

ReGen Staff Survey Results 2015

Prepared by Carla Reid, January 2016

Executive Summary

UnitingCare ReGen has a strategic goal to be an employer of choice. One method to measure our success against this is undertaking staff surveys which ask questions about employees' levels of satisfaction against a number of key areas (45 statements to rate) using a 5 point scale from strongly agree to strongly disagree, with opportunity to provide additional comments. The data has been reported on positive views being strongly agree and agree.

A survey was recently conducted in December 2015, two years from the previous survey. This has been the seventh Staff Survey undertaken in its current form.

Of the 143 employees available to participate in the survey, 87 employees provided completed surveys for a response rate of 60.6%. This response rate is down 6% from the previous survey however still a reasonable response rate. We would not however want to see any further decreases in future surveys and will endeavour to increase the rate for the next survey.

The overall satisfaction rate was high at 85% however this was down by 8% from the previous survey. The previous survey rated extremely high levels of satisfaction and therefore it is not surprising that this year has seen a slight reduction in satisfaction levels.

Of the eight domains only one saw an average increase in satisfaction from the previous survey. This was working with others. Two domains remained the same which were employment conditions and support services, and performance, recognition and development. The rest of the domains saw a decrease by between 1 - 8%. Having said this however, the lowest average was 80% so still very high levels of satisfaction reported.

The area resulting in the highest level of satisfaction was Purpose and Strategic Direction (91%) which was also the case last survey.

The area resulting in the least levels of satisfaction was working with others at 80%. This was also the case in the past three surveys however continue to increase in satisfaction, and again this year by 2%.

The statement receiving the highest level of satisfaction was that ReGen's purpose and values are clear to me (98%) while the lowest level of satisfaction was 56% for the statement all sites are effectively integrated.

This report provides an analysis of the results of the 2015 staff survey for ReGen, along with the qualitative comments which are available in appendix 1. Results are displayed for the last seven surveys with the data available for comparison.

Introduction

Our purpose is to promote health and reduce AOD related harm. ReGen is the lead alcohol and other drugs (AOD) treatment and education agency of UnitingCare Victoria and Tasmania.

ReGen's Strategic Plan 2014 - 2017 has as one of its goals to be an employer of choice. One method to measure our success against this is undertaking staff surveys which ask questions about employees' levels of satisfaction against a number of key areas (45 statements to rate) using a 5 point scale from strongly agree to strongly disagree, with opportunity to provide additional comments. The data has been reported on positive views being strongly agree and agree. The 45 statements are grouped into areas or domains of purpose and strategic direction, customer service, communication, employment conditions and support services, performance, recognition and development, working with others, management ability, and overall satisfaction.

ReGen has made a commitment to undertake this staff survey every 18 months and to develop a realistic action plan to address areas of dissatisfaction and also recognise and build on the positive aspects that exist within ReGen.

Survey responses are anonymous and employees cannot be identified. ReGen believes this is an important component of the staff survey to ensure employees feel confident in expressing their views. Results are collated to not only measure our current employee levels of satisfaction but also to make comparisons to previous year's survey results.

For the results to be a true representation of ReGen's employees' level of satisfaction all employees were encouraged to complete the survey. The survey was made available online in December 2015, two years from the previous survey (just slightly outside the 18 months commitment).

Of the 143 employees available to participate in the survey, 87 employees responded for a response rate of 60.6%. This response rate is down 6% from the previous survey however still a reasonable response rate.

The overall satisfaction rate was high at 85% however this was down by 8% from the previous survey. The previous survey rated extremely high levels of satisfaction and therefore it is not surprising that this year has seen a slight reduction in satisfaction levels. In addition, since the previous staff survey ReGen has been through the AOD reforms causing enormous change and much uncertainty.

