

- Employees showed the least confidence regarding how managers/supervisors handle employees who are performing poorly. Similarly, less than half of employees agreed that good performance was sufficiently recognised.
- A significant minority of employees expressed a lack of support regarding the quality of leadership and a majority lacked confidence in the way change is managed. Leadership is commonly a poorly performing section of many employee surveys.
- There are still significant numbers of employees who are feeling uncomfortable with their workload and stress level.
- A significant minority of employees do not perceive their workplace as being free of bullying or harassment. Bullying and harassment are perceived to be equally enacted by fellow employees as well as managers and supervisors and to a noticeably lesser extent by clients.
- Finally, a gap analysis was conducted to explore the potential priorities arising from the survey. The issues identified as being key areas for improvement were:
 - increasing confidence in the grievance resolution system;
 - improving employee consultation and input;
 - improving the way performance is managed;
 - ensuring employment is merit based;
 - improving the feeling of reward and recognition in the workplace; and
 - improving confidence in leadership.

Decreases since 2007

The main decreases compared to the 2007 survey were:

- Fewer employees agreed that most job vacancies are advertised publicly and that people outside the State Service have a reasonable opportunity to apply for jobs.
- A smaller percentage of employees felt that change was managed well.
- There was less agreement amongst employees that managers encourage employees to report health and safety incidents and that employees display good occupational health & safety awareness.

- Fewer employees agreed that customer feedback is used to improve services and that their workplace strives to meet customer service needs.
- A slightly smaller percentage of employees felt that their workplace was free of bullying and/or harassment.
- There was marginally less agreement regarding employees taking responsibility for their decisions and actions
- These issues were also highlighted in the 2007 report, and whilst there has been improvement in some of these areas, the results provide confirmation that they are still prime opportunities for improvement.

Next Steps

- One of the highest priorities immediately following any employee survey is the distribution of results to managers, employees and other critical stakeholders.
- Senior managers need to understand the results for the entire State Service as well as for their own agency.
- Action plans need to be developed and monitored, with senior executives taking control of fulfilling the plans and reporting progress towards achieving these goals
- Another State Service employee survey will be conducted in approximately two years time and benchmarked against the results of the 2010 Survey.

Contact Information

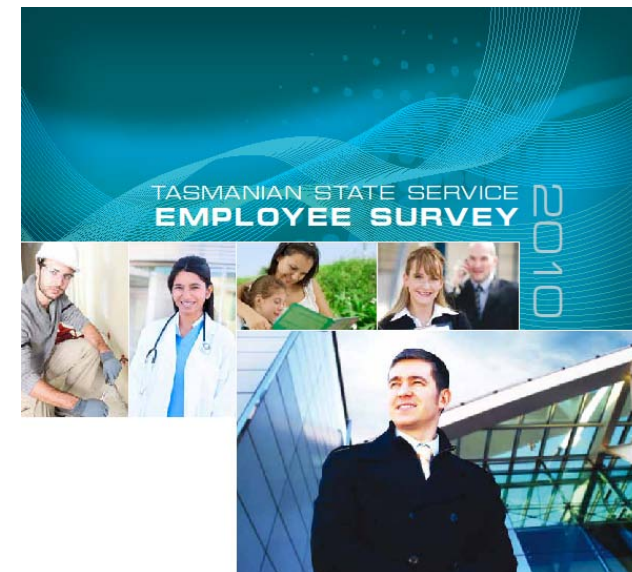
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SUMMARY OF FINDINGS TASMANIAN STATE SERVICE EMPLOYEE SURVEY 2010



CONDUCTED BY:
**THE OFFICE OF THE
 STATE SERVICE COMMISSIONER**

Commissioner's Message

In releasing this summary of findings for the *Tasmanian State Service Employee Survey 2010* (the Survey), I would like to pass on my thanks to employees for their participation, together with all Agency Heads, Agency Coordinators and Unions for their assistance with the Survey.

The Survey has again given all State Service employees the opportunity to express their views about whether work culture and practices within their workplace reflect the requirements of the State Service Principles.

I consider an evaluation of this type to be good modern management practice and would encourage all State Service employees to look through this summary of findings.

A copy of the full Survey report can be viewed at Agency Human Resource Branches or the Office of the State Service Commissioner's website at: www.osscc.tas.gov.au



Iain Frawley
ACTING STATE SERVICE COMMISSIONER

Background

The 2010 *Tasmanian State Service Employee Survey* was primarily conducted to measure employees' confidence in the application of the State Service Principles and the Code of Conduct. The survey also provided an opportunity to collect information about the work experiences and demographic characteristics of the State Service workforce.

A total of 7,468 employees across 15 Agencies completed either a web-based or paper-based survey, giving a sound overall response rate of 24%. The profile of the survey sample reasonably matched the profile of the State Service workforce, and hence confidence can be placed in results presented in this report as being representative of the overall workforce.

The results from the survey build on the results from the previous State Service Employee Surveys of 2007 and 2005.

This report provides an overview of results relevant to the entire Tasmanian State Service.

Key positive findings

Many strengths of the State Service were identified including the following:

- The highest scoring statements in the survey were those associated with community service & fairness.
- Statements relating to Application for employment open to all scored very highly by employees.
- Equity in employment was another area that received strong support from employees.
- There was strong endorsement for the level of commitment to safety within the State Service.
- Employees reported a high level of awareness of the State Service Principles and the Code of Conduct and good awareness of formal procedure for grievance resolution.
- There was extensive agreement that employees are expected to treat each other respectfully. Additionally, most employees believed their workplaces are free of sexual harassment.
- Finally, employees reported a strong understanding of what their workplace needs to achieve.

Improvements since 2007

The main improvements compared to the 2007 survey were:

- Employees indicated a greater awareness of the formal process for performance management. Indeed this was supported by a significant increase in the percentage of employees who reported having been involved in a formal performance management discussion.
- There was greater satisfaction with the amount of performance feedback from manager/supervisors.

- There was an increase in the percentage of employees who reported an awareness of State Service Principles and the State Service Code of Conduct.
- There was stronger agreement amongst employees that working part-time or using other flexible work options is not a barrier to workplace success, and greater agreement regarding the provision of part-time work opportunities for those who want to and that managers/ supervisors take into account the differing needs of employees.
- Employees showed more confidence in managers/ supervisors commitment to managing the performance of employees and in their skills to resolve workplace grievances.
- Employees also indicated a greater awareness of formal processes or procedures for resolving grievances and disputes in their workplace.
- There was stronger belief that having a disability is not a barrier to workplace success.
- Fewer employees reported having been bullied and/or harassed compared to the 2007 survey.

Key opportunities for improvement

Overall, the results in this report are similar to, and in some areas better than, results from large-scale surveys of other public and private sector organisations.

There are opportunities for improvement in the following areas:

- Just under half of the workforce showed uncertainty or disagreement in employment decisions being based on merit and the fairness of recruitment decisions. A significant proportion of employees felt that those who serve on selection panels may not have the appropriate skills.
- There has been an increase in awareness of and confidence in formal grievance handling procedures. However, only about half of the workforce has confidence in the way their manager would handle the matter and a minority of employees felt that they would not suffer any negative consequences if they did lodge a grievance.