

**TASMANIAN STATE SERVICE
EMPLOYEE SURVEY REPORT 2007**



SURVEY REPORT

**CONDUCTED BY:
THE TASMANIAN STATE
SERVICE COMMISSIONER**

Report Produced By:
The Office of the State Service Commissioner

Published November 2007

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Print: ISSN 1833-0703

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Contents

| | |
|--|-----------|
| Commissioner's Foreword | 2 |
| Acknowledgements | 3 |
| 1.0 Executive Summary | 4 |
| 1.1 Background | 4 |
| 1.2 Key positive findings | 4 |
| 1.3 Key opportunities for improvement | 5 |
| 1.4 Next steps | 7 |
| 2.0 Background | 8 |
| 2.1 <i>State Service Act 2000</i> | 8 |
| 2.2 Survey methodology | 8 |
| 2.3 Scoring of responses | 9 |
| 2.4 Response rates | 9 |
| 2.5 Sample profile | 10 |
| 3.0 Overall Results | 17 |
| 3.1 Awareness of Principles and Code of Conduct | 17 |
| 3.2 Category scores for 14 Principles | 17 |
| 4.0 Apolitical, Impartial & Ethical | 19 |
| 5.0 Accountable For Actions & Performance | 20 |
| 6.0 Community Service & Fairness | 21 |
| 7.0 Managing Performance | 22 |
| 8.0 Employment Based On Merit | 25 |
| 9.0 Application For Employment Open To All | 28 |
| 10.0 Equity In Employment | 29 |
| 11.0 Discrimination Free & Diversity Recognised | 30 |
| 12.0 Quality Leadership | 34 |
| 13.0 Employee Consultation & Input Encouraged | 35 |
| 14.0 Safe Workplace | 37 |
| 15.0 Flexible Workplace | 38 |
| 16.0 Rewarding Workplace | 39 |
| 17.0 Fair Internal Grievance Resolution System | 43 |
| Additional Results | 45 |
| 18.0 Part 2 of the Survey | 46 |
| 19.0 Top 10 and bottom 10 items compared to the 2005 Survey | 47 |
| 20.0 Gap analysis & key driver analysis | 49 |
| Appendix 1 – State Service Employee Survey | 51 |
| Appendix 2 – Contents of this CD | 59 |

COMMISSIONER'S FOREWORD

The *State Service Act 2000* (the Act) came into effect on 1 May 2001, giving Agencies more flexibility in organising work practices as well as encouraging modern management practices in the workplace ("Agencies" includes Agencies and State Authorities as defined under Schedule 1, Part 1 and Part 2 of the Act). Principles and a Code of Conduct have been incorporated into the Act. The State Service Principles are designed to ensure we are effectively managing workplaces, are providing opportunities for employees based on equity and fairness, and are delivering a high standard of services to the Government and Community. The Code of Conduct provisions reinforce and uphold the Principles by establishing standards of behaviour and conduct that applies to all employees, including Officers and Heads of Agencies.

An important part of the State Service Commissioner's statutory function is upholding, promoting and ensuring adherence to these Principles and the Code of Conduct within the State Service. The State Service Principles are the cornerstone of the Act. The Principles provide a statement as to both the way that employment is managed in the State Service, and the standards expected of those who work within it. All employees are required to comply with and uphold the Principles, and Heads of Agencies are also required to promote the Principles.

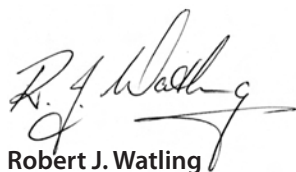
The inaugural *Tasmanian State Service Employee Survey*, which was conducted in July 2005 was designed to give all Tasmanian State Service employees the opportunity to express their views about whether work culture and practices within their workplace reflect the requirements of the State Service Principles. This was the first significant step towards meeting my statutory obligation, as Commissioner, in evaluating Agency practices, procedures, standards and systems in relation to management of, and employment in, the State Service.

The 2005 Employee Survey results have provided the first set of employee perspective data on how well the State Service Principles are being upheld across the State Service. This data will be a valuable means of assessing the performance of the State Service as a whole alongside the Principles and act as a benchmark against which future employee surveys can be measured.

The results of the *Tasmanian State Service Employee Survey 2007* have been measured against the results of the 2005 Employee Survey in order to highlight any changes in employee perspectives that have occurred over the past two years. It is pleasing to note in this report that in 2007 employees have a greater awareness of the State Service Principles, Code of Conduct and internal grievance resolution processes. However, there are a number of other areas identified in the report that need to be addressed. Together with information provided through the annual *Tasmanian State Service Agency Survey*, this information provides me with a more complete understanding of the actual workplace culture within the State Service.

Agencies have initiated the development of a significant number of policies, procedures, standards and systems. Employee views obtained through this survey may assist Agencies to determine how well these have been communicated to employees and offer an insight into their effectiveness. It is my view that regular evaluation of management practices within government Agencies is a standard part of good modern management practices within any organisation.

In the years ahead, surveys of this nature will continue to provide benchmarks against which Agencies progress with policies and procedures, and employee perceptions of their effectiveness within the State Service can be measured. However, I must emphasise that the results obtained through this and earlier surveys are the perceptions of employees and not findings of fact. They may or may not be factual. Further research and analysis would need to be undertaken to validate the issues identified in the employee survey.



Robert J. Watling
STATE SERVICE COMMISSIONER

Acknowledgements

I would like to acknowledge the assistance provided by Dr Peter Langford B Sc Psych Hons, M Clin Psych, MBA, PhD, Director, Voice Project, Department of Psychology, Macquarie University, NSW and the contributing authors from the Psychology Department, who assisted in the *Tasmanian State Service Employee Survey 2007*, as well as conducted the independent analysis of the data obtained through the Survey and the specific findings outlined in this report. Their technical expertise and input was much appreciated.

I would also like to acknowledge the support and assistance provided by all Agencies and the unions in promoting and encouraging employees to pass on their views by completing the *Tasmania State Service Employee Survey 2007*.

Finally I want to thank and acknowledge the efforts of Mr Ian Wilcox from my office, who managed this project.

1. EXECUTIVE SUMMARY

1.1 Background

The *Tasmanian State Service Employee Survey 2007* (the 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 9,231 employees across 14 Agencies completed either a web-based or paper-based survey, giving a healthy overall response rate of 30%. 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. Alternative analyses were conducted that weighted under- and over-represented groups to match the workforce profile, however doing so produced almost no change in the overall whole-of-Service results (maximum variation in results was 0.5%) and hence the unweighted results are presented in this report. Based on the sample size, the estimated margin of error for the results presented here is a very accurate $\pm 0.8\%$.

This report provides an overview of results relevant to the entire Tasmanian State Service. In discussing some of the results in this report an effort has been made to compare the results from the *State Service Employee Survey 2007* with results from the *State Service Employee Survey 2005*. The 2007 Survey contained much of the same content as the 2005 Survey allowing a direct comparison across most items. Therefore it was possible to see where changes had occurred in the results from the previous survey. The Survey also contained items enabling benchmarking against similar public sector surveys in South Australia, Western Australia, Victoria and the Australian Public Service. Also, broad comparisons were also made with results against benchmarking data from Voice Project, Department of Psychology, Macquarie University, the team of researchers and consultants who contributed to the production of this report and who have conducted employee surveys throughout a wide range of other public and private sector organisations.

1.2 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 Application for Employment Open To All. Specifically, employees showed strong agreement that job vacancies within their workplaces are advertised publicly and there was also strong belief that people outside of the State Service have a reasonable opportunity to apply for advertised jobs.
- Employees showed extensive agreement that confidentiality is taken seriously in their workplace, and that their workplace strives to meet customer service needs. There was also strong belief that employees are committed to providing excellent customer service, behave ethically, professionally and fairly, and do not abuse their authority or position.
- There was strong support for the level of commitment to safety within the State Service. Employees believe that their managers and supervisors encourage employees to report health and safety risks and take action to ensure employees' health and safety. There was also a high level of agreement that employees display good occupational health and safety awareness.
- A large majority of employees believed that cultural background, gender, sexual orientation and age are not barriers to success in their workplaces. Similarly, most employees believed their workplaces are free of sexual harassment, and there was strong agreement that employees are expected to treat each other respectfully.
- Finally, employees reported good understanding of the priorities of their organisation and understand what their workplace needs to achieve.

These results are similar to the findings from the 2005 Survey. This is not unusual for a survey of a workforce of this size. Marked differences are more likely to emerge for individual agencies, departments and workplaces rather than across the entire State Service. Accordingly

a comparison was made between the 2007 and 2005 Surveys to determine where there had been increases or decreases from the 2005 Survey. A comparison for all items and Principles was not possible as the 2007 Survey included some items that were not included in the 2005 Survey. In accordance with best practice for employee surveys, direct comparisons are only made where the item or category content is identical.

The main improvements compared to the 2005 Survey were:

- A greater percentage of employees reported an awareness of State Service principles and the State Service Code of Conduct.
- Employees indicated a greater awareness of formal processes or procedures for resolving grievances and disputes in their workplace.
- There was stronger belief that academic qualifications and achievements are valued in the workplace.
- There was also a stronger belief in the view that effort is invested in matching services to customer needs.

1.3 Key opportunities for improvement

Overall, as was the case for the 2005 Survey, the results in this report are similar to, and some areas better than, results from large-scale surveys of other public and private sector organisations. The results suggest there are opportunities for improvement in the following areas:

- As was found in the 2005 Survey, approximately half of the workforce showed uncertainty or disagreement that employment decisions were based primarily on merit, and a similar number did not agree that recruitment and promotion decisions were fair. Related concerns were a lack of confidence in the people who serve on selection panels, and being unsure that people with the right knowledge, skills and abilities are chosen for vacancies. As was highlighted in the 2005 report, employee surveys such as the State Service Employee Survey will never

demonstrate universal support for recruitment and promotion processes because of the limited number of promotion opportunities within organisations (for example, those employees who have had an unsuccessful job application showed significantly less confidence in recruitment and selection decisions). Nevertheless, the scores shown in this report suggest there may be some room for improvement on these issues. Interestingly, as for the 2005 Survey, those employees who have participated on a selection panel showed noticeably greater confidence in recruitment and selection processes. It should be noted that there has been an increase in the percentage of respondents participating on a selection panel; this participation over time may increase confidence in recruitment and selection processes, although such an increase was not evident across the 2005 and 2007 Surveys.

- Mirroring results from the 2005 Survey, of all the issues measured in the Survey, employees showed their lowest level of confidence in the way their managers handle employees who are performing poorly. Similarly, approximately only half of employees agreed that good performance was sufficiently recognised. As was suggested in the 2005 report, a potential reason for this lack of confidence is that many employees believe that managers and supervisors give insufficient feedback about performance. Once again, matching results from the 2005 Survey, the 2007 Survey found that those employees who have had a sit-down performance management discussion with their manager or supervisor reported noticeably greater overall confidence in the way performance is managed.
- As mentioned previously, there was a noticeable increase in awareness of, and confidence, in formal grievance handling procedures. Nevertheless, still only half of the workforce has confidence in the formal processes and in the way their manager would handle grievances. Only a minority of employees felt confidence in these processes and felt that they would not suffer any negative consequences if they lodged a grievance. Additionally, compared to the 2005 Survey results,

there was a decrease in employees' confidence regarding their manager's or supervisor's capacity to deal with grievances and disputes in the workplace.

- The majority of employees showed support for the quality of leadership within their workplace. Also, more employees felt that leadership was of a high standard than they did in the 2005 Survey. Nevertheless, a large minority of employees expressed a lack of confidence regarding leadership quality and a majority lacked confidence in the way change is managed. It should be noted that leadership is commonly a poorly performing section of many employee surveys, in part because employees often have insufficient knowledge of their senior leaders to have strong confidence in their abilities. A further possible reason identified in the current survey for this lack of confidence might be the lack of opportunities for leadership training reported by some employees.
- Compared to the 2005 results, slightly fewer employees are reporting satisfaction with their workload, although there is evidence that levels of stress have marginally decreased. Overall, only half of the workforce is reporting being satisfied with workload and stress levels.
- Most employees reported their workplaces as being free of bullying or harassment. Nevertheless, a significant minority of employees disagreed. Indeed, reports of experiencing bullying or harassment have marginally increased since the 2005 Survey. As was found in 2005, there is a significant correlation between personal experience of bullying or harassment and overall satisfaction levels. In the 2007 Survey, a far more detailed set of questions was included to improve understanding of the source and nature of bullying and harassment. Bullying and harassment are perceived to be equally enacted by fellow employees as well as managers and supervisors, and to a still significant but noticeably lesser extent by clients. The most common forms of bullying and harassment are

intimidating and aggressive body language, shouting and offensive verbal behaviour, verbal threats, persistent criticism, sarcasm and humiliation, gossip and rumours being spread, inequitable treatment, withholding information, and being isolated and ostracised.

- Finally, a gap analysis and key driver analysis were conducted to explore the potential priorities arising from the Survey. The two issues identified by both of the analyses as being key areas for improvement were building a fair internal grievance resolution system and creating a more rewarding workplace. These two issues were also highlighted in the 2005 report, providing confirmation of the need to continue pursuing improvements in these areas. Other potential priorities identified by either the gap analysis or the key driver analysis included better managing performance, encouraging employee consultation and input, strengthening the perception of merit in recruitment and promotion decisions, improving confidence in leadership, creating greater recognition of diversity and enhancing the perception of the State Service being apolitical, impartial and ethical.

The main decreases compared to the 2005 Survey were:

- A smaller percentage felt that employees in their workplace are committed to helping to achieve in the workplace's goals.
- Fewer employees felt comfortable approaching their manager/supervisor to discuss a workplace grievance or dispute. Similarly, fewer employees also felt that their manager or supervisor was skilled enough to effectively resolve grievances and disputes that arise in the workplace.
- A slightly smaller percentage of employees felt that their workplace was free of bullying and/or harassment.
- There were fewer employees who felt that their workload was at the right level.

1.4 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 area of responsibility. Most employees will not want to know the detailed results of the Survey but they will want to know the key findings and the actions that will be taken to address at least some of the identified areas for improvement.

A substantial challenge following any large-scale employee survey is planning actions to be taken across the entire organisation level as well as actions specific to individual agencies. Following communication of results to senior executives within each agency, these same senior executives need to decide upon both global and local interventions to address agreed priorities. Action plans need to be developed and monitored, with senior executives taking responsibility for fulfilling the plans and reporting progress towards achieving set goals.

2. Background

2.1 State Service Act 2000

The *State Service Act 2000* (the Act) was enacted in December 2000 and commenced on 1 May 2001, following a review of the *Tasmanian State Service Act 1984*. The intention of the Act is to provide a professional State Service that is equitable, flexible, forward looking and accountable, while providing the best possible services to the Government and the community.

The Act, which is supplemented and supported by State Service Regulations 2001, Ministerial Directions, Commissioner's Directions, Commissioner's Advices and Agency-based Standing Orders, includes a number of innovative features.

Key amongst these is that all employment decisions in the State Service are to be based on merit. There is a revised definition of merit that provides the increased flexibility needed to address past concerns about merit, workplace diversity, succession planning and employment-related decision-making.

In addition, the Act introduced a set of State Service Principles that provides overarching statements concerning the values of the State Service, the nature of its operations and what is expected of those within it. Many of these Principles had been implicit in the expectations of managers and employees in the past but now they have been specified in legislation in a way that clearly indicates to members of the community what they can expect from their State Service.

Accountability, leadership, ethical behaviour, merit, workplace diversity, fairness and flexibility have all been included in these Principles. The State Service Commissioner, Heads of Agencies, holders of prescribed offices, senior executives and employees are all required to uphold them.

Another significant innovation in the Act is a Code of Conduct. This Code compliments the State Service Principles and clearly sets out the standards of behaviour that are expected from Heads of Agencies, holders of prescribed offices, senior executives and employees.

This Code reverses the previous provisions where issues of conduct were expressed negatively in terms of discipline and offences and enables agencies to develop specific conduct provisions appropriate to their operational requirements.

The Act has also established revised procedures for the investigation and determination of alleged breaches of the Code of Conduct. These provisions aim to ensure procedural fairness in the determination of any alleged breach and where a breach has occurred, provided a range of sanctions from counselling to termination of employment.

2.2 Survey methodology

The survey was developed specifically to meet the needs of the Tasmanian State Service and in particular to assess the performance of the State Service against the State Service Principles and Code of Conduct within the *State Service Act 2000*.

The initial survey content was developed and refined in 2005 by the Office of the State Service Commissioner. The 2007 Survey was based primarily on the 2005 Survey; however, some amendments were made based on the review of the 2005 Survey and in consultation with stakeholders and between Voice Project at Macquarie University and the Office of the State Service Commissioner.

The Survey comprised three parts and can be viewed in its entirety in Appendix 1. Part 1 explored employees' awareness of the State Service Principles and Code of Conduct, and assessed employees' level of agreement (on a five-point Strongly Agree to Strongly Disagree rating scale) with 73 statements associated with the State Service Principles.

Part 2 of the Survey involved 13 Yes-No statements on which employees reported their experiences with events including job applications, selection processes, performance management, bullying and/or harassment, grievance processes, and recreational leave. Some of these Yes-No statements had branching questions if employees answered Yes to an initial question.

Part 3 of the Survey requested background information about employees, including information about gender,

age, place of birth, first language, identification as being Aboriginal or Torres Strait Islander, having a disability and whether the disability required a work-related adjustment, length of service for the Service and their Agency, employment status, management status, salary, education, caring responsibilities, retirement intentions, and region of work within Tasmania.

Employees' answers to Parts 2 and 3 of the Survey were used to analyse differences in confidence in the Principles across groups with different working experiences and backgrounds.

2.3 Scoring of responses

The primary score that is used to report employees' confidence in the application of the Principles is the percentage of employees who agreed or strongly agreed with the statements regarding the Principles. For example, the score for the statement "Confidentiality of information is taken seriously in my workplace" is 84% indicating that 84% of employees answered Agree or Strongly Agree with this particular statement. It should be noted that this result does not mean that 16% of employees disagreed – for this particular statement, 8% of employees answered "Neither Agree Or Disagree" (the middle of the five response options) and only 8% of employees answered Disagree or Strongly Disagree. Employees who did not answer a question or responded "Don't know" are not included in calculations of "% Agree & Strongly Agree" or "% Yes".

The 73 Agree-Disagree statements in Part 1 of the Survey were sorted into 14 categories, with each category representing a Principle within the *State Service Act 2000*. The 14 Principles can be seen in the Survey shown in Appendix 1. Scores for these Principles were calculated by averaging the scores for all statements within the category. For example, statements 1.3, 1.4, 1.5 and 1.6 were all grouped into a Principle called "Apolitical, Impartial & Ethical"; a score for this Principle was calculated by averaging the scores for the four statements within the category. The bulk of this report is structured around these 14 Principles, with each Principle having its own section within this report. Within each section the results are shown for the overall category (highlighted in blue) and for individual statements.

2.4 Response rates

The overall response rate across the whole State Service was 30%, with 9,231 responses received from the 30,682 employees who were given the opportunity to complete the Survey. Surveys were forwarded to employees in each agency who had a current employment contract as at the date of the Survey being conducted. This group included those employees who may have had a current employment contract but may not have been at work at the time of the Survey. From a statistical point of view, and given the very large and diverse workforce that was being targeted, 30% can be regarded as a strong response rate. The response rate was slightly higher for the web-based Survey (32%) than it was for the paper-based Survey (26%). While this was lower than the response rate for the 2005 Survey (38%), it still affords a very high degree of confidence in that data.

The response rates for individual Agencies are shown in Figure 2.1. Although not universally the case, response rates tended to be higher for the smaller Agencies and lower for the larger Agencies, which is a typical finding for employee surveys given that larger workforces are harder to communicate with and motivate to complete the Survey. The Department of Treasury and Finance and the Department of Primary Industries and Water produced the highest response rates of 67% and 60% respectively, while the lowest response rates were reported by the Department of Education and TAFE Tasmania with response rates of 23% and 28% respectively.

As is shown in the following section, the demographic profile of the employees who completed the Survey closely matches the demographic profile of the overall workforce. Given the strong response rate and the representativeness of the Survey sample, the results can be confidently assumed to accurately represent the entire State Service. Given this assumption, the response rate of 30% for the overall Service provides a very small margin of error of $\pm 0.8\%$; that is, the true scores for the whole Service can be confidently assumed to be within a range of 0.8% lower and 0.7% higher than the scores presented in this report.

2.5 Sample profile

Figures 2.2, 2.3 and 2.4 compare the characteristics of the overall State Service workforce with the Survey sample. To a very large extent the workforce profile closely matches the sample profile. Nevertheless, there are some differences. The Survey sample is slightly under-represented by the Department of Education (this may have been due to the Department of Education recently undergoing another survey) and slightly over-represented by the Department of Primary Industries and Water (see Figure 2.2). Employees with less than 1 year tenure and 1 year in Agency (Figure 2.3) are slightly under-represented, employees with more than 20 years service are slightly over-represented. Employees in the salary range \$65,000 - \$69,999 are also slightly under-represented. Part-time employees (Figure 2.3) and fixed-term employees are also slightly under-represented.

Figure 2.5 shows further details of the Survey sample. As shown in Figure 2.5, 14% of the Survey sample were born overseas, 4% do not have English as their first language, 2% have an Aboriginal or Torres Strait Islander

background, 7% have a disability, 23% are managers or supervisors, 48% have a degree and a further 25% have a TAFE qualification, 34% care for a child and 49% have no caring responsibilities. Figure 2.6 indicates that of those who have a disability approximately half require a work related adjustment.

Finally, employees were asked about their retirement plans. Responses are shown in Figure 2.7, with 28% planning to retire between the ages of 56 and 60 and a further 8% planning to retire at age 55; however 36% of respondents are still uncertain regarding the age they will retire. By combining employees' current age with their planned age of retirement it was possible to calculate the number of years until retirement. As shown in Figure 2.7, 23% of employees are planning to retire within the next 5 years and a further 22% are planning to retire within 6 to 10 years, giving a total of 45% planning to retire within the next 10 years. This represents a 2% decrease on the corresponding figures for the 2005 Survey, suggesting that there may be a trend towards delaying retirement amongst the Tasmanian State Service.