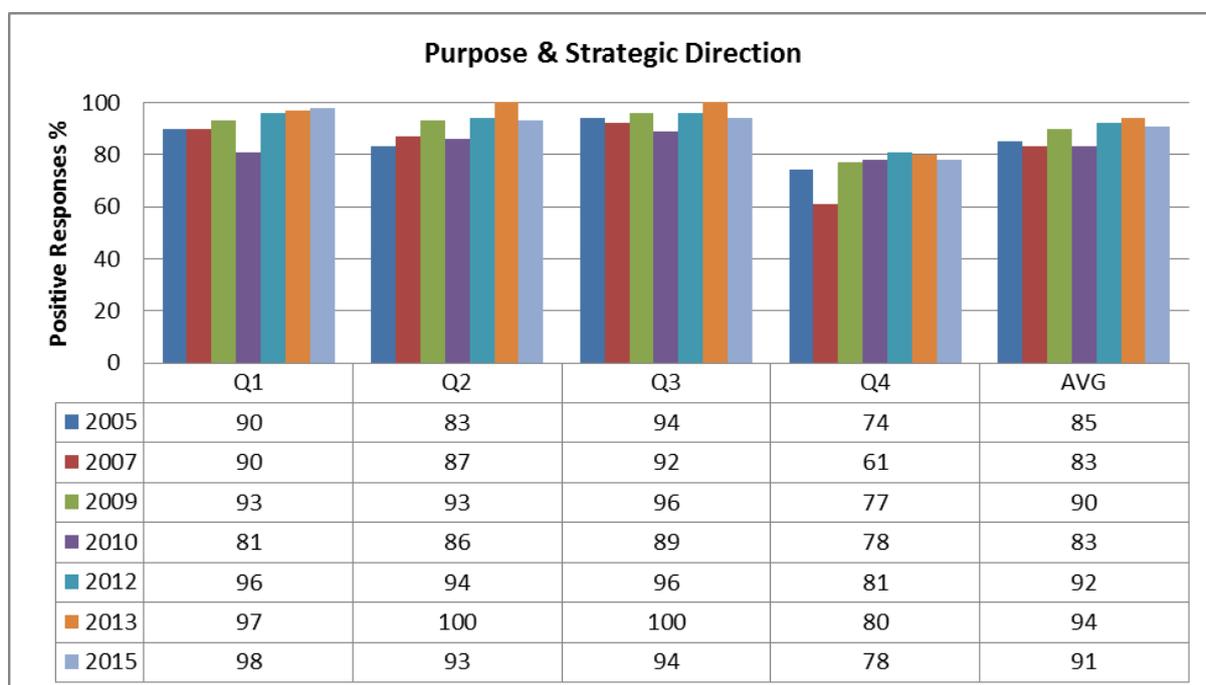
Of the eight domains only one saw an average increase in satisfaction from the previous survey. This was working with others. Two domains remained the same which were employment conditions and support services and performance, recognition and development. The rest of the domains saw a decrease by between 1 - 8%. Having said this however, the lowest average was 80% so still very high levels of satisfaction reported.

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Results

Purpose & Strategic Direction

Q1	ReGen's purpose and values are clear to me.
Q2	My team consistently demonstrates ReGen's values through its actions.
Q3	I can see how my work supports ReGen's strategic goals and priorities.
Q4	I have the opportunity to actively participate in the planning process in my area.



Respondents' views about vision and strategic direction were an average of 91% satisfaction, the area with the highest level of satisfaction in the survey. While the average saw a decrease from the previous survey of 3% the results are still very pleasing, particularly given that ReGen have been through major reform.

The one statement within the domain that saw an increase from the previous survey was ReGen's purpose and values are clear to me (98%, up by 1%). This is very positive in that despite the changes that staff and ReGen have been through, the purpose and values remain clear. 93% of respondents agree their team consistently demonstrates ReGen's values through its actions, 94% can see how their work supports ReGen's strategic goals and priorities and 78% agree they have the opportunity to actively participate in the planning process in their area.

Five people made additional comments which were mostly positive, however there were a couple of comments that will require addressing.

Customer Service

Q5	My team puts clients/customers first.
Q6	I am always willing to assist clients/customers even when it is not part of my job.
Q7	I receive strong support from other internal ReGen programs which enable me to do my job well.
Q8	My team systematically seeks client/customer feedback to improve services.
Q9	I am supported and have the necessary knowledge when encouraging clients to take up consumer participation activities at ReGen.



This area remained largely the same as the previous survey with an average satisfaction level of 89%, a decrease of just 1%.

