TASMANIAN STATE SERVICE
EMPLOYEE SURVEY

2010

SURVEY REPORT

CONTENTS

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 employee survey has been 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. The conduct of this survey forms part of my evaluation program and assists in 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.
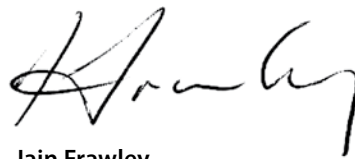
The results of the *Tasmanian State Service Employee Survey 2010* continue to be a valuable means of assessing the performance of the State Service as a whole alongside the Principles. The results, where possible, have been measured against any changes in employee perspectives that have occurred between conducting the 2007 and 2010 employee surveys.

It is pleasing to note in this report that there continues to be greater awareness amongst employees of the State Service Principles and the Code of Conduct. The overall evaluation that the Principles are being upheld within the State Service has also increased (by 3%) since the results of the employee survey in 2007. Managing Performance and Flexible Workplace were two of the Principles that showed the greatest improvement since the 2007 employee survey (each achieving improvement of 3%). There was also a considerable increase in the participation rate in formal performance management discussions with mangers/supervisors (a 14% improvement). Nevertheless, there is still considerable room for improvement in both these areas. To a lesser extent an improvement was also seen in the Fair Internal Grievance Resolution Systems and Equity in Employment Principles (each achieving improvement of 2%). However, there remains 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 and review of a considerable number of policies, procedures, standards and systems in recent years. Employee views obtained through this survey could assist Agencies to determine how well these have been communicated to employees and offer an insight into their effectiveness. It continues to be my view that regular evaluation of management practices within government Agencies is a standard part of good modern management practices within any organisation.

Employee surveys of this nature will continue to provide a mechanism by which Agencies progress against these policies and procedures, and employee perceptions of their effectiveness within the State Service can be measured. However, it must continue to be emphasised 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.

Iain Frawley
ACTING STATE SERVICE COMMISSIONER

ACKNOWLEDGEMENTS

1.0 EXECUTIVE SUMMARY

1.1 Background

The 2010 *Tasmanian State Service Employee Survey* was primarily conducted to measure employees' confidence in the application of the State Service Principles and the Code of Conduct. The survey also provided an opportunity to collect information about the work experiences and demographic characteristics of the State Service workforce. The results from the survey build on the results from the previous State Service Employee Surveys of 2007 and 2005.

A total of 7,468 employees across 15 Agencies completed either a web-based or paper-based survey, giving a sound overall response rate of 24%. The profile of the survey sample reasonably matched the profile of the State Service workforce, and hence confidence can be placed in results presented in this report as being representative of the overall workforce. 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 1%) 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 ±0.9%.

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 2010 with results from the previous State Service Employee Survey in 2007. The 2010 survey contained mostly the same content as the 2007 survey allowing a direct comparison across most items. Therefore it was again 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, the Northern Territory and the Australian Public Service. Also, broad comparisons were made with results against benchmarking data from Voice Project based at 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 Community Service & Fairness. Specifically, there was strong agreement amongst employees that confidentiality of information is taken seriously, that employees do not abuse their position of authority when dealing with customers and clients, and that employees are committed to providing excellent customer service.

- Statements relating to Application for Employment Open To All were also scored very highly by employees. There was strong agreement that most job vacancies are advertised publicly and that people outside the State Service have the opportunity to apply for jobs within the State Service.

- Equity In Employment was another area that received strong support from employees. A very clear majority of employees felt that cultural background, gender, sexual orientation and age are not barriers to success in their workplaces.

- Employees reported a high level of awareness of the State Service Principles and the Code of Conduct. There was also good awareness amongst employees of a formal procedure for grievance resolution.

- There was strong endorsement from employees for the level of commitment to safety within the State Service, and a high level of agreement that employees display good occupational health and safety awareness. Employees also felt that their managers and supervisors encourage employees to report health and safety risks and take action to ensure employees' health and safety in the workplace.

- There was also extensive agreement that employees are expected to treat each other respectfully. Additionally, most employees believed their workplaces are free of sexual harassment.

- Finally, employees reported a strong understanding of what their workplace needs to achieve.

These results are similar to the findings from the 2007 survey, and are quite normal for 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. A comparison was made between the 2007 and 2010 surveys to determine where there had been increases or decreases from the 2007 survey. However, comparison for all items and Principles was not possible as the 2010 survey included some items that were not included in the 2007 survey. In accordance with best practice for employee surveys, direct comparisons are only made where the item or category content

is identical. Generally, scores had increased compared to the 2007 survey.

The main improvements compared to the 2007 survey were:

- Employees indicated a greater awareness of the formal process for performance management. Indeed this was supported by a significant increase in the percentage of employees who reported having been involved in a formal performance management discussion.

- There was greater satisfaction with the amount of performance feedback from manager/supervisors.

- There was an increase in the percentage of employees who reported an awareness of State Service Principles and the State Service Code of Conduct.

- There was stronger agreement amongst employees that working part-time or using other flexible work options is not a barrier to workplace success. There was also greater agreement regarding the provision of part-time work opportunities for those who want to and that managers/supervisors take into account the differing needs of employees.

- Employees showed more confidence in managers commitment to managing the performance of employees and in their skills to resolve workplace grievances.

- Employees also indicated a greater awareness of formal processes or procedures for resolving grievances and disputes in their workplace.

- There was stronger belief that having a disability is not a barrier to workplace success.

- Fewer employees reported having been bullied and/or harassed compared to the 2007 survey.

1.3   Key opportunities for improvement

Overall, as was the case for the 2007 survey, the results in this report are similar to, and in some areas better than, results from large-scale surveys of other public and private sector organisations. Whilst the results have generally improved compared to the 2007 survey, there are opportunities for improvement in the following areas:

- As was found in the 2007 survey, just under half of the workforce showed uncertainty or disagreement regarding employment decisions being based on merit. More specifically results indicate concerns from employees regarding the fairness of recruitment and promotion decisions. There was a significant proportion of employees who felt that those who serve on selection panels may not have the appropriate skills. Similarly, there was reservation

over whether people with the right knowledge, skills and abilities are chosen for vacant positions. As has been raised in previous reports, 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 and the different experience employees have of the selection process. Whilst scores in this area have improved compared to the 2007 survey there would still appear to be some room for improvement on these issues. Compared to the 2007 survey, there has been an increase in the percentage of respondents participating on a selection panel; there has also been a slight increase in confidence in recruitment and selection processes. This may be attributable to increased involvement by employees in the selection process, although the size of the increase suggests this could only become clearer in future surveys.

- As mentioned above, there has been an increase in awareness of, and confidence in formal grievance handling procedures, as well as improved confidence in managers/ supervisors ability to deal with grievances. However, still only approximately half of the workforce has confidence in the processes and in the way their manager would handle the matter. Also, it is still the case that only a minority of employees felt that they would not suffer any negative consequences if they did lodge a grievance.

- In a similar result to the 2007 survey, of all the issues measured in the survey, employees showed the least confidence regarding how managers handle employees who are performing poorly. Similarly, approximately less than half of employees agreed that good performance was sufficiently recognised (although this has increased compared to the previous survey). It is interesting to note that there has been a noticeable increase in the percentage of employees who are satisfied with the amount of feedback given. Once again, matching results from the 2007 survey, the 2010 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. Whilst this may have had some bearing on the increase in those employees who feel good performance is recognised, the size of the increase did not match that for satisfaction with amount of feedback given. This suggests there may be other factors contributing to satisfaction with recognition of good performance.

- The majority of employees again showed support for the quality of leadership within their workplace. The percentage of employees who felt that leadership was of a high standard was slightly more than in the 2007

survey. Nonetheless, a significant minority of employees expressed a lack of support regarding the quality of leadership and a majority lacked confidence in the way change is managed (indeed more than in the previous survey). As has been highlighted previously, leadership is commonly a poorly performing section of many employee surveys, partly because employees often have insufficient knowledge of their senior leaders to have strong confidence in their abilities. Another possible reason identified in the current survey for this lack of confidence might be perceptions of communication between senior managers and employees. This was a new item for the 2010 survey and indicated that less than half of all employees feel that senior managers communicate effectively with employees. Lack of opportunities for leadership training reported by some employees could be another contributing factor to perceptions of leadership quality.

- With regards to stress, compared to the 2007 results, there has been no change in the percentage of employees who are satisfied with their stress level. That is, approximately only half are satisfied with their current stress level. In relation to workload, there has been a slight improvement in the percentage of employees who feel their workload is about right. Overall whilst the data suggests there may have been a slight improvement regarding stress and workload issues there are still significant numbers of employees who are feeling uncomfortable with their workload and stress level.

- Most employees reported their workplaces as being free of bullying or harassment. Indeed, reports of experiencing bullying or harassment have decreased since the 2005 survey. Nevertheless, a significant minority of employees still do not perceive their workplace as being free of bullying and/or harassment, and whilst the percentage of employees reporting having been bullied and/or harassed has decreased, their satisfaction with how the matter was handled is lower compared to 2007. As was shown in 2007, 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 again included to improve understanding of the source and nature of bullying and harassment, which were replicated in the 2010 survey. Bullying and harassment are perceived to be equally enacted by fellow employees as well as managers and supervisors and to a noticeably lesser extent by clients. Clients were a lesser source of bullying and harassment in the 2010 survey compared to 2007. The most common forms of bullying and harassment are intimidating and aggressive body language, persistent or unjustified criticism, sarcasm and humiliation, shouting and offensive

verbal behaviour, withholding information, being isolated and ostracised, inequitable treatment, gossip and rumours being spread, and verbal threats.

- Finally, a gap analysis was conducted to explore the potential priorities arising from the survey. The issues identified by this analysis as being key areas for improvement were increasing confidence in the grievance resolution system, improving employee consultation and input, improving the way performance is managed, ensuring employment is merit based, improving the feeling of reward and recognition in the workplace, and improving confidence in leadership. These issues were also highlighted in the 2007 report, and whilst there has been improvement in some of these areas, the results provide confirmation that they are still prime opportunities for improvement.

The main decreases compared to the 2007 survey were:

- Fewer employees agreed that most job vacancies are advertised publicly and that people outside the State Service have a reasonable opportunity to apply for jobs.

- There was less agreement amongst employees that managers encourage employees to report health and safety incidents and that employees display good occupational health & safety awareness.

- A smaller percentage of employees felt that change was managed well.

- Fewer employees agreed that customer feedback is used to improve services and that their workplace strives to meet customer service needs.

- A slightly smaller percentage of employees felt that their workplace was free of bullying and/or harassment.

- There was marginally less agreement regarding employees taking responsibility for their decisions and actions.

1.4   Other Findings

Some additional analyses was requested for the 2010 employee survey. These related to the perception about access to flexible work options against perceptions about how well any/all of the Principles are upheld and whether educational background affects employees' perceptions about whether academic qualifications are valued in the workplace.

A correlation analysis indicated that perceptions about flexible work options, as assessed by the overall score for the Principle Flexible Workplace, was more closely related to scores for some of the Principles than for the overall evaluation that the Principles are upheld. The Principles that had most impact on the Flexible Workplace score were Safe Workplace, Employee Consultation & Input Encourage and Rewarding Workplace. This suggests that perceptions about flexible workplace options may impact on areas such as perceived stress levels, comfort with workload and employee input. This may be the subject of further analysis for the next employee survey.

An assessment of the relationship between educational background and perceived value of academic qualifications was not conclusive; however, there did appear to be a trend for academic achievements and qualifications to be valued more by those with lower levels of education. Again this might prove a more fruitful area of investigation for future surveys.

1.5   Next steps

One of the highest priorities immediately following any employee survey is the distribution of results to managers, employees and other critical stakeholders. Senior managers need to understand the results for the entire State Service as well as for their own agency. 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 State Service as well as actions specific to individual agencies. Following communication of results to senior executives within each agency, these same senior executives need to consider what and local interventions need to be addressed and their priorities. Action plans need to be developed and monitored, with senior executives taking control of fulfilling the plans and reporting progress towards achieving these goals.

2.0   BACKGROUND

2.1   State Service Act 2000

The *State Services 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 *State Service Act 2000* 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 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, with some amendments made based on the review of the 2005 survey and in consultation with stakeholders and between Voice Project and the Office of the State Service Commissioner. The content of the 2010 is once again largely based on the 2007 survey, with minor amendments.

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 74 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 "My workplace is committed to employee health and safety" is 80%, indicating that 80% of employees answered Agree or Strongly Agree with this particular statement. It should be noted that this result does not mean that 20% of employees disagreed – for this particular statement, 12% 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 77 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, a copy of which is on the attached CD. 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 24%, with 7,468 responses received from the 30,965 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, 24% can be regarded as a sound response rate. The response rate was slightly higher for the web-based survey (26%) than it was for the paper-based survey (21%). While this was lower than the response rate for the 2007 survey (30%), it still affords a high degree of confidence in the data and results.

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. Tasmanian Audit Office and The Department of Treasury and Finance produced the highest response rates of 89% and 58% respectively, while the lowest response rates were reported by the Department of Education and the Department of Health & Human Services with response rates of 17% and 22% 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 sound 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 24% for the overall Service provides a very small margin of error of ±0.9%; that is, the true scores for the whole Service can be confidently assumed to be within a range of 0.9% lower and 0.9% 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 and slightly over-represented by the Department of Primary Industries, Parks, Water and the Environment (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 $35,000 - $45,999 are also slightly under-represented (Figure 2.4). 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, 25% are managers or supervisors, 52% have a degree and a further 27% have a TAFE qualification. Figure 2.9 indicates that of those who have a disability approximately half require a work related adjustment.

In addition, Figure 2.5 indicates that 33% care for a child and 49% have no caring responsibilities. Figure 2.6 shows that 54% of males who responded to the survey have no caring responsibilities, while only 47% of females have no caring responsibilities. Similar proportions of males and females report caring responsibilities for children. Figure 2.7 shows that 55% of full-time employees report no caring responsibilities, while only 36% of part-time staff report no caring responsibilities. A greater proportion of part-time staff also report having caring responsibilities for children. Figure 2.8 reports that the most

important caring responsibility for staff aged 35-44 is caring for children, while younger staff (15-29) and older staff (55 -65+) tend to have no caring responsibilities.

Finally, employees were asked about their retirement plans. Responses are shown in Figure 2.10, with 25% planning to retire between the ages of 56 and 60 and a further 5% planning to retire at age 55; however 34% 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 2.10, 27% 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 49% planning to retire within the next 10 years. This represents a 4% increase on the corresponding figures for the 2007 survey, suggesting that a trend towards delaying retirement amongst the Tasmanian State Service, indicated by the previous survey may not be as prevalent currently.

In 2010, retirement intentions were also analysed by salary and education (Figure 2.11 and Figure 2.12). With regards to salary, 19% of employees who earn less than $25,000 a year intend to retire in the next two years, while 39% of those earning more than $145,000 a year intend to retire within 3-5 years. With regards to education, 28% of those with a bachelor degree intend to retire in 21 years or later, while a relatively larger proportion of staff with year 12, year 10, and primary education intends to retire in the next two years. These results, whilst not conclusive, suggest that there may need to be a targeted retention and succession planning strategy.