Figure 2.1 – Response rates for the State Service and individual Agencies

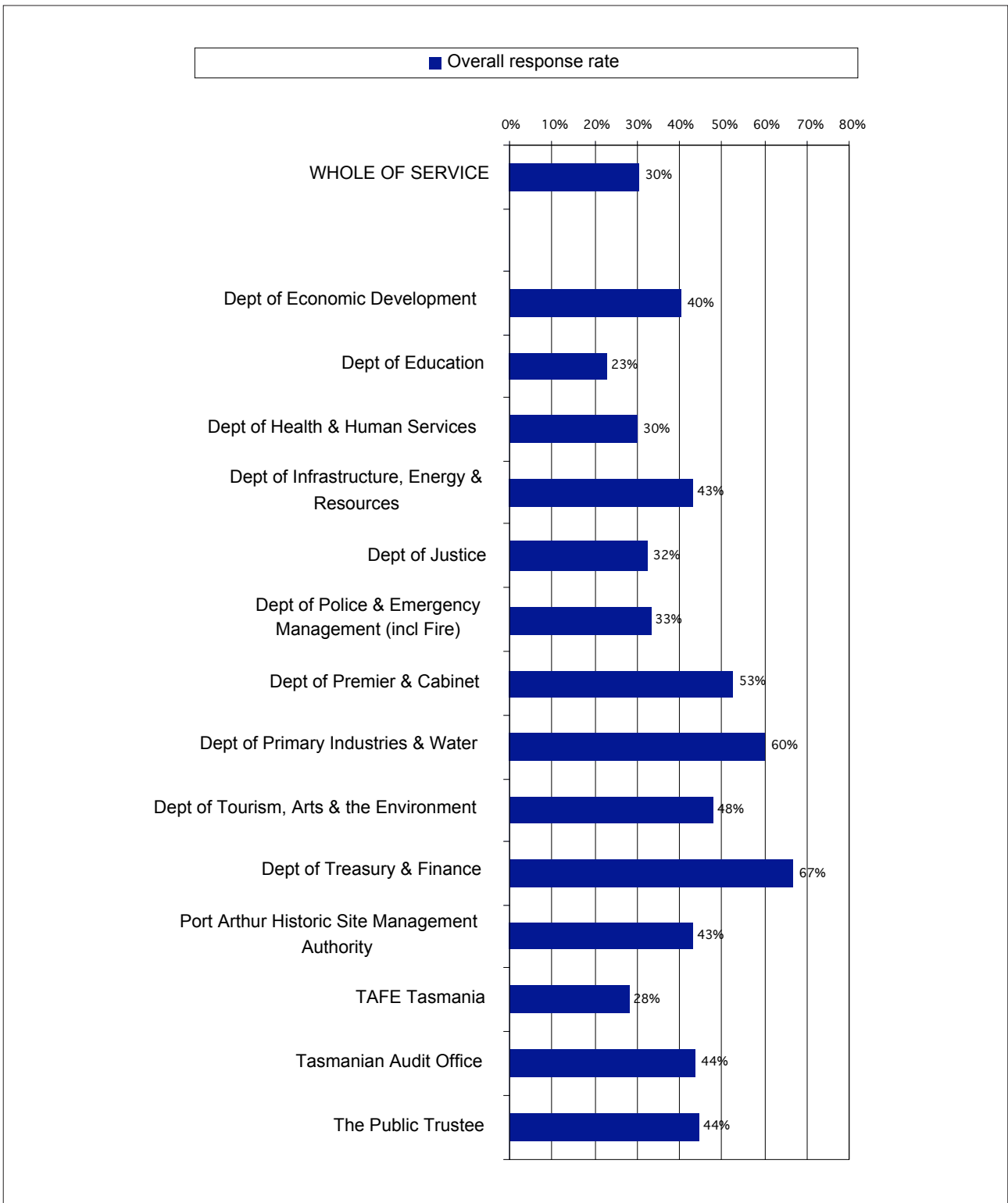


Figure 2.2 – Proportion of employees within Agencies for the overall workforce compared to the Survey sample

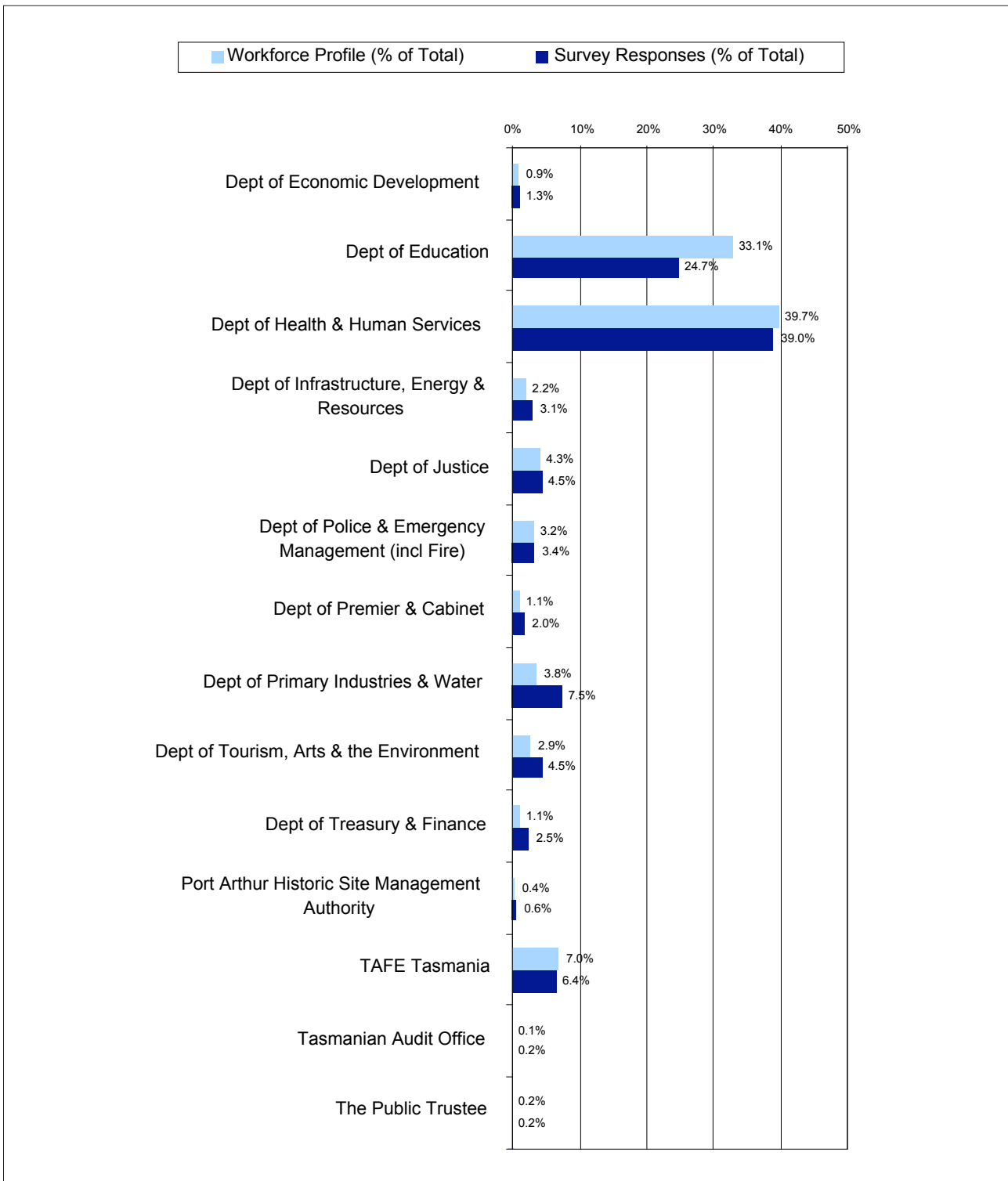


Figure 2.3 – Comparison of the workforce profile against the Survey sample profile for gender, age, length of service, and full-time/part-time status

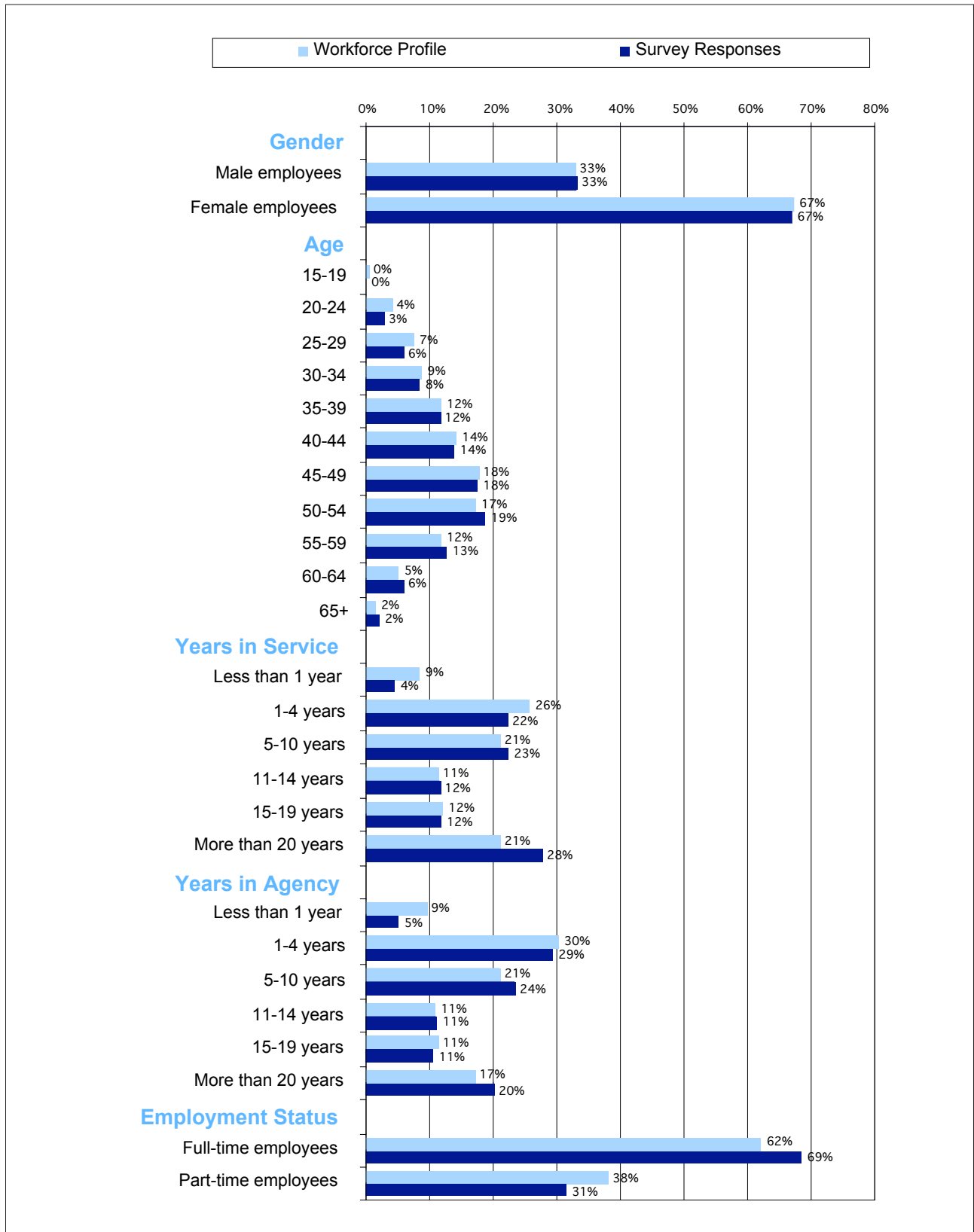


Figure 2.4 – Comparison of the workforce profile against the Survey sample profile for employment category, salary, region, and survey method

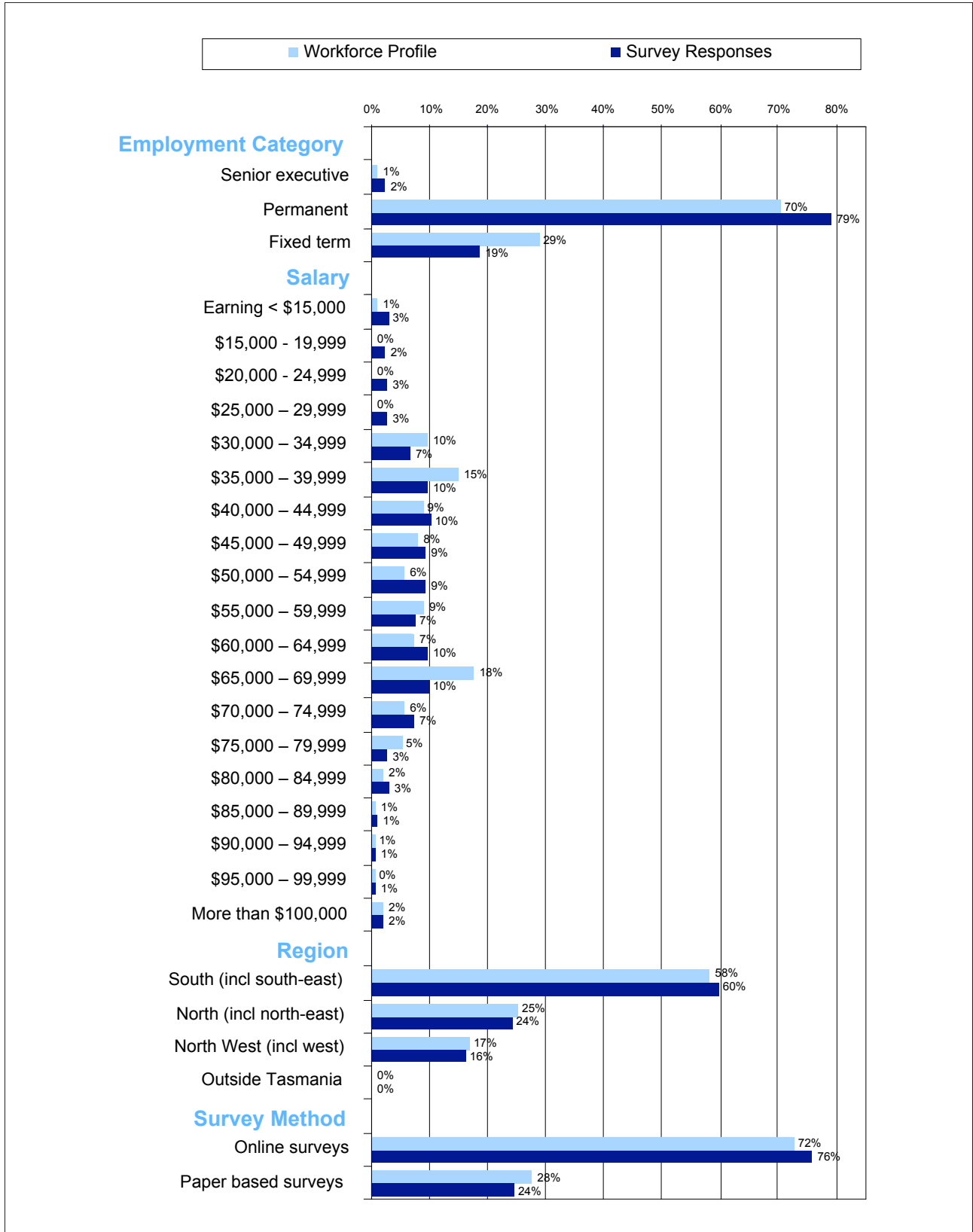


Figure 2.5 – Sample characteristics for place of birth, first language, ATSI background, disability, manager status, education, and caring responsibilities

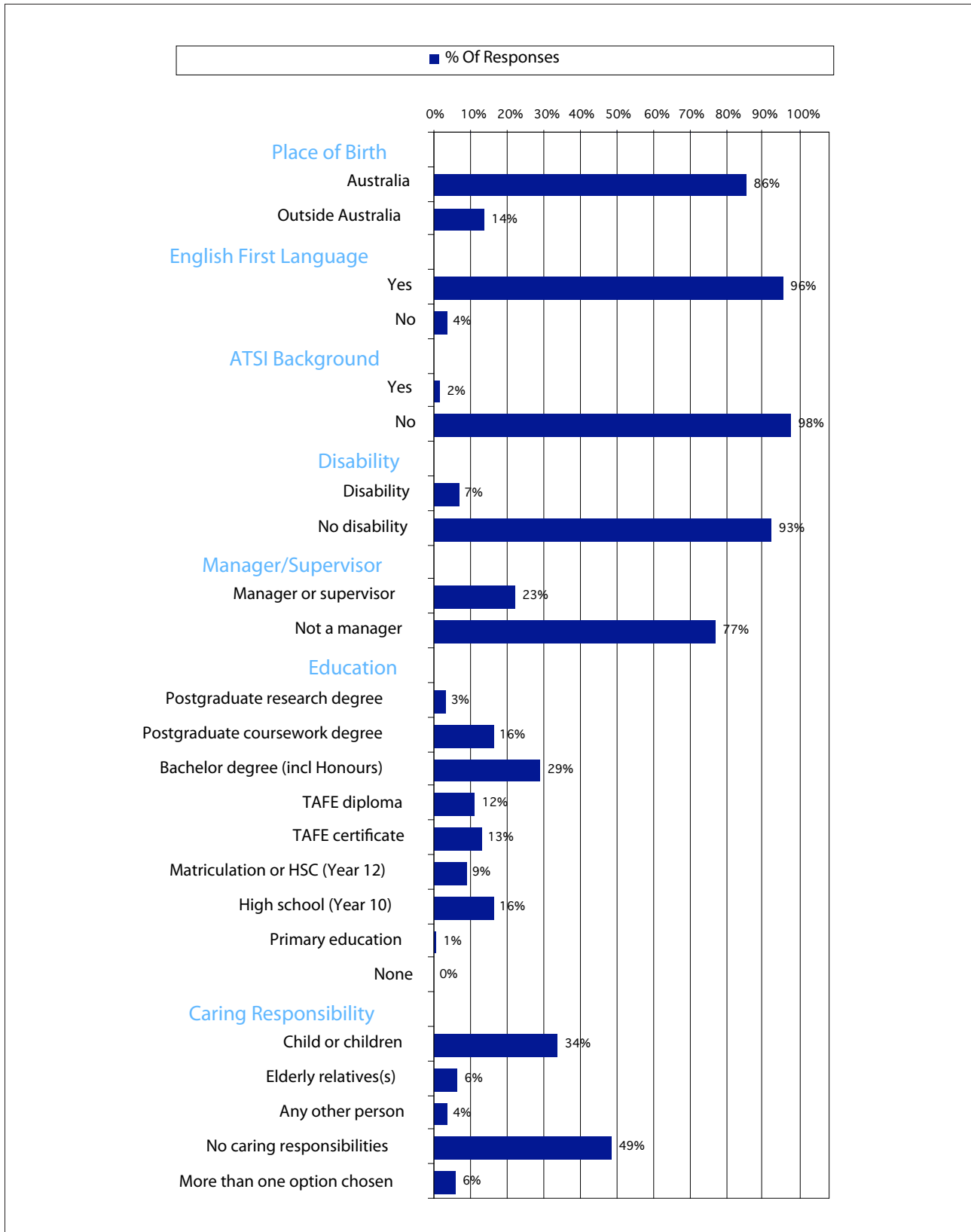


Figure 2.6 – Percentages of people with disabilities requiring and not requiring workplace adjustments

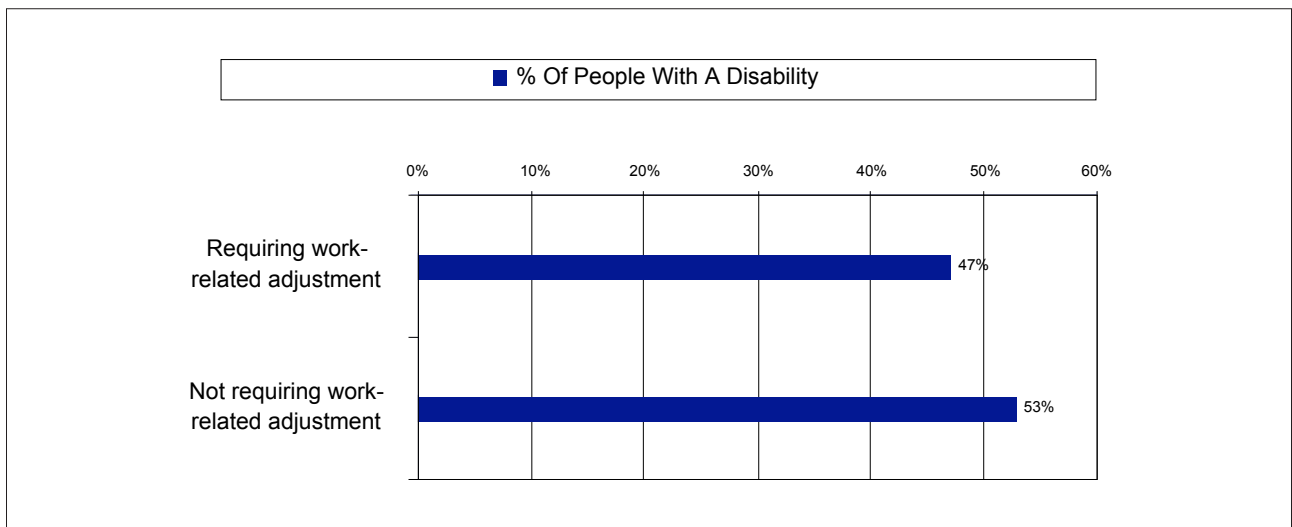
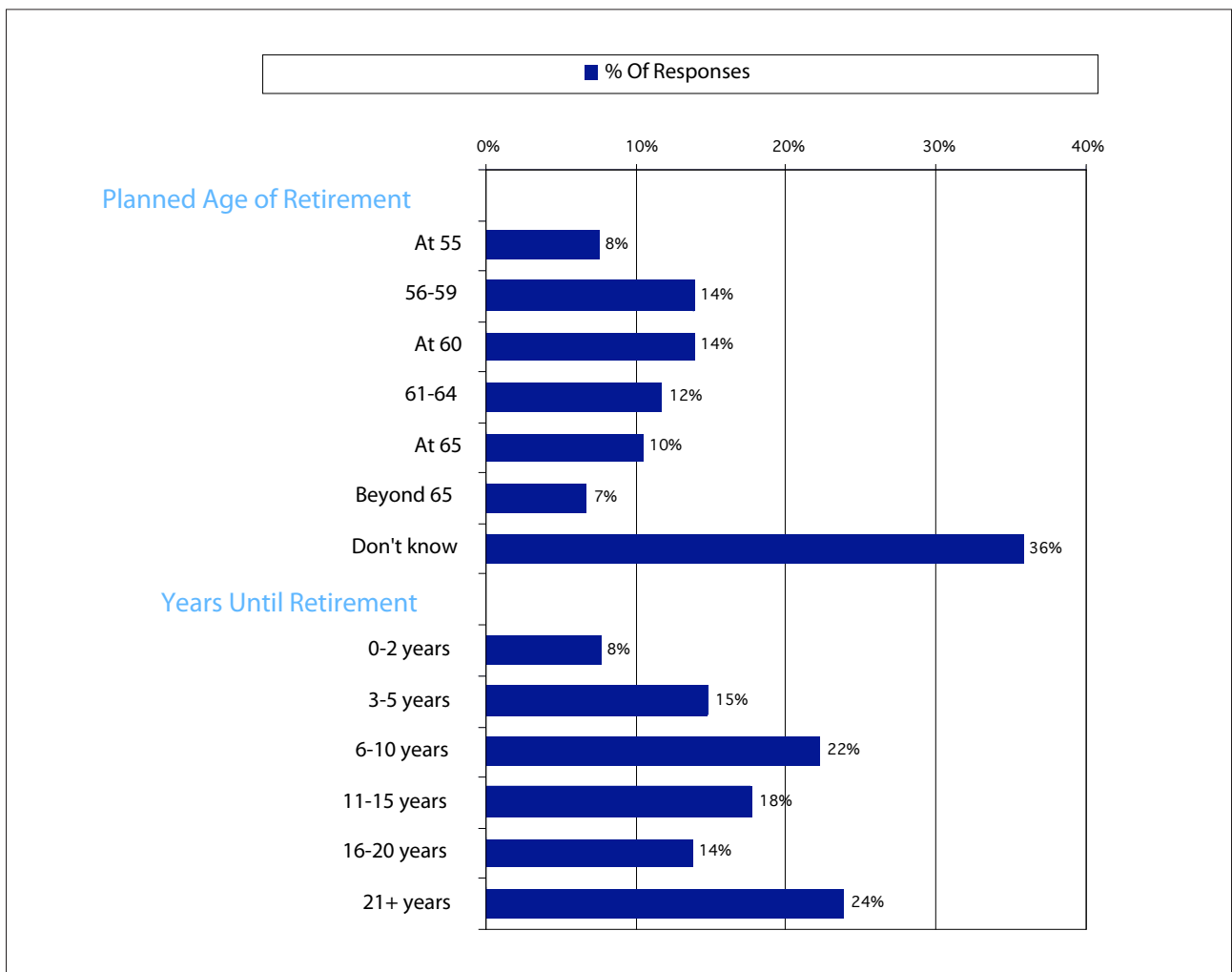


Figure 2.7 – Retirement plans

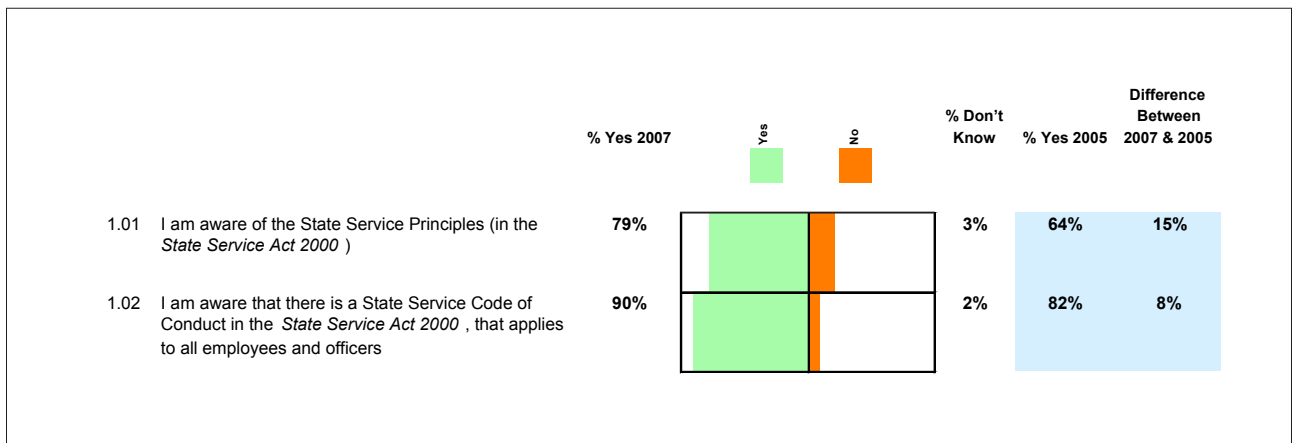


3. Overall Results

3.1 Awareness of Principles and Code of Conduct

The first two statements within Part 1 of the Survey explored employees' awareness of the State Service Principles and Code of Conduct. As shown in Figure 3.1, 79% of employees reported being aware of the State Service Principles and 90% reported being aware of the Code of Conduct. These results represent a substantial increase in awareness (15% and 8% respectively) over awareness levels reported in the 2005 Survey.

