% - 1%				
Q# 37786	I intend to leave this organisation within 2 years.	1,032	11%	89.3%	12%	-1.3% Nov 2019 Equal				10%	12% 90 PTRs 36% - 3%				
<b>Work where I Feel in Control</b>															
Q# 21588 <small>Personal Well-Being</small>	I have a strong sense of... Being in control of many of my work choices.	1,074	64%	7.1%	65%	-1.4% Nov 2019 Equal				61%	59% 89 PTRs 29% - 71%				
Q# 21589 <small>Personal Well-Being</small>	I have a strong sense of... Being competent to do my role.	1,076	89%	1.0%	90%	-0.3% Nov 2019 Equal				91%	91% 88 PTRs 81% - 98%				
Q# 21592 <small>Personal Well-Being</small>	I have a strong sense of... Making a difference in my chosen field.	1,062	79%	3.5%	80%	-0.5% Nov 2019 Equal				77%	77% 89 PTRs 57% - 88%				
<b>Work where I Feel Included</b>															
Q# 36900 <small>Personal Well-Being</small>	I feel safe at work to be the person I am.	1,070	78%	5.9%	76%	2.0% Nov 2019 Equal				76%	75% 78 PTRs 55% - 89%				
<b>Work where I Feel Supported</b>															
Q# 21596 <small>Personal Well-Being</small>	I have a strong sense of... Being supported in learning from my mistakes.	1,069	74%	4.5%	73%	1.2% Nov 2019 Equal				69%	69% 89 PTRs 39% - 88%				
Q# 21597 <small>Personal Well-Being</small>	I have a strong sense of... Being supported to achieve my personal and professional goals.	1,066	68%	8.7%	64%	3.9% Nov 2019 Better *				62%	61% 89 PTRs 32% - 77%				
Q# 36808 <small>Personal Well-Being</small>	I have a strong sense of... Being supported to look after myself.	1,067	64%	10.0%	65%	-1.1% Nov 2019 Equal				65%	64% 78 PTRs 41% - 77%				



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**Position = Nursing/Midwifery**

**About Our Employees**

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...								
Canberra Health Services			Your Ratings				Public Hospitals & Healthcare Services		Nursing & Midwifery Professionals	
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.			... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve Respondent Norm Partner Norm - last 3 years		Long-Term Bell Curve Respondent Norm No of Respondents	
Below the Norm    Near the Norm    Above the Norm    (n=)			% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	No of Respondents    No of Partners Range from Worst to Best		No of Respondents	
							VL L -A A A+ H VH		VL L -A A A+ H VH	
<b>Work that I Feel is Worthwhile</b>										
Q# 21713 Personal Well-Being	The work I do is ... Meaningful.	1,075	92%	1.5%	91%	1.3% Nov 2019 Equal	89%	89% 78 PTRs 77% - 97%	91%	23,023
Q# 21714 Personal Well-Being	The work I do is ... Purposeful.	1,073	92%	1.1%	91%	0.8% Nov 2019 Equal	89%	90% 78 PTRs 77% - 97%	92%	22,980
Q# 21715 Personal Well-Being	The work I do is ... Stimulating.	1,073	82%	3.1%	83%	-0.4% Nov 2019 Equal	77%	77% 77 PTRs 57% - 89%	82%	22,700
Q# 21711 Personal Well-Being	The work I do is ... Energising.	1,065	71%	6.2%	73%	-1.6% Nov 2019 Equal	68%	67% 78 PTRs 49% - 83%	73%	22,650
Q# 37332 Personal Well-Being	The work I do is ... Something I am proud of.	1,069	90%	1.3%	90%	0.3% Nov 2019 Equal	87%	87% 78 PTRs 75% - 93%	90%	22,893
<b>Supporting Work-Life Balance</b>										
Q# 700 Work-Life Balance	My manager is aware of and accommodates work/life balance issues.	1,068	72%	8.1%	72%	-0.6% Nov 2019 Equal	59%	70% 64 PTRs 38% - 84%	57%	14,731
Q# 37718	My manager demonstrates that they care about my wellbeing.	1,068	73%	8.6%	73%	0.3% Nov 2019 Equal	No benchmarking analysis available		No benchmarking analysis available	





Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

**Position = Nursing/Midwifery**

**About Our Workplaces**

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...													
Canberra Health Services				Your Ratings		Public Hospitals & Healthcare Services		Nursing & Midwifery Professionals									
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.				... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve		Respondent Norm		Partner Norm - last 3 years		Long-Term Bell Curve		Respondent Norm	
Below the Norm    Near the Norm    Above the Norm				% Yes or Agrees    % No or Dis-Agrees		Last Survey Rating    % Change + Year + Stat Significance (*)		No of Respondents    No of Partners		No of Respondents    No of Partners		No of Respondents    No of Partners		No of Respondents    No of Partners		No of Respondents    No of Partners	
(n=)				(rounded)		(rounded)		Range from Worst to Best		Range from Worst to Best		Range from Worst to Best		Range from Worst to Best		Range from Worst to Best	
Team Problem-Solving																	
Q# 1247 Team Problem-Solving	In my work team ... I feel safe in discussing work problems with other team members.	1,072	73%	5.6%	73%	0.2%	Nov 2019 Equal		71%	72%	73 PTRs	50% - 86%		73%	38,654		
Q# 1248 Team Problem-Solving	In my work team ... I feel safe in discussing work problems with my team leader.	1,065	73%	6.9%	77%	-4.3%	Nov 2019 Worse *		71%	70%	69 PTRs	50% - 84%		71%	38,113		
Effectiveness of Responses to Harassment and Bullying																	
Q# 37723 Response to Bullying	Over the past 12 months ... There has been a focus on identifying and addressing bullying and harassment.	1,018	46%	17.1%	46%	1.0%	Nov 2019 Equal		44%	42%	189 PTRs	13% - 61%		46%	53,780		
Q# 37724 Response to Bullying	Over the past 12 months ... There has been access to appropriate training activities to address bullying and harassment.	1,023	55%	13.4%	54%	0.7%	Nov 2019 Equal		46%	43%	190 PTRs	14% - 75%		47%	59,878		
Q# 37725 Response to Bullying	Over the past 12 months ... There has been a focus on reducing bullying and harassment in the workplace.	1,013	49%	16.2%	48%	0.1%	Nov 2019 Equal		42%	41%	179 PTRs	17% - 59%		44%	57,247		
Q# 37726 Response to Bullying	Over the past 12 months ... My manager has clearly demonstrated their preparedness to eliminate bullying and harassment.	1,020	56%	14.1%	56%	-0.4%	Nov 2019 Equal		55%	57%	207 PTRs	22% - 79%		57%	63,004		
Q# 37727 Response to Bullying	Over the past 12 months ... My team has clearly demonstrated their preparedness to eliminate bullying and harassment.	1,014	55%	12.4%	53%	2.1%	Nov 2019 Equal		57%	57%	206 PTRs	22% - 72%		58%	59,333		



Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

**Position = Nursing/Midwifery**

**About Our Managers**

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...													
Canberra Health Services			Your Ratings				Public Hospitals & Healthcare Services			Nursing & Midwifery Professionals					
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.			... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve Respondent Norm Partner Norm - last 3 years			Long-Term Bell Curve Respondent Norm No of Respondents No of Partners					
Below the Norm    Near the Norm    Above the Norm    (n=)			% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH Range from Worst to Best			VL L -A A A+ H VH Range from Worst to Best					
<b>Manager as Coach</b>															
Q# 59 <small>Mgr as Coach</small>	My manager ... Clearly communicates to me what they expect from me.	1,071	73%	4.1%	73%	0.6% Nov 2019 Equal				64%	66% 378 PTRs 39% - 85%				
Q# 61 <small>Mgr as Coach</small>	My manager ... Gives me constructive feedback on my performance.	1,067	60%	11.5%	58%	1.9% Nov 2019 Equal				49%	52% 377 PTRs 27% - 72%				
Q# 62 <small>Mgr as Coach</small>	My manager ... Helps me to set realistic performance objectives.	1,059	58%	12.9%	60%	-2.0% Nov 2019 Equal				49%	53% 376 PTRs 27% - 75%				
Q# 65 <small>Mgr as Coach</small>	My manager ... Reviews my progress in achieving my objectives.	1,057	52%	15.3%	53%	-1.1% Nov 2019 Equal				43%	48% 372 PTRs 19% - 68%				
Q# 67 <small>Mgr as Coach</small>	My manager ... Conducts annual performance reviews with me.	1,056	59%	15.5%	60%	-1.0% Nov 2019 Equal				57%	65% 366 PTRs 20% - 90%				
Q# 72 <small>Mgr as Coach</small>	My manager ... Is a role model I look up to and learn from.	1,063	61%	13.6%	64%	-2.1% Nov 2019 Equal				53%	57% 361 PTRs 26% - 75%				
<b>Outcomes for Good and Poor Performance</b>															
Q# 68 <small>Aiming for Good Performance</small>	My manager ... Provides reward and recognition for outstanding performance.	1,058	52%	19.9%	46%	5.7% Oct 2015 Better *				42%	48% 352 PTRs 17% - 66%				
Q# 69 <small>Aiming for Good Performance</small>	My manager ... Provides appreciation for good performance.	1,065	60%	13.2%	64%	-4.1% Nov 2019 Worse *				53%	58% 366 PTRs 20% - 74%				
Q# 71 <small>Aiming for Good Performance</small>	My manager ... Is prepared to address poor performance in a constructive manner.	1,059	59%	13.1%	61%	-1.3% Nov 2019 Equal				54%	57% 372 PTRs 26% - 73%				



Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

**Position = Nursing/Midwifery**

**About Our Values**

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...											
Canberra Health Services				Your Ratings				Public Hospitals & Healthcare Services				Nursing & Midwifery Professionals			
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.				... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve		Respondent Norm	Partner Norm - last 3 years	Long-Term Bell Curve		Respondent Norm	
Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	No of Respondents		No of Partners	No of Respondents		No of Partners		
								VL L -A A A+ H VH		Range from Worst to Best		VL L -A A A+ H VH			
<b>Values-In-Action by Respondents</b>															
Q# 38387	I proudly put into practice the value... Reliable - We always do what we say.	1,083	92%	1 5%				No benchmarking analysis available				No benchmarking analysis available			
Q# 38388	I proudly put into practice the value... Progressive - We embrace innovation.	1,079	87%	1.4%				No benchmarking analysis available				No benchmarking analysis available			
Q# 38389	I proudly put into practice the value... Respectful - We value everyone.	1,077	94%	1.7%				No benchmarking analysis available				No benchmarking analysis available			
Q# 38390	I proudly put into practice the value... Kind - We make everyone feel welcome and safe.	1,077	94%	1.4%				No benchmarking analysis available				No benchmarking analysis available			
<b>Values-In-Action by Work Colleagues</b>															
Q# 1369	The people I work with put into practice the value... Reliable - We always do what we say.	1,030	76%	2 0%	74%	2.2%	Nov 2019 Equal	69%		69%	217 PTRs	37% - 96%	70%	102,886	
Q# 1370	The people I work with put into practice the value... Progressive - We embrace innovation.	1,028	72%	3 0%	66%	6.4%	Nov 2019 Better *	69%		69%	217 PTRs	37% - 96%	70%	102,886	
Q# 1371	The people I work with put into practice the value... Respectful - We value everyone.	1,024	79%	3 2%	72%	6.6%	Nov 2019 Better *	69%		69%	217 PTRs	37% - 96%	70%	102,886	
Q# 1372	The people I work with put into practice the value... Kind - We make everyone feel welcome and safe.	1,023	81%	3.9%	75%	6.7%	Nov 2019 Better *	69%		69%	217 PTRs	37% - 96%	70%	102,886	
<b>Values-In-Action by Managers</b>															
Q# 10369	My manager/supervisor puts into practice the value... Reliable - We always do what we say.	1,032	72%	7 2%	66%	6.1%	Nov 2019 Better *	70%		69%	114 PTRs	41% - 87%	72%	40,435	
Q# 10370	My manager/supervisor puts into practice the value... Progressive - We embrace innovation.	1,024	70%	7 6%	66%	4.7%	Nov 2019 Better *	70%		69%	114 PTRs	41% - 87%	72%	40,435	
Q# 10371	My manager/supervisor puts into practice the value... Respectful - We value everyone.	1,021	74%	8 5%	71%	2.8%	Nov 2019 Equal	70%		69%	114 PTRs	41% - 87%	72%	40,435	
Q# 10372	My manager/supervisor puts into practice the value... Kind - We make everyone feel welcome and safe.	1,026	75%	8 0%	73%	2.0%	Nov 2019 Equal	70%		69%	114 PTRs	41% - 87%	72%	40,435	
<b>Values-In-Action by Executive</b>															
Q# 6085	Canberra Health Services' Executive Management Team put into practice the value... Reliable - We always do what we say..	1,026	46%	15.8%	34%	12.5%	Nov 2019 Better *	53%		52%	115 PTRs	19% - 80%	55%	41,852	
Q# 6086	Canberra Health Services' Executive Management Team put into practice the value... Progressive - We embrace innovation..	1,019	53%	15.3%	46%	7.2%	Nov 2019 Better *	53%		52%	115 PTRs	19% - 80%	55%	41,852	
Q# 6087	Canberra Health Services' Executive Management Team put into practice the value... Respectful - We value everyone.	1,012	54%	15.1%	46%	8.5%	Nov 2019 Better *	53%		52%	115 PTRs	19% - 80%	55%	41,852	
Q# 6088	Canberra Health Services' Executive Management Team put into practice the value... Kind - We make everyone feel welcome and safe.	1,014	57%	13.5%	48%	9.5%	Nov 2019 Better *	53%		52%	115 PTRs	19% - 80%	55%	41,852	
<b>Responding to Behaviour Contrary to the Values</b>															
Q# 10493	If I observed an employee not demonstrating Our Values I would... At an appropriate time or place, discuss with them the behaviour I saw and how it was inconsistent with Our Values.	1,052	69%	6.1%	63%	5.1%	Nov 2019 Better *	56%		56%	132 PTRs	38% - 72%	66%	44,812	
Q# 10495	If I observed an employee not demonstrating Our Values I would... Report this behaviour to their supervisor.	1,052	67%	5 5%	68%	-0.6%	Nov 2019 Equal	60%		60%	132 PTRs	45% - 81%	68%	44,323	
Q# 10494	If I observed an employee not demonstrating Our Values I would... Trust that if such behaviour was reported, then it would be appropriately managed.	1,047	49%	22.7%	50%	-1.0%	Nov 2019 Equal	50%		46%	132 PTRs	24% - 75%	56%	44,294	





Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

**Position = Nursing/Midwifery**

**About How We Do Things**

BPA Analytics Scorecard		Compared with the Benchmarks and Norms for ...											
Canberra Health Services			Your Ratings				Public Hospitals & Healthcare Services			Nursing & Midwifery Professionals			
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.			... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve Respondent Norm Partner Norm - last 3 years			Long-Term Bell Curve Respondent Norm No of Respondents No of Partners			
Below the Norm    Near the Norm    Above the Norm    (n=)			% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH Range from Worst to Best			VL L -A A A+ H VH Range from Worst to Best			
<b>The Pace &amp; Direction of Change</b>													
Q# 1254	Confidence about the Future	The changes that the organisation introduces are well planned, well thought-out and client focussed.	1,075	45%	18.6%	33%	11.4%	Nov 2019 Better *	28%	32%	72 PTRs	33%	76,675
Q# 1255	Fast & Focussed	The organisation introduces change quickly. It is fast, focussed and flexible.	1,069	38%	19.4%	23%	14.7%	Nov 2019 Better *	20%	27%	75 PTRs	26%	76,351
<b>Improvements Over the Past Year</b>													
Q# 4459	Things are Improving	Overall, the organisation has made significant improvements during the past year.	1,062	40%	15.6%	37%	3.4%	Nov 2019 Better *	36%	36%	114 PTRs	40%	55,198
Q# 208	Things are Improving	During the past year, there has been an improvement in... Communication in the organisation.	1,057	50%	17.0%	44%	6.0%	Nov 2019 Better *	32%	43%	148 PTRs	32%	73,280
Q# 209	Things are Improving	During the past year, there has been an improvement in... Motivation in the organisation.	1,045	42%	18.4%	41%	1.1%	Nov 2019 Equal	27%	37%	102 PTRs	28%	62,500
Q# 201	Things are Improving	During the past year, there has been an improvement in... The organisation's services and facilities.	1,047	43%	17.5%	40%	2.8%	Nov 2019 Equal	38%	35%	90 PTRs	43%	42,870
<b>Opportunities to Have a Positive Influence</b>													
Q# 38399		In the last week, I had the opportunity to do something that was a positive influence in my team and the organisation in this time of change.	1,048	33%	9.5%				No benchmarking analysis available			No benchmarking analysis available	
<b>Management Support with Change</b>													
Q# 18972	Resilience in Transition	My manager has the skills and capability to support me in this time of change.	1,050	63%	9.1%	65%	-2.0%	Nov 2019 Equal	63%	61%	18 PTRs	64%	5,743
Q# 11643	Resilience in Transition	My manager is supportive in this time of change.	1,048	65%	8.9%	67%	-2.5%	Nov 2019 Equal	65%	65%	26 PTRs	63%	9,413
Q# 11642	Resilience in Transition	The Executive Management Team is supportive in this time of change.	1,032	42%	18.1%	40%	1.7%	Nov 2019 Equal	42%	41%	27 PTRs	43%	6,948



Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

**Position = Nursing/Midwifery**

**About Our Clients**

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...							
Canberra Health Services				Your Ratings		Public Hospitals & Healthcare Services		Nursing & Midwifery Professionals			
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.				... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve Respondent Norm Partner Norm - last 3 years			
Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	No of Respondents	No of Partners	No of Respondents	
						VL L -A A A+ H VH		Range from Worst to Best		VL L -A A A+ H VH	
<b>Consumer Safety Measures - Preventative, Detective &amp; Corrective</b>											
Q# 6116 Client Safety Culture	Commitment - People in my work unit are highly conscious of the potential for adverse consumer safety events.	1,043	84%	1 8%	84%	0.0%	Nov 2019 Equal	87%	88% 239 PTRs 67% - 99%	88%	64,238
Q# 6117 Client Safety Culture	Vigilance - People in my work unit report adverse consumer safety events and complaints quickly and openly.	1,041	81%	3 2%	79%	1.1%	Nov 2019 Equal	83%	84% 239 PTRs 59% - 97%	84%	63,938
Q# 6120 Client Safety Culture	Learning - People in my work unit treat consumer safety events as learning opportunities.	1,045	77%	3 2%	72%	5.2%	Nov 2019 Better *	79%	80% 238 PTRs 53% - 96%	80%	63,824
Q# 11224 Client Safety Culture	Reliability - People in my work unit always follow evidence, guidelines, standards, procedures and pathways no matter how difficult this might be.	1,047	76%	3.4%	74%	1.9%	Nov 2019 Equal	77%	76% 149 PTRs 58% - 93%	77%	44,672
Q# 11225 Client Safety Culture	Escalation - People in my work unit exercise good judgement about when to escalate a deterioration in a consumer's condition.	1,041	85%	2 2%	87%	-1.6%	Nov 2019 Equal	86%	86% 148 PTRs 66% - 97%	88%	44,390
Q# 11226 Client Safety Culture	Perseverance - People in my work unit will persevere in escalating concerns when they believe it's clinically appropriate.	1,035	84%	2 5%	86%	-1.7%	Nov 2019 Equal	85%	84% 141 PTRs 64% - 97%	87%	43,262
<b>Commitment to Consumer Safety</b>											
Q# 38401 Consumer Safety Commitment	I am committed to doing everything I can to ensure consumer safety.	1,045	98%	0 0%				No benchmarking analysis available		No benchmarking analysis available	
Q# 37738 Consumer Safety Commitment	My Manager is committed to doing everything they can to ensure consumer safety.	1,045	88%	2.7%	79%	8.8%	Nov 2019 Better *	No benchmarking analysis available		No benchmarking analysis available	
Q# 37737 Consumer Safety Commitment	The Executive responsible for my workplace is committed to doing everything they can to ensure consumer safety.	1,038	71%	6.9%	63%	8.3%	Nov 2019 Better *	No benchmarking analysis available		No benchmarking analysis available	
Q# 37736 Consumer Safety Commitment	The Executive Management Team are committed to doing everything they can to ensure consumer safety.	1,039	69%	8.4%	61%	7.5%	Nov 2019 Better *	No benchmarking analysis available		No benchmarking analysis available	



Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

**Position = Nursing/Midwifery**

**About Our Survey Actions**

BPA Analytics Scorecard				Compared with the Benchmarks and Norms for ...					
Canberra Health Services				Your Ratings		Public Hospitals & Healthcare Services		Nursing & Midwifery Professionals	
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses). Respondent Norms come from all respondents in a Partner Group, not just those eligible for setting Partner Norms.				... from this most recent survey (where n>=5)		... compared with the last survey's ratings (where n>=5) (if available)		Long-Term Bell Curve Respondent Norm Partner Norm - last 3 years	
Below the Norm    Near the Norm    Above the Norm    (n=)				% Yes or Agrees (rounded)	% No or Dis-Agrees	Last Survey Rating (rounded)	% Change + Year + Stat Significance (*)	No of Respondents	No of Partners
						VL L -A A A+ H VH		Range from Worst to Best	
Feedback on the Last Survey									
Q# 37774	I completed the 2019 CHS Workplace Culture Survey.	891	73%	7.2%	57%	15.3%	Nov 2019	No benchmarking analysis available	No benchmarking analysis available
Q# 37775	I received feedback on the findings of the last employee survey ... From CHS (e.g. CEO presentation).	868	32%	23.8%	30%	1.6%	Nov 2019 Equal	No benchmarking analysis available	No benchmarking analysis available
Q# 37776	I received feedback on the findings of the last employee survey ... from my Executive/Manager.	869	43%	19.9%	34%	8.9%	Nov 2019 Better *	No benchmarking analysis available	No benchmarking analysis available
Q# 37777	Action was taken as a result of the last survey.	885	17%	20.0%	16%	0.9%	Nov 2019 Equal	24% 9,299	27% 23 PTRs 5% - 53%
Q# 37778	There was a positive impact resulting from the last survey.	885	16%	26.7%	13%	3.6%	Nov 2019 Better *	17% 9,277	20% 23 PTRs 1% - 40%



Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

## Position = Nursing/Midwifery

### About Our Workplaces

Canberra Health Services		BPA Analytics Snapshot			Your Ratings (*)	
A sub-set of respondents defined as ..... Position = Nursing/Midwifery		Current Survey			Last Survey (if available)	
(*) = There is a 95% probability of correctly identifying this difference as statistically significant. "Equal" = There is not enough difference to be statistically significant (for this number of responses).		% Yes or Agrees	% Middle Rated	% No or Dis- Agrees	Last Survey Rating	% Change since Last Survey + Year + Significance (*)
(n=)						
<b>Prevalence of Being Subjected to Bullying, Harassment, Favouritism or Discrimination in the Workplace</b>						
In the last 12 months, I have been subjected to ... Bullying in the workplace.	1,070	23%		76.6%	28%	-4.3% 2019 <b>Better*</b>
In the last 12 months, I have been subjected to ... Harassment in the workplace.	1,055	13%		86.5%	20%	-6.6% 2019 <b>Better*</b>
In the last 12 months, I have been subjected to ... Discrimination in the workplace.	1,054	15%		85.0%	18%	-3.0% 2019 <b>Better*</b>
In the last 12 months, I have been subjected to ... Favouritism in the workplace.	1,058	26%		74.5%	29%	-3.4% 2019 <b>Better*</b>
In the last 12 months, I have been subjected to ... Bullying or Harassment in the workplace.	1,061	27%		73.1%	46%	-19.4% 2019 <b>Better*</b>
In the last 12 months, I have been subjected to ... Bullying or Harassment or Discrimination or Favouritism in the workplace.	1,071	41%		59.4%	54%	-13.9% 2019 <b>Better*</b>
<b>Reporting Harassment and Bullying - Experienced</b>						
When I experienced harassment or bullying I ... Reported this behaviour.	643	66%	18.5%	15.2%		
When I experienced harassment or bullying I ... Knew how to go about reporting such behaviour.	658	76%	16.6%	7.1%		
When I experienced harassment or bullying I ... Trusted that, if such behaviour was reported, then it would be appropriately managed.	663	48%	22.2%	29.4%		
<b>Reporting Harassment and Bullying - Observed</b>						
When I observed harassment or bullying I ... Reported this behaviour.	711	73%	17.7%	9.0%		
When I observed harassment or bullying I ... Knew how to go about reporting such behaviour.	729	80%	15.0%	4.8%		
When I observed harassment or bullying I ... Trusted that, if such behaviour was reported, then it would be appropriately managed.	732	52%	22.4%	25.4%		
<b>Personally Subjected to Occupational Violence</b>						
In the last 12 months, I have been subjected to Occupational Violence.	1,081	65%		34.9%	60%	4.7% 2019 <b>Worse*</b>
<b>Attitudes Towards Occupational Violence</b>						
Occupational Violence is generally accepted as being 'part of the job' in my workplace.	833	32%	23.8%	44.2%	28%	4.2% 2019 <b>Worse*</b>
<b>Canberra Health Services - Safety@Work</b>						
Managers always take work, health and safety seriously.	1,079	80%	15.4%	4.9%	76%	3.7% 2019 <b>Better*</b>
Managers always take action to address identified work, health and safety issues.	1,078	76%	19.0%	5.4%	73%	2.2% 2019 <b>Equal</b>
Employees are always consulted on decisions that impact on their work, health and safety.	1,079	59%	27.6%	13.5%	54%	4.6% 2019 <b>Better*</b>
When I act safely I always receive positive support and recognition in my team.	1,079	57%	31.2%	11.6%	50%	6.8% 2019 <b>Better*</b>
In this organisation, staff safety is considered as important as patient safety.	1,079	63%	23.3%	13.5%	56%	6.8% 2019 <b>Better*</b>
Overall, the organisation has a strong, effective staff safety culture.	1,079	59%	26.4%	14.2%		

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

**Position = Nursing/Midwifery**

**Background to the Net Promoter Score<sup>SM</sup>**

The Net Promoter Score<sup>SM</sup> (NPS<sup>®</sup> Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld) provides a gauge of respondent loyalty and engagement. Respondents are categorised into three types based on their response to the key question: "On a scale of 0 to 10, how likely are you to recommend this organisation?"