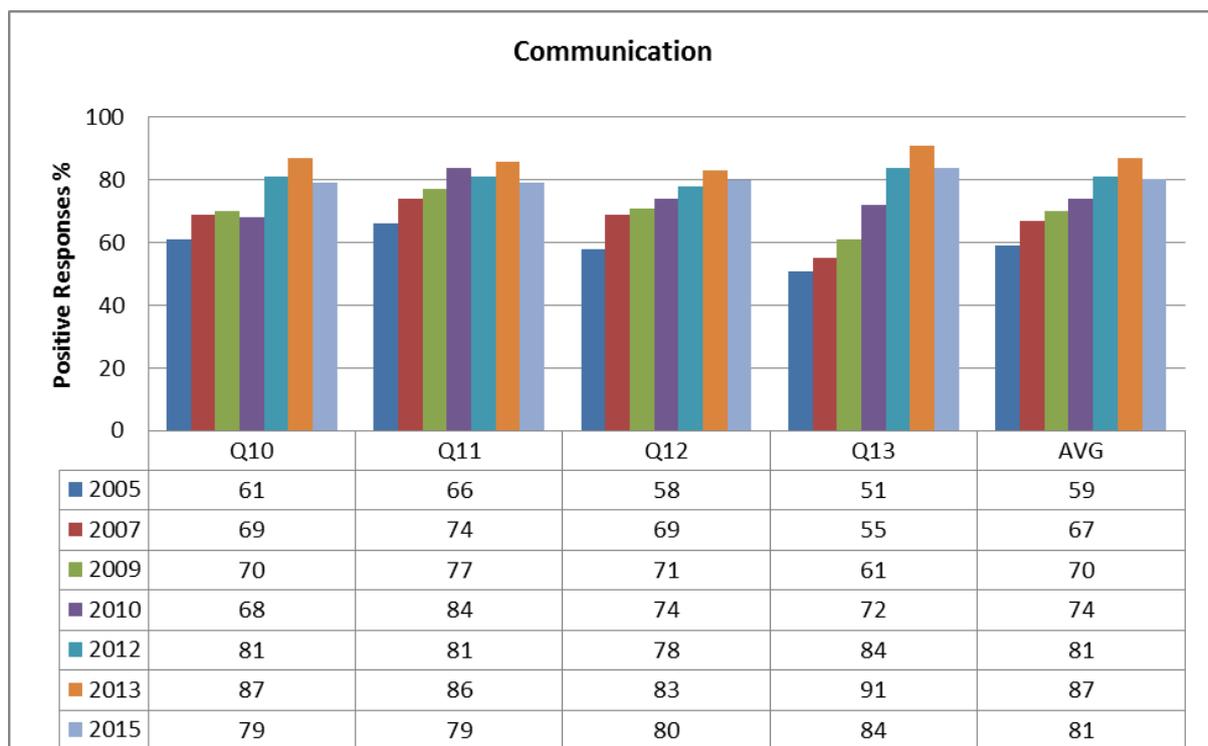
The new statement introduced to this section last survey on consumer participation saw an increase of 3%. This is a positive result given ReGen's commitment to, and investment in improving consumer participation.

94% of respondents felt they put clients' needs first, 95% always willing to assist clients even when it is not part of their job, 87% felt they receive strong support from other internal ReGen programs to do their job well, and 85% of respondents agreed their team systematically seeks client feedback to improve services.

Seven people provided additional comments which were enormously positive.

Communication

Q10	I feel free to express my views openly in ReGen.
Q11	Communication within my team is open and honest.
Q12	ReGen values the opinions of their staff.
Q13	ReGen clearly communicates what is happening within the organisation with me.



Satisfaction with communication unfortunately decreased this survey after having had such a big improvement to satisfaction last survey. The average satisfaction level was 81%, a 6% decrease and back to where we were at in 2012 (two surveys ago).