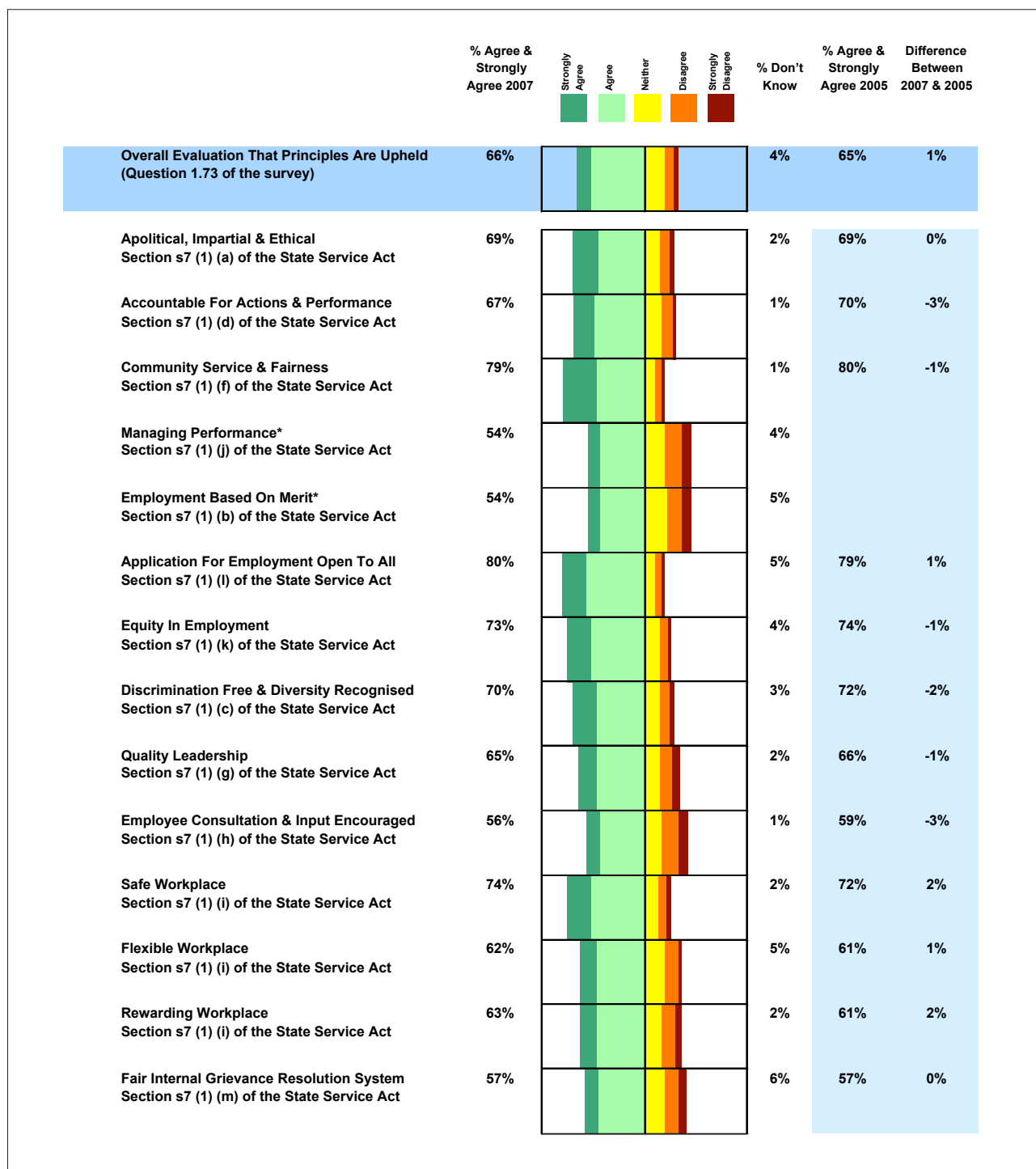
Figure 3.1 – Awareness of Principles and Code of Conduct



3.2 Category scores for 14 Principles

Figure 3.2 shows the overall category scores for the 14 Principles in Part 1 of the Survey. Employees reported strong confidence in the application of Principles associated with employment being open to all (80%), community service and fairness (79%), and equity in employment (73%). Lower levels of confidence were shown in the areas of having a fair internal grievance resolution system (57%), managing performance (54%), and employment being based on merit (54%). Overall, 66% of employees reported having confidence that Principles are upheld in their workplace (an increase of 1% on the 2005 Survey).

Figure 3.2 – Category scores for groups of related statements

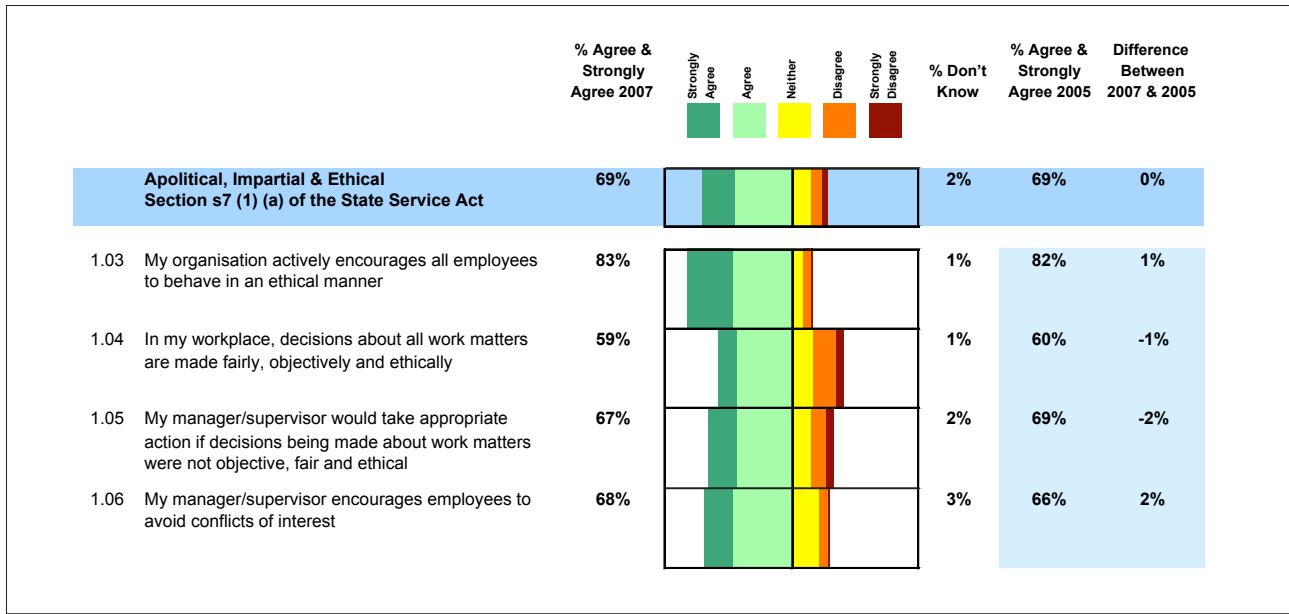


* Note: No comparisons have been made between the 2005 and 2007 Employee Surveys where additional questions were included in the 2007 Survey.

4. Apolitical, Impartial & Ethical

Section 7(1)(a) of the *State Service Act 2000* states: “the State Service is apolitical, performing its functions in an impartial, ethical and professional manner”. The results for this Principle are shown in Figure 4.1.

Figure 4.1 – Apolitical, impartial & ethical

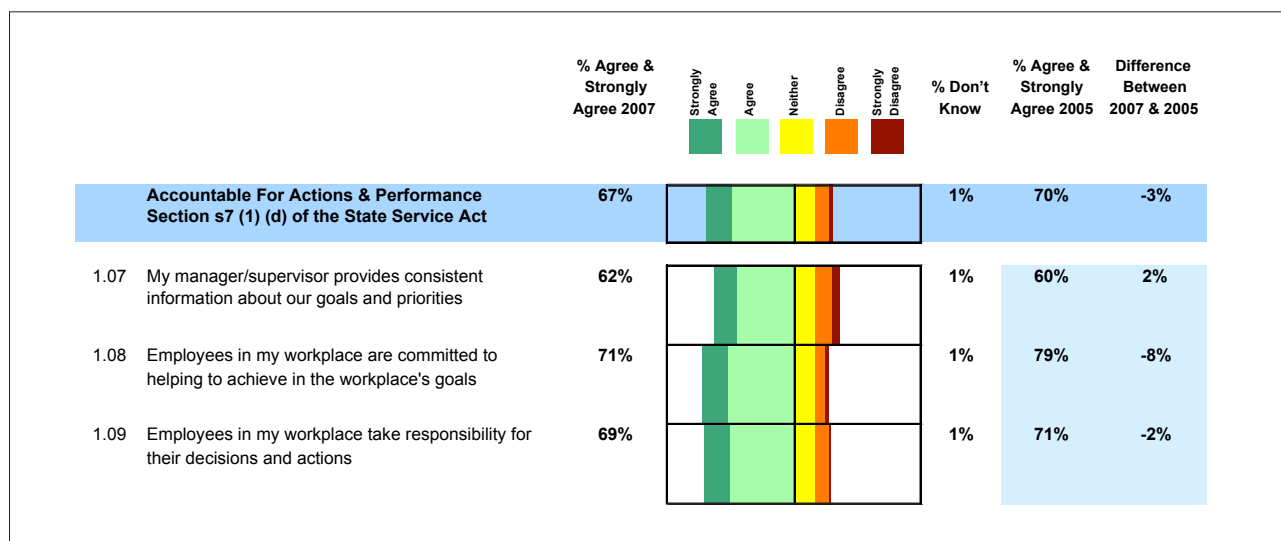


- Employees generally agreed that their Agency and the Service acts in an apolitical, impartial and ethical manner.
- Most employees (67-68%) agreed that their manager or supervisor takes appropriate action to correct inappropriate behaviour of others and encourages employees to avoid conflicts of interest.
- A slightly larger percentage (83%) of employees believed their organisation encourages employees to behave in an ethical manner, whereas only 59% believed that decisions were fair, objective and ethical.

5. Accountable For Actions & Performance

Section 7(1)(d) of the *State Service Act 2000* states: “the State Service is accountable for its actions and performance, within the framework of Ministerial responsibility, to the Government, the Parliament and the community”. The results for this Principle are shown in Figure 5.1.

Figure 5.1 – Accountable for actions and performance

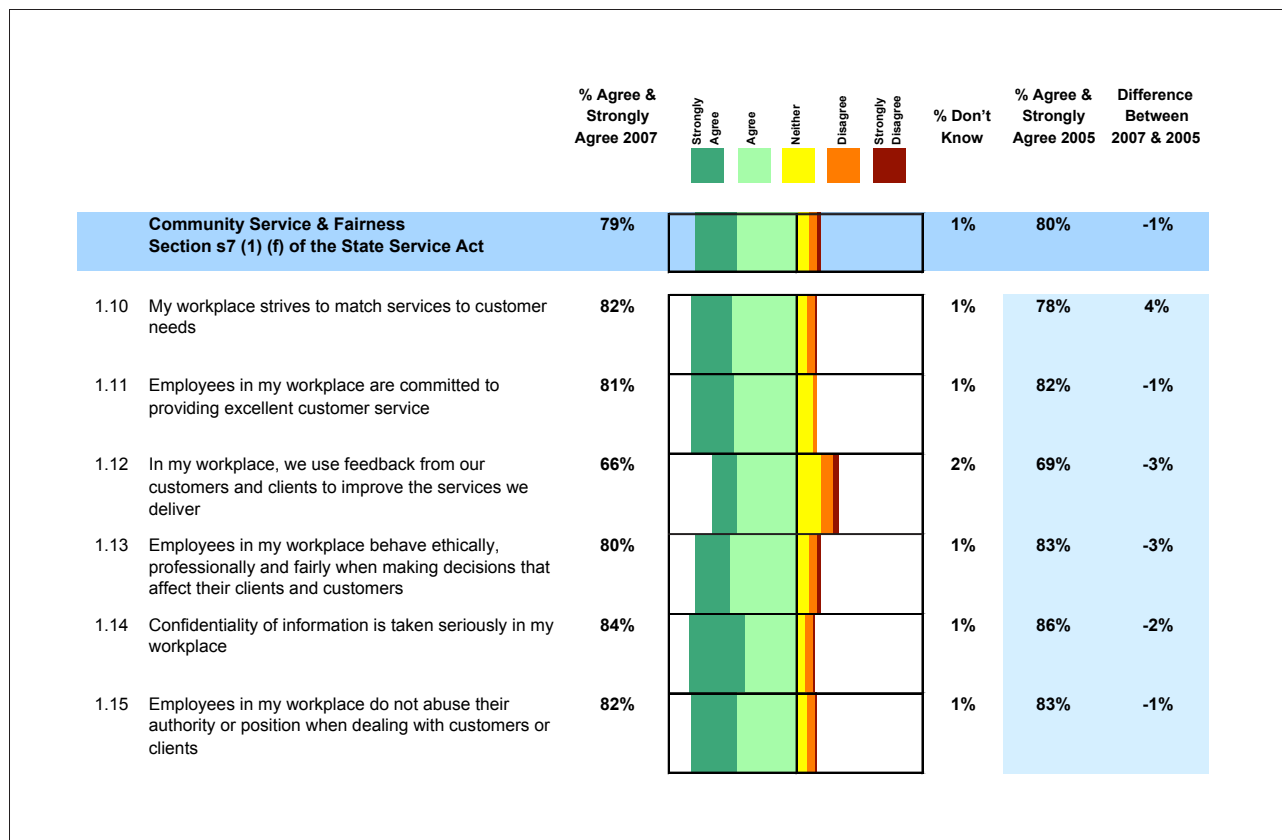


- Most employees agreed that managers, supervisors and other employees take accountability for the actions and performance of themselves and others, although this represents a small decrease on the 2005 Survey results.
- A majority of employees (71%) believe other employees in their workplace are committed to achieving workplace goals. Although there was an 8% decrease from the 2005 Survey results.
- A slightly smaller number of employees agreed that other employees take responsibility for their decisions and actions (69%), and that their managers or supervisors provide consistent information about goals and priorities (62%).

6. Community Service & Fairness

Section 7(1)(f) of the *State Service Act 2000* states: “the State Service delivers services fairly and impartially to the community”. The results for this Principle are shown in Figure 6.1.

Figure 6.1 – Community service and fairness

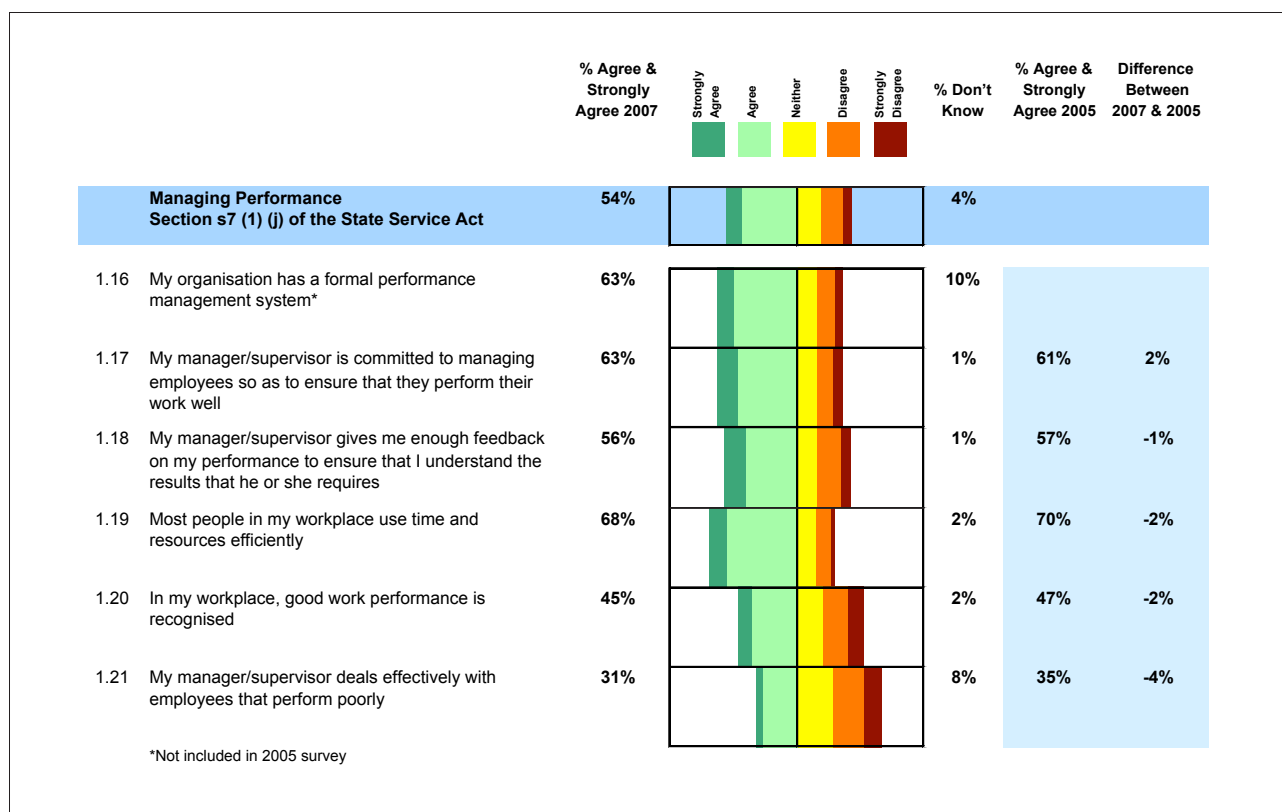


- Employees showed strong support for the level of community service and fairness demonstrated within their agency and the Service.
- A large majority of employees (84%) agreed that confidentiality of information is taken seriously.
- Employees also strongly believed (80-82%) that employees in their workplace act ethically and professionally towards customers, are committed to excellent customer service, and do not abuse their position when dealing with customers.
- While still showing an adequate score, a lower percentage of employees (66%) believed that their workplace uses customer feedback to improve service delivery.
- Generally employees showed marginally less support for this area than in the 2005 Survey although the percentage of employees who felt that their workplace strives to match customer service needs has increased from 2005.

7. Managing Performance

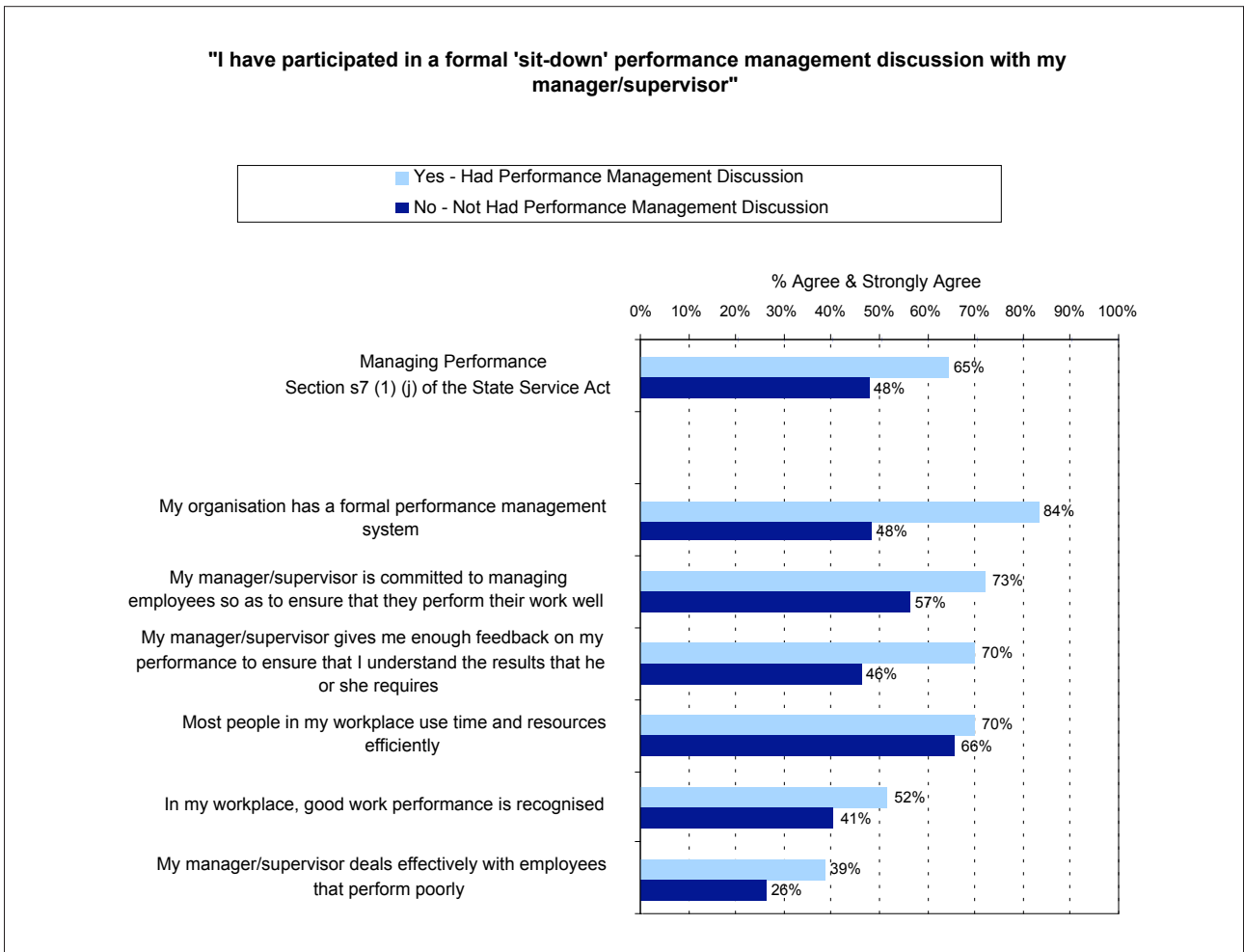
Section 7(1)(j) of the *State Service Act 2000* states: “the State Service focuses on managing its performance and achieving results”. The results for this Principle are shown in Figure 7.1.

Figure 7.1 – Managing performance



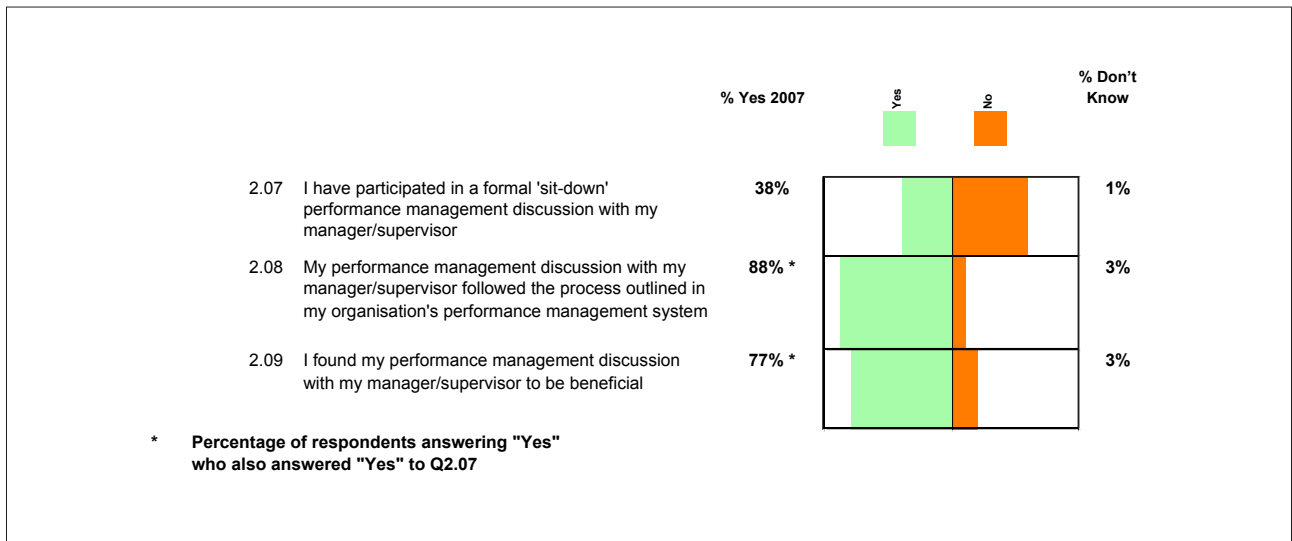
- As Figure 7.1 demonstrates, the majority of employees (54%) believed that performance was managed well in their Agency and the Service.
- A majority of employees (68%) agreed that employees in their workplace use time and resources efficiently.
- Most employees believe their manager or supervisor gives enough feedback on their performance and manages employees to ensure good performance (56% and 63% respectively).
- However, only a minority of employees believe that good performance is recognised and that their manager or supervisor deals effectively with poor performers (45% and 31% respectively).
- A majority of employees were aware that their organisation had a formal performance management system. This item was new for the 2007 Survey and was included due to the results from the 2005 Survey suggesting that many employees may not have been aware of the formal performance management system. However, compared to the 2005 Survey, although a higher proportion of employees feel that their manager/supervisor is committed to performance management (a 2% increase from 2005), there are fewer employees who feel that managers/supervisors are dealing effectively with poorly performing employees (a 4% decrease from the 2005 Survey).
- Questions regarding performance management and feedback typically score poorly in employee surveys in both public and private sectors. Indeed, the results reported here are similar to those found other whole-of-service public sector surveys.