**Promoters (score of 9 or 10):**

People who feel their lives are enriched by their relationships with the organisation. Promoters typically go the extra mile for the organisation, they are loyal, and promote the organisation.

**Passives (score of 7 or 8):**

People who are fairly satisfied, but not loyal. They rarely talk up the organisation, and when they do, it's likely to be qualified and unenthusiastic. If a better offer comes along, they are likely to defect.

**Detractors (score of 0 to 6):**

People who feel their lives have been diminished by their associations with the organisation. They are dissatisfied and even dismayed by how they are treated. They frequently speak negatively about the organisation and are likely to defect as soon as they find something better.

NET PROMOTER SCORE (NPS) = % Promoters - % Detractors

References:

Bain and Co (2013). Who's responsible for employee engagement? Line supervisors, not HR, must lead the charge. Bain and Company, New York.  
 Net Promoter<sup>®</sup>, NPS<sup>®</sup>, NPS Prism<sup>®</sup>, and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.  
 Net Promoter Score<sup>SM</sup> and Net Promoter System<sup>SM</sup> are service marks of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

Canberra Health Services		Your Net Promoter Scores				Public Hospitals & Healthcare Services			Nursing & Midwifery Professionals		
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		NPS	% Promoters Passives Detractors	Last Survey NPS	% Change + Year + Stat Significance (*)	VL L -A A A+ H VH	Respondent Norm	Partner Norm - last 3 years	VL L -A A A+ H VH	Respondent Norm	
(n=) Below the Norm    Near the Norm    Above the Norm							No of Respondents	No of Partners		No of Respondents	
<b>Advocating for the Organisation - The Net Promoter Score</b>											
I would recommend my organisation (where appropriate) as... a good place to work.    1,071		-6.1	30% 35% 36%	-13.0	6.9 Jun 2021 Better *		+9.1 94,627	+1.9 164 PTRs -62.6 to +95.6		+14.2 61,560	
I would recommend my organisation (where appropriate) as... the best choice for the type of service provided.    1,070		+6.9	35% 36% 29%	+2.3	4.6 Jun 2021 Better *		+23.3 90,173	+14.9 151 PTRs -54.3 to +93.4		+27.9 60,653	

Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

## Position = Nursing/Midwifery

Now that I understand my report, what do I do next?

### The KEEP, STOP, START Action Planning Template

This Action Planning Template is a quick and easy way to reflect on the results of your department's most recent BPA Analytics Survey.

The KEEP, STOP, START approach to Action Planning has been around for years, but you know what ... it actually works! Following the KEEP, STOP, START method will help you identify areas for quick action, and hopefully you will get positive movement and traction in a few areas in the culture of your department.

The ground rules of Action Planning are...

- Don't make an Action Plan of 10 things to do ... you will never do 10!
- Pick 3 things to action, at most in each of the Keep, Stop, Start.
- If you pick the right 3, and you work really hard on these 3, then you will experience what we call the 'ripple effect'.

The BPA questions are interconnected, if you work on one area (e.g. Engagement) it tends to have a positive ripple effect on other areas. Take the Values section as an example. If you work on Values and have a strategy around Values and behaviours, you will find it ripples positively through the culture, and by happy accident, the Engagement scores may increase, the incidence of Bullying or Harassing behaviours may decrease. Rely on the ripple effect ... do a few things really well, rather than targeting 10 things and doing them not so well.

#### Example Only

This de-identified department's result from its BPA Survey revealed:

- In general, the employees were pretty down on the Executive, their managers, and each other!

The department experienced...

- A drop in the level of Employee Engagement between BPA surveys by 16%.
- An increase in the level of Employee Disengagement between surveys by 7%;
- A decrease in the Truly Great Place to Work result by 33%.

Going forward, working on the results of this survey for our team, these are some things we are going to Keep, Stop, and Start doing!

**Keep**  
doing

#### This is good... but we can be better.

- Keep up the sense of being proud of what we do, in having pride in the services we deliver to our clients.
- Keep up our focus on Safety and the Wellbeing indicators of each individual feeling competent at what they do and making a difference in their field. Promote our successes and achievements!

**Stop**  
doing

#### A couple of areas of weakness that we are going to stop.

- Tolerating any unreasonable behaviours in our workplace.
- Letting any potential problems linger on – our team's approach to problem solving will be to address problems as they pop up and press hard to find innovative solutions to these problems – get to the root cause of the problem.

**Start**  
doing

#### Things we're going to start doing.

- Using our Values at the team level – we need to live by them in our team, and have the courage to speak up (in a respectful way) if we observe a behaviour that is not 'living the values'. Let's start with the fundamental Value of Respect.
- Our managers are going to reflect and change-up their leadership behaviours by picking 2-3 attributes that didn't rate as strong in this survey. Some examples include listening, holding people accountable, addressing any poor performance and creating the sense of team cohesion and purpose.
- We are a small team. Our solidarity metric (the Truly Great Place to Work) took a hit this survey. We need to work on building this sense of camaraderie back up in the team. It is all about how we interact with each other, how our leaders engage with the team, how we are accountable and responsible for our own area of work.



Analysis of data collected up until 29-Nov-21 from the surveys of 1,093 respondents.

## Position = Nursing/Midwifery

### How do I feedback the results to my staff?

The BPA Report is a management tool. You want an engaged workforce, where people feel motivated to come to work, to do their best, to drive the strategy of your organisation (and your department).