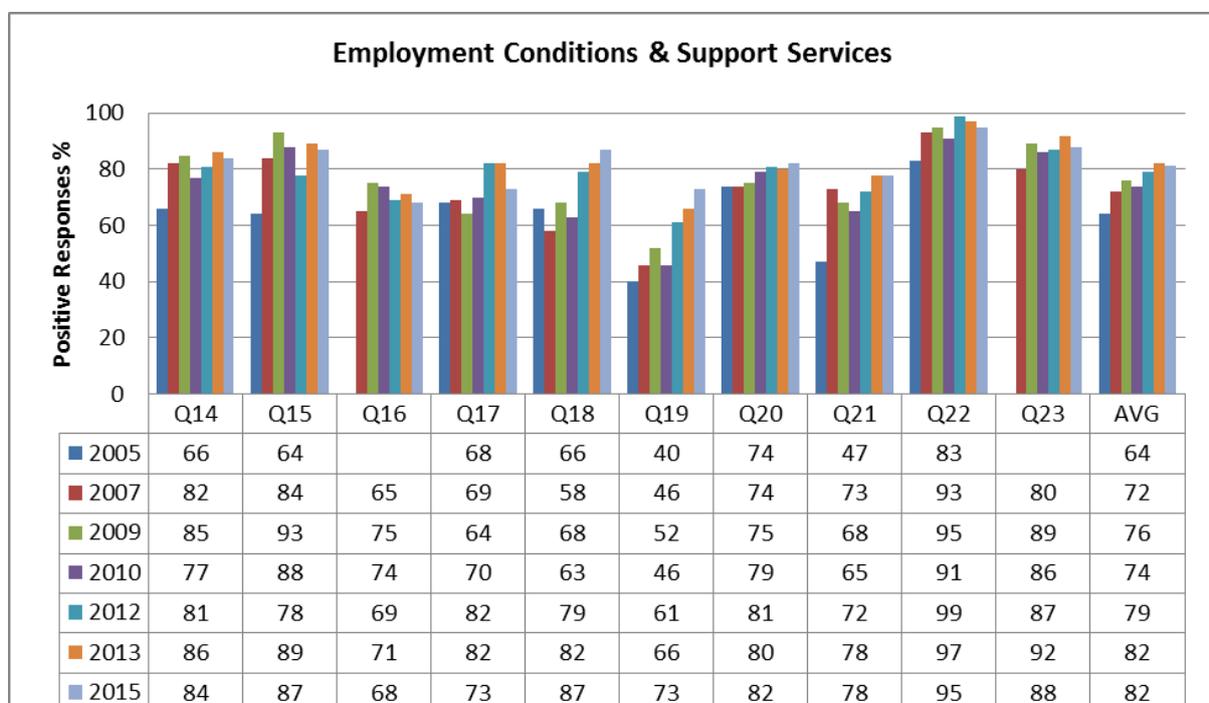
Each statement decreased in satisfaction, the most by 8% with 79% of staff feeling free to express their views openly (compared with 87% last survey). Open and honest communication within teams was also 79% (down by 7%). Feeling ReGen values staff opinions was 80% (down 3%) and ReGen clearly communicating what is happening within the organisation was 84% (down 7%).

While down by the most from the last survey the results are still very good, particularly in light of the AOD reforms. It is very positive that such high levels of satisfaction were still recorded during such a challenging period where effective communication has been paramount.

Seven people provided additional comments, again mostly positive with a few that can be explored for inclusion in the action plan following this report.

Employment Conditions & Support Services

Q14	I am provided with appropriate technology enabling me to do my job effectively.
Q15	ReGen provides access to services to help me to deal with difficult/stressful situations.
Q16	I am satisfied with the quality of supervision provided.
Q17	I am satisfied with the quality of staff facilities.
Q18	I believe I am fairly compensated compared with others doing similar work within ReGen.
Q19	I believe I am fairly compensated compared with others doing similar work outside of ReGen.
Q20	My job allows me the flexibility I need to balance my work, family, study and personal life.
Q21	I believe There are opportunities to work part-time and have a career at ReGen.
Q22	I am fully aware of the conditions of employment for my position in ReGen.
Q23	I feel safe when I am at work.



82% of respondents indicated that they were satisfied overall with their employment conditions and the support services provided. This is the same as the previous survey.

While the average levels of satisfaction remained the same as the previous survey there was some movement within the statements. Satisfaction with the quality of staff facilities decreased by the most (9%) while the biggest increase (7%) was being fairly compensated compared to others doing similar work outside of ReGen. This was the lowest rated statement in the previous survey and therefore demonstrates a significant shift in levels of satisfaction with their compensation than previously. Additionally, up by 5% was being fairly compensated compared to others doing similar work within ReGen.