Figure 7.2 – Performance management experience against confidence in performance management processes



- As shown in Figure 7.2, those employees who have participated in a formal performance management discussion with their manager or supervisor have noticeably stronger confidence in the way performance is managed in their workplace (as was the case for the 2005 Survey).

Figure 7.3 – Satisfaction with performance management discussions

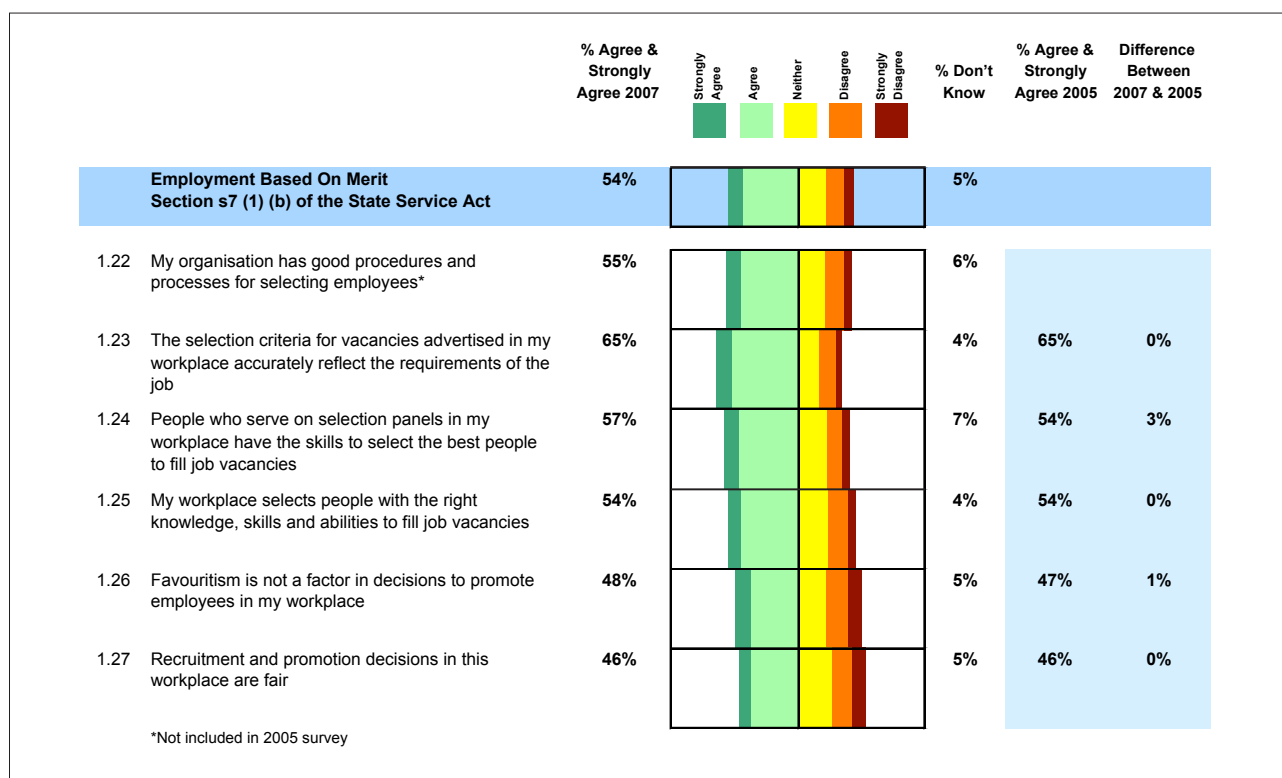


- While many employees are aware of a performance management processes, there is still a relatively low percentage of employees (38%) who report having had a performance management discussion with their manger or supervisor within the last 12 months.
- Nevertheless, a strong majority of those that have had a formal performance management discussion report that the discussion followed the appropriate process (88%) and found the session to be beneficial (77%).

8. Employment Based On Merit

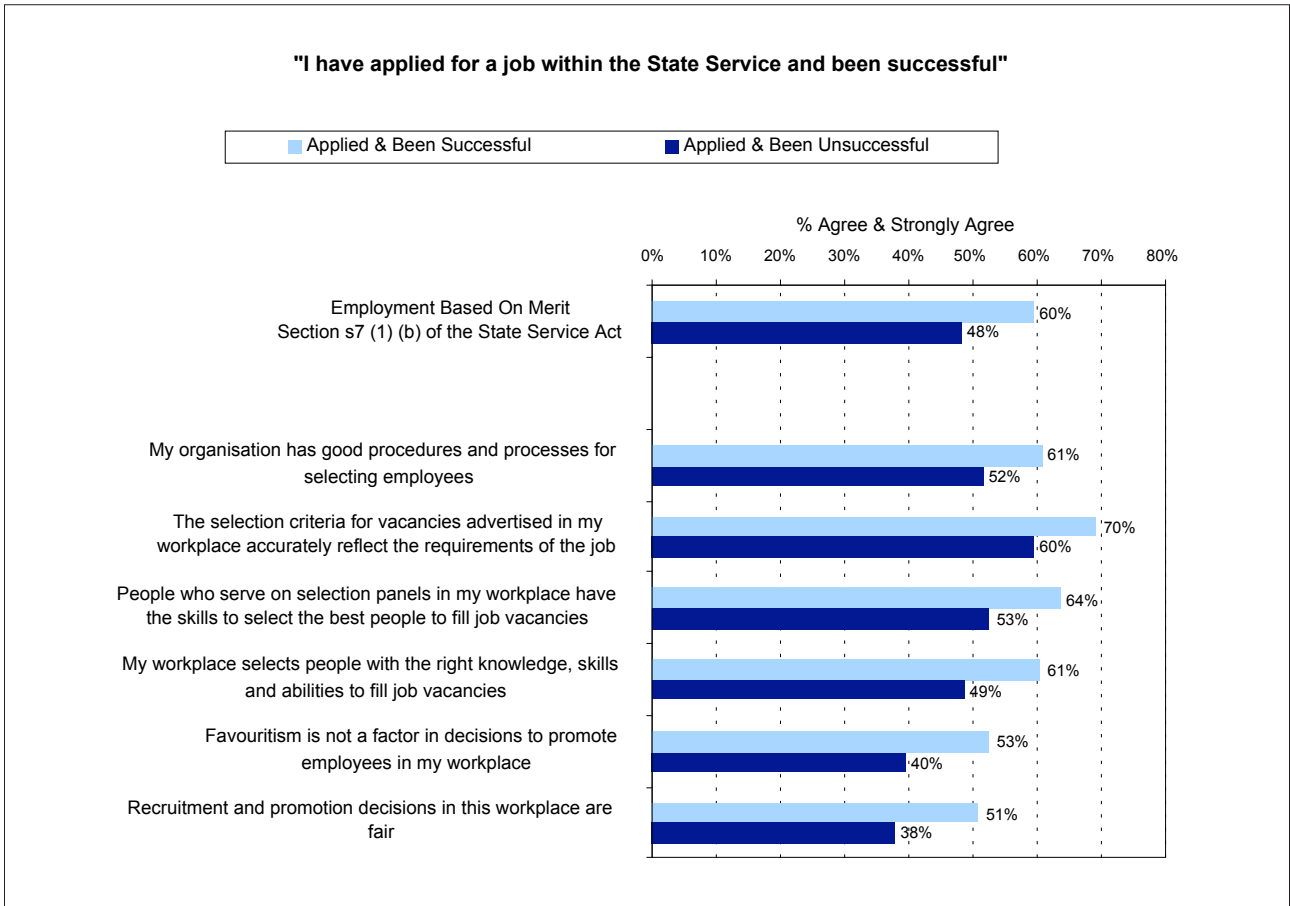
Section 7(1)(b) of the *State Service Act 2000* states: “the State Service is a public service in which employment decisions are based on merit”. The results for this Principle are shown in Figure 8.1.

Figure 8.1 – Employment based on merit



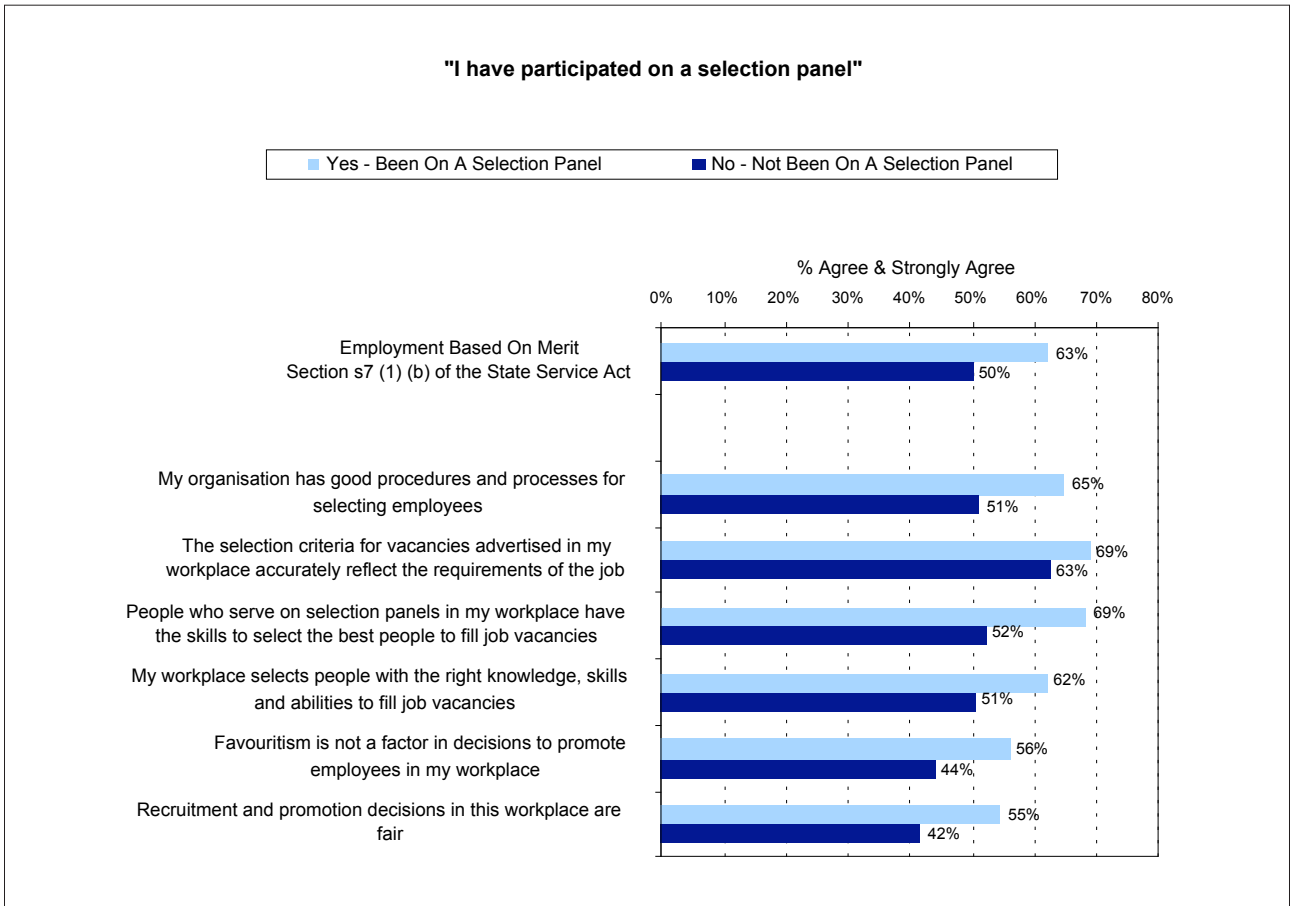
- As shown in Figure 8.1, a majority of employees (54%) provided overall support for employment being based on merit.
- Examining the individual statements, a clear majority of employees (65%) agree that selection criteria accurately reflect job requirements.
- Approximately half of all employees agreed that their workplace selects people with the right characteristics for jobs (54% agreement), that people who serve on selection panels have the necessary skills (57% agreement), that favouritism does not impact promotion decisions (48% agreement), and that recruitment and promotion decisions are fair (46% agreement).
- While there may be some reservations amongst employees about the fairness of recruitment and promotion decisions, the majority of employees feel that their organisation has good procedures and processes for selecting employees (55% agreement).
- Some caution is needed when interpreting these results. First, as with issues associated with managing performance, statements associated with recruitment and selection also tend to be some of the lowest scoring sections of public sector surveys, with results similar to those presented here. Second, averaged responses to employee surveys will never demonstrate universal support for recruitment and selection processes given the limited number of promotion opportunities within organisations and the limited exposure employees have with recruitment processes. For example (as was the case in the 2005 Survey), those employees who have had an unsuccessful job application and those who have not participated on a selection panel showed significantly less confidence in recruitment and selection processes decisions (see Figures 8.2 and 8.3).

Figure 8.2 – Successful selection experience against confidence in the application of the merit Principle



- Figure 8.2 shows the relationship between employees’ confidence in the application of the merit Principle and whether they have had successful or unsuccessful experiences with job applications within the Service.
- As shown in Figure 8.2, a successful job application process is associated with noticeably higher confidence in the application of the merit Principle.

Figure 8.3 – Participation on a selection panel against confidence in the application of the merit principle

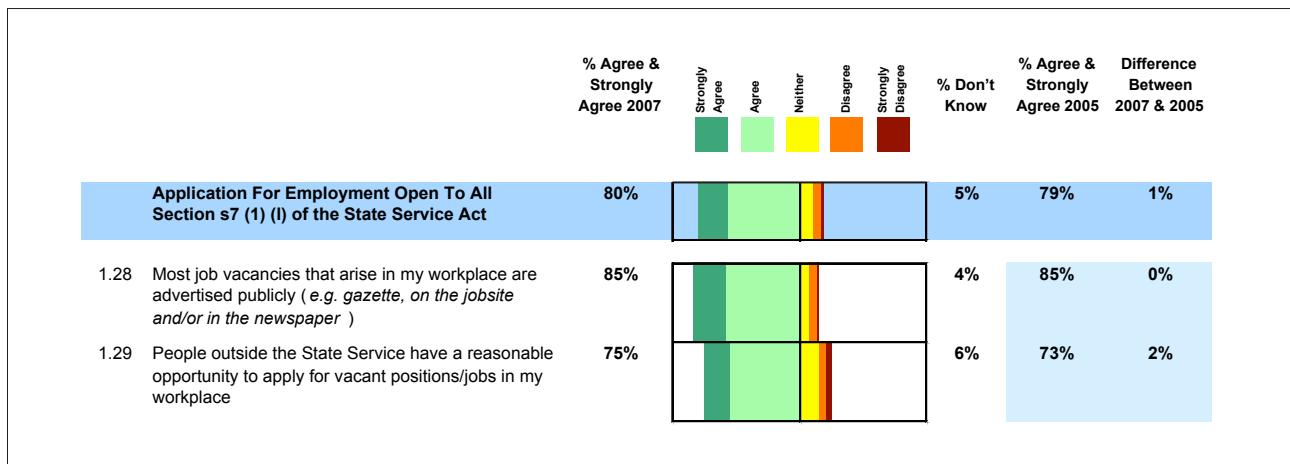


- Similarly, Figure 8.3 shows the relationship between employees' confidence in the application of the merit Principle and whether they have participated on a selection panel.
- The results from Figures 8.2 and 8.3 show that participation on a selection panel is associated with stronger confidence in the application of the merit Principle.

9. Application For Employment Open To All

Section 7(1)(l) of the *State Service Act 2000* states: “the State Service provides a reasonable opportunity to members of the community to apply for State Service employment”. The results for this Principle are shown in Figure 9.1.

Figure 9.1 – Application for employment open to all

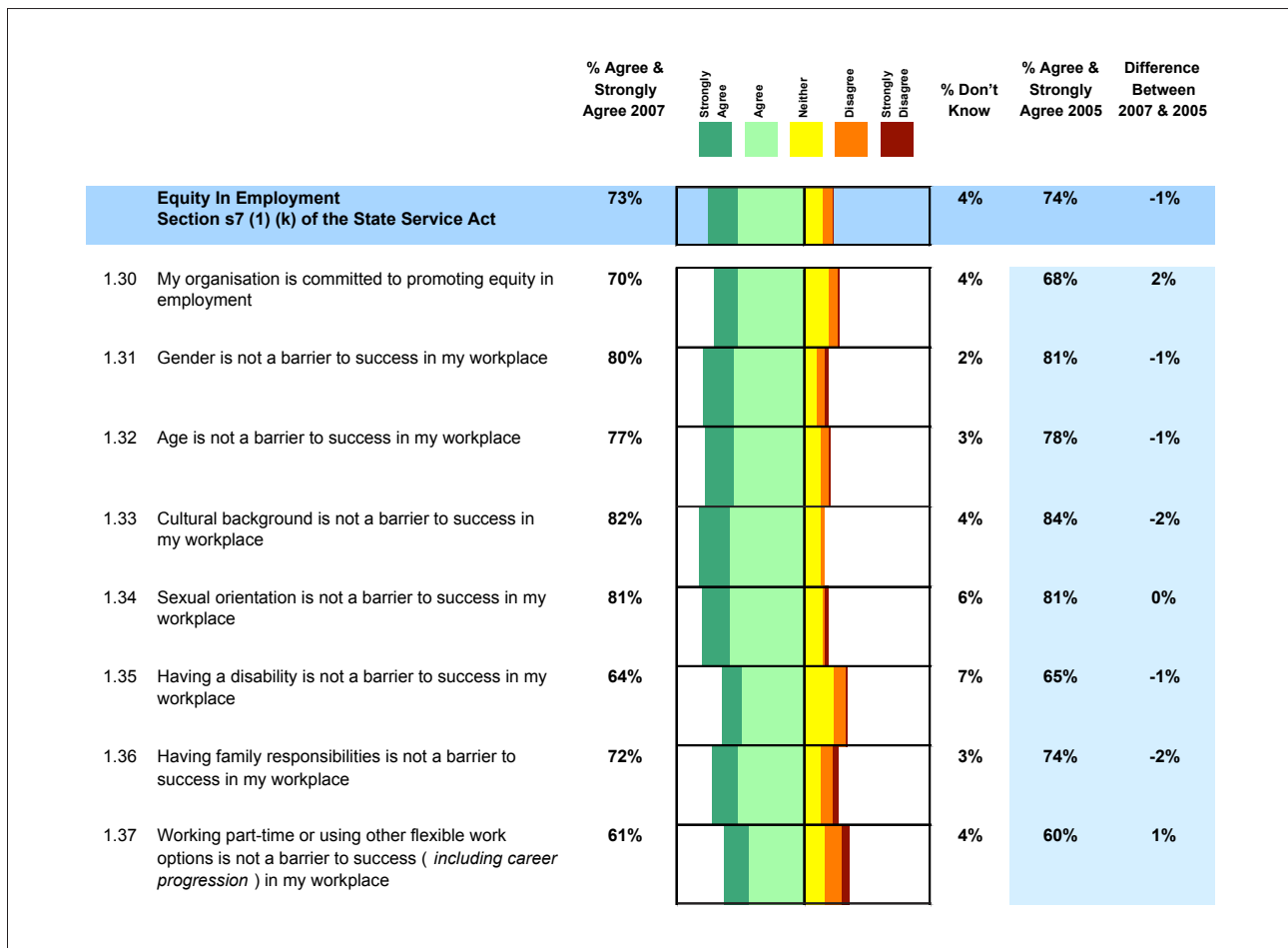


- Overall, a large majority (80%) of employees supported this Principle, with 85% agreeing that job vacancies are advertised positively and 75% believing that people outside the Service have a reasonable opportunity to apply for job vacancies. This represents a marginal increase on the scores from the 2005 Survey.

10. Equity In Employment

Section 7(1)(k) of the *State Service Act 2000* states: “the State Service promotes equity in employment”. The results for this Principle are shown in Figure 10.1.

Figure 10.1 – Equity in employment

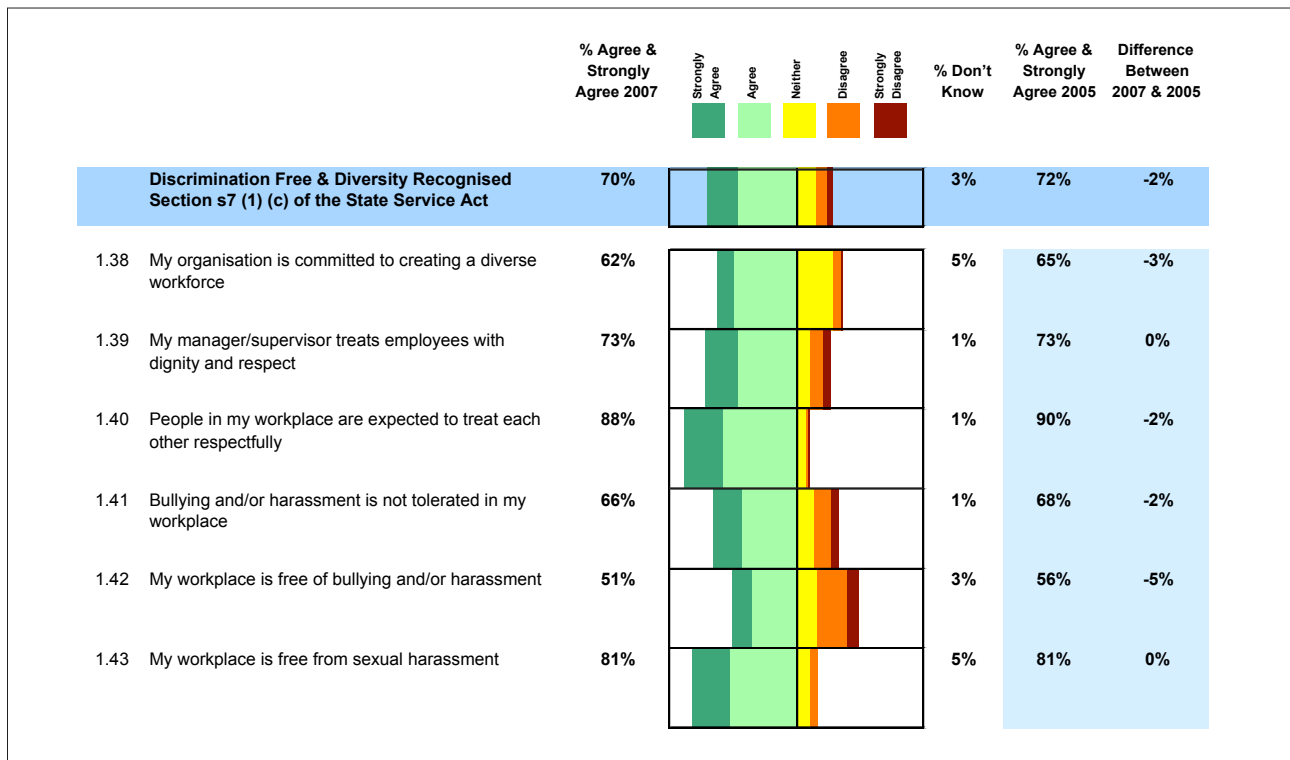


- As shown in Figure 10.1, employees showed strong support for the Principle of equity in employment, producing an overall score of 73%.
- Particularly strong agreement was shown for culture, sexual orientation, gender and age not being barriers for success in their Agency (77% to 82% agreement).
- While showing slightly lower scores, a substantial majority of employees agreed that family responsibilities and having a disability are not barriers to success (72% and 64% respectively).
- The lowest score was given for perceptions regarding part-time work and flexible work options, with 61% of employees believing these work patterns were not barriers to success. In general, 70% of employees believed their organisation is committed to promoting equity in employment.
- These figures are quite consistent with the results from the 2005 Survey. It is interesting to note however, that there is a slight increase (2%) in employees who believe that their organisation is committed to promoting equity in employment.