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

Overall Response Rate

Agency	Response Rate
WHOLE OF SERVICE	24%
Dept of Economic Development, Tourism & The Arts	29%
Dept of Education	17%
Dept of Health & Human Services	22%
Dept of Infrastructure, Energy & Resources	25%
Dept of Justice	29%
Dept of Police & Emergency Management	23%
Dept of Premier & Cabinet	36%
Dept of Primary Industries, Parks, Water & The Environment	45%
Dept of Treasury & Finance	58%
Port Arthur Historic Site Management Authority	37%
Tasmanian Audit Office	89%
Tasmanian Academy	30%
Tasmanian Skills Institute	55%
Tasmanian Polytechnic	33%
The Public Trustee	48%

Figure 2.2 – Proportion of employees within Agencies for the overall workforce compared to the survey sample
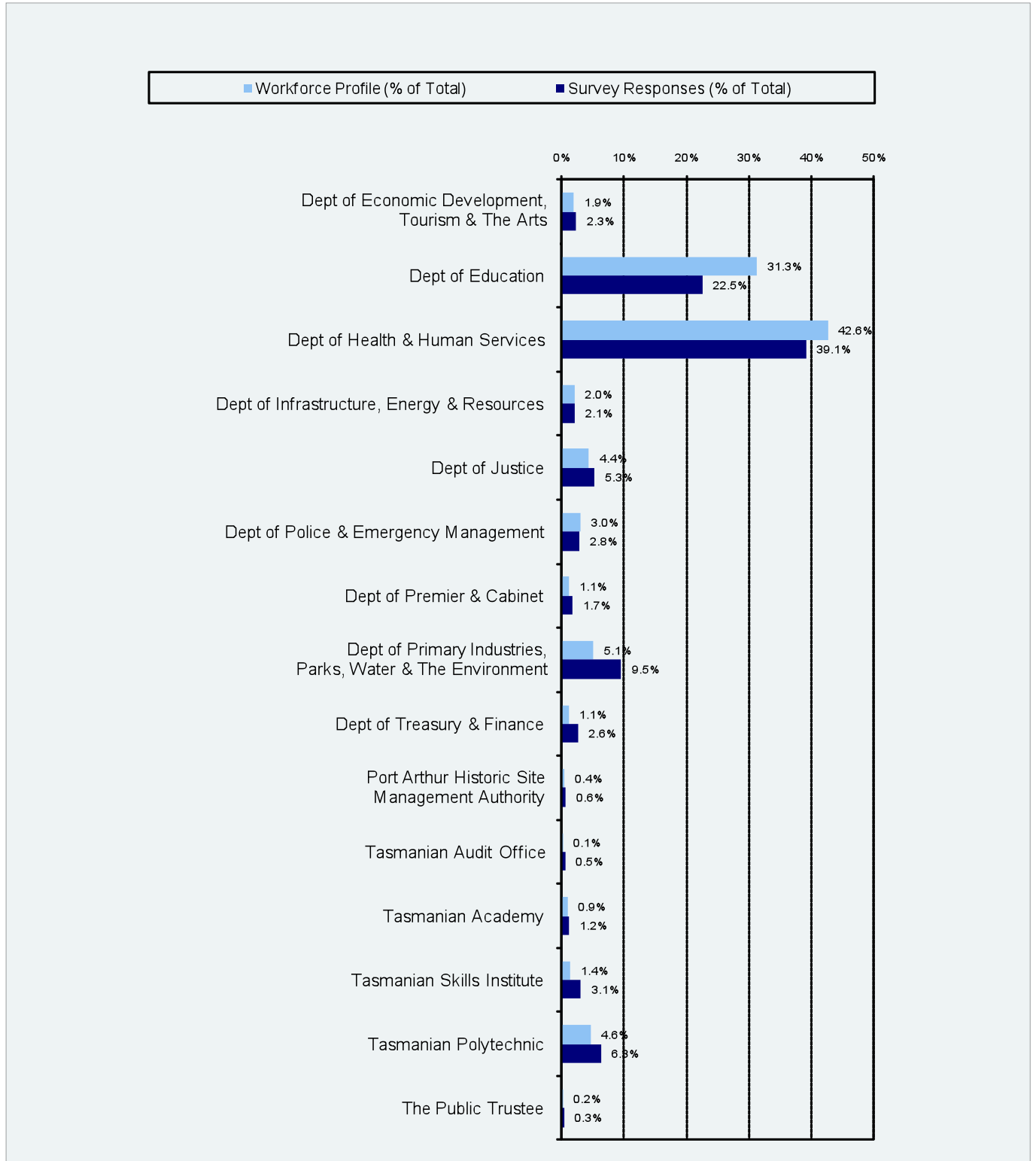
Figure 2.3 – Comparison of the workforce profile against the survey sample profile for gender, age, length of service, and full-time/part-time status
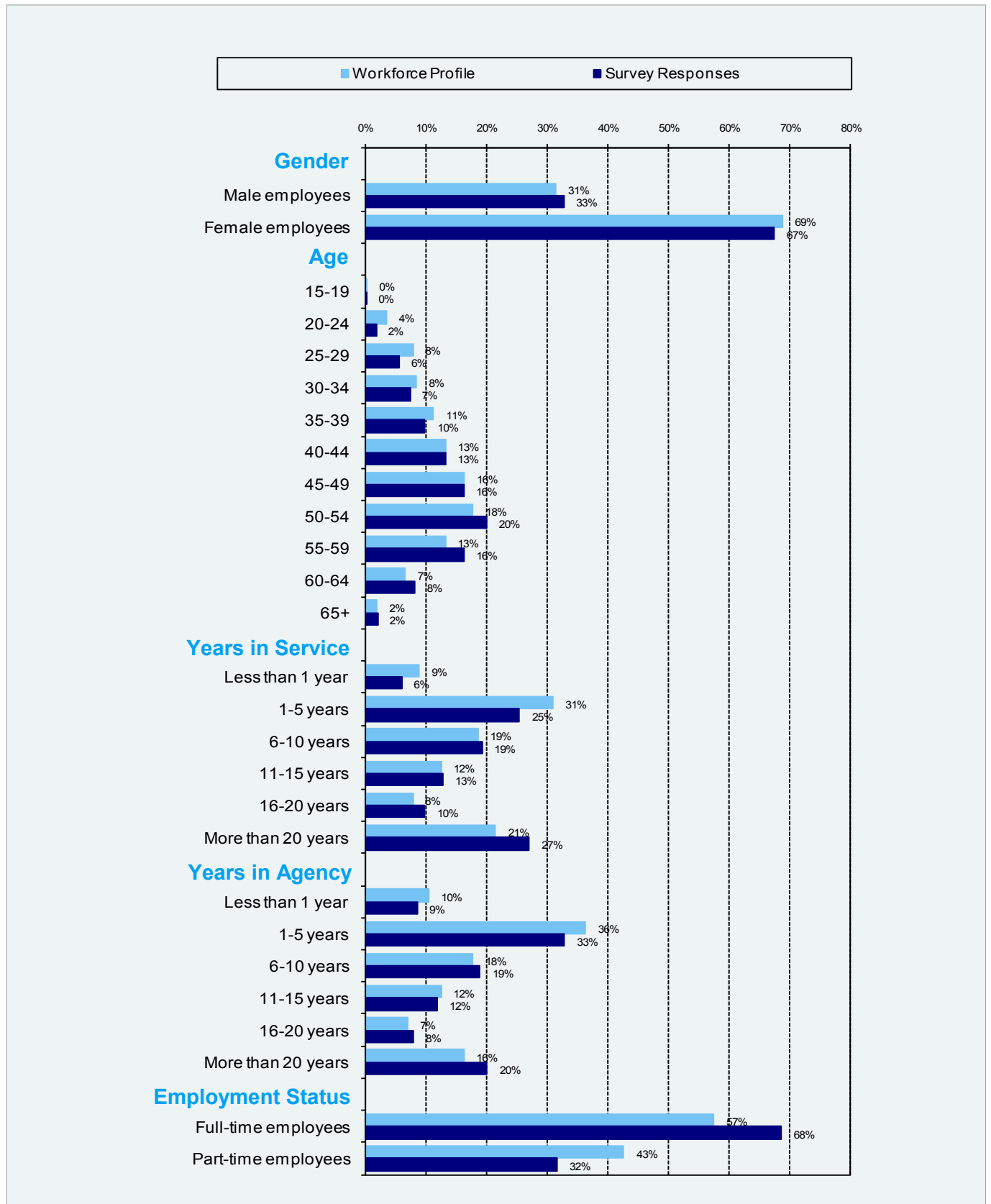
Figure 2.4 – Comparison of the workforce profile against the survey sample profile for employment category, salary, region, and survey method
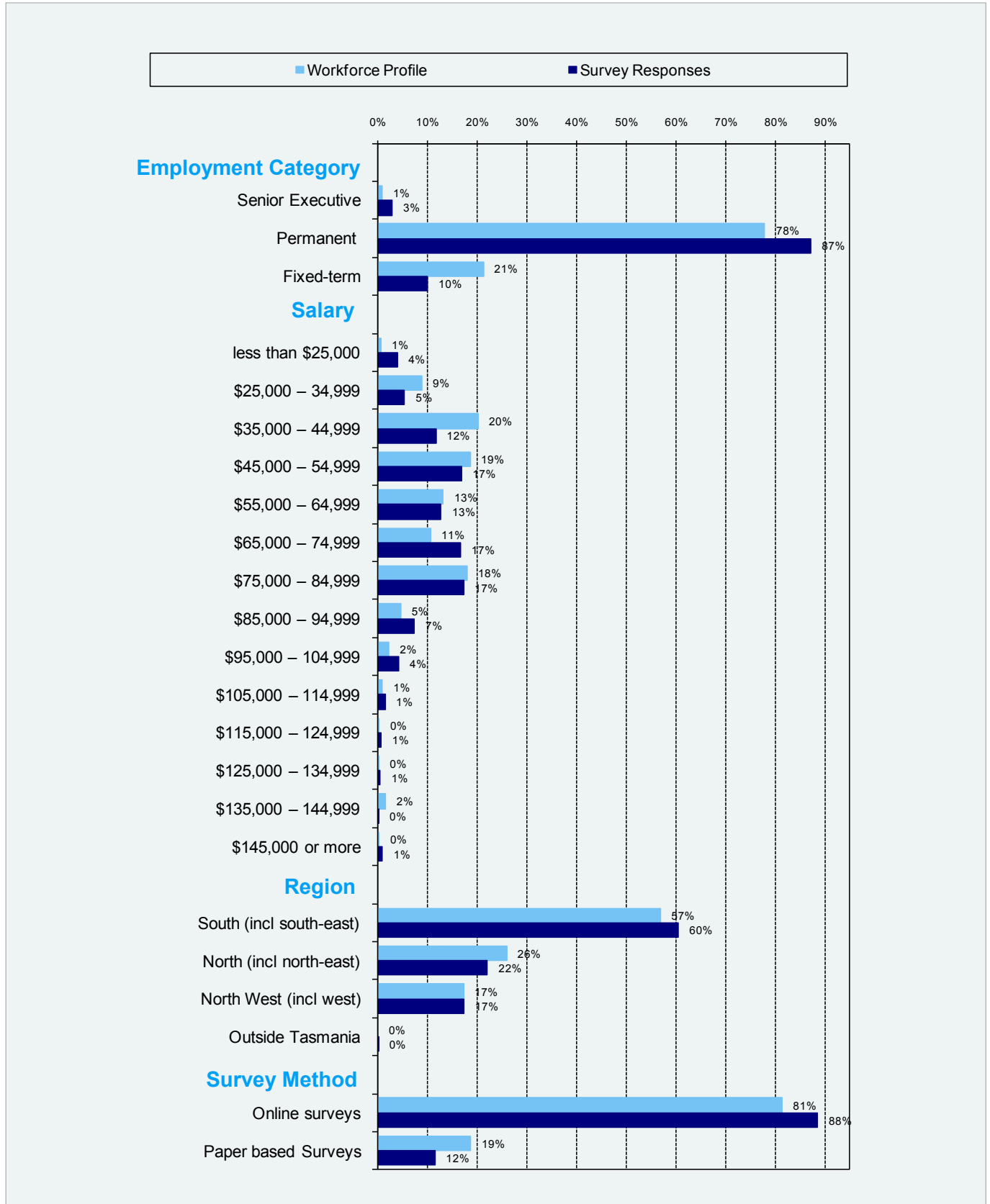
Figure 2.5 – Sample characteristics for place of birth, first language, ATSI background, disability, manager status, education, and caring responsibilities
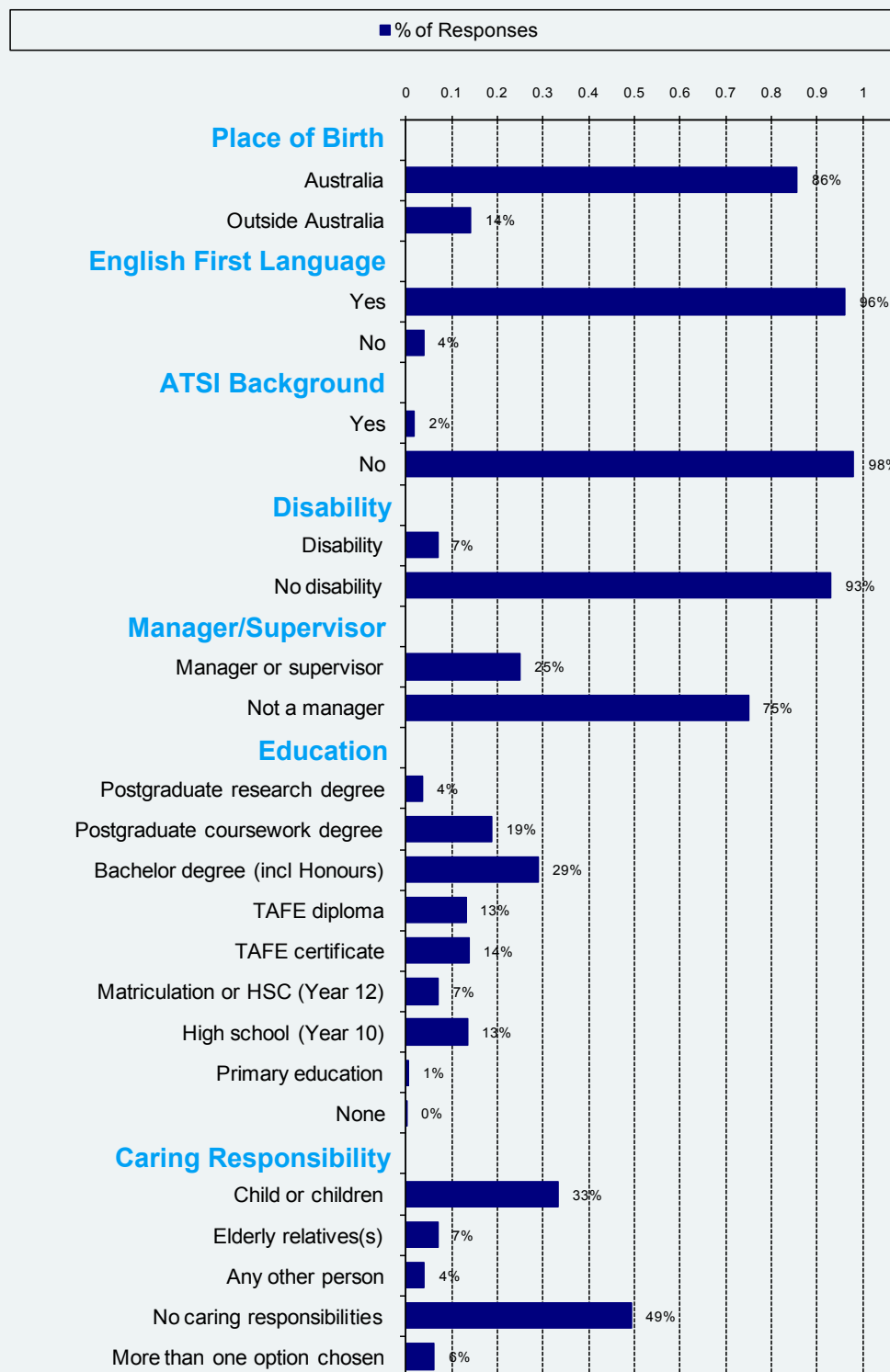
Figure 2.6 – Percentages of people with various caring responsibilities by gender