The value out of the survey process becomes real when employees receive feedback, they feel they were listened to and that something will be done with the results.

Receiving a report about your own management style, how you lead your team, the level of trust, any unreasonable behaviours at play, can sometimes be very confronting.

Sometimes managers have what I call a SARAH moment when they receive the BPA report. SARAH is my take on Elisabeth Kübler-Ross' stages of grieving ... a humorous take.

#### S stands for Shock:



"I can't believe anyone would say such a thing!"

#### A stands for Anger:



"I feel outraged by this feedback!"

#### R stands for Revenge:



"I'll knee-cap them, slash their car tyres, and..."

#### A stands for Acceptance:



"Well, employees were asked to 'have their say', this feedback is all part of being a leader."

#### H stands for Help:



"I need coaching on the best way to use this information."

Outlined below are some commandments when rolling out BPA results to your team.

They are grouped by **thou shalt** and **thou shalt not**.

### Thou shalt

Be **open** and lead with the positives at the beginning of the discussion.

Do **run** the meeting by being open to the things you may not necessarily agree with.

Do **finish** the meeting by focusing on making decisions about the actions going forward, what you are going to do as the manager and your expectations of each member of the team as well.

### Thou shalt not

Don't try and figure out **who** said what

Don't **mock** people's opinions as most (perhaps not all) try sincerely to provide genuine feedback.

Don't **blame** people above you. Focus on what you can control.

Don't **bury** people in too much information. Give them the highlights and the BPA At A Glance is a good place to start.

Don't go into your meeting **unprepared**, thinking "I can wing this" – you will come a gut-sa!

Don't **shut** people down (unless they are trying to monopolise the meeting). If so do this respectfully.

Don't make **promises** you are not prepared to keep or not able to action.

Don't **blame** the team for a not-so great result. Every culture has strengths.

Don't hand out **narrative text** – staff don't necessarily want their comments to be front page news. This is a high risk strategy and will just fuel gossip.



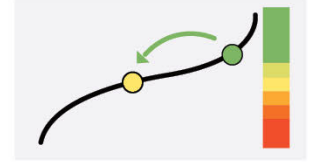
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### Q and A

This section might just answer some of the questions you have about the BPA report.




**Q.** The last time the BPA survey was conducted in our organisation, my department was in a Culture of Success, now it's in Consolidation. What happened, what can I do about that?



**A.** One thing to understand is that Organisational Culture is like a bank account... sometimes you might have to spend a bit of the bank account when you are introducing unpopular change. The key lies in knowing when to re-build. The only thing constant in an organisation is change – it happens, it is a fact of life. Building a level of resilience in the culture is the first step. Getting your employees focused on the fact that change is going to happen, it is going to bite us on the nose at any time and that we have to be prepared for it. Go through the 10 Engagement questions carefully to see where you 'lost ground' between surveys. Was it in trust, was it in employee's motivation, was it in change? Then focus on one area to rebuild the level of engagement. Campaign building trust ... build trust and it builds engagement.

**Q.** How do I build trust?

**A.** Trust is the glue that binds a team (and an organisation) together. You can't change a culture without it. The things that build trust:

-  • **Visibility** – being out there amongst your people (not checking up on them) but truly engaging with them. Walk through the department, say hello, ask about how things are going, roll your sleeves up and do a bit of the hard labour every now and then.
-  • **Predictability** in your own leadership style – a moody manager is not one that people will trust or follow.
-  • **Fairness** – don't play favourites! Be transparent in your recruitment and selection processes (and give feedback to those who are not successful), be transparent in workload allocation, in annual leave allocation, in rewarding and recognising individuals. Lack of fairness and favouritism are cousins!

**Q.** My benchmarking summary graph (the overall counts in blue, red and yellow) has lots of blue for About Our Managers ... but lots of red for About Our Culture. What does this mean?

**A.** This might be a little unpalatable to hear ... but you have to be careful you aren't adopting the potential for manager disconnect in your management and leadership style. An attribute of the best managers I have seen, is that they can win the hearts and minds of their people to go with them and their leadership ... and to go with the organisation. They don't bunker their team down. The signs and symptoms of a responsible manager versus a manager that might be potentially disconnected are illustrated in the next column. Have a read ... it might be confronting ... but ask yourself 'do I do any of the disconnected behaviours' and if you are honest in your self-evaluation you will welcome the opportunity to develop yourself and change a set of behaviours that you might not necessarily be even aware of. But whatever you do, try not to adopt a bunker mentality to protect yourself and your employees.

The potential for Manager Disconnect is a label developed by BPA that applies to a phenomenon where managers have disconnected their managerial responsibilities and surrendered them to the organisation. Examples of this behaviour include:

#### A manager who is potentially disconnecting ...

- Denigrates the organisation and its executive in front of their staff.
- Tries to be everyone's friend, even when it means ignoring performance problems.
- Doesn't want to take on the normal responsibilities of a manager, but wants the title and the pay.

#### A responsible manager ...

- Supports the organisation's decisions in front of their staff even if they privately disagree with them.
- Is friendly but firm in requiring appropriate performance levels.
- Accepts their responsibilities as a manager, even if it means some discomfort in the workplace.

**Q.** My benchmarking summary graph (the overall counts in blue, red, and yellow) has lots of blue for About Our Culture but not for About Our Managers. What does this mean?

**A.** The questions on the BPA survey are asked at 3 levels ... your employees' working life in the organisation (the entity that employs them), their working life in their team, their working life with you the manager, the person who guides and directs their performance.