11. Discrimination Free & Diversity Recognised

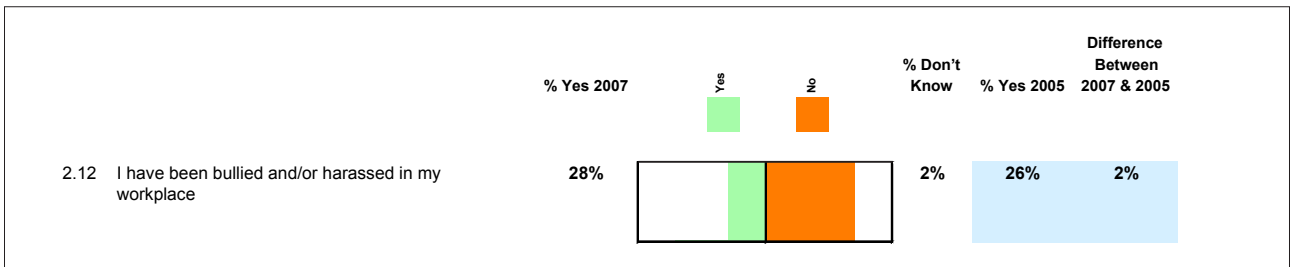
Section 7(1)(c) of the State Service Act 2000 states: "the State Service provides a workplace that is free from discrimination and recognises and utilises the diversity of the community it serves". The results for this Principle are shown in Figure 11.1.

Figure 11.1 – Discrimination free and diversity recognised



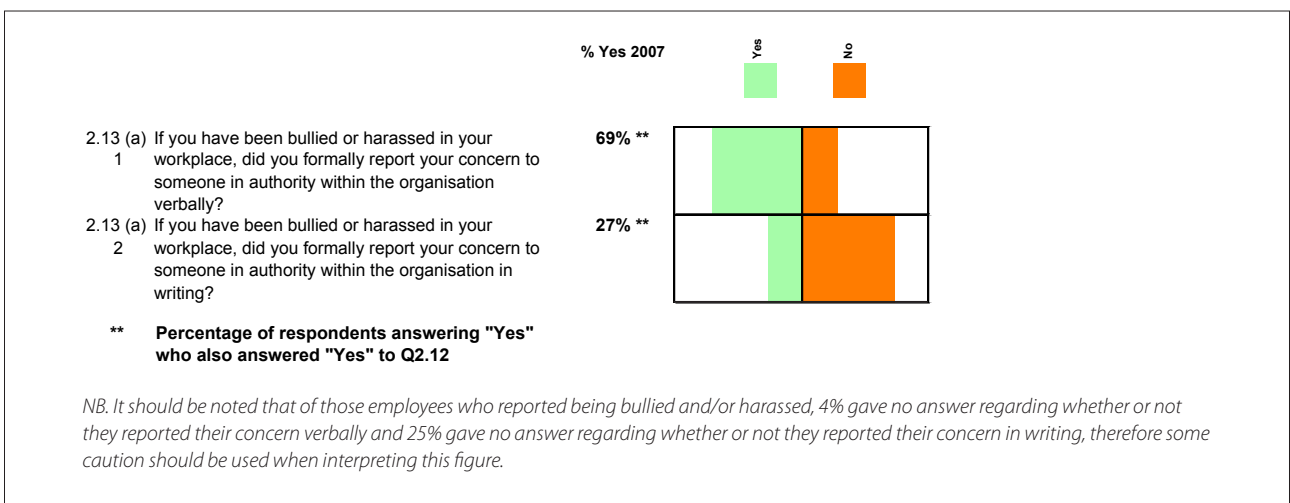
- As Figure 11.1 demonstrates, employees generally agree that their workplace manages discrimination and diversity satisfactorily (70% overall agreement).
- A large majority of employees (88%) reported that people in their workplace are expected to treat others respectfully, most employees (73%) believe their manager or supervisor treats employees with dignity and respect, and a majority of employees also believe their agency is committed to creating a diverse workforce (62%).
- More than four fifths of employees believe their workplace is free from sexual harassment.
- As for the 2005 Survey, while most employees (65%) believe that bullying and harassment is not tolerated, only half (51%) believe their workplace is free of bullying and harassment. These results are very similar to those found in other States.
- While the pattern of results for this Principle is similar to the 2005 Survey, there has been a slight decrease in some of the scores with the most notable of these being in relation to employees belief that their workplace is free of bullying and/or harassment (a 5% decrease from the 2005 Survey).

Figure 11.2 – Experience of bullying and harassment in the last 12 months



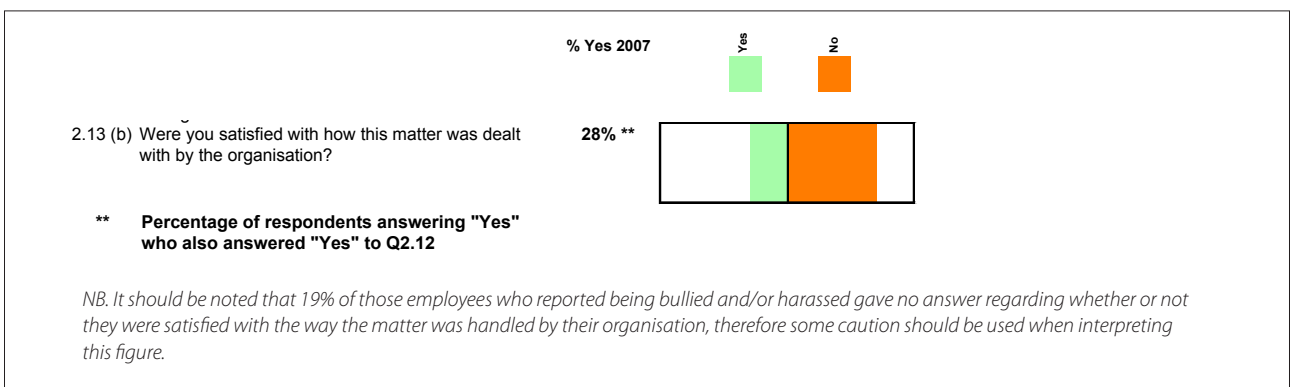
- Overall, 28% of employees reported having been bullied or harassed in the last 12 months.

Figure 11.3 – Reports of bullying and harassment in the last 12 months



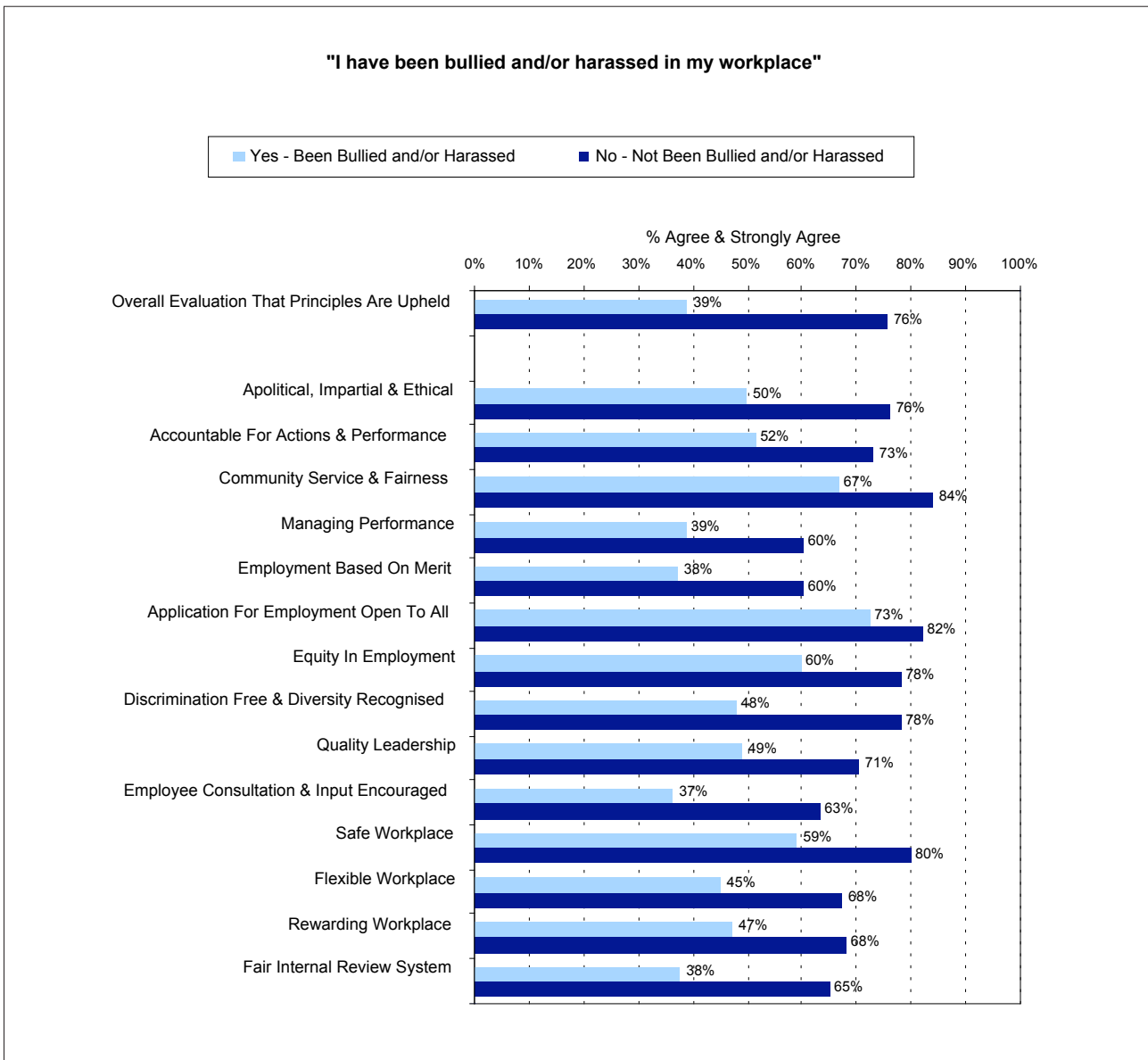
- Figure 11.3 indicates that of those employees who have indicated that they had been bullied and/or harassed (Figure 11.2 above) the majority expressed their concerns verbally, but a much smaller number expressed their concerns in writing.

Figure 11.4 – Satisfaction with how bullying and harassment was dealt with



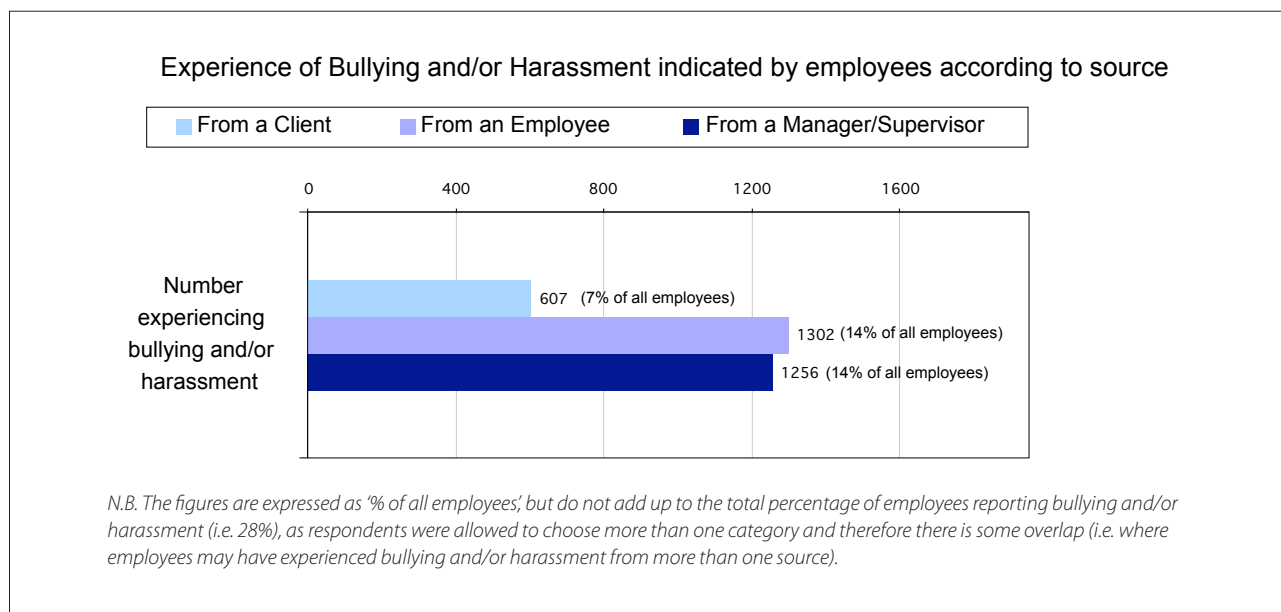
- Figure 11.4 indicates that of those employees who have indicated that they had been bullied and/or harassed (Figure 11.2 above) only a relatively small percentage were satisfied with the way the matter has been dealt with by the organisation.

Figure 11.5 – Experience of being bullied and/or harassed against confidence in all Principles



- Figure 11.5 shows the relationship between bullying and harassment and employees' confidence in the application of all Principles. The experience of bullying and harassment is quite strongly associated with lower confidence in the application of all Principles.

Figure 11.6 – Source of bullying and harassment



- Building on the 2005 Survey, the 2007 Survey sought information regarding the nature of the bullying and/or harassment experience. Specifically, participants were asked to identify the source of their bullying and/or harassment experience (i.e. from a client or clients, from another employee or from a manager/supervisor). Figure 11.6 suggests that the most common source of bullying or harassment behaviour was from employees and managers/supervisors.
- Figure 11.6 also shows that a significant proportion of bullying and/or harassment originated from Clients and is therefore an external source of bullying and/or harassment.

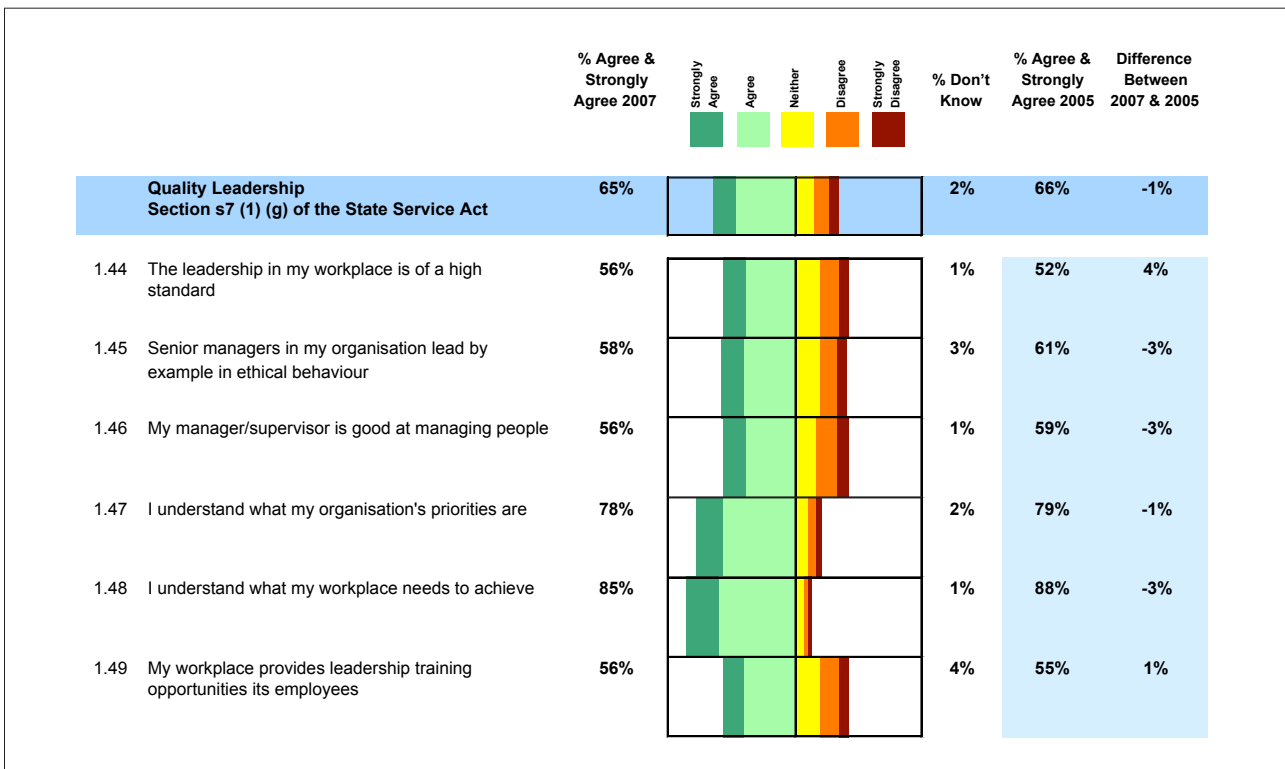
The nature of the bullying or harassment experience – specific behaviours

- The 2007 Employee Survey also sought information about the specific behaviours involved, for those employees who indicated that they had experienced bullying and/or harassment.
- The most frequent forms of bullying and/or harassment experienced from **clients** were shouting and offensive language, negative or intimidating body language, verbal threats and threats or acts of physical violence.
- The most frequent forms of bullying and/or harassment experienced from **fellow employees** were negative or intimidating body language, persistent nit-picking and criticism, humiliation through sarcasm, criticism or insults, spreading of gossip or rumours, shouting, offensive language or insults and being isolated or ostracised.
- The most frequent forms of bullying and/or harassment experienced from **managers or supervisors** were negative or intimidating body language, persistent nit-picking and criticism, inequitable treatment compared to other employees, withholding information so that the employee is less able to do the job, being isolated or ostracised and humiliation through sarcasm, criticism or insults.

12. Quality Leadership

Section 7(1)(g) of the *State Service Act 2000* states: “the State Service develops leadership of the highest quality”. The results for this Principle are shown in Figure 12.1.

Figure 12.1 – Quality leadership

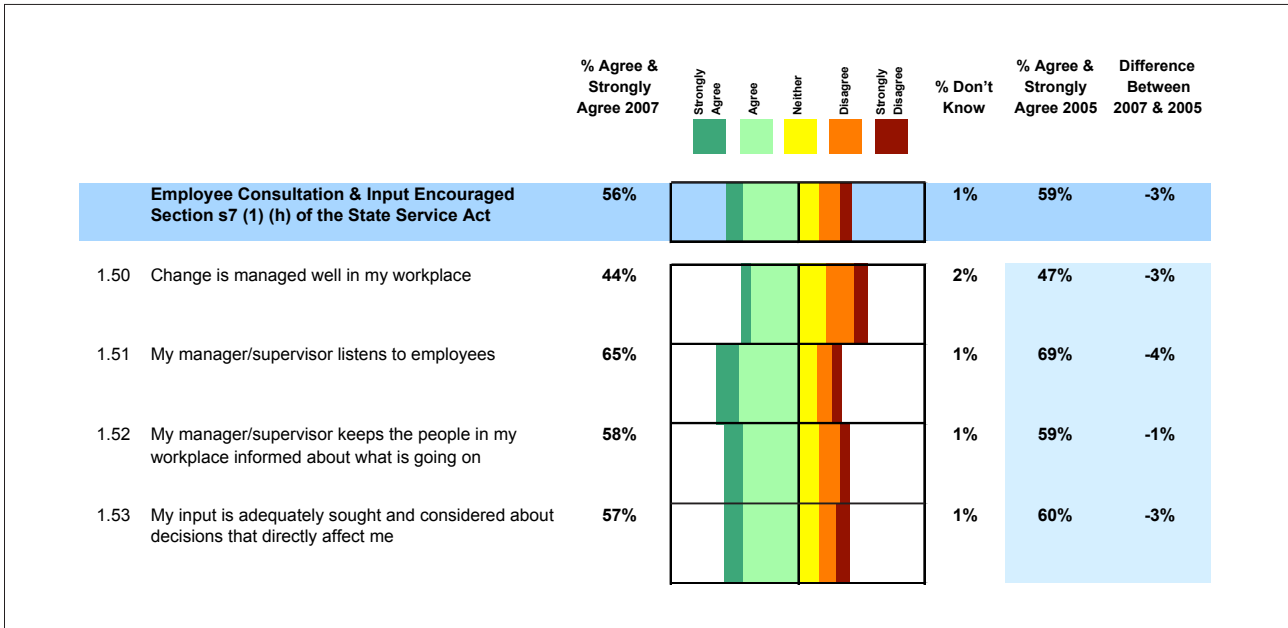


- As shown in Figure 12.1 employees generally supported the quality of leadership within their organisation (65% overall agreement score).
- The vast majority of employees reported understanding what their organisation needs to achieve and what its priorities are (85% and 78% respectively).
- Smaller majorities of employees believed their senior managers lead by example in ethical behaviour (58%) and leadership is of a high standard (56%).
- Similar numbers of employees believed their manager or supervisor is good at managing people (56%) and that their workplace provides leadership training opportunities (56%).
- While overall the views on quality of leadership has changed only marginally compared to the 2005 Survey, there are some more notable differences among the individual items. Three of the items (1.45, 1.46 and 1.48) are somewhat lower, but interestingly (1.44) is somewhat higher suggesting that employees perceive that the standard of leadership has improved.
- It should be noted that the topic of leadership is one of the lower performing sections of most employee surveys, in part because it is often difficult for leaders to communicate and interact with employees sufficiently to meet employees' expectations. The results presented here are similar to, and in some cases noticeably better than, results of many other public and private sector organisations.

13. Employee Consultation & Input Encouraged

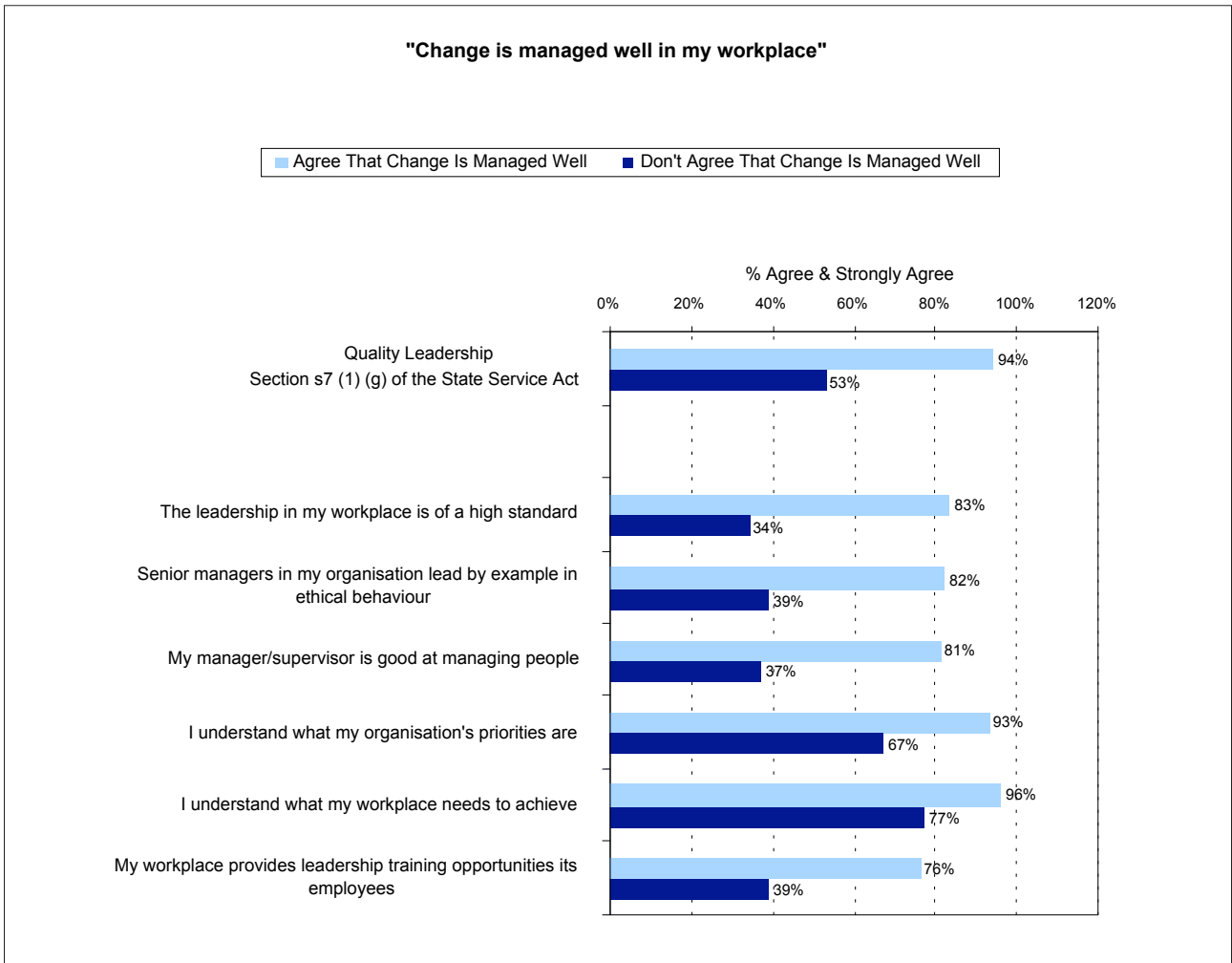
Section 7(1)(h) of the *State Service Act 2000* states: “the State Service establishes workplace practices that encourage communication, consultation, cooperation and input from employees on matters that affect their work and workplace”. The results for this Principle are shown in Figure 13.1.