Types of caring responsibilities by gender
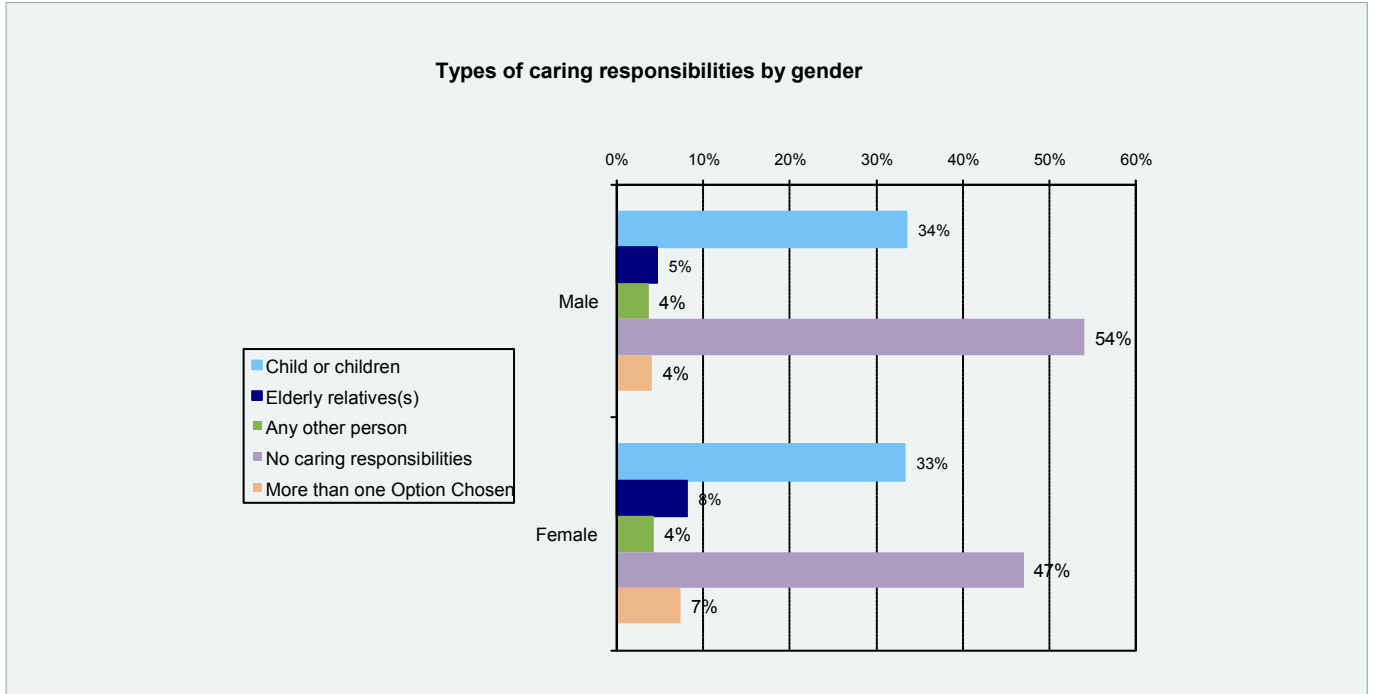
Figure 2.7 – Percentages of people with various caring responsibilities by full-time/part-time status

Types of caring responsibilities by employment status
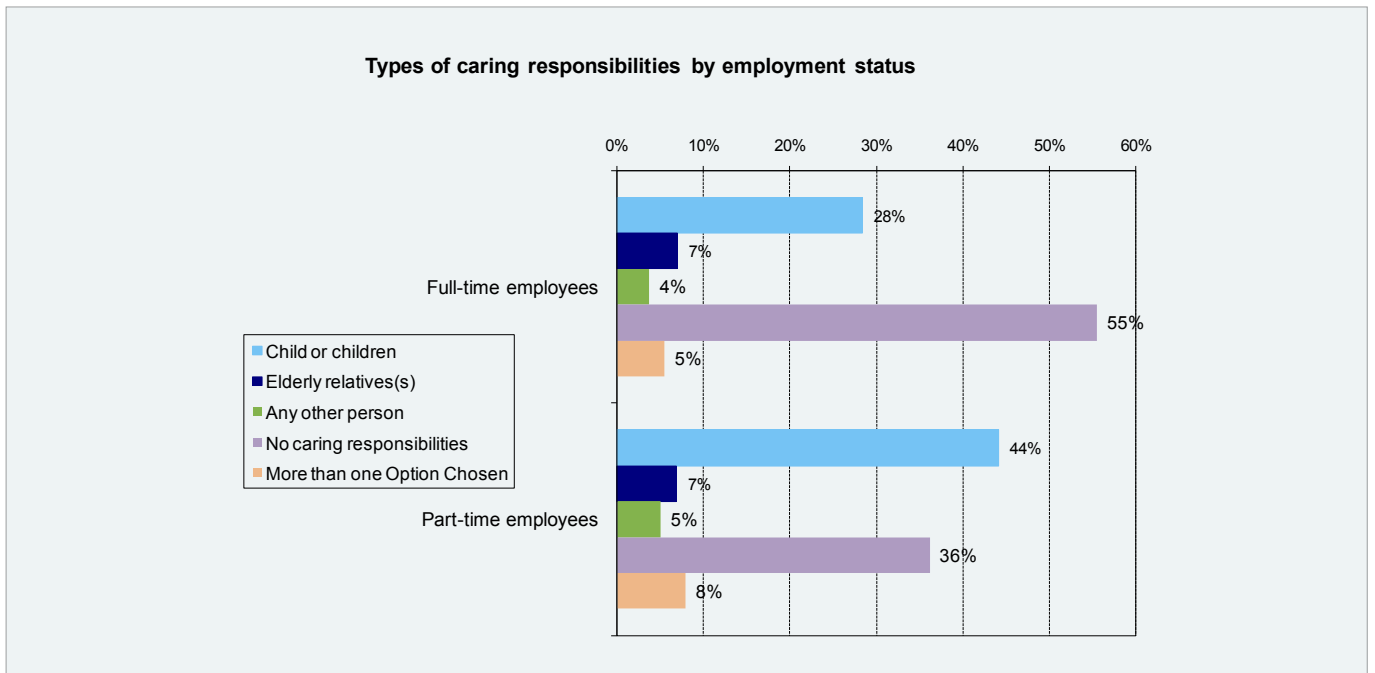
Figure 2.8 – Percentages of people with various caring responsibilities by age

Types of caring responsibilities by age

Age	Child or children	Elderly relatives(s)	Any other person	No caring responsibilities	More than one Option Chosen
15-19	0%	0%	11%	89%	0%
20-24	5%	5%	3%	85%	2%
25-29	18%	3%	5%	71%	3%
30-34	37%	3%	2%	55%	3%
35-39	63%	2%	1%	28%	5%
40-44	61%	3%	2%	26%	8%
45-49	45%	6%	3%	37%	9%
50-54	27%	9%	5%	52%	8%
55-59	11%	13%	7%	65%	4%
60-64	8%	12%	8%	67%	5%
65+	8%	12%	6%	70%	4%
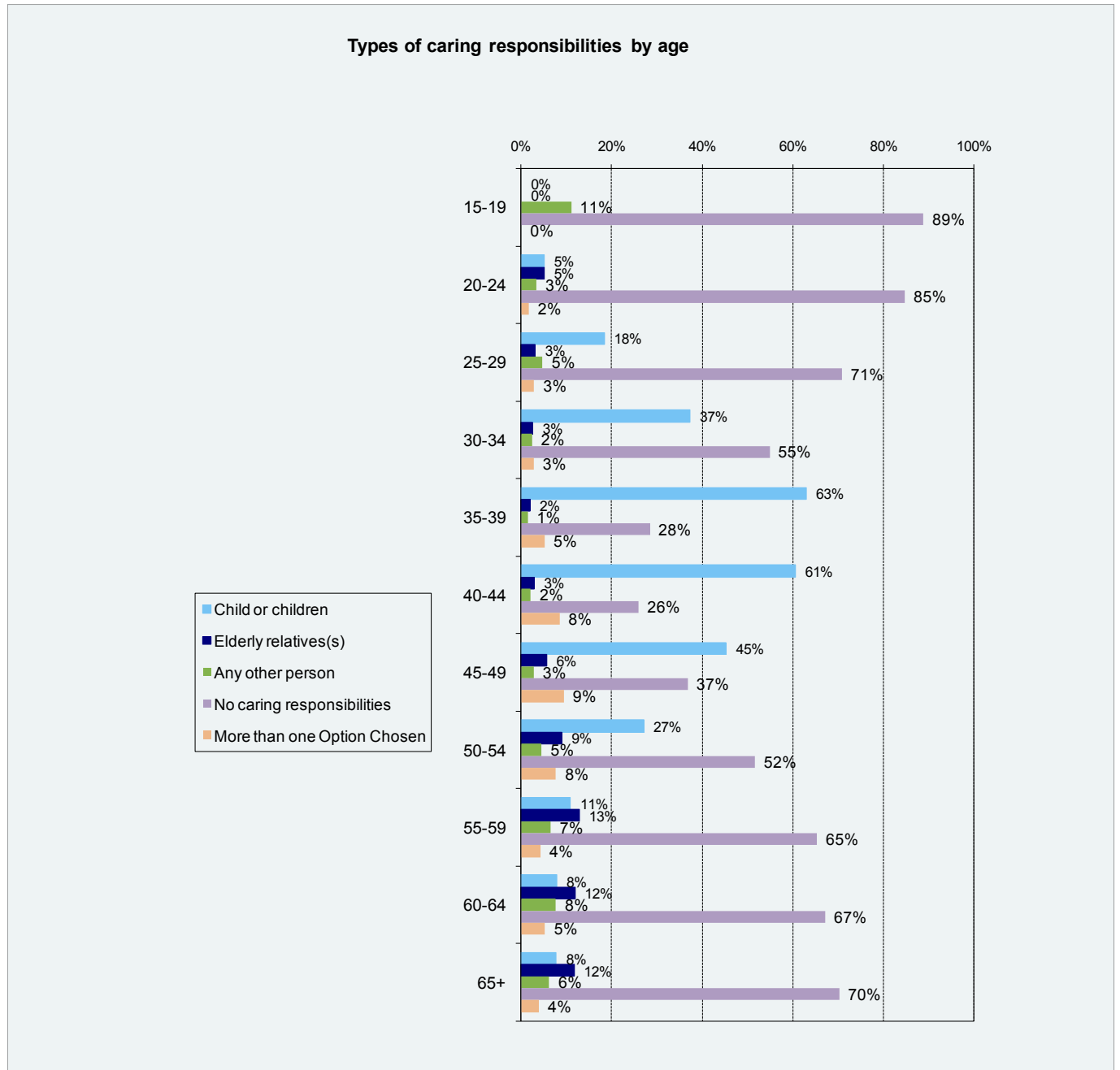
Figure 2.9 – Percentages of people with disabilities requiring and not requiring workplace adjustments
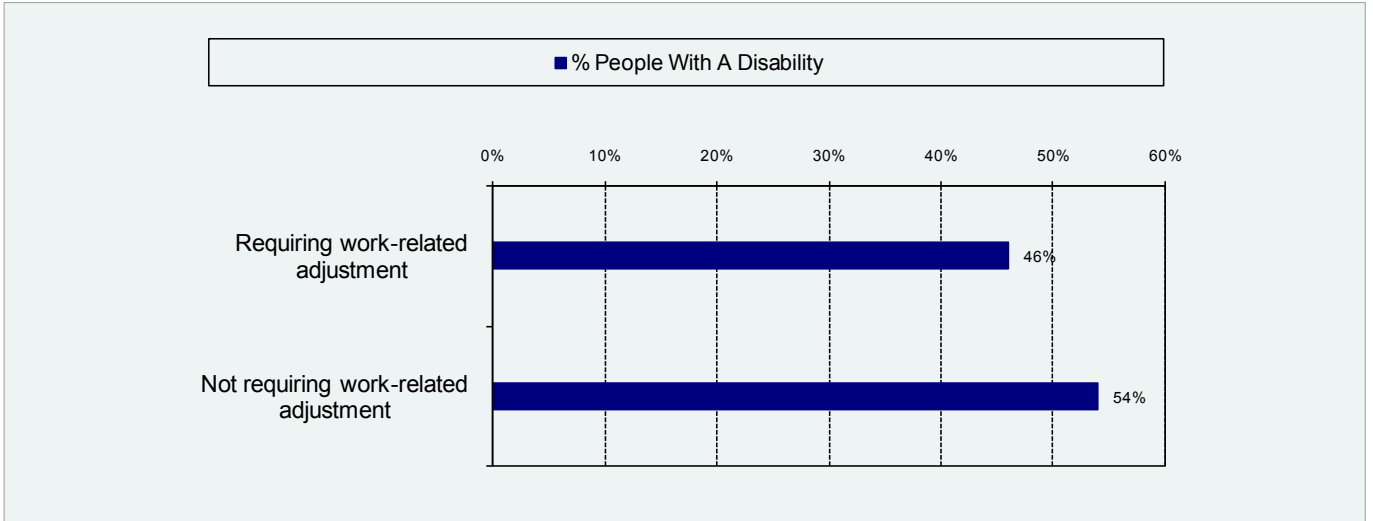
Figure 2.10 – Retirement plans
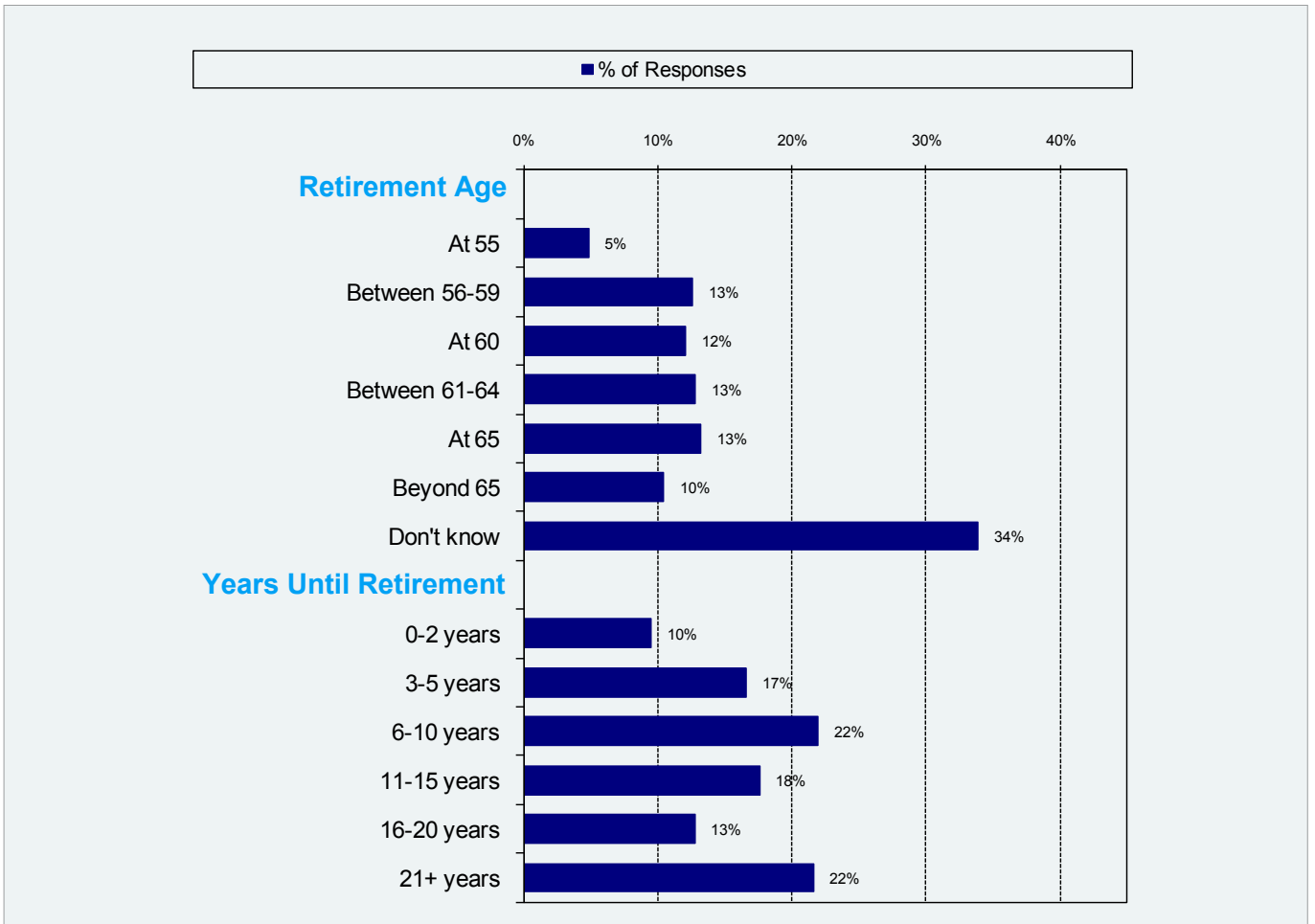
Figure 2.11 – Percentages of people reporting various retirement plans by salary