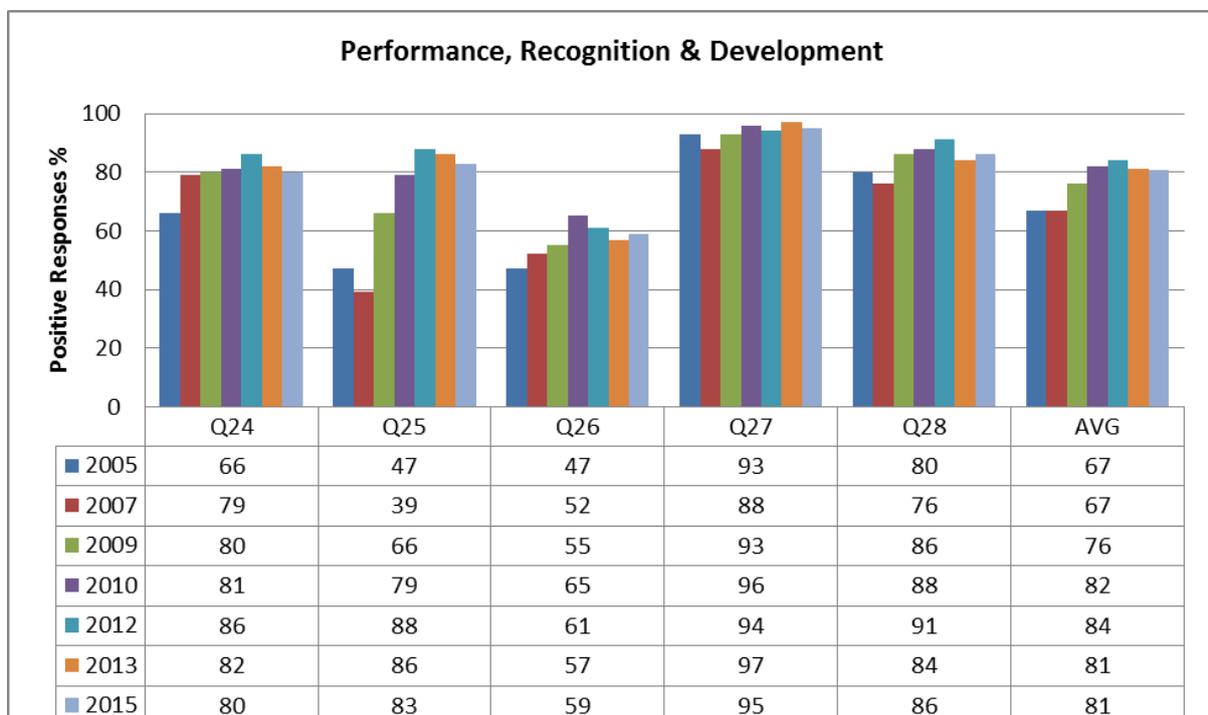
The highest level of satisfaction in this area is that respondents are fully aware of their conditions (95%) and the lowest was with the quality of supervision (68%). Furthermore 17% of respondents actually disagreed or strongly disagreed to this statement which is of concern considering ReGen's commitment to good supervision and that supervision was addressed through the previous staff survey action plan.

Statements with less than 5% change included feeling safe when they are at work (88%), provided with appropriate technology to do their job effectively (84%), provides access to services to help with difficult/stressful situations (87%), opportunities to work part time and have a career at ReGen (78%) and having the flexibility to balance work and personal life (82%).

Nine people made additional comments regarding their views on employment conditions and support services. Most of these will require addressing through the action plan that follows.

Performance, Recognition & Development

Q24	My immediate supervisor gives me constructive feedback about my performance.
Q25	I receive an annual performance review with my direct supervisor.
Q26	I have (or have had) opportunities to perform higher duties or be seconded within ReGen.
Q27	I have a clear understanding of what I am expected to do in my job.
Q28	I am encouraged to participate in training activities that will help in my development.



The average level of satisfaction with Performance, Recognition & Development also remained the same from the previous survey at 81% with minor deviation within the questions themselves.