Figure 13.1 – Employee consultation and input encouraged



- As shown in Figure 13.1, employees generally agree that consultation and input is encouraged (56% overall agreement).
- A clear majority of employees (65%) believe their manager listens to employees. A smaller majority of employees believe input is sought and encouraged (57%) and that their manager or supervisor keeps people informed (58%).
- Almost half of the Service’s employees believe that change is managed well. Despite initially appearing low, this is similar to, and in some cases better than, results of other recent public sector surveys conducted in other States. However, it should be noted that results in this area are slightly lower than the 2005 Survey results, suggesting that the extent to which employees feel consultation and input is encouraged has decreased since the last survey.

Figure 13.2 – Perceptions of quality of leadership against perceptions of how well change is handled

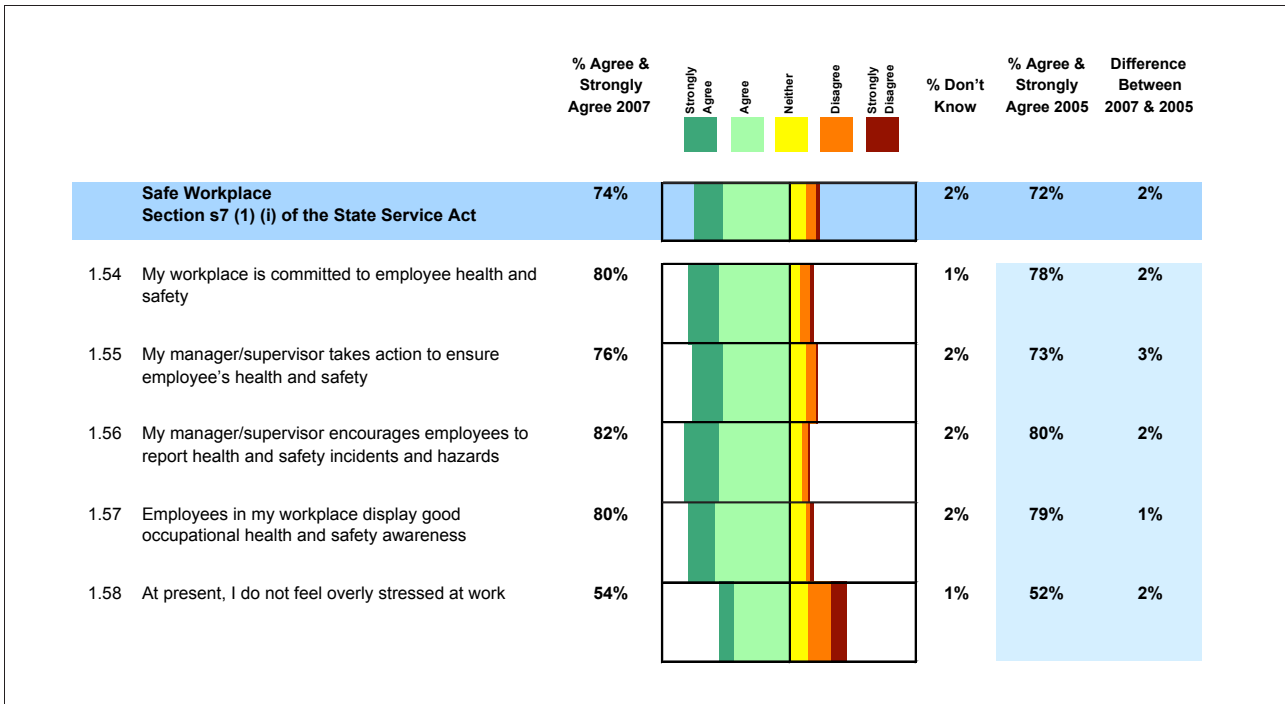


- Figure 13.2 shows the perceptions of quality of leadership across employees who believe that change is handled well and those who don't believe change is handled well (i.e., they answered Neither, Disagree or Strongly Disagree).
- Figure 13.2 shows a clear and strong pattern of results, with employees who believe change is handled well having much greater confidence in the quality of leadership within their workplace. This is a very similar result to the 2005 Survey.

14. Safe Workplace

Section 7(1)(i) of the *State Service Act 2000* states: “the State Service provides a fair, flexible, safe and rewarding workplace”. The results for this Principle are shown in Figure 14.1.

Figure 14.1 – Safe workplace

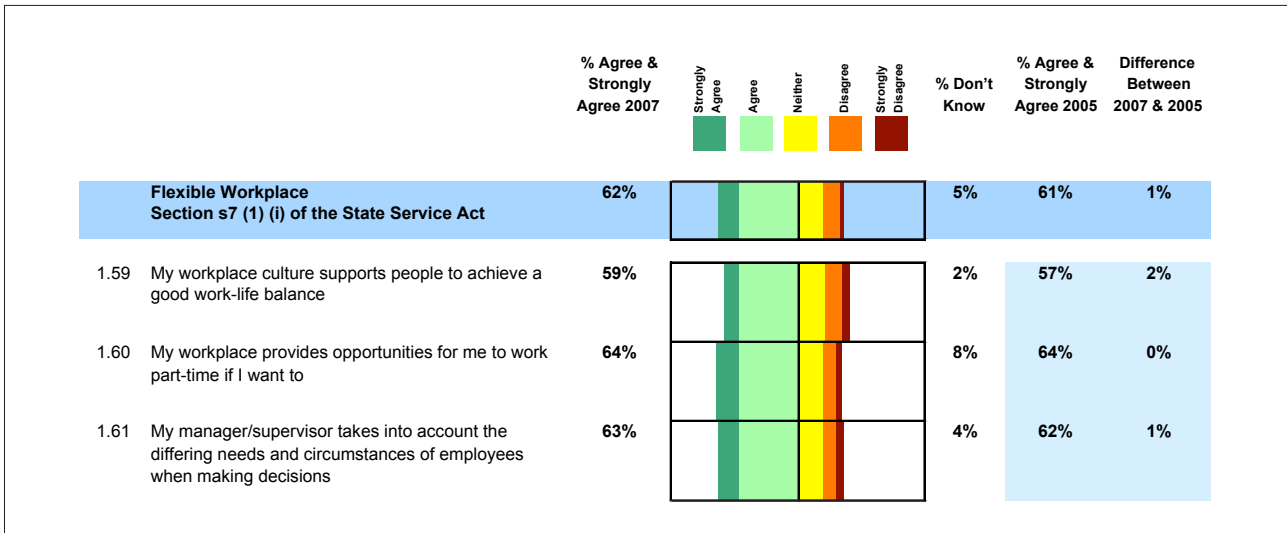


- Figure 14.1 demonstrates that employees strongly believe in the safety of their workplace. A strong majority of employees believe their manager or supervisor encourages employees to report safety risks (82%) and takes action to ensure employees' health and safety (76%).
- A similar number of employees agree that employees in their workplace display good safety awareness (80%) and are committed to employee health and safety (80%).
- Approximately half of the Service's employees report not being overly stressed at work.
- Results in this area are slightly but consistently higher than the 2005 Survey, indicating that employees feel that their workplace is becoming safer.

15. Flexible Workplace

Section 7(1)(i) of the *State Service Act 2000* states: “the State Service provides a fair, flexible, safe and rewarding workplace”. The results for this Principle are shown in Figure 15.1.

Figure 15.1 – Flexible workplace

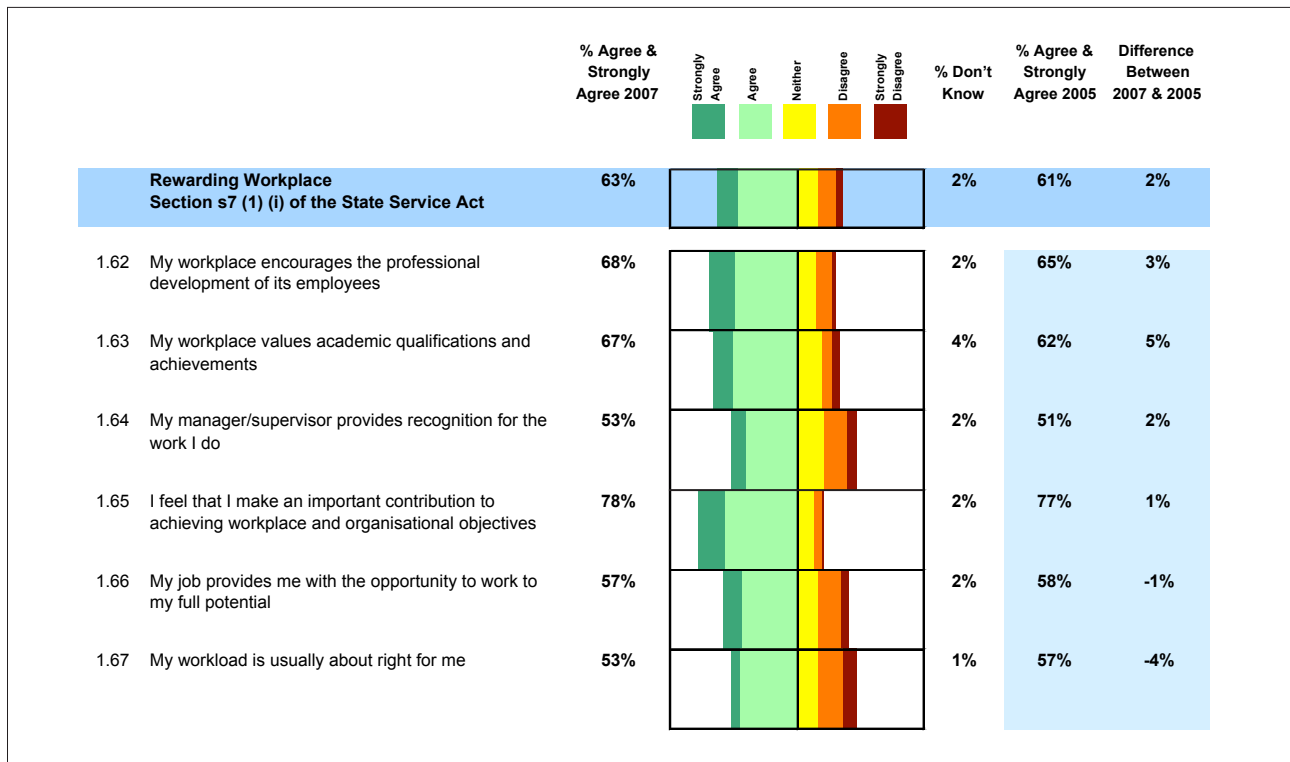


- Figure 15.1 shows good support regarding employees’ perception of their workplaces being flexible (62% overall agreement).
- The majority of employees agreed that their workplace provides opportunities for them to work part-time (64%), believe their manager or supervisor takes into account the differing needs of employees (63%), and agree that the culture of their workplace supports a good work-life balance (59%).
- Results in this area are marginally though consistently higher than the 2005 Survey suggesting that employees perceive that their workplace is becoming more flexible.

16. Rewarding Workplace

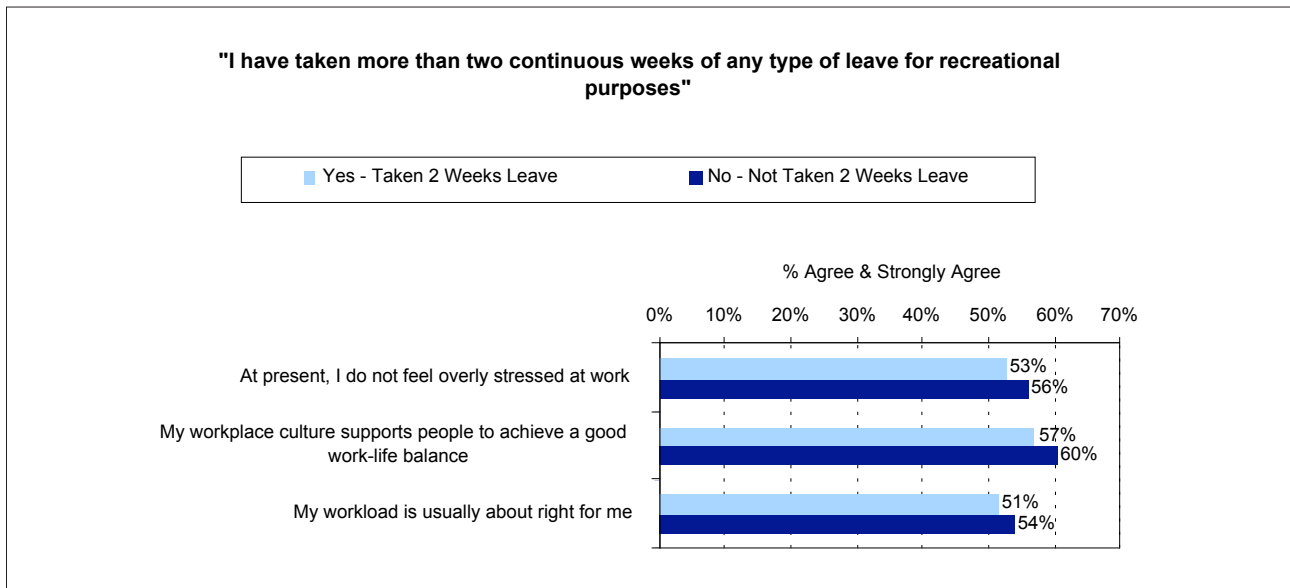
Section 7(1)(i) of the *State Service Act 2000* states: “the State Service provides a fair, flexible, safe and rewarding workplace”. The results for this Principle are shown in Figure 16.1.

Figure 16.1 – Rewarding workplace



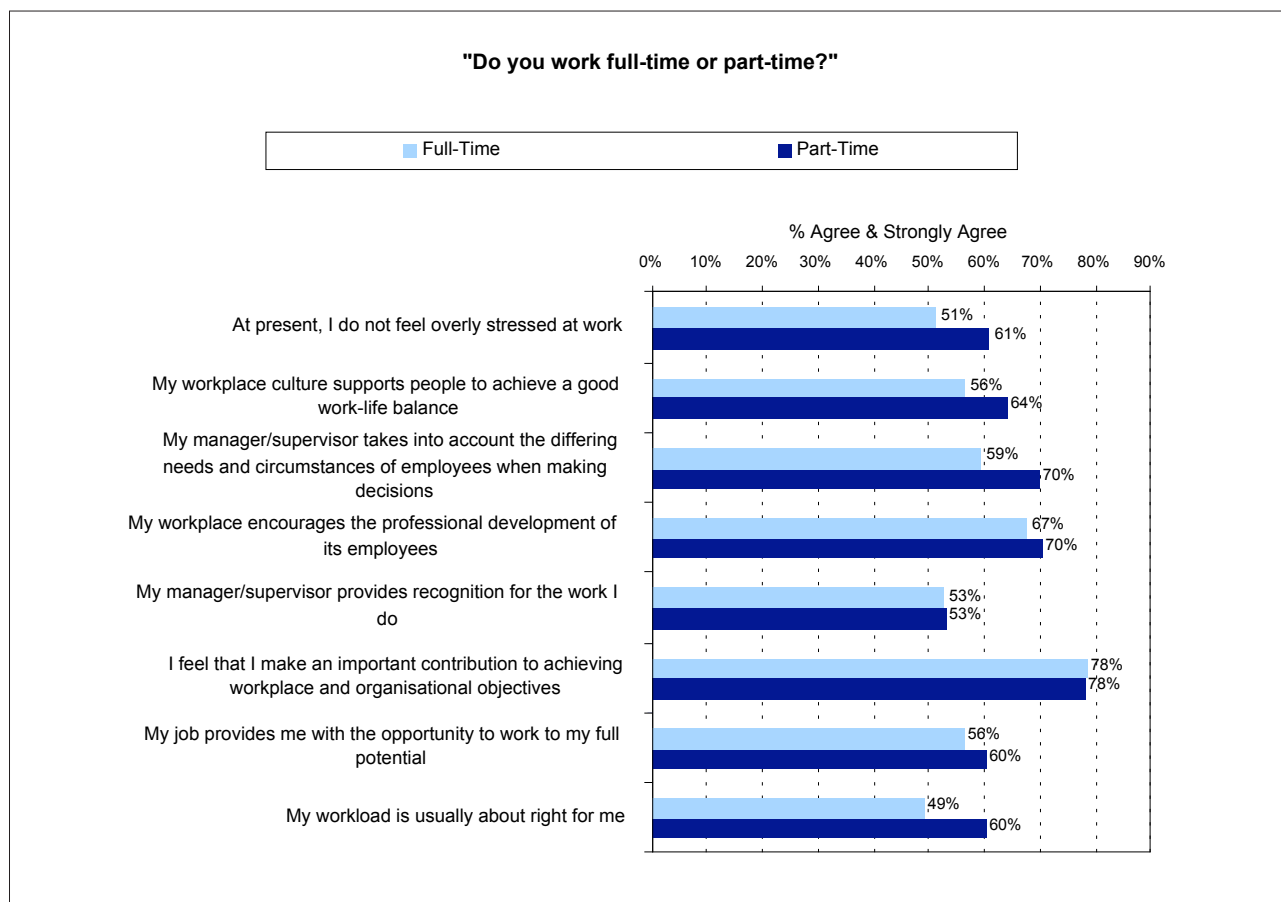
- Figure 16.1 demonstrates that the majority of employees believe their workplace is rewarding (63% overall agreement).
- A large percentage of employees (78%) believe they make an important contribution to achieving workplace objectives.
- A healthy majority of employees believe their workplace encourages professional development (68%) and values academic achievement (67%).
- Most employees believe their job provides opportunity to work to their full potential (57%) and that their workload is about right (53%).
- Just over half of the employees who responded to the Survey felt their manager or supervisor provides recognition for the work they do.
- This Principal of a rewarding workplace is one that has shown some improvement overall since the 2005 Survey (a 2% increase), however the results are varied. For example, employees are indicating that academic qualifications and achievements are more valued; however, fewer employees feel that their workload is at the right level.

Figure 16.2 – Use of leave for recreational purposes against stress, work/life balance and workload



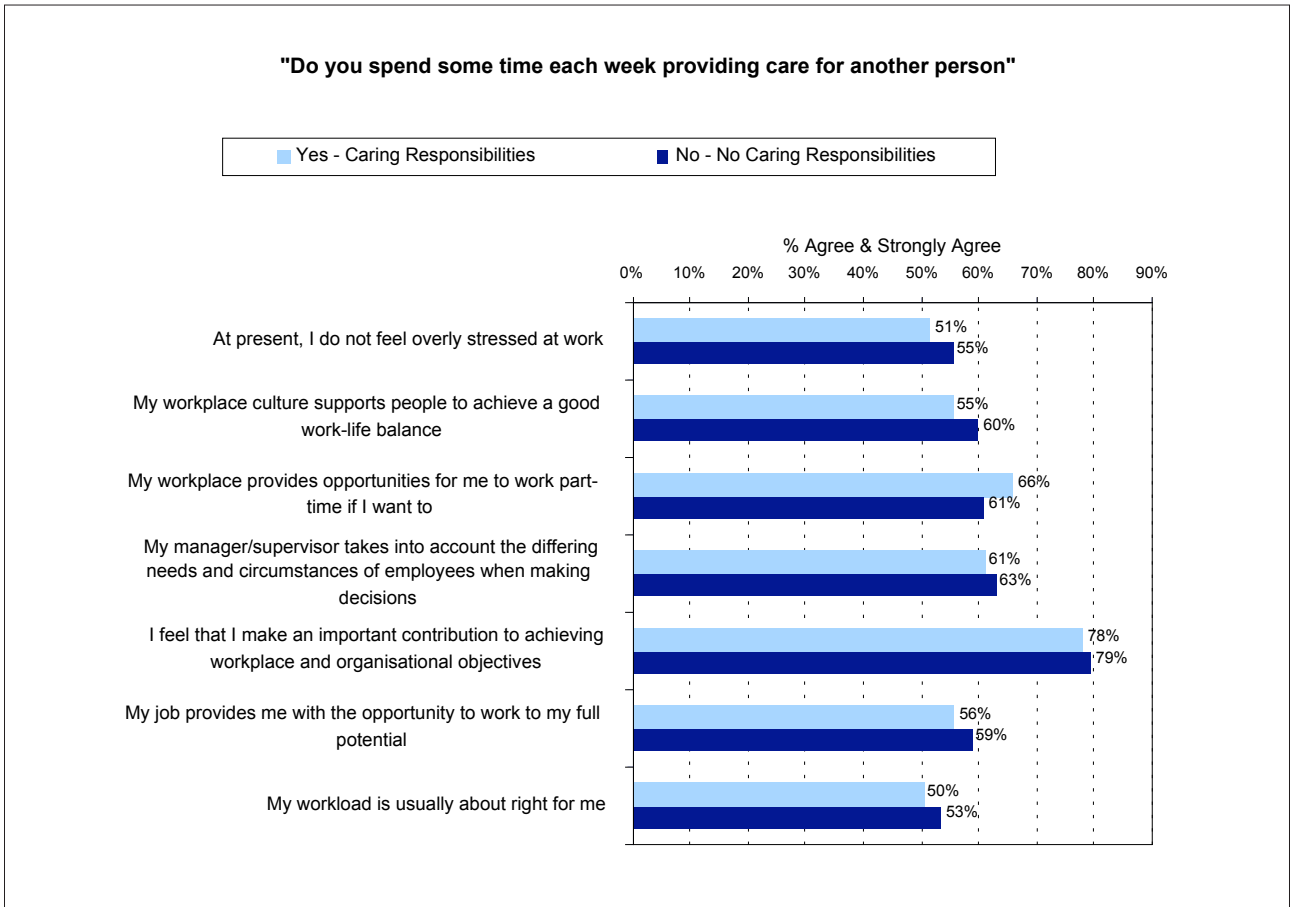
- Figure 16.2 shows the relationship between taking more than two weeks continuous recreational leave and whether employees feel stressed, experience work-life balance, and believe their workload is appropriate.
- The results suggest that those employees who are more stressed, feel less comfortable with their workload and work-life balance are marginally more likely to take extended recreational leave. This is a similar result to the 2005 Survey.

Figure 16.3 – Flexible, safe and rewarding workplace for full-time and part-time employees



- As shown in figure 1 part-time employees feel that they have the same opportunities, feel the same sense of contribution, and receive the same recognition as their full-time counterparts. The % agree/strongly agree scores are comparable with only slight differences.
- A clear majority of part-time employees (70%) feel that their manager or supervisor does take into account the different needs of employees when making decisions. This implies that part-time employees do feel that their needs are taken into account and do not appear to be disadvantaged in relation to full-time employees.
- Fewer full-time employees appear to be satisfied with their work-life balance (56%) than part-time employees (64%). Full-time employees also report experiencing more stress in the workplace than part-time employees.

Figure 16.4 – Flexible, safe and rewarding workplace for r employees with and without caring responsibilities

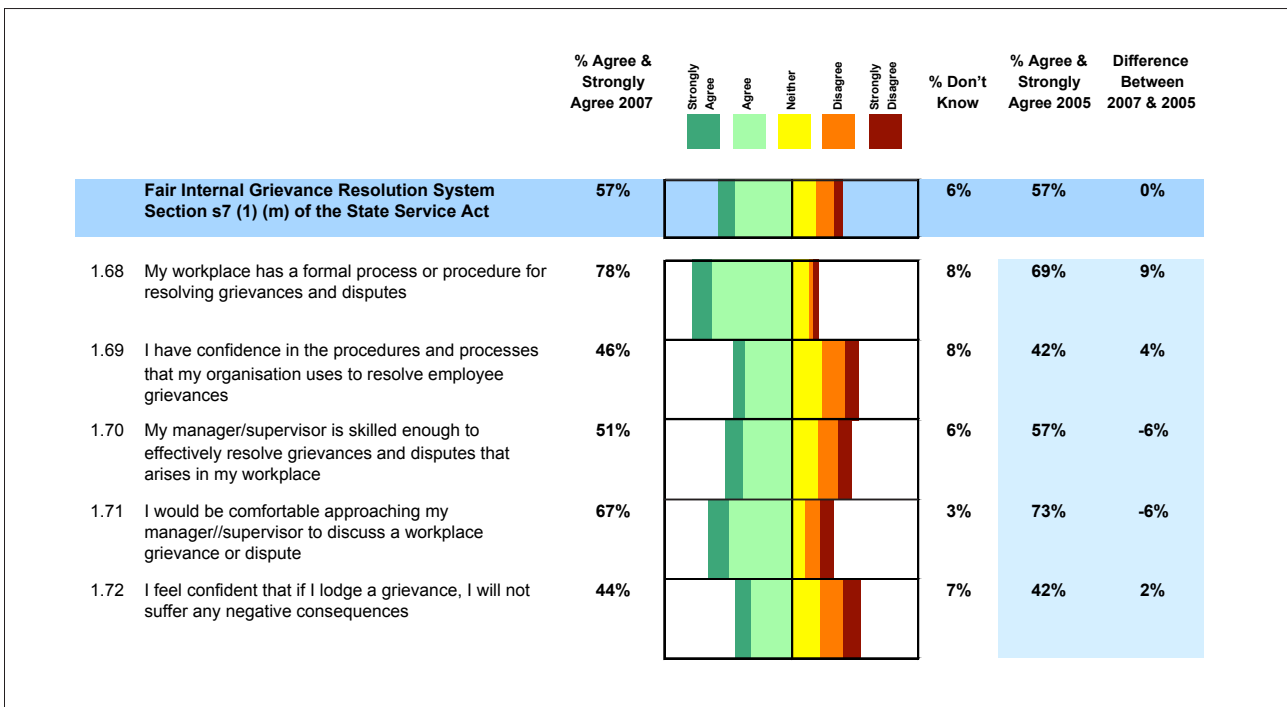


- As figure 2 suggests there does not appear to be a marked difference between those employees with caring responsibilities and those without caring responsibilities, with regards to a flexible, safe and rewarding workplace.
- A slightly higher percentage of employees with caring responsibilities (66% vs 61% for those with no caring responsibilities) agree that part-time opportunities are available to them. However, fewer employees with caring responsibilities agree (55%) that their workplace culture supports people to achieve a good work-life balance (60% for those with no caring responsibilities).