Years until retirement by salary
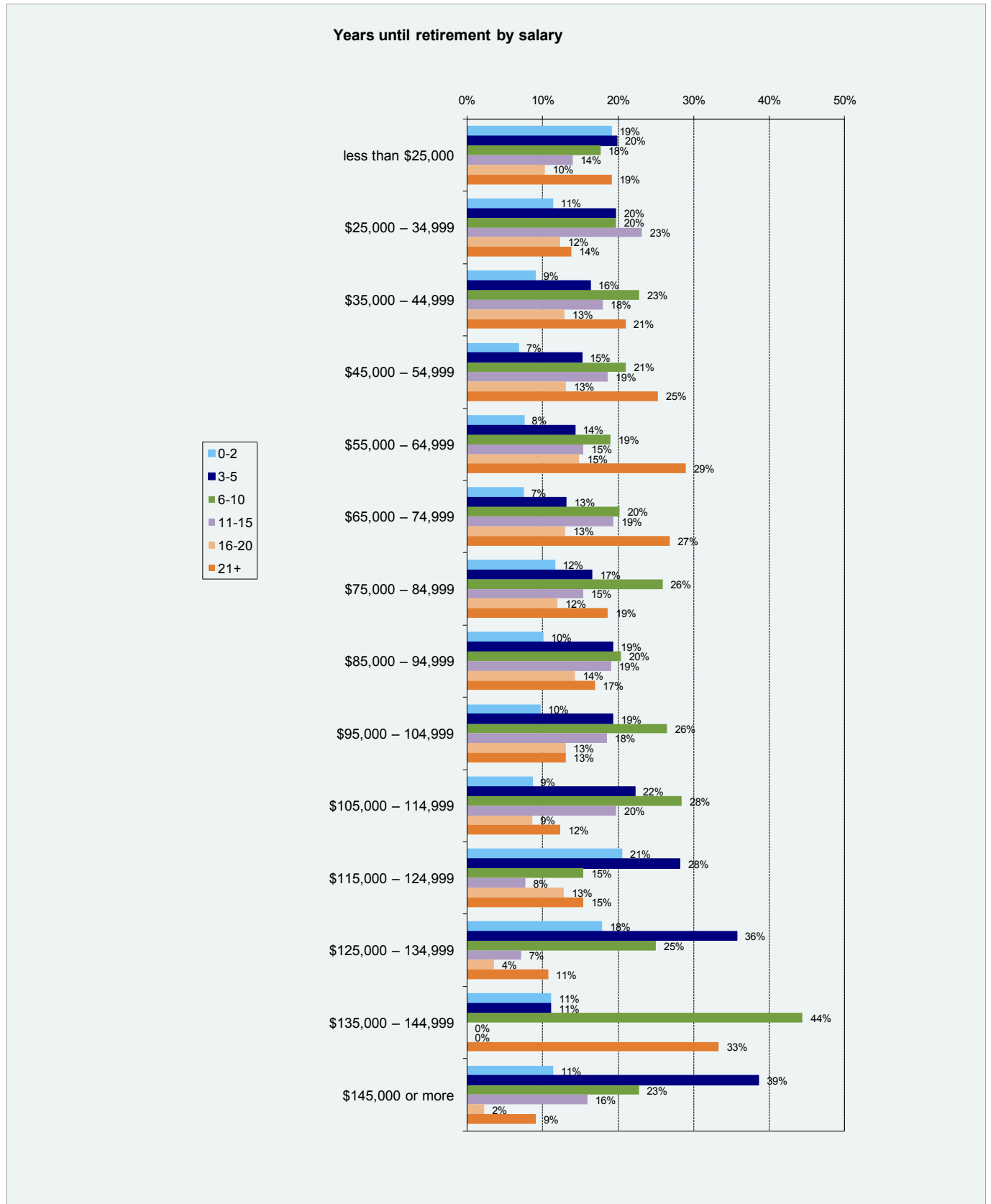
Figure 2.12 – Percentages of people reporting various retirement plans by education

Years until retirement by education

Legend:
- 0-2
- 3-5
- 6-10
- 11-15
- 16-20
- 21+

Postgraduate research degree
- 9%
- 20%
- 19%
- 20%
- 15%
- 17%

Postgraduate coursework degree
- 11%
- 16%
- 22%
- 17%
- 14%
- 20%

Bachelor degree (incl Honours)
- 8%
- 15%
- 21%
- 16%
- 12%
- 28%

TAFE diploma
- 8%
- 13%
- 24%
- 20%
- 11%
- 24%

TAFE certificate
- 8%
- 14%
- 21%
- 20%
- 15%
- 22%

Matriculation or HSC (Year 12)
- 9%
- 18%
- 19%
- 16%
- 17%
- 20%

High school (Year 10)
- 14%
- 24%
- 25%
- 17%
- 10%
- 9%

Primary education
- 30%
- 41%
- 22%
- 4%
- 4%
- 0%

None
- 0%
- 27%
- 9%
- 27%
- 18%
- 18%

3.0 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, 82% of employees reported being aware of the State Service Principles and 93% reported being aware of the Code of Conduct, indicating an increase in awareness (3% and 3% respectively) over awareness levels reported in the 2007 survey.

Figure 3.1 – Awareness of Principles and Code of Conduct
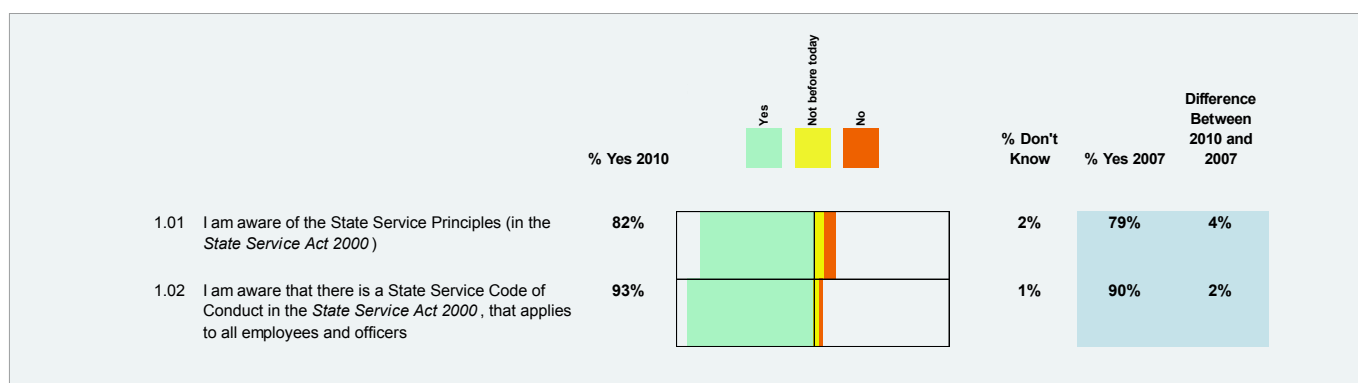
3.2 Category scores for 14 Principles

Figure 3.2 shows the overall category scores for the 14 Principles in Part 1 of the survey. Similar to 2007, the strongest levels of confidence reported were in the application of Principles associated with employment being open to all (78%), community service and fairness (79%), and equity in employment (75%). Lower levels of confidence were shown in the areas of encouraging employee consultation and input (56%), managing performance (57%), and employment being based on merit (56%). There was an improvement in the overall confidence, with 68% of employees reported having confidence that Principles are upheld in their workplace (an increase of 2% on the 2007 survey).

Figure 3.2 – Category scores for groups of related statements

Statement	% Agree & Strongly Agree 2010	% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
Overall Evaluation That Principles Are Upheld (Question 1.73 of the survey)	68%	7%	66%	3%
Apolitical, Impartial & Ethical Section s7 (1) (a) of the State Service Act	70%	1%	69%	1%
Accountable For Actions & Performance Section s7 (1) (d) of the State Service Act	68%	1%	67%	1%
Community Service & Fairness Section s7 (1) (f) of the State Service Act	79%	1%	79%	0%
Managing Performance Section s7 (1) (j) of the State Service Act	57%	3%	54%	3%
Employment Based On Merit Section s7 (1) (b) of the State Service Act	56%	4%	54%	1%
Application For Employment Open To All Section s7 (1) (l) of the State Service Act	78%	5%	80%	-1%
Equity In Employment Section s7 (1) (k) of the State Service Act	75%	5%	73%	2%
Discrimination Free & Diversity Recognised Section s7 (1) (c) of the State Service Act	71%	5%	70%	1%
Quality Leadership Section s7 (1) (g) of the State Service Act *	62%	4%		
Employee Consultation & Input Encouraged Section s7 (1) (h) of the State Service Act *	56%	5%		
Safe Workplace Section s7 (1) (i) of the State Service Act	74%	5%	74%	-1%
Flexible Workplace Section s7 (1) (i) of the State Service Act	64%	7%	62%	3%
Rewarding Workplace Section s7 (1) (i) of the State Service Act *	66%	6%		
Fair Internal Grievance Resolution System Section s7 (1) (m) of the State Service Act	59%	10%	57%	2%

Chart legend: Strongly Agree, Agree, Neither, Disagree, Strongly Disagree

Note: No comparisons have been made between the 2007 and 2010 employee surveys where additional questions were included in the 2010 survey, or where questions have changed.

4.0 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
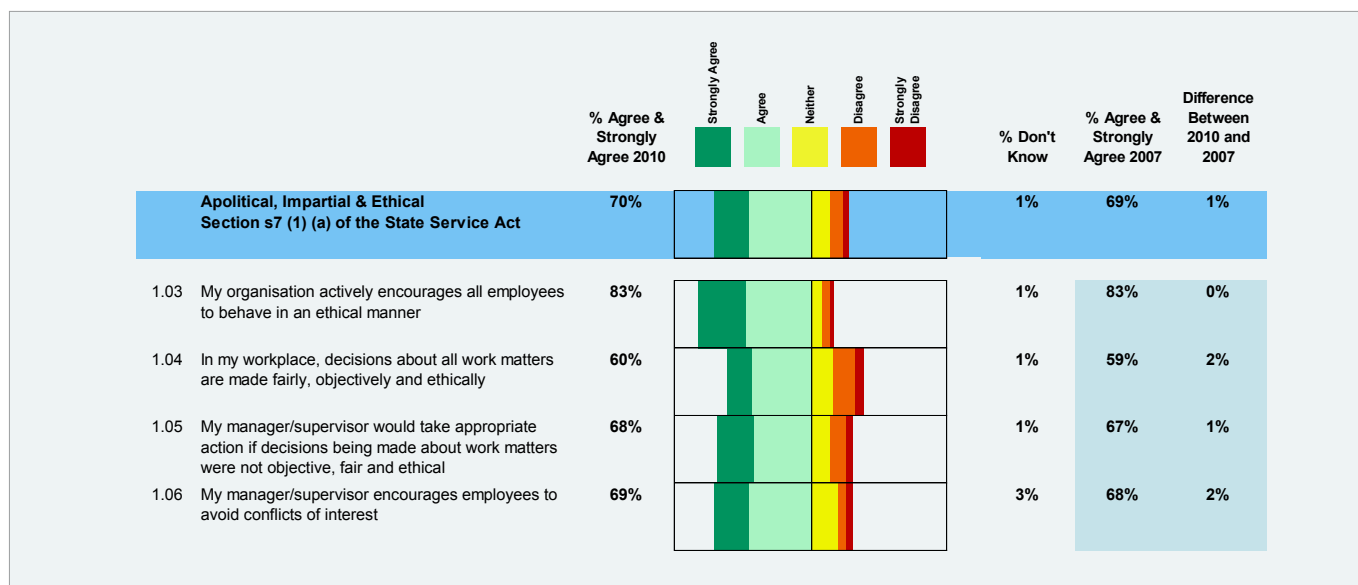
- The majority of employees (70%) agreed that their Agency and the State Service acts in an apolitical, impartial and ethical manner, showing strong confidence in this Principle.

- Most employees agreed that their manager or supervisor takes appropriate action to correct inappropriate behaviour (68%) of others and encourages employees to avoid conflicts of interest (69%).

- Employees strongly believe (83%) their organisation encourages employees to behave in an ethical manner, while only 60% believed that decisions were fair, objective and ethical.

5.0 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

	% Agree & Strongly Agree 2010	Chart	% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
Accountable For Actions & Performance Section s7 (1) (d) of the State Service Act	**68%**		**1%**	**67%**	**1%**
1.07 My manager/supervisor provides consistent information about our goals and priorities	64%		1%	62%	2%
1.08 Employees in my workplace are committed to helping to achieve in the workplace's goals	72%		1%	71%	1%
1.09 Employees in my workplace take responsibility for their decisions and actions	69%		1%	69%	-1%

- Most employees (68%) have confidence that managers, supervisors and other employees take accountability for the actions and performance.

- A majority of employees (72%) believe other employees in their workplace are committed to achieving workplace goals.