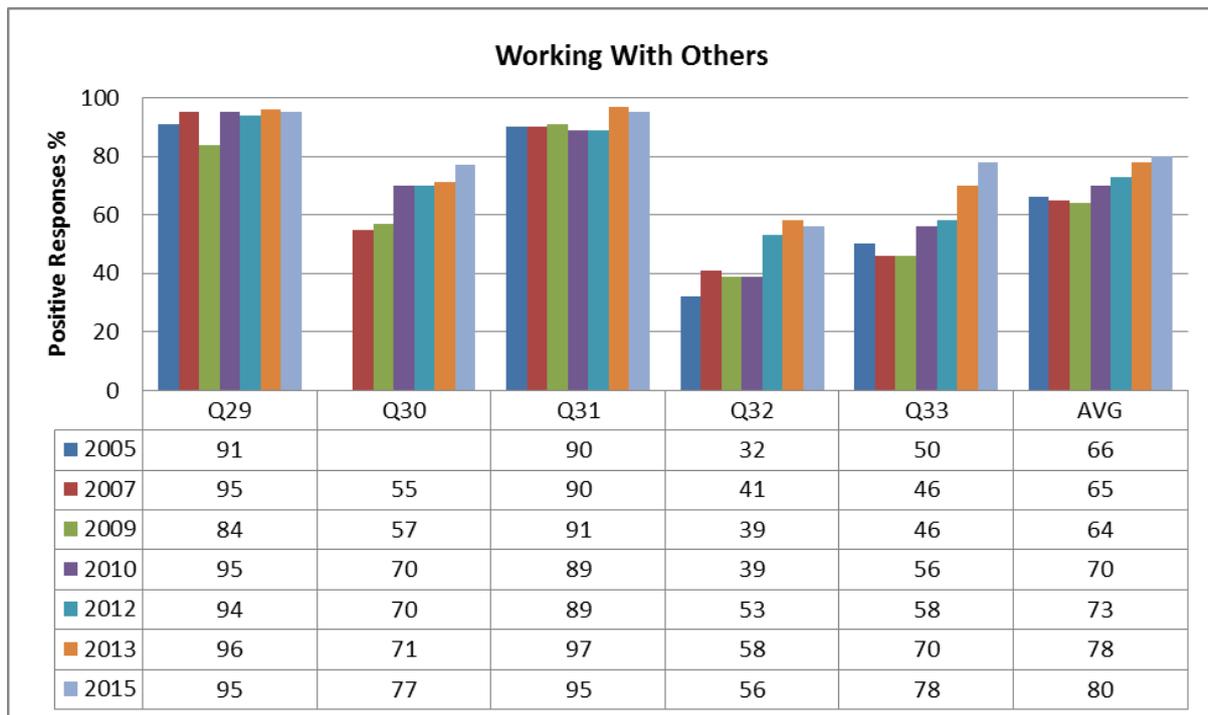
Having a clear understanding of what is expected in their job scored highest in the domain at 95%. The lowest level of satisfaction was having the opportunity to perform higher duties or be seconded 59% although this statement increased by 2% from the previous survey. Being encouraged to participate in training activities was the other statement that increased in satisfaction (86%, up 2%).

Slightly down were statements respondents receive an annual performance review with their direct supervisor (83%, down 3%) and getting constructive feedback about performance 80%, down 2%.

Six people made additional comments, mostly positive but a couple of references made to performance reviews which will be addressed in the action plan.

Working with Others

Q29	ReGen actively collaborates with other services.
Q30	I have the opportunity to participate with staff from different areas in agency planning and review processes.
Q31	I share work related information and ideas with other staff.
Q32	All ReGen worksites are effectively integrated.
Q33	Other programs in ReGen understand the role of my team.



Overall this was the lowest performing area within the agency across this years survey results at 80%, however it was also the only area that increased in satisfaction since the previous survey (by 2%).