17. Fair Internal Grievance Resolution System

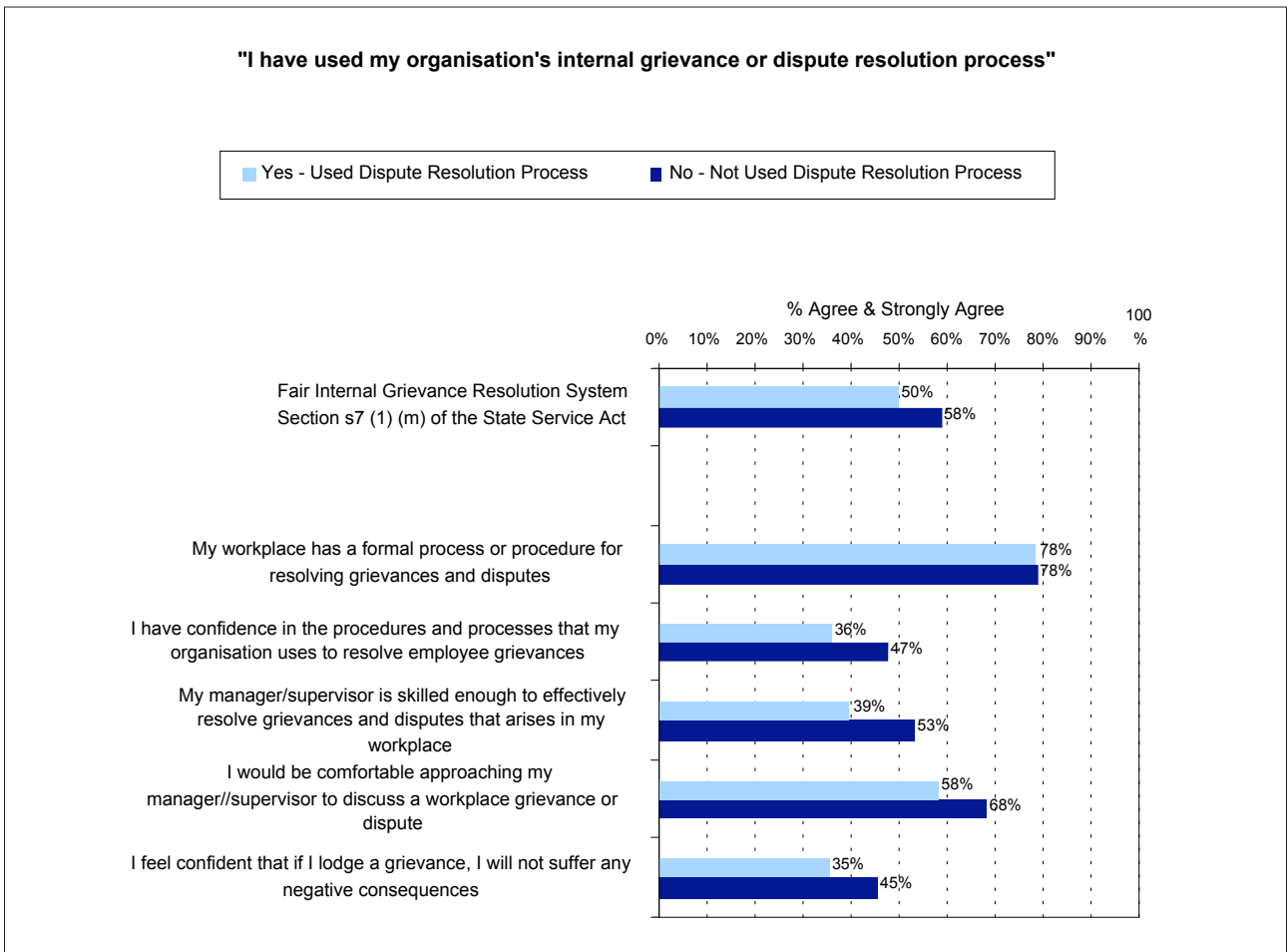
Section 7(1)(m) of the *State Service Act 2000* states: “the State Service provides a fair system of review of decisions taken in respect of employees”. The results for this Principle are shown in Figure 17.1.

Figure 17.1 – Fair internal grievance resolution system



- Figure 17.1 indicates that while employees generally agreed that their workplace provides a fair internal grievance resolution system (57% overall agreement) they provided diverse opinions regarding specific components of the internal grievance resolution system.
- A very clear majority of employees (78%) agreed that their workplace has formal grievance processes in place.
- 67% of employees reported being comfortable approaching their manager or supervisor to discuss a workplace grievance or dispute. Half of all employees (51%) believed their manager or supervisor was skilled enough to resolve grievances and disputes.
- However only a minority of employees (46%) had confidence in their agency’s grievance procedures and only 44% agreed that they would not suffer any negative consequence if they lodged a grievance. While low, this is a very similar result to that found by other States in their whole-of-Service surveys.
- While the overall result has not changed compared to the 2005 Survey, there are noticeable differences in some of the individual items. There appears to be increased awareness and confidence around the processes for resolving grievances and disputes, but less confidence around managers’ and supervisors’ capacity to deal with grievances or disputes.

Figure 17.2 – Use of internal grievance or dispute resolution processes against confidence in the processes



- Figure 17.2 shows that there is a relationship between employees' use of their internal grievance or dispute resolution processes and their belief that their workplace has a fair internal grievance resolution system.
- Those employees who have used their internal grievance or dispute resolution processes had on average a lower level of confidence in the review system than did employees who had not used internal grievance or dispute resolution processes. This result may be a reflection of the lower level of confidence shown in managers' or supervisors' capacity to deal with grievances and disputes (in Figure 17.1 above).

ADDITIONAL RESULTS

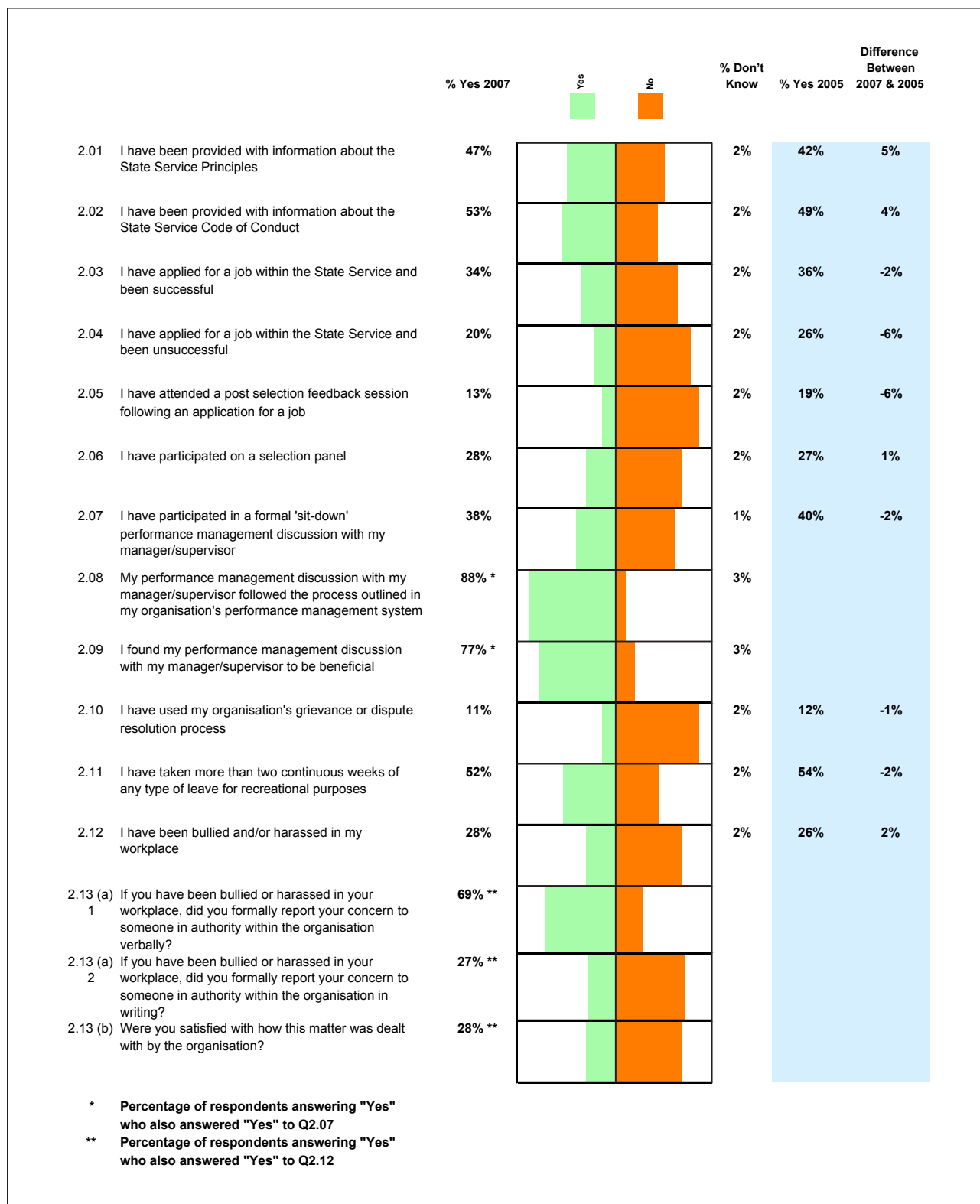
This section of the report presents survey results that may not be directly linked to any particular Principle.

18. Part 2 of the Survey

Figure 18.1 shows employees' responses to all of Part 2 of the Survey (some of which has also been presented earlier in this report) in which employees answered the listed questions based on their personal experiences over the 12 months prior to the Survey.

Almost all employees answered Part 2 of the Survey, with 97% of employees answering most of the questions in Part 2. Notable results shown in Figure 18.1 include 28% of employees have participated on a selection panel, 38% of employees had a performance management discussion with their supervisor, and only 11% of employees have used their organisation's grievance or dispute resolution processes.

Figure 18.1 – Response distributions for Part 2 of the Survey



19. Top 10 and bottom 10 items compared to the 2005 survey

One of the advantages of having run two consecutive surveys is that it enables historical benchmarking of data comparing results between the 2005 Employee Survey and the 2007 Survey. For each category or item where a direct comparison could be made the results from the 2005 Survey and the difference between the 2007 and 2005 scores have been listed throughout this report. Figures 19.1 and 19.2 below identify the 10 largest increases and decreases between the 2005 and 2007 Surveys.

Of the top 10 increases, two relate to awareness of the State Service Principles, and another two items are from the principle Rewarding Workplace with the remainder coming from a variety of the remaining 14 Principles.

Of the 10 largest decreases, two relate to the principle Fair Internal Grievance Resolution System and two relate to the principle Discrimination Free and Diversity Recognised.

Figure 19.1 – Top 10 increases since the 2005 Survey

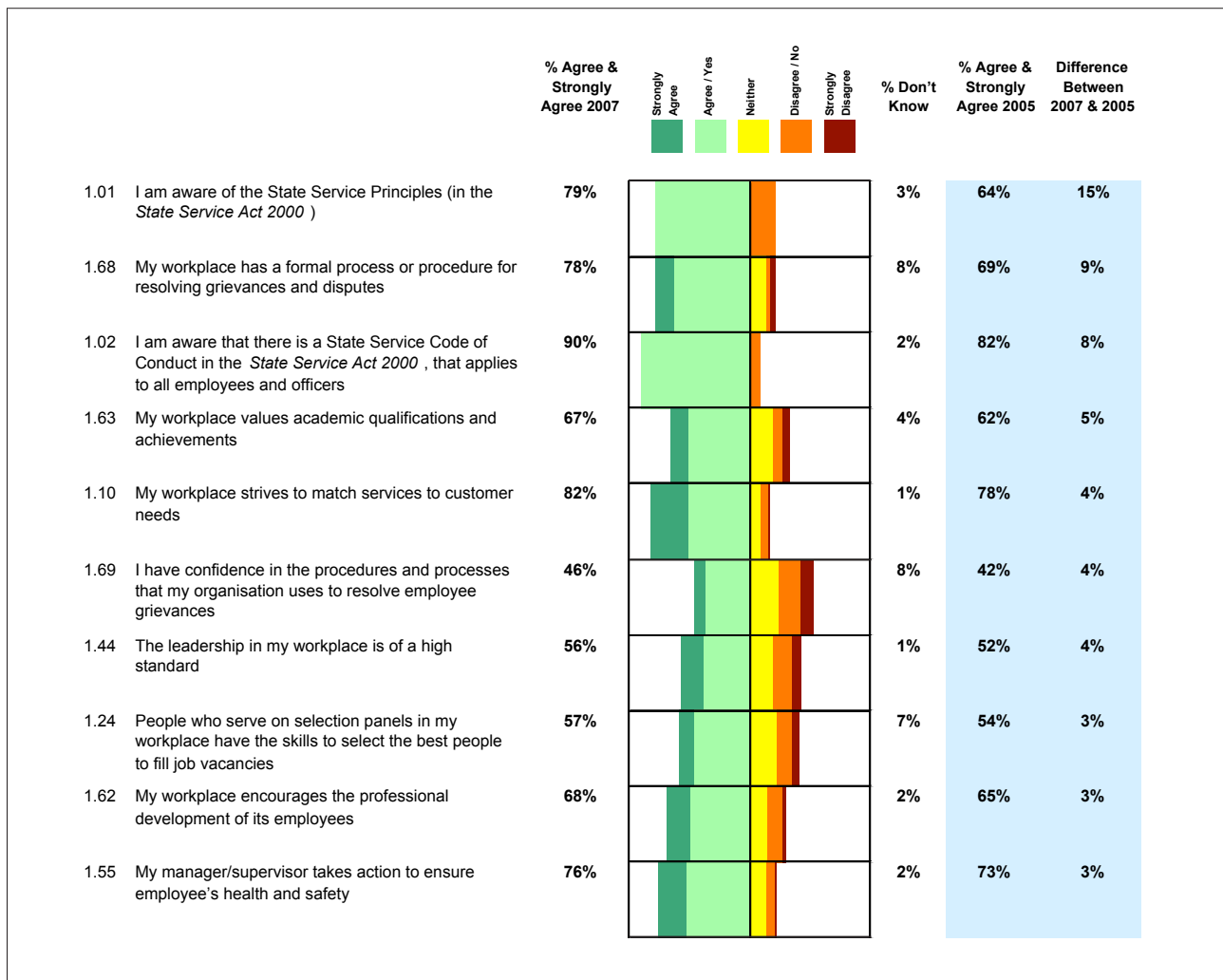
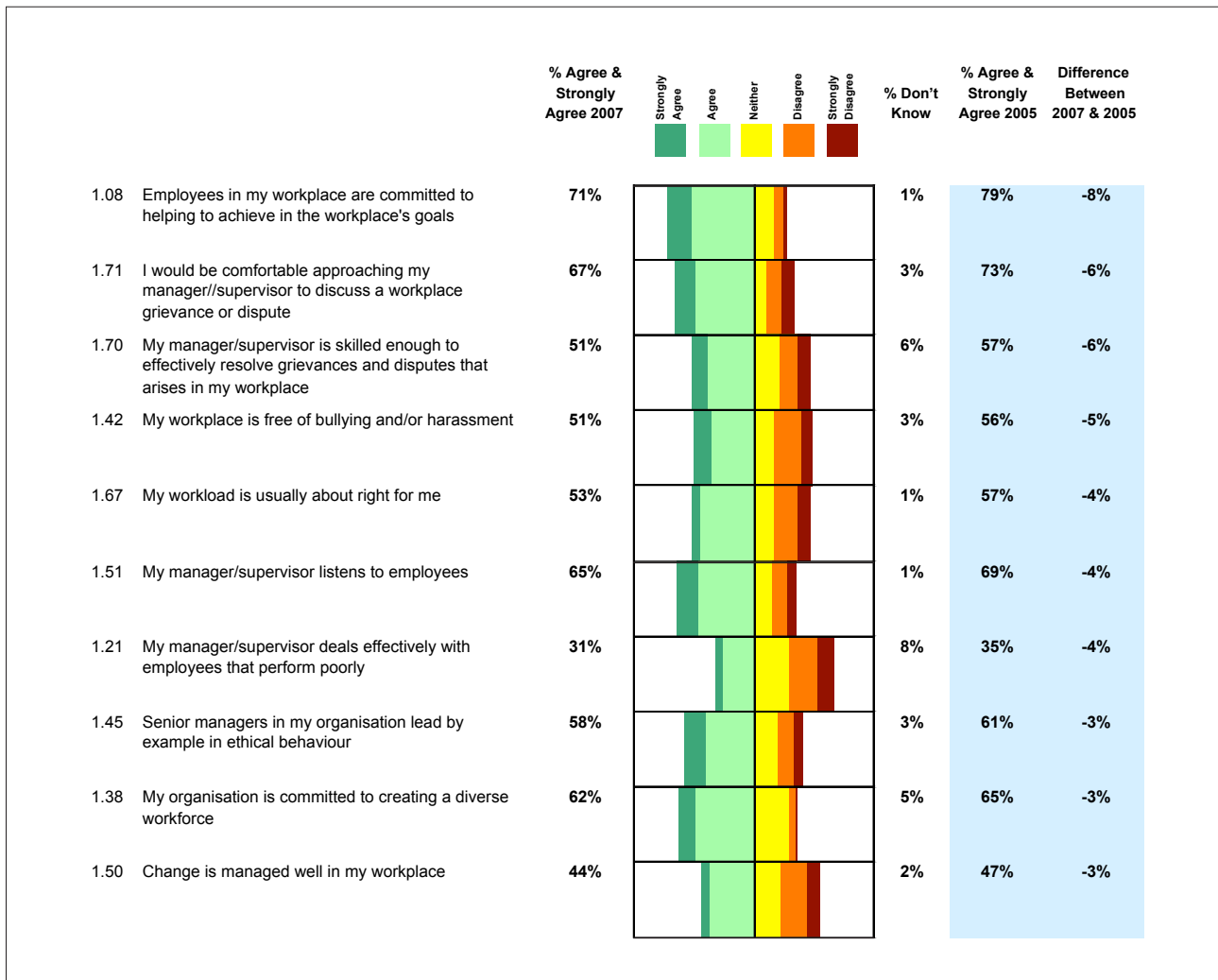


Figure 19.2 – Top 10 decreases since the 2005 survey



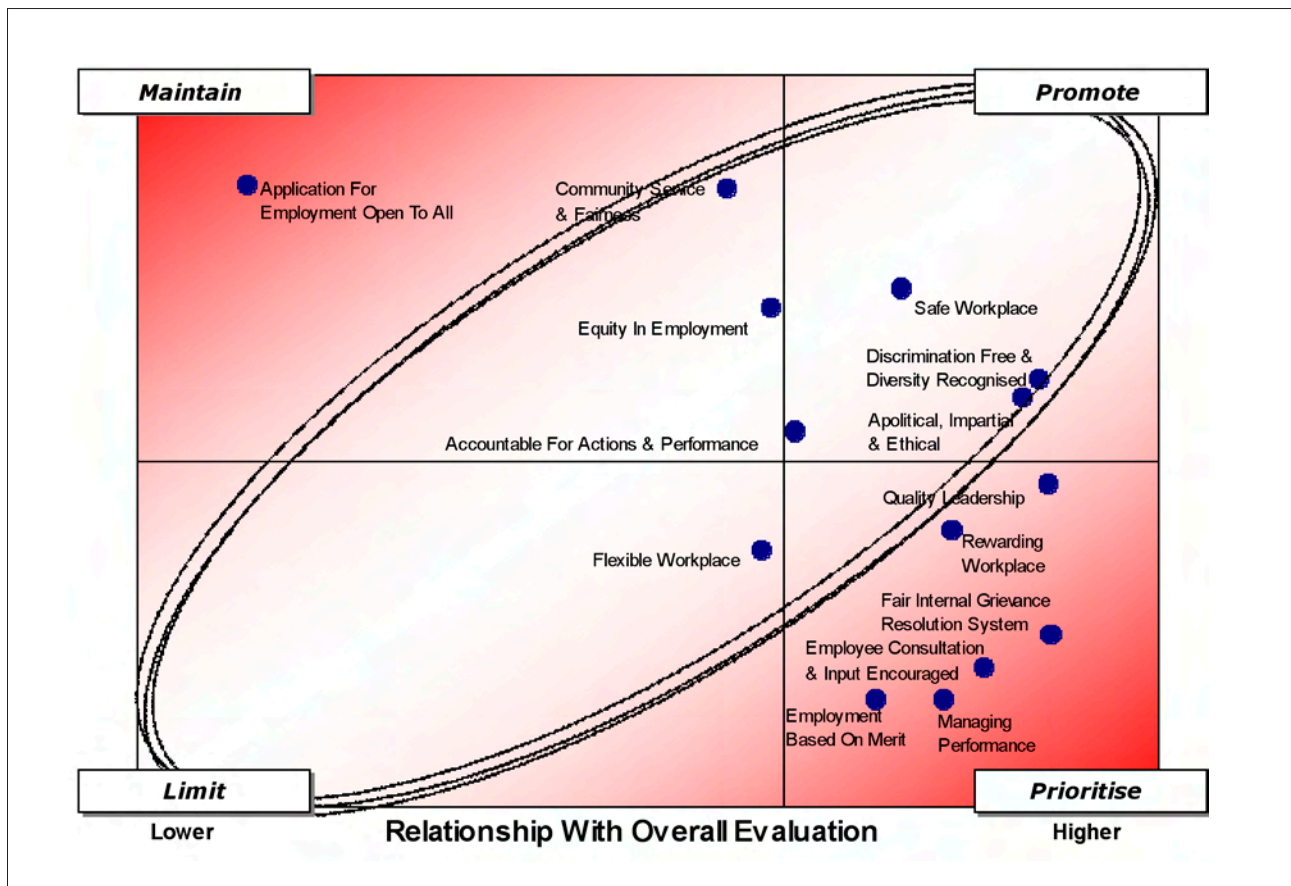
20. Gap analysis & key driver analysis

Figure 20.1 highlights the potential priorities for attention if the State Service wishes to improve employees' overall evaluation of the Principles being upheld in their workplace. The 14 Principles in the Survey are plotted on two axes. The vertical axis shows the relative agreement that employees reported in each of the 14 categories. The horizontal axis shows the strength of relationship (using statistical correlations) between how people rated the 14 Principles and their overall evaluation.

The benefit of such an analysis is that it allows identification of possible gaps between how well the Principles were scored and how important they appear to be for employees. Those Principles that appear within the oval in Figure 20.1 show an acceptable match between how well they were scored and how important they may be.

If the State Service wishes to improve employees' overall evaluation of the Principles, those Principles in the bottom right corner of Figure 20.1 are potential priorities for action given they are closely associated with employees' overall evaluation but show some of the lowest scores. Figure 20.1 suggests the highest priorities for action may be improving the Principles of Managing Performance, Employment Based On Merit, Fair Internal Grievance Resolution System, Employee Consultation and Input Encouraged, Rewarding Workplace, and Quality Leadership.