- Strong, but less confident results are reported on employees taking responsibility for their decisions and actions (69%), and that managers or supervisors provide consistent information about goals and priorities (64%).

6.0 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

		% Agree & Strongly Agree 2010		% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
	Community Service & Fairness Section s7 (1) (f) of the State Service Act	**79%**		**1%**	**79%**	**0%**
1.10	My workplace strives to match services to customer needs	81%		1%	82%	-1%
1.11	Employees in my workplace are committed to providing excellent customer service	82%		1%	81%	0%
1.12	In my workplace, we use feedback from our customers and clients to improve the services we deliver	65%		2%	66%	-1%
1.13	Employees in my workplace behave ethically, professionally and fairly when making decisions that affect their clients and customers	80%		1%	80%	0%
1.14	Confidentiality of information is taken seriously in my workplace	84%		1%	84%	0%
1.15	Employees in my workplace do not abuse their authority or position when dealing with customers or clients	83%		1%	82%	1%

- Relative to other Principles, employees reported strong confidence for the level of community service and fairness demonstrated within their agency and the State Service.

- Similar to 2007 results, the majority of employees (84%) agreed that confidentiality of information is taken seriously.

- There is a strong belief that employees in their workplace act ethically and professionally towards customers (80%), are committed to excellent customer service (82%), and do not abuse their position when dealing with customers (83%).

- With lesser confidence, a lower percentage of employees (65%) believed that their workplace uses customer feedback to improve service delivery.

- Overall, confidence has stabilised with regards to the level of community service and fairness when compared to 2007 results.

7.0   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
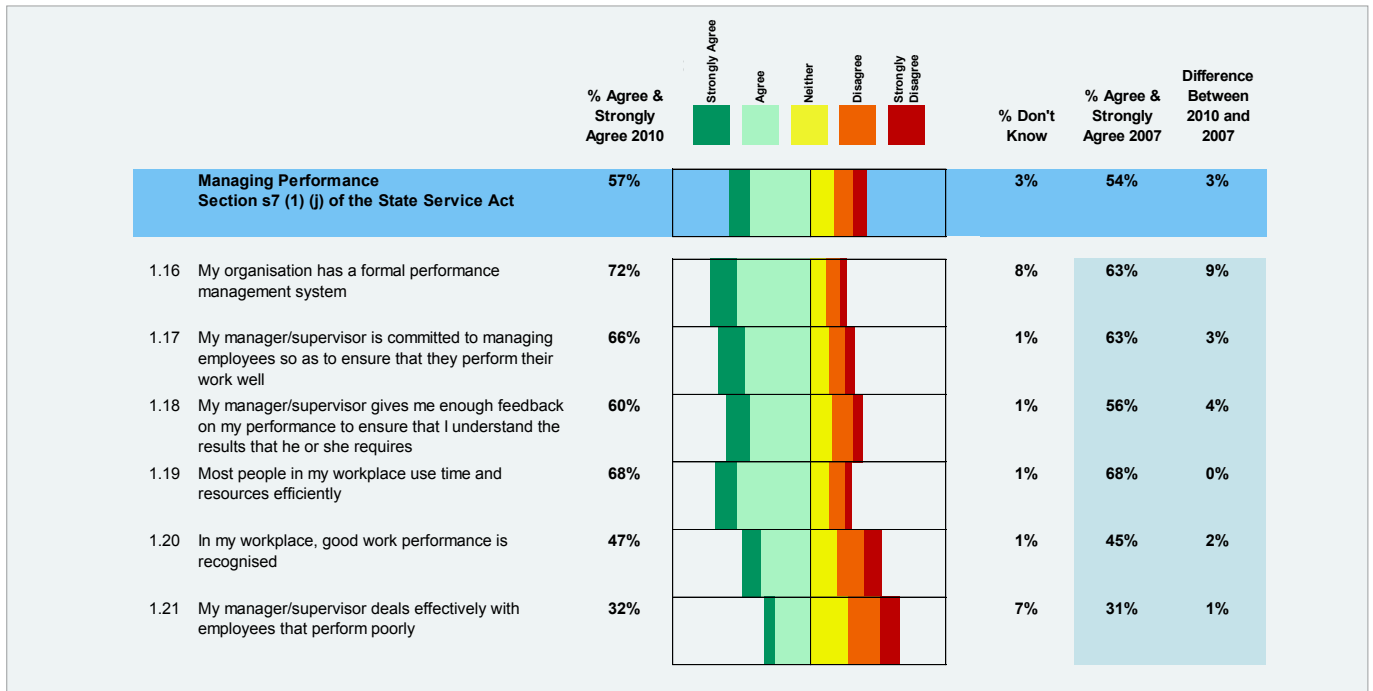
- Overall, most employees (57%) believe that performance is managed well in their Agency and the State Service, an improvement of 3% since 2007.

- There is a continued agreement (68%) that employees in their workplace use time and resources efficiently.

- Compared to 2007, more employees believe their manager or supervisor gives enough feedback on their performance and manages employees to ensure good performance (60% and 66% respectively).

- Improving, but relatively lower proportions of employees believe that good performance is recognised and that their manager or supervisor deals effectively with poor performers (47% and 32% respectively).

- A majority of employees are aware that their organisation had a formal performance management system, a significant improvement of 9% since 2007.

- Relative to private sector organisations and other whole-of-service public sector surveys, performance management and feedback typically score poorly. Despite this, positive trends are observed in the outcome of 2010 State Service employee survey.

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

"I have participated in a formal 'sit-down' performance management discussion with my manager/supervisor"

Legend:
■ Had Performance Management Discussion ■ Not Had Performance Management Discussion

% Agree & Strongly Agree

Statement	Had Discussion	Not Had Discussion
Managing Performance Section s7 (1) (j) of the State Service Act	68%	46%
My organisation has a formal performance management system	87%	54%
My manager/supervisor is committed to managing employees so as to ensure that they perform their work well	78%	53%
My manager/supervisor gives me enough feedback on my performance to ensure that I understand the results that he or she requires	74%	44%
Most people in my workplace use time and resources efficiently	73%	63%
In my workplace, good work performance is recognised	56%	36%
My manager/supervisor deals effectively with employees that perform poorly	39%	23%

- 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 and 2007 survey). This provides further encouragement for formal performance management discussions.

Figure 7.3 – Satisfaction with performance management discussions

		% Yes 2010	Yes / No	% Don't Know
2.07	I have participated in a formal 'sit-down' performance management discussion with my manager/supervisor	52%		6%
2.08	My performance management discussion with my manager/supervisor followed the process outlined in my organisation's performance management system *	90%		51%
2.09	I found my performance management discussion with my manager/supervisor to be beneficial *	79%		51%

* **Percentage of respondents answering "Yes" who also answered "Yes" to Q2.07**

8.0   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

		% Agree & Strongly Agree 2010	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
	Employment Based On Merit **Section s7 (1) (b) of the State Service Act**	**56%**						**4%**	**54%**	**1%**
1.22	My organisation has good procedures and processes for selecting employees	58%						4%	55%	2%
1.23	The selection criteria for vacancies advertised in my workplace accurately reflect the requirements of the job	65%						4%	65%	1%
1.24	People who serve on selection panels in my workplace have the skills to select the best people to fill job vacancies	58%						6%	57%	1%
1.25	My workplace selects people with the right knowledge, skills and abilities to fill job vacancies	55%						3%	54%	1%
1.26	Favouritism is not a factor in decisions to promote employees in my workplace	50%						5%	48%	2%
1.27	Recruitment and promotion decisions in this workplace are fair	48%						5%	46%	2%

- As shown in Figure 8.1, a majority of employees (56%) provided overall support for employment being based on merit, with an overall marginal improvement compared to the previous survey.

- Similar to 2007, a 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 (55% agreement), that people who serve on selection panels have the necessary skills (58% agreement), that favouritism does not impact promotion decisions (50% agreement), and that recruitment and promotion decisions are fair (48% agreement).

- Despite some possible 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 (58% agreement).

- Some caution needs to be understood before interpreting these results. The statements associated with recruitment and selection tend to be some of the lowest scoring sections of public sector surveys, with results similar to those presented here. Also, averaged responses to employee surveys will not 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, see Figure 8.2).

Figure 8.2 – Participation on a selection panel against confidence in the application of the merit principle

"I have participated on a selection panel"

■ Yes - Been On A Selection Panel   ■ No - Not Been On A Selection Panel

% Agree & Strongly Agree

	Yes	No
Employment Based On Merit Section s7 (1) (b) of the State Service Act	66%	51%
My organisation has good procedures and processes for selecting employees	68%	53%
The selection criteria for vacancies advertised in my workplace accurately reflect the requirements of the job	72%	63%
People who serve on selection panels in my workplace have the skills to select the best people to fill job vacancies	71%	53%
My workplace selects people with the right knowledge, skills and abilities to fill job vacancies	65%	51%
Favouritism is not a factor in decisions to promote employees in my workplace	61%	45%
Recruitment and promotion decisions in this workplace are fair	60%	43%

- Similar to 2007, Figure 8.2 shows the relationship between employees' confidence in the application of the merit Principle and whether they have participated on a selection panel.

- Participation on a selection panel is associated with stronger confidence in the application of the merit Principle.

9.0   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
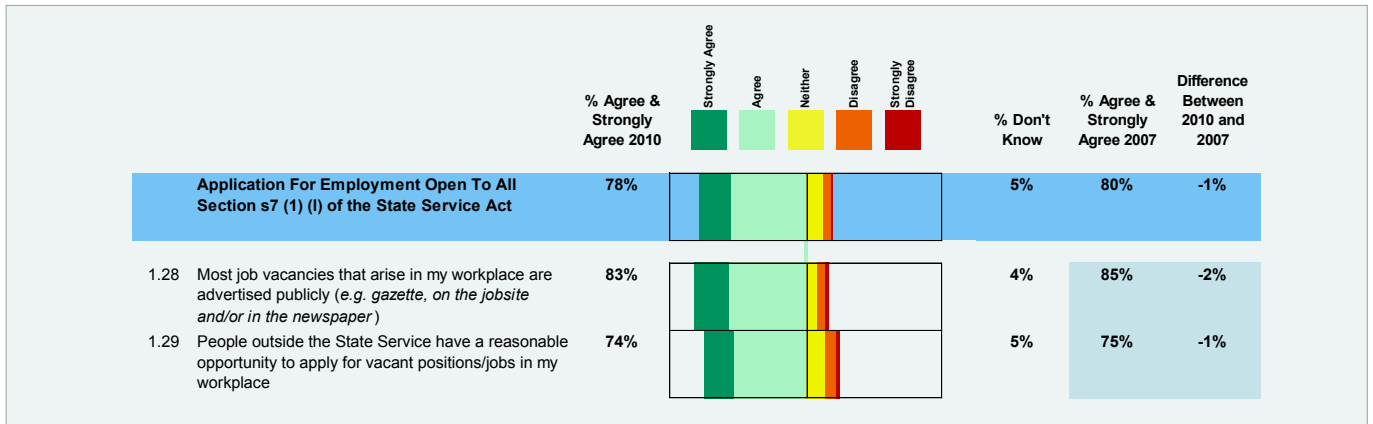
- Overall, 78% of employees supported this Principle, with 83% agreeing that job vacancies are advertised publicly and 74% believing that people outside the State Service have a reasonable opportunity to apply for vacant positions. The scores represent a marginal decrease since 2007.

10.0 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

	% Agree & Strongly Agree 2010	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
Equity In Employment Section s7 (1) (k) of the State Service Act	**75%**						**5%**	**73%**	**2%**
1.30 My organisation is committed to promoting equity in employment	71%						5%	70%	1%
1.31 Gender is not a barrier to success in my workplace	82%						4%	80%	2%
1.32 Age is not a barrier to success in my workplace	78%						4%	77%	1%
1.33 Cultural background is not a barrier to success in my workplace	82%						5%	82%	1%
1.34 Sexual orientation is not a barrier to success in my workplace	83%						7%	81%	2%
1.35 Having a disability is not a barrier to success in my workplace	67%						8%	64%	3%
1.36 Having family responsibilities is not a barrier to success in my workplace	75%						5%	72%	3%
1.37 Working part-time or using other flexible work options is not a barrier to success (*including career progression*) in my workplace	65%						6%	61%	3%

- As shown in Figure 10.1, strong confidence is reported for the Principle of equity in employment, with 75% agreement. Overall, there was a marginal improvement in support since 2007.

- Particularly strong agreement was shown for culture, sexual orientation, gender and age not being barriers for success in their Agency (78% to 83% agreement).

- Less stronger but positive agreement is reported regarding family responsibilities and having a disability not being barriers to success (75% and 67% respectively).

- The lowest score was given for perceptions regarding part-time work and flexible work options, with 65% of employees believing these work patterns were not barriers to success. However, this has improved from 61% agreement in 2007.

- In general, 71% of employees believed their organisation is committed to promoting equity in employment.

11.0 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

	% Agree & Strongly Agree 2010	Strongly Agree / Agree / Neither / Disagree / Strongly Disagree	% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
Discrimination Free & Diversity Recognised Section s7 (1) (c) of the State Service Act	**71%**		5%	70%	1%
1.38 My organisation is committed to creating a diverse workforce	64%		6%	62%	2%
1.39 My manager/supervisor treats employees with dignity and respect	75%		3%	73%	2%
1.40 People in my workplace are expected to treat each other respectfully	88%		3%	88%	0%
1.41 Bullying and/or harassment is not tolerated in my workplace	66%		4%	66%	0%
1.42 My workplace is free of bullying and/or harassment	50%		6%	51%	-1%
1.43 My workplace is free from sexual harassment	82%		6%	81%	0%

- As Figure 11.1 demonstrates, there is general confidence that the workplace manages discrimination and diversity satisfactorily (71% employee agreement).

- Similar to 2007, a large majority of employees (88%) reported that people in their workplace are expected to treat others respectfully, most employees (75%) believe their manager or supervisor treats employees with dignity and respect, and a majority of employees also believe the organisation is committed to creating a diverse workforce (64%).

- In addition, 82% of employees believe their workplace is free from sexual harassment.

- Similar to 2007, the survey results found in other public sectors, most employees (66%) believe that bullying and harassment is not tolerated. In addition, about half (50%) believe their workplace is free of bullying and harassment.

- Overall, results for this Principle seem stable across 2007 and 2010, with a marginal improvement in the support of the view that the State Service is promoting a diverse workforce. See the following additional information.

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

		% Yes 2010	Yes	No	% Don't Know
2.12	I have been bullied and/or harassed in my workplace	24%			7%
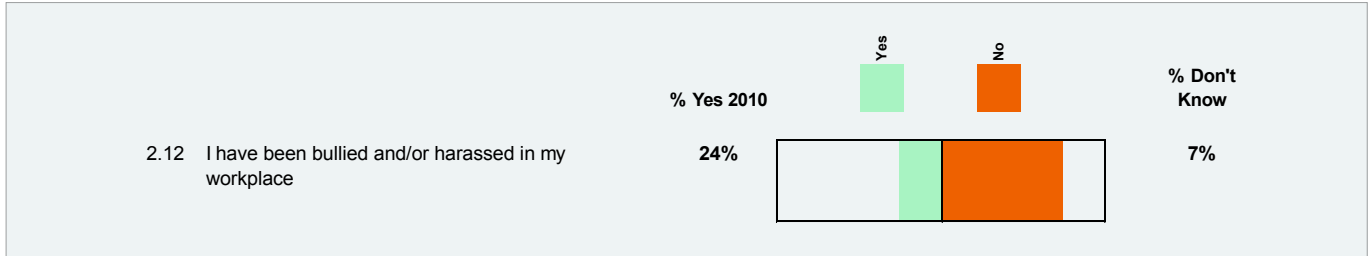
- Overall, 24% of employees reported having been bullied or harassed in the last 12 months, down from 28% in 2007.