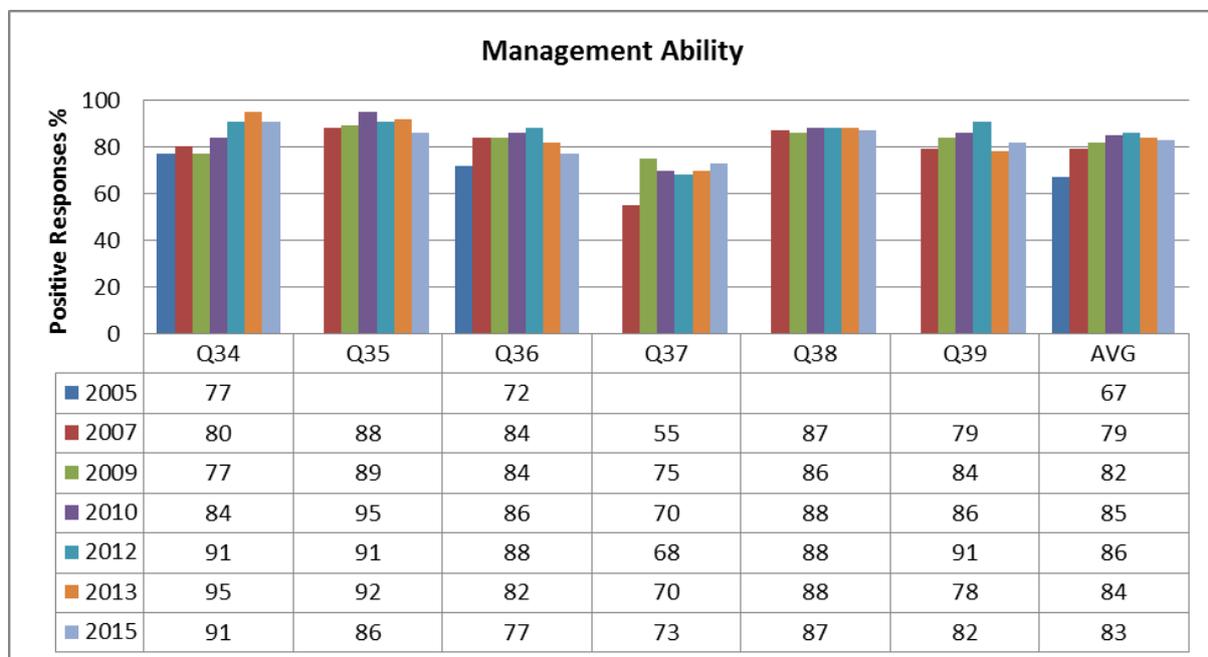
Despite being the lowest scored area overall some statements received extremely high levels of satisfaction. Information and idea sharing with other staff, and ReGen actively collaborating with other services were the highest with 95% satisfaction respectively.

Other programs understanding the role of other teams saw an 8% increase at 78% while all sites are effectively integrated saw a 2% decrease to 56% from the previous survey.

Three people made additional comments however nothing about sites being poorly integrated which has been a common comment to date in the staff survey.

Management Ability

Q34	Managers & Supervisors have the skills and ability to set the direction for ReGen.
Q35	Managers & Supervisors are readily accessible when the need arises.
Q36	My supervisor acts promptly and fairly when I have a grievance or complaint.
Q37	My supervisor supports me in identifying skills that can lead to other roles within ReGen.
Q38	My supervisor is able to clearly articulate my job role and what is expected of me.
Q39	My supervisor is able to give and receive constructive feedback.



Highly satisfied at 84%, this area dropped just 1% in levels of satisfaction from the previous survey. The majority of respondents (91%) agreed managers and supervisors have the skills and ability to set the direction for ReGen and 87% agreed they have the ability to clearly articulate their job role and expectations.

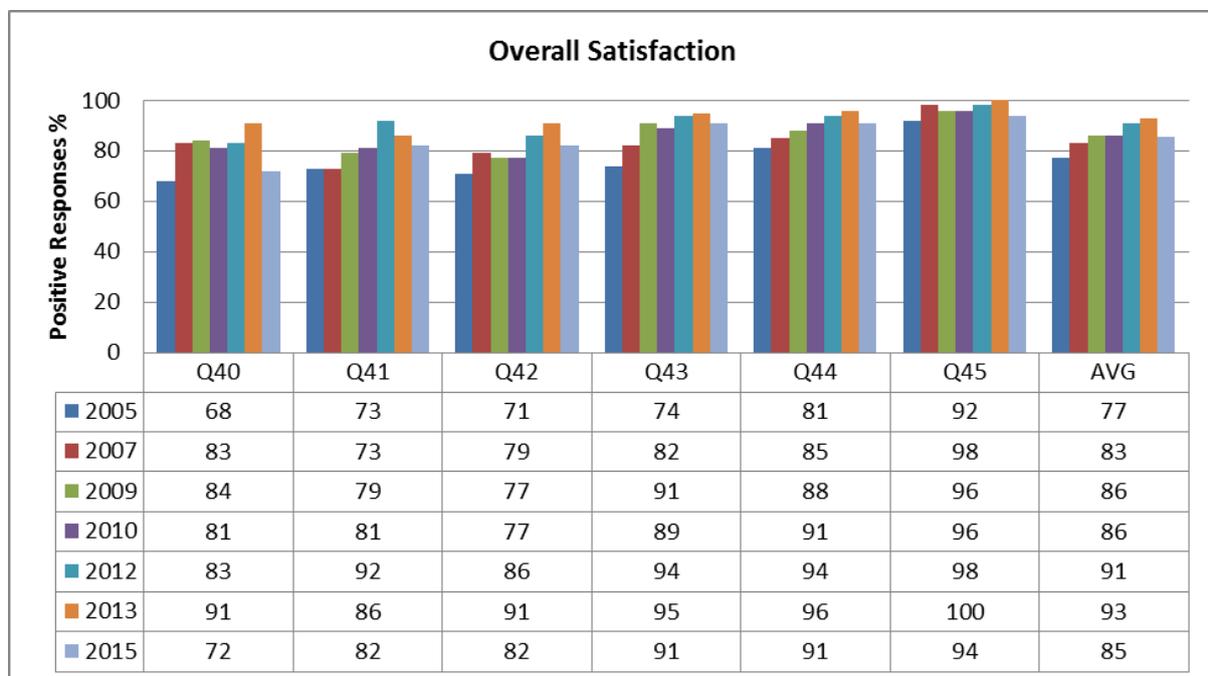
Two statements that increased since the previous survey were ability to give and receive constructive feedback (82%, up 4%) and supervisor supports them to identify skills that can lead to other roles (73%, up 3%).

