

Improved Staff Satisfaction – Development, Implementation and Monitoring of a Workplace Flexibility Procedure

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Background

Workplace flexibility is valued by staff helping to yield an adaptable, high performing, enjoyable and inviting place to work. SA Pharmacy services South Australian metropolitan and rural public hospitals, with a workforce headcount of 762. In 2017 an all-staff survey indicated a desire for increased and equitable access to workplace flexibility across all sites. In support, a project was initiated aimed at increasing workplace flexibility.

We would like more workplace flexibility



Method

A workgroup drafted a statewide procedure based on feedback from an all-staff survey, service need and human resource principles. Pharmacy Leaders presented an overview of the draft to staff and unions seeking feedback which was utilised to refine the procedure prior to implementation in 2018. In 2022 a deeper probing, all-staff survey was developed by staff volunteers. This bespoke survey was open to all staff in order to seek feedback and assess perceptions of staff, to inform a procedure review and provide a more comprehensive tool to monitor staff satisfaction over time.



Interested staff from across our workforce collaborated together on the project.

Example Survey Questions

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
I have the flexibility I need to manage my work and non-work interests e.g. caring responsibilities, study, sporting interests etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The SA Pharmacy Workplace Flexibility Procedure provides me with the framework required to work flexibly if I want.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The flexibility SA Pharmacy supports is not at the detriment of other team members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The flexibility SA Pharmacy supports is not at the detriment to service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

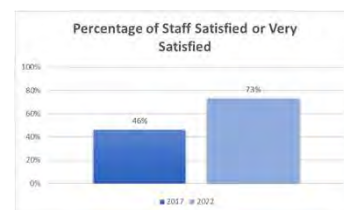
Project Flow



Results

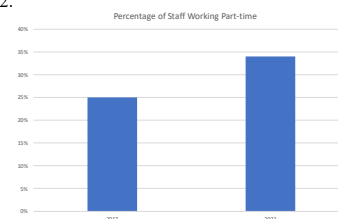
Staff were asked a series of questions in each survey about their personal workplace satisfaction. Satisfaction has risen from 46 to 73% over the survey period, 2017 to 2022.

Graph 1: Average percentage of survey respondents satisfied or very satisfied across a number of workplace satisfaction questions in surveys conducted in 2017 and repeated in 2022.



Further, as a surrogate measure, the percentage of staff working part-time has increased from 25 to 34%.

Graph 2: Percentage of staff working part time in 2017 and 2022.



Survey responses indicated that staff agreed or strongly agreed with 4 out of 5 leadership support aspects of flexibility and 5 out of 10 positive cultural aspects.

Discussion

While satisfaction has increased there is opportunity to increase further. The procedure has been updated to support this. Leadership support for flexibility is pleasingly evidenced in the results, however the culture, as described by staff, is not fully aligned with published evidence. For example, leadership roles are perceived as less suitable for part-time by a greater majority of staff. An opportunity exists to explore this perception.

The survey tool developed will be utilised to measure staff satisfaction in a deep and ongoing fashion.

A project is planned to seek staff consent to link individual responses in successive surveys enabling point in time monitoring as changes are made aiming to support flexibility.

Key Learning 1

Engaging staff through expressions of interest to join workgroups along the journey helped make the procedure relevant.

Key Learning 2

Having Leaders introduce the procedure via staff information sessions demonstrated our leadership culture towards workplace flexibility.

SA Pharmacy, Nil conflicts of interest to declare.

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