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

		% Yes 2010	Yes	No	% Yes 2007
2.13 (a) 1	If you have been bullied or harassed in your workplace, did you formally report your concern to someone in authority within the organisation verbally? **	66%			69%
2.13 (a) 2	If you have been bullied or harassed in your workplace, did you formally report your concern to someone in authority within the organisation in writing? **	25%			27%

** Percentage of respondents answering "Yes" who also answered "Yes" to Q2.12

Note: It should be noted that of those employees who reported being bullied and/or harassed, 2% gave no answer regarding whether or not they reported their concern verbally and 5% gave no answer regarding whether or not they reported their concern in writing, therefore some caution should be used when interpreting this figure.

- Figure 11.3 indicates that of those employees who said they had been bullied and/or harassed (24% of the workforce), the majority expressed their concerns verbally (66% of the 24%), but a much smaller proportion expressed their concerns in writing (25% of the 24%). Thus verbal reports are a preferred method of documenting workplace bullying and harassment.

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

		% Yes 2010	Yes	No	% Yes 2007
2.13 (b)	Were you satisfied with how this matter was dealt with by the organisation? **	23%			28%

** Percentage of respondents answering "Yes" who also answered "Yes" to Q2.12
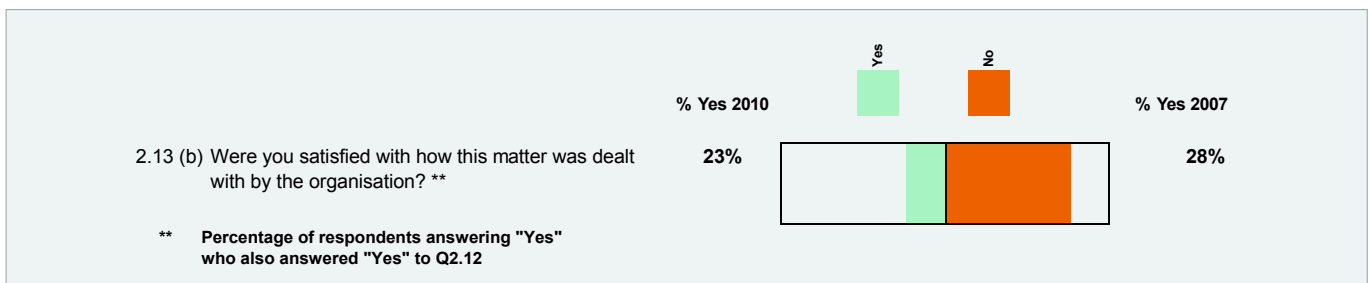
Note: It should be noted that 2% of those employees who reported being bullied and/or harassed gave no answer regarding whether or not they were satisfied with the way the matter was handled by their organisation, therefore some caution should be used when interpreting this figure.

- Figure 11.4 indicates that of those employees who have indicated that they had been bullied and/or harassed (24% of the workforce) only a relatively small percentage (23% of the 24%) were satisfied with the way the matter has been dealt with by the organisation.

- The 2010 survey results indicated a decline in the satisfaction level of employees on how matters were dealt with compared to the 2007 results (23% to 28% agreement).

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

Figure 11.5 – Experience of being bullied and/or harassed against confidence in all Principles
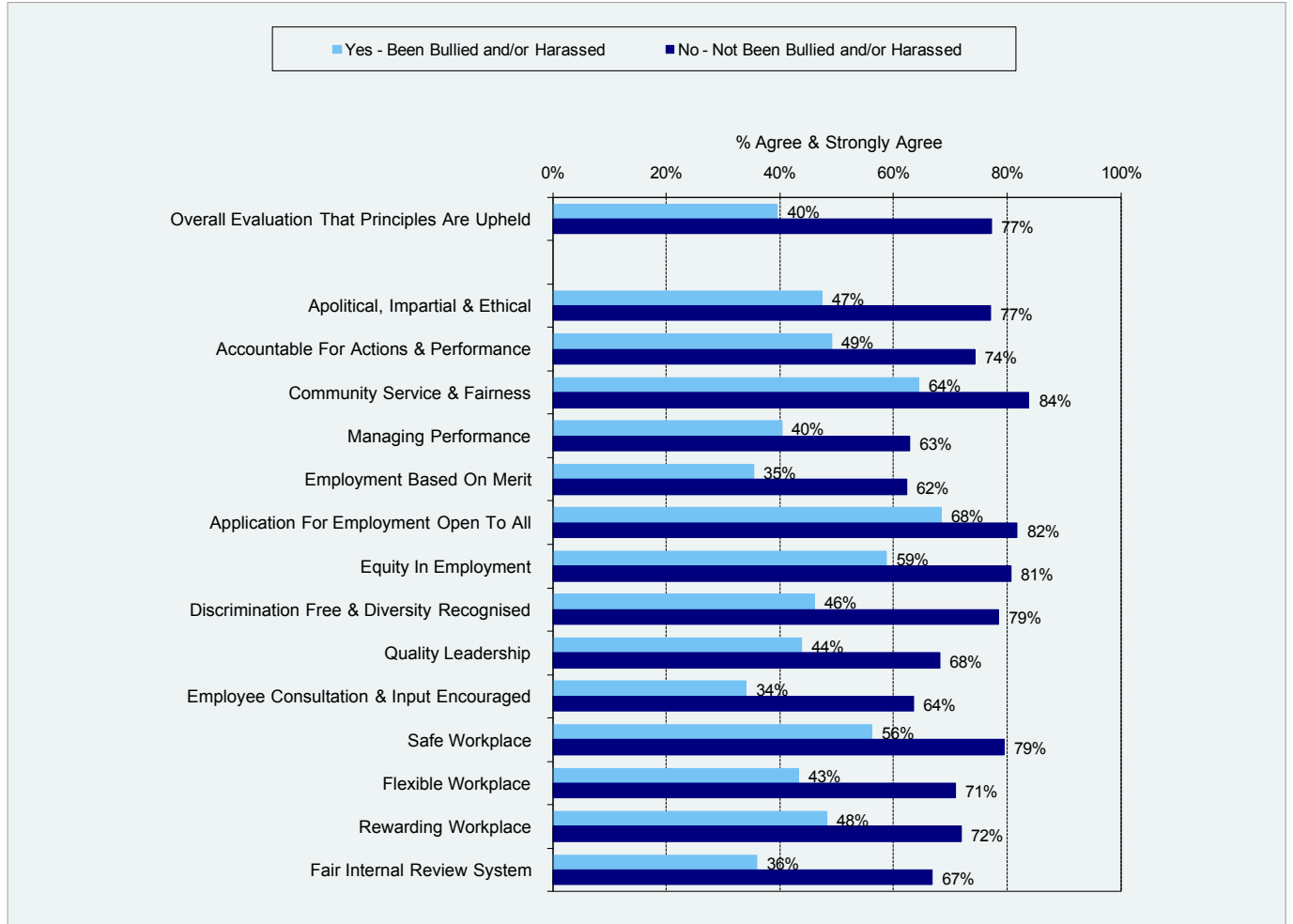
- Figure 11.5 shows the relationship between bullying and harassment and employees' confidence in the application of all Principles. Similar to previous results, the experience of bullying and harassment is strongly associated with lower confidence in the application of all Principles.

Figure 11.6 – Source of bullying and harassment

Experience of Bullying and/or Harassment indicated by employees according to source

■ From a Client   ■ From an Employee   ■ From a Manager/Supervisor

Number experiencing bullying and/or harassment:
- 245 (3% of all employees)
- 897 (12% of all employees)
- 883 (12% of all employees)
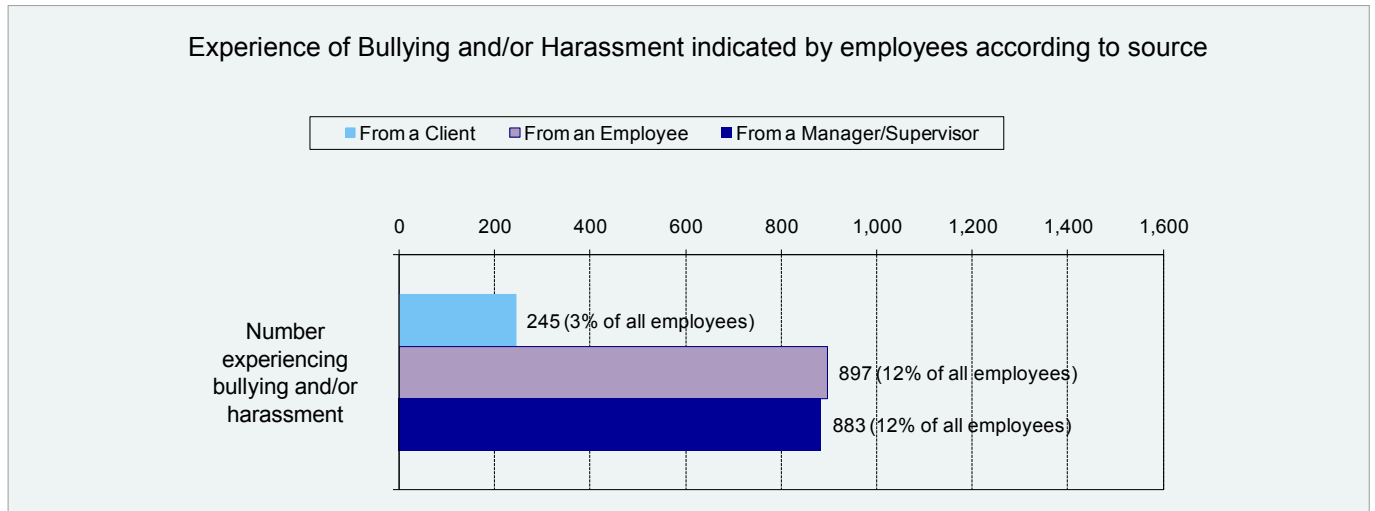
Note: The figures are expressed as '% of all employees', but do not add up to the total percentage of employees reporting bullying and/or harassment (i.e. 24%), as respondents were allowed to choose more than one category and therefore there is some overlap (i.e. where employees may have experienced bullying and/or harassment from more than one source).

- Consistent with 2007, the 2010 survey explored specific experiences of bullying and/or harassment. Employees 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 other employees and managers/supervisors, however when compared to the 2007 results there has been an overall reduction (from 14% to 12%).

- 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. However, when compared to the 2007 results there has been a considerable reduction of bullying and harassment from Clients (from 7% to 3%).

The nature of the bullying or harassment experience – specific behaviours

- The 2010 Employee Survey also sought information about the specific behaviours involved, for those employees who indicated that they had experienced bullying and/or harassment. Much of the experience reported reflects the trend found in the 2007 survey.

- The most frequent forms of bullying and/or harassment experienced from **clients** were shouting and offensive language, negative, intimidating or aggressive 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, intimidating, or aggressive body language, persistent nit-picking and criticisms, humiliation through sarcasm, criticism or insults. Other forms of bullying or harassment experienced were 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, intimidating or aggressive 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.

12.0 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

*Not inlcuded in 2007 survey
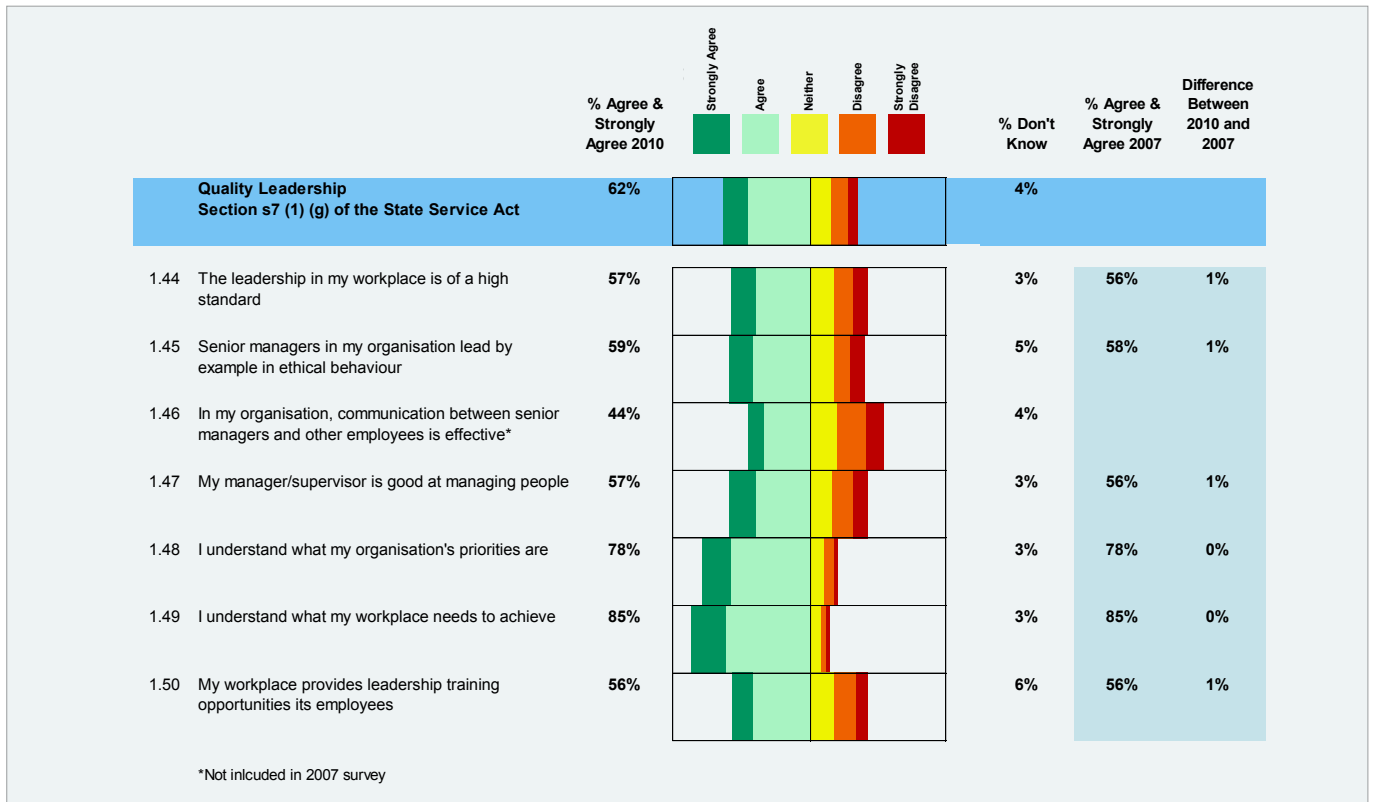
- As shown in Figure 12.1 employees generally supported the quality of leadership within their organisation (62% overall agreement score). The results are broadly consistent with the 2007 employee survey report, with marginal improvements.

- Consistent with 2007, 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 (59%) and leadership is of a high standard (57%).

- Similar numbers of employees believed their manager or supervisor is good at managing people (57%) and that their workplace provides leadership training opportunities (56%).

- In 2010, a new question was asked which explored employee's belief in the effective of communication between senior managers and other employees. This was rated relatively poorly (44%).