While still receiving high levels of satisfaction two statements saw decreases since the previous survey. Supervisors' ability to act promptly and fairly to complaints and grievances received 77% satisfaction (down 5%) and 86% agreed managers and supervisors are readily accessible (down 6%).

Five people made additional comments which were enormously positive except for one.

Overall Satisfaction

Q40	My work environment assists me in doing my job well.
Q41	I feel I am valued as an employee.
Q42	I am satisfied in my current job.
Q43	I would recommend ReGen as a good place to work.
Q44	ReGen maintains high standards of ethics and integrity.
Q45	I would be confident in recommending ReGen to someone if they had an alcohol and/or drug problem.



Overall satisfaction for the 2015 survey was 85%. While this is an 8% decrease from the previous survey 85% is still a very positive result. All statement within this section saw a decrease from the previous survey by between 4 - 19%. The statement with the biggest decrease of 19% was my work environment allows me to do my job well (72%). Again as a result of the AOD reforms there has been much change to peoples work environments. This has clearly had a negative impact on people and should start to improve now that office spaces and technology has been resolved. It is anticipated we will see an increase in levels of satisfaction for this statement in the next survey.

Still high at 82% satisfaction was I feel valued as an employee and I am satisfied in my current job. Higher still at 91% I would recommend ReGen as a good place to work and ReGen maintains high standards of ethics and integrity. The statement with the highest level of satisfaction at 94% was I would be confident in recommending ReGen to someone with an alcohol and/or drug problem.

12 people provided comments which overall were extremely positive, again with some comments to be covered in the action plan.

Summary of Findings

The response rate for this year's survey of 60.6% is reasonable despite a reduction from 2013 (6%). We would not however want to see a further decrease in the next survey and will endeavour to increase the rate for the next survey.

The survey results are very positive showing an overall satisfaction level of 85%. Despite being an 8% decrease from the previous survey the results are still very pleasing considering the organisation has been through sector wide reform. In addition the previous survey rated extremely high levels of satisfaction and therefore it is not surprising that this year has seen a slight reduction in satisfaction levels.

The key statement from a human resources perspective is that 91% of staff would recommend ReGen as a good place to work and in terms of why ReGen operate, 94% of employees would be confident in recommending ReGen to someone if they had an alcohol and/or drug problem.

Of the eight domains only one saw an average increase in satisfaction from the previous survey. This was working with others. Two domains remained the same which were employment conditions and support services, and performance, recognition and development. The rest of the domains saw a decrease by between 1 - 8%. Having said this however, the lowest average was 80% so still very high levels of satisfaction reported.

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A number of staff provided additional comments. Most of which were overly positive and while there were some negative comments, many were constructive and highlight areas in need of improvement. These will be addressed through the action plan.

Some of the comments made by staff which ReGen can be very proud of include:

"Best organisation I have ever worked for."

"ReGen is an employer of choice."

"I am proud to tell anyone where and who I work with - it's very rare to wake up in the morning and feel motivated to walk into work and feel great, that is a tribute to the work

ReGen has established within their culture."

"I love working at ReGen always have!"

Conclusion

An action plan will be developed to address areas in need of improvement. This report will be made available to staff in its current form, excluding appendix 1.