If your employees' evaluation of your leadership style doesn't come up rosy, then this represents an opportunity for you personally. The best managers I have come across know themselves very well – they know their personal attributes – what they are like at their peak, what they are like when they are stressed. They seek information about their style that will make them a better manager, and we can always be better. It is a huge responsibility being a manager, and receiving feedback on our management and leadership style comes with the title. Look for areas of strength in your style based on the evaluation of how others see you. Use the Leadership profile as an opportunity to gain insight into how others see you. Drop any defensiveness – I know sometimes the evaluation can be hard hitting, but take it on board and grow.



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## Position = Nursing/Midwifery

### What Works when Changing Culture - The Power of Values

## What does BPA think are the most successful forms of cultural change?

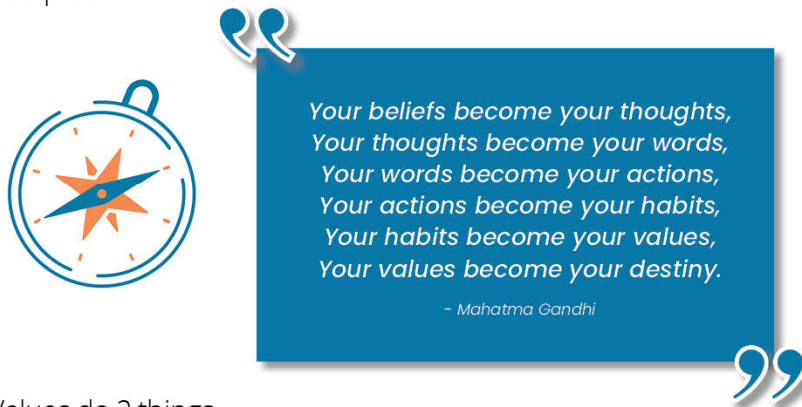
Over the past 29 years of measuring Organisational Culture, the two most powerful forms of cultural change we have observed that work are:

1. **The power of Values** and the behaviours that underpin them.
2. **The power of managers** truly taking on the role of being a Performance Coach – holding people accountable, not only for their performance, but their behaviours too.

If you do nothing but focus on these 2 things, hopefully you will get some traction in a positive way.

## The Power of Values

There is power in a strong set of Organisational Values as Values are the anchor that you as a manager can use during times of major or turbulent change. They are an organisation's moral compass.



Values do 2 things for an organisation and a team:

1. They will guide the organisation's decisions and priorities – strategic and day-to-day; and
2. They will establish the boundaries for acceptable and unacceptable behaviour.

Everything changes ... Buildings change, People change, Client's and Member's expectations change, Governments change, Funding Levels change, Workload and activity change, Climates change, Economies change, Managers and Leaders change.

The one constant that can stay the same in the midst of major change is an organisation's Values ... and how these are put into practice.

Finally when it comes to Values, in the best organisations BPA has measured, we have identified these organisations do 3 things very well with their Values, they ...



As a manager of a team, think about these practices.



Do you speak to your Organisation's Values when you are recruiting new people into your team? Do you ask the potential new recruit to draw on their past experiences to find out if they will be a good fit for your department?



Do you acknowledge great performance (rewarding doesn't have to be materialistic).



Are there consequences for people who don't live by the Values, for any behaviours that are contrary to the defined set of behaviours that underpin your organisation's Values?

## The 3 Types of Values BPA has Observed

BPA Analytics' (BPA) research into Organisation Values has found 3 broad categories of values.

1. Aspirational Values;
2. Inspirational Values; and
3. Foundational Values



### Aspirational Values

These are values that an organisation may aspire to. Examples could include Excellence, Service, Continuous Improvement, Communication or Teamwork. In our observation, most Company Values are of the Aspirational kind.



### Inspirational Values

These are values that have an underlying cause that inspires its workforce and sometimes even clients. They typically have a 'call to action'. They might include "to fight cancer" or "to end animal testing on cosmetic products". They are visionary and motivational in a way that "excellence" or "teamwork" is not.



### Foundational Values

These are values that are practical and pragmatic. They are values that the organisation must have on a day-to-day basis in order to ensure it functions smoothly. Failure to live these values will typically see both the organisation and its members suffer.



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## Position = Nursing/Midwifery

### What Works when Changing Culture - The Power of Managers

#### The Power of a Manager being a Performance Coach

The best managers I have come across, as mentioned earlier, know themselves very well, and they take on the role of being a performance coach, they wear a manager's hat.

They embrace the principles of a great coach by ...

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Clearly (and regularly) communicating the expectations they have of each member of their team;
- 

Providing support and guidance on how to overcome any performance shortfalls;
- 

Guiding them on their performance;
- 

Addressing poor performance constructively;
- 

Constructively giving feedback on their performance;
- 

Being a role model their employees look up to and learn from;
- 

Helping their employees to plan how to improve their performance;
- 

Wrapping up all of these practices with some form of annual review. Some do quarterly or 6 monthly reviews. If the manager is doing all of the above, the Performance Review process should not produce any surprises.
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Providing appreciation for good performance;

#### The Recipe for Successful Cultural Change Has Four Essential Ingredients



A **shared vision** on what you are trying to achieve.



The **resources** (especially time) to implement the changes.



The **will to do it** - a commitment from you as the manager.



A **plan** with dates, accountabilities, and (especially) the first step.

All four of these components are essential - *not just 2 or 3.*