- 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.

13.0 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

		% Agree & Strongly Agree 2010		% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
	Employee Consultation & Input Encouraged Section s7 (1) (h) of the State Service Act	**56%**		**5%**		
1.51	Change is managed well in my workplace	43%		5%	44%	-1%
1.52	My manager/supervisor is receptive to ideas put forward by employees*	66%		5%		
1.53	My manager/supervisor keeps the people in my workplace informed about what is going on	59%		4%	58%	1%
1.54	My input is adequately sought and considered about decisions that directly affect me	57%		4%	57%	0%

*Question not identical and therefore not directly comparable between 2010 and 2007

- As shown in Figure 13.1, employees generally agree that consultation and input is encouraged (56% overall agreement).

- The majority of employees (66%) believe their manager or supervisor is receptive to ideas put forward by employees. A smaller majority of employees believe input is sought and encouraged (57%) and that their manager or supervisor keeps people informed (59%).

- Almost half of the Service's employees believe that change is managed well (43%). 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 confidence in change management has decreased compared the 2005 and 2007 survey results.

Figure 13.2 – Perceptions of quality of leadership against perceptions of how well change is handled
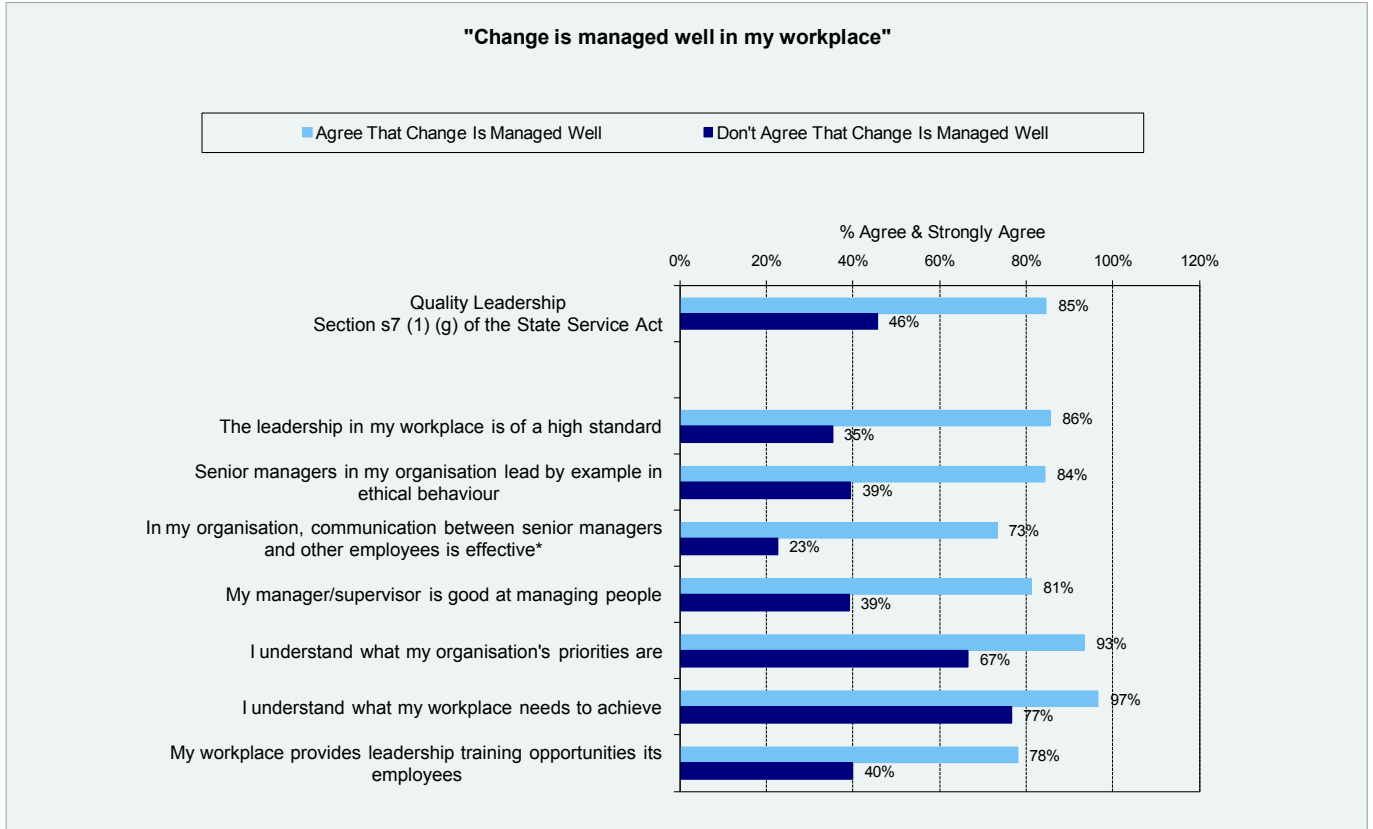
- Figure 13.2 shows the perceptions of quality of leadership across employees who believe that change is handled well and those who don't believe change is handled well (i.e., they answered Neither, Disagree or Strongly Disagree).

- Similar to 2007, Figure 13.2 indicate a consistent pattern where employees who believe change is handled well have greater confidence in the quality of leadership within their workplace.

14.0 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

	% Agree & Strongly Agree 2010		% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
Safe Workplace **Section s7 (1) (i) of the State Service Act**	**74%**		**5%**	**74%**	**-1%**
1.55 My workplace is committed to employee health and safety	80%		4%	80%	0%
1.56 My manager/supervisor takes action to ensure employee's health and safety	75%		5%	76%	0%
1.57 My manager/supervisor encourages employees to report health and safety incidents and hazards	81%		5%	82%	-1%
1.58 Employees in my workplace display good occupational health and safety awareness	79%		5%	80%	-1%
1.59 At present, I do not feel overly stressed at work	54%		4%	54%	0%

- Figure 14.1 demonstrates that employees strongly believe in the safety of their workplace. A clear majority of employees believe their manager or supervisor encourages employees to report safety risks (81%) and takes action to ensure employees' health and safety (75%).

- Strong agreement is also observed in regards to employees in their workplace displaying good safety awareness (79%), and the workplace as being 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 appear to be consistent with the 2007 survey report.

15.0 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

	% Agree & Strongly Agree 2010	Strongly Agree / Agree / Neither / Disagree / Strongly Disagree	% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
Flexible Workplace **Section s7 (1) (i) of the State Service Act**	**64%**		**7%**	**62%**	**3%**
1.60 My workplace culture supports people to achieve a good work-life balance	**60%**		**5%**	**59%**	**2%**
1.61 My workplace provides opportunities for me to work part-time if I want to	**67%**		**10%**	**64%**	**3%**
1.62 My manager/supervisor takes into account the differing needs and circumstances of employees when making decisions	**65%**		**7%**	**63%**	**3%**

- Figure 15.1 shows good support regarding employees' perception of flexibility in their workplace (64% overall agreement).

- Most employees felt that their workplace provides opportunities for them to work part-time (67%), believe their manager or supervisor takes into account the differing needs of employees (65%), and agree that the culture of their workplace supports a good work-life balance (60%).

- Results in this area have experienced marginal increases since the 2007 survey, indicating an adoption of further flexible work practices.

16.0 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

		% Agree & Strongly Agree 2010	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
	Rewarding Workplace **Section s7 (1) (i) of the State Service Act**	**66%**						**6%**		
1.63	My workplace encourages the professional development of its employees	**69%**						6%	68%	1%
1.64	My workplace values academic qualifications and achievements	**68%**						8%	67%	1%
1.65	My manager/supervisor provides recognition for the work I do	**55%**						6%	53%	2%
1.66	I feel that I make an important contribution to achieving workplace and organisational objectives	**79%**						6%	78%	1%
1.67	My job provides me with the opportunity to work to my full potential	**60%**						6%	57%	2%
1.68	I am proud to work in my current agency*	**72%**						6%		
1.69	I am proud to work in the Tasmania State Service*	**74%**						6%		
1.70	My workload is usually about right for me	**55%**						6%	53%	2%

*Not inlcuded in 2007 survey

- Figure 16.1 indicates that most employees believe their workplace is rewarding (66% overall agreement).

- A large percentage of employees (79%) believe they make an important contribution to achieving workplace objectives.

- A healthy majority of employees agreed that their workplace values academic achievement (68%) and encourages professional development (69%).

- Most employees reported that their job provides the opportunity to work to their full potential (60%) and that their workload is about right (55%).

- Just over half of the employees who responded to the survey felt their manager or supervisor provides recognition for the work they do (55%).

- In 2010, employees responded favourably to being proud to work in their agency (72%), and within the State Service (74%).

- Overall, this Principle of a rewarding workplace has shown slight improvement since 2007.

Figure 16.2 – Flexible, safe and rewarding workplace for full-time and part-time employees

"Do you work full-time or part-time?"

■ Full-Time   ■ Part-Time

% Agree & Strongly Agree

Statement	Full-Time	Part-Time
At present, I do not feel overly stressed at work	51%	62%
My workplace culture supports people to achieve a good work-life balance	58%	66%
My manager/supervisor takes into account the differing needs and circumstances of employees when making decisions	63%	72%
My workplace encourages the professional development of its employees	67%	73%
My manager/supervisor provides recognition for the work I do	54%	57%
I feel that I make an important contribution to achieving workplace and organisational objectives	79%	78%
My job provides me with the opportunity to work to my full potential	59%	61%
My workload is usually about right for me	50%	64%

- As shown in Figure 16.2, part-time employees believe that they have the same opportunities, feel the same sense of contribution, and receive the same recognition as their full-time counterparts. The percentage agreement scores are largely comparable with minor differences.

- Similar to 2007, the majority of part-time employees (72%) feel that their manager or supervisor takes into account the different needs of employees when making decisions. This implies that part-time employees still feel that their needs are taken into account and do not appear to be at a disadvantage relative to full-time employees.

- The percentage of full-time employees who appear to be satisfied with their work-life balance (58%) was less than that of part-time employees (66%). Full-time employees again reported experiencing more stress (51%) in the workplace than part-time employees (62%).

Figure 16.3 – Flexible, safe and rewarding workplace for employees with and without caring responsibilities

"Do you spend some time each week providing care for another person"

■ Yes - Caring Responsibilities   ■ No - No Caring Responsibilities

% Agree & Strongly Agree

Statement	Yes	No
At present, I do not feel overly stressed at work	51%	55%
My workplace culture supports people to achieve a good work-life balance	56%	62%
My workplace provides opportunities for me to work part-time if I want to	68%	65%
My manager/supervisor takes into account the differing needs and circumstances of employees when making decisions	62%	66%
I feel that I make an important contribution to achieving workplace and organisational objectives	78%	79%
My job provides me with the opportunity to work to my full potential	59%	59%
My workload is usually about right for me	53%	55%

- As Figure 16.3 suggests, there does not appear to be a marked difference in the report of flexible, safe and rewarding workplace between those employees with caring responsibilities and those without caring responsibilities. The pattern of scores is very similar for both groups.

- A slightly higher percentage of employees with caring responsibilities (68%, vs 65% for those with no caring responsibilities) agree that part-time opportunities are available to them.

- However, fewer employees with caring responsibilities feel (56%) that their workplace culture supports people to achieve a good work-life balance (62% for those with no caring responsibilities).

- This trend is similar to the results reported in 2007.

17.0 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
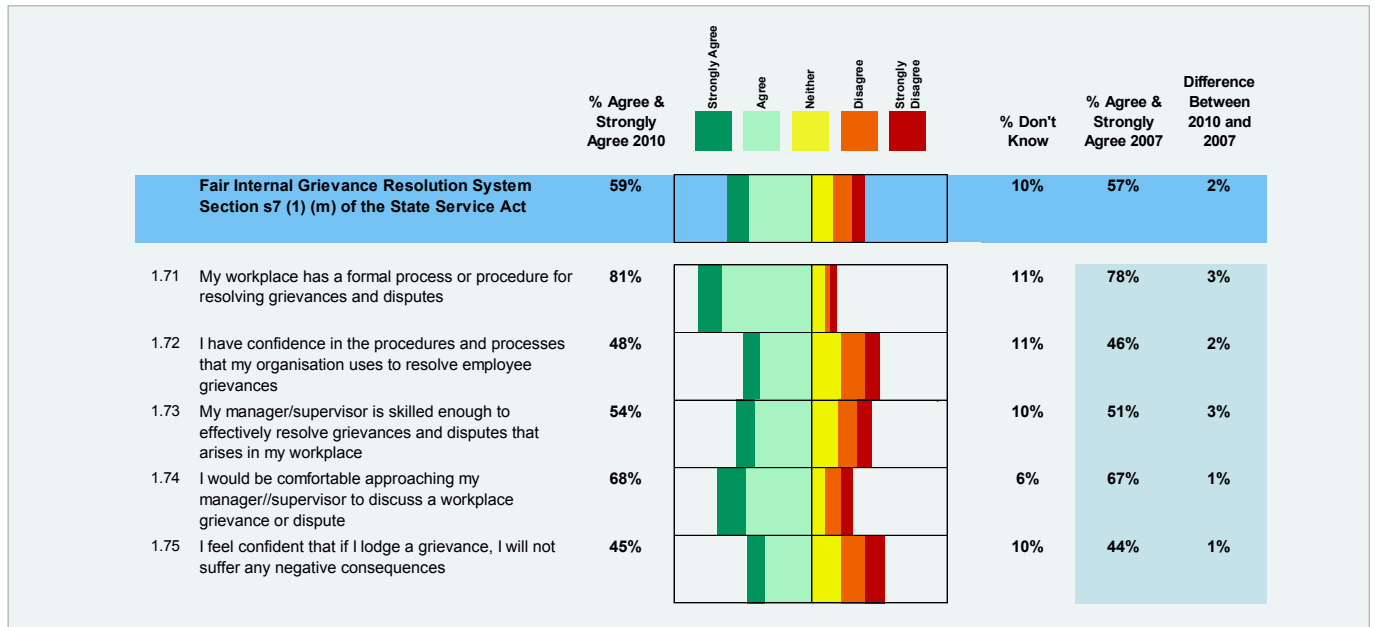
- Figure 17.1 indicates that while employees generally felt that their workplace provides a fair internal grievance resolution system (59% overall agreement) they provided varied opinions regarding specific components of the internal grievance resolution system.

- A very clear majority of employees (81%) agreed that their workplace has formal grievance processes in place, up from 78% in 2007.

- 68% of employees reported being comfortable approaching their manager or supervisor to discuss a workplace grievance or dispute. More than half of all employees (54%) believed their manager or supervisor was skilled enough to resolve grievances and disputes.

- However, less than half of all employees (48%) report confidence in their agency's grievance procedures and only 45% felt that they would not suffer any negative consequences if they lodged a grievance. Despite lower scores, these results are similar to results found by other States in their employee surveys.

- The overall results for this Principle have improved since 2007, indicating that employees are showing greater confidence in the internal grievance resolution process within the State Service.

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

"I have used my organisation's internal grievance or dispute resolution process"

■ Yes - Used Dispute Resolution Process   ■ No - Not Used Dispute Resolution Process

% Agree & Strongly Agree

Fair Internal Grievance Resolution System Section s7 (1) (m) of the State Service Act	50% / 61%
My workplace has a formal process or procedure for resolving grievances and disputes	77% / 82%
I have confidence in the procedures and processes that my organisation uses to resolve employee grievances	36% / 50%
My manager/supervisor is skilled enough to effectively resolve grievances and disputes that arises in my workplace	41% / 56%
I would be comfortable approaching my manager//supervisor to discuss a workplace grievance or dispute	57% / 69%
I feel confident that if I lodge a grievance, I will not suffer any negative consequences	37% / 46%

- 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.