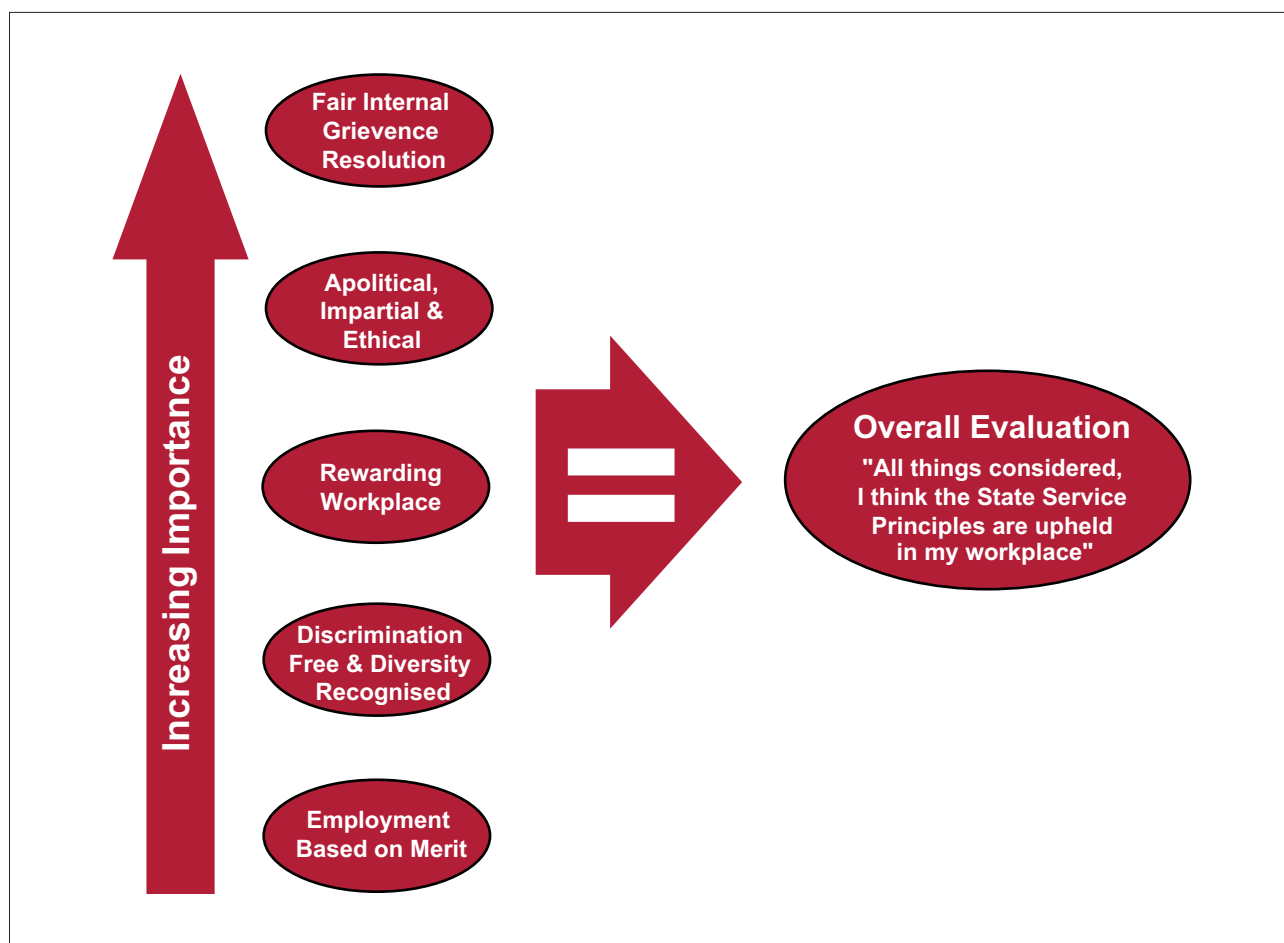
Figure 20.1 – Gap analysis plotting percentage agreement against importance for overall evaluations



Another method of estimating priorities for action is shown in Figure 20.2. Using a statistical technique called “regression” (sometimes referred to as a “key driver analysis”) employees’ overall evaluation of the Principles being upheld was most strongly predicted by the five Principles of having a Fair Internal Grievance Resolution System, being Apolitical, Impartial and Ethical, having a Rewarding Workplace and Discrimination Free and Diversity Recognised. That is, if the State Service wished to improve employees’ overall evaluation this analysis suggests these may be the four Principles that would have the largest impact.

By considering the results in Figures 20.1 and 20.2 simultaneously we see that the two Principles of having a Fair Internal Grievance Resolution System and a Rewarding Workplace are prominent in both, suggesting these two Principles may be the highest priorities for action. These results reemphasise one of the main findings from the previously discussed Figure 19.2 (showing the 10 largest decreases since 2005), which suggested that a Fair Internal Grievance Resolution system may be a priority for improvement. The following Principles appear once as priorities in either Figure 20.1 or 20.2 (but not both), and hence may be secondary priorities for action: Managing Performance, Employee Consultation and Input Encouraged, Employment Based On Merit, Quality Leadership, Discrimination Free and Diversity recognised, and being Apolitical, Impartial and Ethical. Of course, the results of these statistical analyses need to be considered within the context of other priorities, plans and activities within the State Service. These results should be considered as “food for thought” rather than being firmly conclusive.

Figure 20.2 – Key driver analysis showing the strongest predictors of employees’ overall evaluations



Appendix 1 - State Service Employee Survey 2007



TASMANIA

State Service Commissioner's State Service Employee Survey 2007

This survey aims to measure employee perceptions of how well the State Service Principles are upheld within individual Agencies and across the State Service as a whole. The survey results will be analysed for the Office of State Service Commissioner by Macquarie University and will be measured against the 2005 Survey results, with the major findings being published later this year at www.osscc.tas.gov.au.

Following the findings of the Employee Survey in 2005, and to address some of the issues raised by the Survey, a major project was undertaken by the Commissioner to evaluate performance management systems in all Agencies and a report was produced in 2006. The findings of this report have been published on the OSSC website at www.osscc.tas.gov.au. The 2007 Employee Survey will continue to provide a means of evaluating employment practices, procedures and standards in Agencies, and the results will help shape the future work programs of the Office of State Service Commissioner.

Survey responses will be **anonymous** and utmost **confidentiality** will be maintained with regard to all data. The results will be aggregated and reported in a way that makes it impossible to identify individuals.

How to complete the survey

The Commissioner is interested in your personal views, perceptions and experiences. There are no right or wrong answers to the questions.

The survey should take about 15-20 minutes to complete. To complete the survey please:

- **Place a cross in the box** that best represents your views about the situation in your workplace
- **Cross only one box for each question unless otherwise instructed.**
- **Use a blue or black pen.**
- **Complete both sides of the page.**
- **DO NOT write on (or mark) the form except where indicated.** If there are extra marks or writing on the form it may not be possible for the scanner to 'read' your responses.

Definitions

Please use the following definitions when completing the survey questions.

Manager/Supervisor: The person in your workplace or team to whom you report. If you work for more than one team/work unit, please think of the manager or supervisor with whom you work most frequently.

Workplace: The immediate workplace, office, work unit or team where you spend the largest proportion of your time at work.

Organisation: The organisation (e.g. Department, Agency, Authority etc) in which you are employed.

Returning the survey

Please complete and return the survey before **Friday 3 August 2007**. If you receive a survey by email in addition to this paper survey, please complete one or the other, **not both**.

Any questions or problems completing the survey in this format?

**Please call the Employee Survey Hotline during business hours
on 03 6233 3637
or email osscc@dpac.tas.gov.au**

State Service Principles and Code of Conduct. The State Service Principles are the cornerstone of the *State Service Act 2000*. The Principles provide a statement as to both the way that employment is managed in the State Service, and the standards expected of those who work within it. All employees are required to comply with and uphold the Principles, and Heads of Agencies are also required to promote the Principles.

The Principles incorporate a number of inter-related themes:

- merit and opportunity;
- equity and diversity;
- performance management;
- leadership and development;
- ethics and accountability, including fair and impartial service to the community; and
- a fair, flexible, safe and rewarding workplace.

The State Service Code of Conduct (which is contained in section 9 of the *State Service Act 2000*) reinforces and upholds the Principles by establishing standards of behaviour and conduct that apply to all employees and officers, including Heads of

Appendix 1 - State Service Employee Survey 2007

I Invite Your Views

Agencies.

PART 1 STATE SERVICE PRINCIPLES. Please select the answer that best represents your views.

- 1.1 I am aware of the State Service Principles (in the *State Service Act 2000*). 1 Yes 2 No 3 Not before today
- 1.2 I am aware that there is a State Service Code of Conduct in the *State Service Act 2000* that applies to all employees and officers. 1 Yes 2 No 3 Not before today

| | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree | Don't know |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| APOLITICAL, IMPARTIAL & ETHICAL | | | | | | |
| The State Service is apolitical, performing its functions in an impartial, ethical and professional manner. Section 7(1)(a) of the Act. | | | | | | |
| 1.3 My organisation actively encourages all employees to behave in an ethical manner. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.4 In my workplace, decisions about all work matters are made fairly, objectively and ethically. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.5 My manager/supervisor would take appropriate action if decisions being made about work matters were not objective, fair and ethical. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.6 My manager/supervisor encourages employees to avoid conflicts of interest. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| ACCOUNTABLE FOR ACTIONS & PERFORMANCE | | | | | | |
| The State Service is accountable for its actions and performance, within the framework of Ministerial responsibility, to the Government, the Parliament and the community. Section 7(1)(d) of the Act. | | | | | | |
| 1.7 My manager/supervisor provides consistent information about our goals and priorities. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.8 Employees in my workplace are committed to helping to achieve the workplace's goals. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.9 Employees in my workplace take responsibility for their decisions and actions. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| COMMUNITY SERVICE & FAIRNESS | | | | | | |
| The State Service delivers services fairly and impartially to the community. Section 7(1)(f) of the Act. | | | | | | |
| 1.10 My workplace strives to match services to customer needs. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.11 Employees in my workplace are committed to providing excellent customer service. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.12 In my workplace, we use feedback from our customers and clients to improve the services we deliver. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.13 Employees in my workplace behave ethically, professionally and fairly when making decisions that affect their clients and customers. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.14 Confidentiality of information is taken seriously in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.15 Employees in my workplace do not abuse their authority or position when dealing with customers or clients. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| MANAGING PERFORMANCE | | | | | | |
| The State Service focuses on managing its performance and achieving results. Section 7(1)(j) of the Act. | | | | | | |
| 1.16 My organisation has a formal performance management system. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |

Appendix 1 - State Service Employee Survey 2007

| <i>I Invite Your Views</i> | | | | | | |
|--|----------------------------|----------------------------|----------------------------------|----------------------------|----------------------------|----------------------------|
| | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree | Don't know |
| 1.17 My manager/supervisor is committed to managing employees so as to ensure that they perform their work well. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.18 My manager/supervisor gives me enough feedback on my performance to ensure that I understand the results that he or she requires. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.19 Most people in my workplace use time and resources efficiently. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.20 In my workplace, good work performance is recognised. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.21 My manager/supervisor deals effectively with employees that perform poorly. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| EMPLOYMENT BASED ON MERIT | | | | | | |
| The State Service is a public service in which employment decisions are based on merit. Section 7(1)(b) of the Act. | | | | | | |
| 1.22 My organisation has good procedures and processes for selecting employees. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.23 The selection criteria for vacancies advertised in my workplace accurately reflect the requirements of the job. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.24 People who serve on selection panels in my workplace have the skills to select the best people to fill job vacancies. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.25 My workplace selects people with the right knowledge, skills and abilities to fill job vacancies. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.26 Favouritism is not a factor in decisions to promote employees in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.27 Recruitment and promotion decisions in this workplace are fair. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| APPLICATION FOR EMPLOYMENT OPEN TO ALL | | | | | | |
| The State Service provides a reasonable opportunity to members of the community to apply for State Service employment. Section 7(1)(l) of the Act. | | | | | | |
| 1.28 Most job vacancies that arise in my workplace are advertised publicly (e.g. <i>gazette</i> , on the jobsite and/or in the newspaper). | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.29 People outside the State Service have a reasonable opportunity to apply for vacant positions/jobs in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| EQUITY IN EMPLOYMENT | | | | | | |
| The State Service promotes equity in employment. Section 7(1)(k) of the Act. | | | | | | |
| 1.30 My organisation is committed to promoting equity in employment. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.31 Gender is not a barrier to success in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.32 Age is not a barrier to success in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.33 Cultural background is not a barrier to success in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.34 Sexual orientation is not a barrier to success in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.35 Having a disability is not a barrier to success in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.36 Having family responsibilities is not a barrier to success in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |

Appendix 1 - State Service Employee Survey 2007

| <i>I Invite Your Views</i> | | | | | | |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree | Don't know |
| 1.37 Working part-time or using other flexible work options is not a barrier to success (<i>including career progression</i>) in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| DISCRIMINATION-FREE & DIVERSITY RECOGNISED | | | | | | |
| The State Service provides a workplace that is free from discrimination and recognises and utilises the diversity of the community it serves. Section 7(1)(c) of the Act. | | | | | | |
| 1.38 My organisation is committed to creating a diverse workforce. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| <i>NOTE: A diverse workforce is one that reflects and uses the diverse genders, ages, cultural backgrounds, disability status, Indigenous status etc of the community it serves.</i> | | | | | | |
| 1.39 My manager/supervisor treats employees with dignity and respect. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.40 People in my workplace are expected to treat each other respectfully. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.41 Bullying and/or harassment is not tolerated in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.42 My workplace is free of bullying and/or harassment. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| <i>NOTE: Bullying and/or harassment does not include appropriately conducted workplace performance management.</i> | | | | | | |
| 1.43 My workplace is free from sexual harassment. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| QUALITY LEADERSHIP | | | | | | |
| The State Service develops leadership of the highest quality. Section 7(1)(g) of the Act. | | | | | | |
| 1.44 The leadership in my workplace is of a high standard. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.45 Senior managers in my organisation lead by example in ethical behaviour. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.46 My manager/supervisor is good at managing people. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.47 I understand what my organisation's priorities are. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.48 I understand what my workplace needs to achieve. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.49 My workplace provides leadership training opportunities for its employees. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| EMPLOYEE CONSULTATION & INPUT ENCOURAGED | | | | | | |
| The State Service establishes workplace practices that encourage communication, consultation, cooperation and input from employees on matters that affect their work and workplace. Section 7(1)(h) of the Act. | | | | | | |
| 1.50 Change is managed well in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.51 My manager/supervisor listens to employees. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.52 My manager/supervisor keeps the people in my workplace informed about what is going on. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.53 My input is adequately sought and considered about decisions that directly affect me. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| SAFE WORKPLACE | | | | | | |
| The State Service provides a safe workplace. Section 7(1)(i) of the Act. | | | | | | |
| 1.54 My workplace is committed to employee health and safety. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |

Appendix 1 - State Service Employee Survey 2007

| <i>I Invite Your Views</i> | | | | | | |
|--|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree | Don't know |
| 1.55 My manager/supervisor takes action to ensure employee's health and safety. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.56 My manager/supervisor encourages employees to report health and safety incidents and hazards. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.57 Employees in my workplace display good occupational health and safety awareness. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.58 At present, I do not feel overly stressed at work. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| FLEXIBLE WORKPLACE | | | | | | |
| The State Service provides a flexible workplace. Section 7(1)(i) of the Act. | | | | | | |
| 1.59 My workplace culture supports people to achieve a good work-life balance. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.60 My workplace provides opportunities for me to work part-time if I want to. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.61 My manager/supervisor takes into account the differing needs and circumstances of employees when making decisions. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| REWARDING WORKPLACE | | | | | | |
| The State Service provides a rewarding workplace. Section 7(1)(i) of the Act. | | | | | | |
| 1.62 My workplace encourages the professional development of its employees. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.63 My workplace values academic qualifications and achievements. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.64 My manager/supervisor provides recognition for the work I do. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.65 I feel that I make an important contribution to achieving workplace and organisational objectives. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.66 My job provides me with the opportunity to work to my full potential. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.67 My workload is usually about right for me. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| FAIR INTERNAL REVIEW SYSTEM | | | | | | |
| The State Service provides a fair system of review of decisions taken in respect of employees. Section 7(1)(m) of the Act. | | | | | | |
| 1.68 My workplace has a formal process or procedure for resolving grievances and disputes. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.69 I have confidence in the procedures and processes that my organisation uses to resolve employee grievances. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.70 My manager/supervisor is skilled enough to effectively resolve grievances and disputes that arise in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.71 I would be comfortable approaching my manager/supervisor to discuss a workplace grievance or dispute. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.72 I feel confident that if I lodge a grievance, I will not suffer any negative consequences. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| General Comment. | | | | | | |
| 1.73 All things considered, I think that the State Service Principles are upheld in my workplace. | <input type="checkbox"/> 5 | <input type="checkbox"/> 4 | <input type="checkbox"/> 3 | <input type="checkbox"/> 2 | <input type="checkbox"/> 1 | <input type="checkbox"/> 6 |
| 1.74 If you would like to make any additional BRIEF comments, please use the text box below. | <div style="border: 1px solid black; height: 40px; width: 100%;"></div> | | | | | |

Appendix 1 - State Service Employee Survey 2007

I Invite Your Views

PART 2 – YOUR EXPERIENCES IN THE LAST 12 MONTHS. Please select 'yes' or 'no' for each question.

| Have you experienced any of the following in your organisation IN THE LAST 12 MONTHS? | | Yes | No | |
|---|--|---------------------------------------|---------------------------------------|---------------------------------------|
| 2.1 | I have been provided with information about the State Service Principles. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.2 | I have been provided with information about the State Service Code of Conduct. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.3 | I have applied for a job within the State Service and been successful. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.4 | I have applied for a job within the State Service and been unsuccessful. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.5 | I have attended a post selection feedback session following an application for a job. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.6 | I have participated on a selection panel. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.7 | I have participated in a formal 'sit-down' performance management discussion with my manager/supervisor. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.8 | My performance management discussion with my manager/supervisor followed the process outlined in my organisation's performance management system (Only answer if you answered Yes to question 2.7) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.9 | I found my performance management discussion with my manager/supervisor to be beneficial. (Only answer if you answered Yes to question 2.7) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.10 | I have used my organisation's grievance or dispute resolution process. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.11 | I have taken more than two continuous weeks of any type of leave for recreational purposes. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.12 | I have been bullied and/or harassed in my workplace. NOTE: Bullying and/or harassment does not include appropriately conducted workplace performance management. | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| 2.13 | If you have been bullied and/or harassed in your workplace: | | | |
| (a) | Did you formally report your concern to someone in authority within the organisation? (Select all those that apply if applicable) | | | |
| | 1. Verbally | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| | 2. In writing | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| (b) | Were you satisfied with how this matter was dealt with by the organisation? | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₂ | |
| (c) | By whom were you bullied and/or harassed? (Select all those that apply if applicable) | | | |
| | 1. A client or clients | <input type="checkbox"/> ₁ | | |
| | 2. Another employee (not a manager/supervisor) | <input type="checkbox"/> ₁ | | |
| | 3. A manager/supervisor | <input type="checkbox"/> ₁ | | |
| (d) | For each one selected from the previous question, please indicate the nature of your experience? (Select all those that apply) | A Client or Clients | Another Employee | |
| | 1. Negative, intimidating or aggressive body language | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 2. Verbal threats | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 3. Shouting, offensive language or insults | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 4. Sexual harassment | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 5. Racial harassment | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 6. Persistent nit-picking or unjustified criticisms | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 7. Being isolated and ostracized | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 8. Gossip or rumours being spread about me | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 9. Having extra work deliberately created or having my ability to work disrupted | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 10. Setting unreasonable deadlines | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 11. Withholding information from me so I am less able to do the job | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 12. Preventing access to opportunities; e.g. training or career development | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 13. Humiliation through sarcasm, criticism, teasing or insults, sometimes in front of other employees or customers | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| | 14. Threats or acts of physical violence | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |

Appendix 1 - State Service Employee Survey 2007

I Invite Your Views

| | | | |
|--|---------------------------------------|---------------------------------------|---------------------------------------|
| 15. Sabotage of my work | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| 16. Constant surveillance of me to a greater extent than others with no justifiable reason | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| 17. Inequitable treatment compared to other employees | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |
| 18. Other (not covered above) | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ | <input type="checkbox"/> ₁ |

PART 3 – BACKGROUND INFORMATION

3.1 Gender: ₁ Female ₂ Male

3.2 What is your year of birth? 19 ____

3.3 Where were you born? ₁ In Australia ₂ Outside Australia

3.4 Is English the first language you learned to speak?
₁ Yes
₂ No
₃ Don't know

3.5 Are you an Aboriginal person or Torres Strait Islander? ₁ Yes ₂ No
An Aborigine or Torres Strait Islander is a person of Aboriginal or Torres Strait Islander descent, who identifies as an Aboriginal or Torres Strait Islander and is accepted as such by the community in which he or she lives or has lived.

3.6 Do you have a disability? ₁ Yes ₂ No
NOTE: For the purposes of this survey, a disability is any physical, intellectual, neurological or psychological condition or impairment that may or may not impact on an employee's ability to perform their work-related activities. Condition or impairment may include an ongoing injury or illness.

3.7 If you have a disability, does this require a work-related adjustment(s)? ₁ Yes ₂ No
NOTE: For the purposes of this survey, work-related adjustments may include modification of work premises or equipment, changes to equipment, the provision of adaptive technology, or changes to job design, work schedules or other work practices.

3.8 How long have you worked for your current organisation? (Including under a different name or administrative arrangement) ____ Years ____ Months

3.9 How long have you worked in the Tasmanian State Service? ____ Years ____ Months

3.10 What best describes your current employment status (select one)?
₁ Senior Executive
₂ Permanent employee
₃ Fixed-term employee
₄ Employee who works as and when required (e.g. Casual).

3.11 Do you work full time or part time? ₁ Full-time ₂ Part-time

3.12 Are you a manager or supervisor? ₁ Yes ₂ No

3.13 What is your current total **annual gross** salary (before tax)?
If you work part-time, select the full-time salary range equivalent to your current level. If you are paid an hourly rate, select the salary range that is closest to your annual gross earnings.
₁ Less than \$15,000
₂ \$15,000 – \$19,999
₃ \$20,000 – \$24,999
₄ \$25,000 – \$29,999
₅ \$30,000 – \$34,999
₆ \$35,000 – \$39,999
₇ \$40,000 – \$44,999

Appendix 1 - State Service Employee Survey 2007

I Invite Your Views

- ₈ \$45,000 – \$49,999
- ₉ \$50,000 – \$54,999
- ₁₀ \$55,000 - \$59,999
- ₁₁ \$60,000 - \$64,999
- ₁₂ \$65,000 - \$69,999
- ₁₃ \$70,000 - \$74,999
- ₁₄ \$75,000 - \$79,999
- ₁₅ \$80,000 - \$84,999
- ₁₆ \$85,000 - \$89,999
- ₁₇ \$90,000 - \$94,999
- ₁₈ \$95,000 - \$99,999
- ₁₉ \$100,000 or more

-
- 3.14 What is the highest level of formal education you have completed?
- ₁ Postgraduate Research Degree (Doctorate or Masters by Research)
 - ₂ Post-Graduate Masters by coursework, Graduate Diploma or Graduate Certificate
 - ₃ Bachelor Degree (including Honours Degree)
 - ₄ TAFE Advanced Diploma or Diploma level
 - ₅ TAFE Certificate level, including Trade Certificate or equiv.
 - ₆ Matriculation or HSC (Year 12)
 - ₇ High School (Year 10)
 - ₈ Primary Education
 - ₉ None

-
- 3.15 Do you spend some time each week providing care* for another person (*mark **any** or **all** that apply*)?
- ₁ Child or children
 - ₁ Elderly relative/s
 - ₁ Any other person
 - ₁ No, I don't have any caring responsibilities

**In this sense 'care' means looking after a person, as they are too young to look after themselves independently, or they are ill, disabled or elderly and need assistance with cooking meals, shopping, housekeeping, transport or personal care (showering etc).*

-
- 3.16 At what age do you intend to retire from the State Service?
- ₁ At 55
 - ₂ Between 56 - 59
 - ₃ At 60
 - ₄ Between 61 - 64
 - ₅ At 65
 - ₆ Beyond 65
 - ₇ Don't know

-
- 3.17 In which region of Tasmania do you usually work?
- ₁ North/North East
 - ₂ North West/West Coast
 - ₃ South/South East
 - ₄ Outside Tasmania

THANK YOU FOR YOUR ASSISTANCE

Contents of this CD

1. State Service Employee Survey Report 2007
2. State Service Employee Survey 2007 Pamphlet – Summary of Findings
3. State Service Principles
4. Commissioner’s Direction No. 2 – State Service Principles
5. State Service Code of Conduct
6. Commissioner’s Direction No. 5 – Procedures for investigation and determination of whether an employee has breached the Code of Conduct
7. State Service Commissioner’s Annual Report 2005-2006
8. State Service Commissioner’s Annual Report 2006-2007



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