- Similar to 2007, 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 may reflect a difference in expectations between staff who have used the system, and those who have not.

Figure 17.3 – Been bullied or harassed against confidence in the processes

"I have used my organisation's internal grievance or dispute resolution process"

■ Yes- Been Bullied Or Harassed   ■ No- Not Been Bullied Or Harassed

% Agree & Strongly Agree

Fair Internal Grievance Resolution System Section s7 (1) (m) of the State Service Act — 36% / 67%

My workplace has a formal process or procedure for resolving grievances and disputes — 70% / 85%

I have confidence in the procedures and processes that my organisation uses to resolve employee grievances — 21% / 57%

My manager/supervisor is skilled enough to effectively resolve grievances and disputes that arises in my workplace — 28% / 63%

I would be comfortable approaching my manager//supervisor to discuss a workplace grievance or dispute — 42% / 76%

I feel confident that if I lodge a grievance, I will not suffer any negative consequences — 19% / 53%

- Figure 17.3 indicates that there is difference in confidence with the internal grievance resolution system between staff who have experienced bullying or harassment and those who have not.

- Employees who reported that they have not been bullied or harassed reported much greater confidence in this Principle than those who have experienced bullying and harassment.

18.0 ADDITIONAL RESULTS

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

18.1 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 over 90% of employees indicating a yes or no response to each question.

Notable results shown in Figure 18.1 include 30% (up from 28% in 2007) of employees have participated on a selection panel, 52% of employees had a performance management discussion with their manager/supervisor (up from 38% in 2007), and only 11% of employees have used their organisation's grievance or dispute resolution processes and is consistent with the 2007 results.

Figure 18.1 – Response distributions for Part 2 of the survey

		% Yes 2010		% Don't Know	% Yes 2007	Difference Between 2010 and 2007
2.01	I have been provided with information about the State Service Principles	49%		6%	47%	1%
2.02	I have been provided with information about the State Service Code of Conduct	54%		6%	53%	1%
2.03	I have applied for a job within the State Service and been successful	35%		8%	34%	1%
2.04	I have applied for a job within the State Service and been unsuccessful	20%		7%	20%	0%
2.05	I have attended a post selection feedback session following an application for a job	14%		7%	13%	1%
2.06	I have participated on a selection panel	30%		6%	28%	1%
2.07	I have participated in a formal 'sit-down' performance management discussion with my manager/supervisor	52%		6%	38%	14%
2.08	My performance management discussion with my manager/supervisor followed the process outlined in my organisation's performance management system *	90%			88%	2%
2.09	I found my performance management discussion with my manager/supervisor to be beneficial *	79%			77%	2%
2.10	I have used my organisation's grievance or dispute resolution process	11%		7%	11%	0%
2.11	I have taken more than two continuous weeks of any type of leave for recreational purposes	53%		9%	52%	2%
2.12	I have been bullied and/or harassed in my workplace	24%		7%	28%	-4%
2.13 (a) 1	If you have been bullied or harassed in your workplace, did you formally report your concern to someone in authority within the organisation verbally? **	66%			69%	-3%
2.13 (a) 2	If you have been bullied or harassed in your workplace, did you formally report your concern to someone in authority within the organisation in writing? **	25%			27%	-2%
2.13 (b)	Were you satisfied with how this matter was dealt with by the organisation? **	23%			28%	-5%

* Percentage of respondents answering "Yes" who also answered "Yes" to Q2.07

** Percentage of respondents answering "Yes" who also answered "Yes" to Q2.12

18.2   Top 10 and bottom 10 items compared to the 2007 survey

One of the advantages of having run two consecutive surveys is that it enables historical benchmarking of data comparing results between the 2007 employee survey and the 2010 survey. For each category or item where a direct comparison could be made, the results from the 2007 survey and the difference between the 2010 and 2007 scores have been listed throughout this report. Figures 18.2 and 18.3 below identify the top 10 and bottom 10 changes between the two surveys.

Of the top 10 changes, the first two relate to the improved agreement that the State Service has a formal performance management system, and managers/supervisors providing performance feedback. The other notable change is the improved perception regarding the process and the skill in which managers/supervisors employ to resolve disputes and grievances.

Of the bottom 10 changes, it is important to note that only marginal decreases were observed in this year's survey compared to 2007 results. Reduced confidence were observed in providing more public job advertisements, and providing more vacancies for the people outside of the State Service to apply for. Lower agreements are also observed in the OH&S awareness, and the encouragement of incident and hazard reporting.
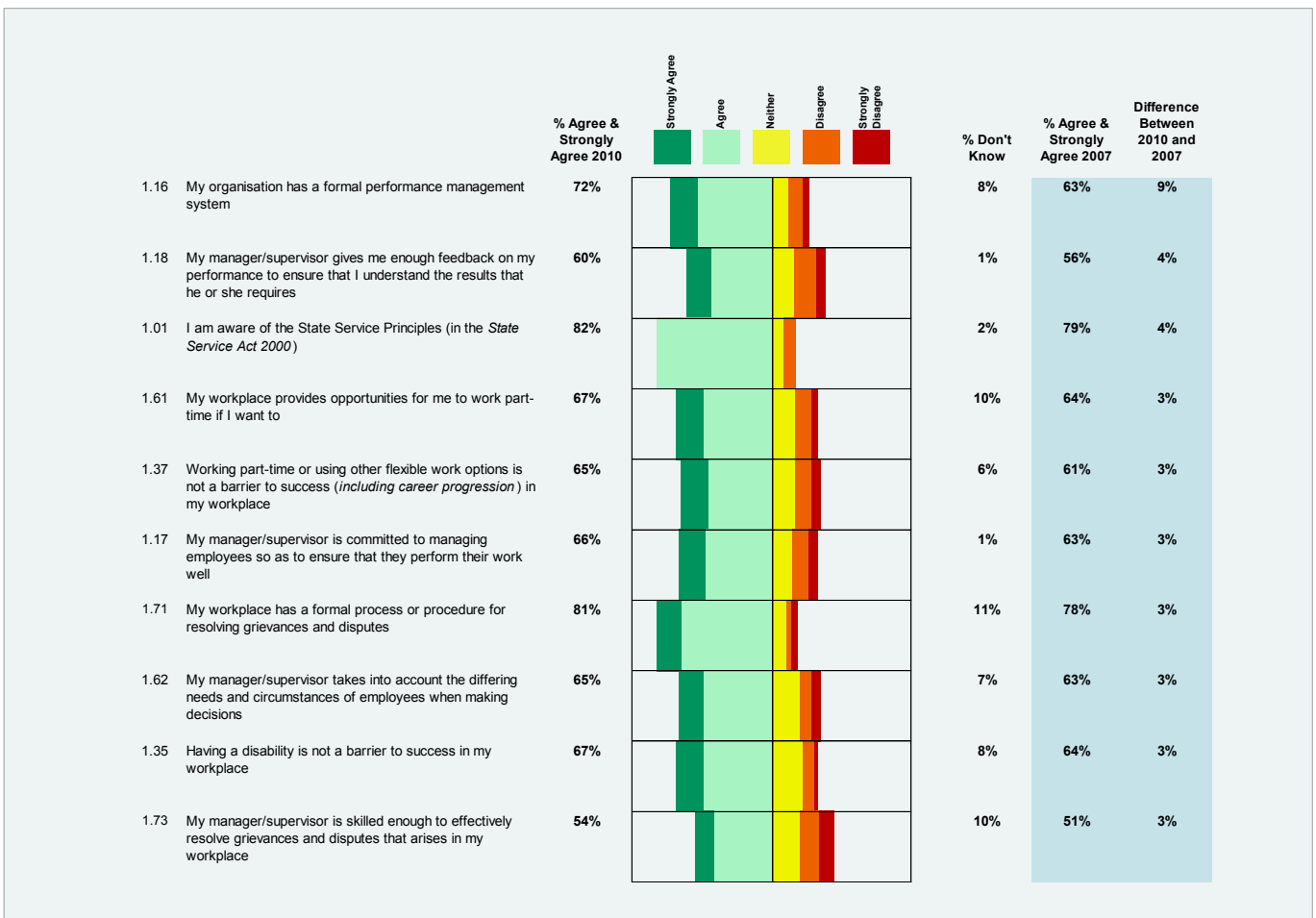
Figure 18.2 – Top 10 changes since the 2007 survey

		% Agree & Strongly Agree 2010		% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
1.16	My organisation has a formal performance management system	72%		8%	63%	9%
1.18	My manager/supervisor gives me enough feedback on my performance to ensure that I understand the results that he or she requires	60%		1%	56%	4%
1.01	I am aware of the State Service Principles (in the *State Service Act 2000*)	82%		2%	79%	4%
1.61	My workplace provides opportunities for me to work part-time if I want to	67%		10%	64%	3%
1.37	Working part-time or using other flexible work options is not a barrier to success (*including career progression*) in my workplace	65%		6%	61%	3%
1.17	My manager/supervisor is committed to managing employees so as to ensure that they perform their work well	66%		1%	63%	3%
1.71	My workplace has a formal process or procedure for resolving grievances and disputes	81%		11%	78%	3%
1.62	My manager/supervisor takes into account the differing needs and circumstances of employees when making decisions	65%		7%	63%	3%
1.35	Having a disability is not a barrier to success in my workplace	67%		8%	64%	3%
1.73	My manager/supervisor is skilled enough to effectively resolve grievances and disputes that arises in my workplace	54%		10%	51%	3%

Figure 18.3 – Bottom 10 changes since the 2007 survey

|		% Agree & Strongly Agree 2010	Strongly Agree / Agree / Neither / Disagree / Strongly Disagree	% Don't Know	% Agree & Strongly Agree 2007	Difference Between 2010 and 2007
1.28	Most job vacancies that arise in my workplace are advertised publicly (*e.g. gazette, on the jobsite and/or in the newspaper*)	83%		4%	85%	-2%
1.57	My manager/supervisor encourages employees to report health and safety incidents and hazards	81%		5%	82%	-1%
1.58	Employees in my workplace display good occupational health and safety awareness	79%		5%	80%	-1%
1.29	People outside the State Service have a reasonable opportunity to apply for vacant positions/jobs in my workplace	74%		5%	75%	-1%
1.51	Change is managed well in my workplace	43%		5%	44%	-1%
1.12	In my workplace, we use feedback from our customers and clients to improve the services we deliver	65%		2%	66%	-1%
1.10	My workplace strives to match services to customer needs	81%		1%	82%	-1%
1.42	My workplace is free of bullying and/or harassment	50%		6%	51%	-1%
1.09	Employees in my workplace take responsibility for their decisions and actions	69%		1%	69%	-1%
1.56	My manager/supervisor takes action to ensure employee's health and safety	75%		5%	76%	0%

18.3   Gap analysis

Figure 18.4 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 18.4 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 18.4 are potential priorities for action given they are closely associated with employees' overall evaluation of the Principles but show some of the lowest scores. Figure 18.4 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 18.4 – Gap analysis plotting percentage agreement against importance for overall evaluations
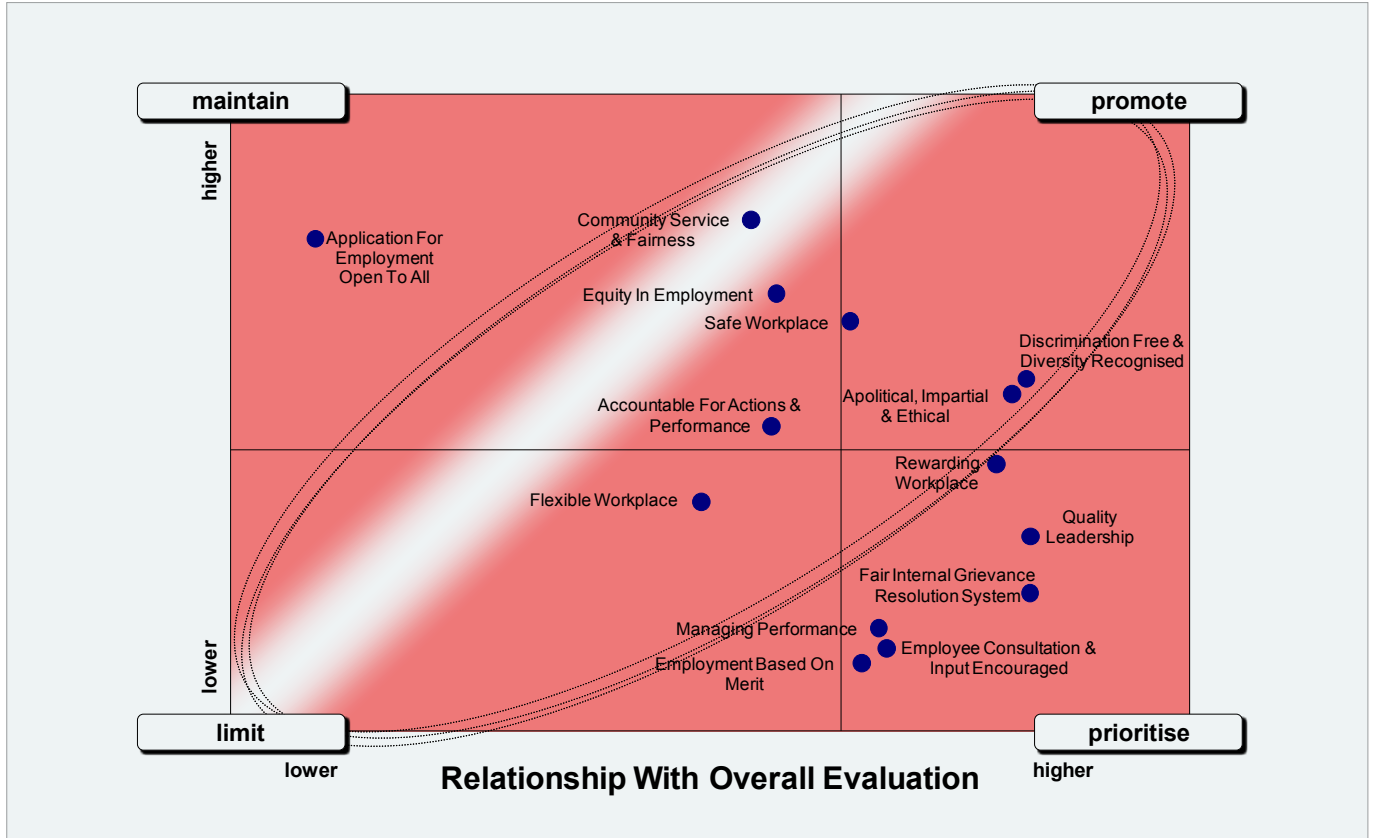
By considering the results in Figures 18.4, we see that the Principles of having a Fair Internal Grievance Resolution System, Quality Leadership, and Employee Consultation & Input Encouraged may be the highest priorities for action.

Secondary priorities for action may include Principles such as: Managing Performance, Employment Based On Merit, Rewarding Workplace.

In addition, despite being relatively less important in promoting overall evaluation, agreement with the following Principles has dropped since 2007: Application for Employment Open to All and Safe Workplace. These may represent tertiary priorities.

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.

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