

Tasmanian State Service Employee Survey Report 2005



survey report

Conducted by:
The State Service Commissioner

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Contact: Office of the State Service Commissioner
Level 2/144-148 Macquarie Street
GPO Box 621, Hobart, 7001
Tasmania, Australia
Telephone: 03 6233 3637
Email: ossc@dpac.tas.gov.au
Facsimile: 03 6233 2693

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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). The State Service Principles (the Principles) and a Code of Conduct (the Code) 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 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 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 2005* (the Survey) 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 Principles. As Commissioner, I regard this as one facet of my statutory obligation to evaluate practices, procedures and standards in relation to management of, and employment in, the State Service. In addition, the information indicates, from the employee perspective, how well the Principles are being upheld across the State Service.

The results of the Survey 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. Together with information provided through the annual *Tasmanian State Service Agency Survey*, this information will provide 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 provide historical benchmarks against which Agency progress with policies and procedures and employee perceptions of their effectiveness within the State Service, can be measured. However, it must be emphasised that the results obtained through this survey 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 Watling
STATE SERVICE COMMISSIONER



Acknowledgements

I would like to acknowledge the assistance of Mr Peter Salway, the then Victorian Commissioner for Public Employment, and staff of the former Office of Public Employment, Victoria. I would also like to acknowledge the role of the University of Tasmania, TAFE Tasmania and Macquarie University in the development and analysis of the Survey. Their technical expertise, input and support were very much appreciated.

Independent analysis of the data obtained through the Survey and the specific findings outlined in this report was undertaken by Dr Peter Langford, B Sc Psych Hons, M Clin Psych, MBA, PhD, Director, Voice Project, Department of Psychology, Macquarie University, NSW.

1 Executive Summary

1.1 Background

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

A total of 10,966 employees across 15 Agencies completed either a web-based or paper-based survey, giving a healthy overall response rate of 38%. The profile of the Survey results closely matched the profile of the State Service workforce, and hence considerable confidence can be placed in results presented in this report as being representative of the overall workforce; the estimated margin of error for the results presented here is a very accurate $\pm 0.7\%$.

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 Survey with results from other organisations. No exact comparisons were possible at the time of producing this report because no other surveys had used and reported exactly the same questions, with the same method of sampling employees and scoring responses. Nevertheless, broad comparisons were made with results from similar public sector surveys from South Australia, Western Australia, the Australian Capital Territory, Victoria and the Australian Public Service. Benchmarking was also undertaken against data from Voice Project, Department of Psychology, Macquarie University, a team of researchers and consultants 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 and Fairness. Specifically, employees showed strong agreement that confidentiality is taken seriously in their workplace, and 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.
- Employees showed strong agreement that job vacancies within their workplaces are advertised publicly and that people outside of the State Service have a reasonable opportunity to apply for advertised jobs.




- 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.
- There was extensive 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. There was also a high level of agreement that employees display good occupational health and safety awareness.
- Finally, employees reported good understanding of the priorities of their organisation and understand what their workplace needs to achieve.

1.3 Key opportunities for improvement

Overall, the results in this Survey are similar to, and in some areas better than, results from large-scale surveys of other public and private sector organisations. The areas identified here for improvement are very similar to those identified in recent public sector surveys in other States and Territories. Nevertheless, the results suggest there are opportunities for improvement in the following areas:

- Roughly half of the employees that responded showed uncertainty or disagreement that employment decisions were based primarily on merit. While many employees believed recruitment and selection decisions were fair, a similar number of employees showed less confidence in these processes, believing that favouritism was a factor in such decisions. Some employees showed a lack of confidence in the people who serve on selection panels, and were unsure that people with the right knowledge, skills and abilities are chosen for vacant positions. Employee surveys such as this Survey will never demonstrate universal support for recruitment and selection 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. One interesting potential solution to this problem is suggested in the Survey results – those employees who have participated on a selection panel showed noticeably greater confidence in recruitment and selection processes.
- Two of the lowest scoring areas of the Survey were associated with managing performance. Of the broad range of issues assessed in the Survey, employees showed their lowest level of confidence in the way their managers handle employees who are performing poorly. A similarly small number of employees showed confidence that good performance is sufficiently recognised. A potential reason for this lack of confidence is that many employees believe that managers and supervisors give insufficient feedback about performance. The Survey also 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.
- A small majority of employees showed uncertainty or disagreement regarding grievance and dispute-resolution processes. While most employees agreed that grievance and dispute resolution processes were in place, and reported feeling comfortable approaching their manager or supervisor to discuss a grievance, 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.

- 
- The majority of employees showed support for the quality of leadership within their workplace. Nevertheless, a substantial number of employees expressed a lack of confidence regarding leadership quality and 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 Survey for this lack of confidence might be the insufficient opportunities for leadership training reported by employees.
 - While the majority of employees reported being satisfied with their workload and not being overly stressed, a large minority of employees indicated dissatisfaction with workload and stress. On a related theme, a similarly small majority of employees reported being satisfied with the level of their work-life balance.
 - While most employees reported their workplaces as being free of bullying, a significant number of employees disagreed. Results reported here show that bullying can have substantially negative consequences for both the person being bullied and those observing the bullying (those employees who have experienced or observed bullying showed considerably less confidence in the application of all Principles). Hence the State Service is likely to find value in addressing and minimising the presence of bullying.
 - Finally, a gap analysis and key driver analysis were conducted to explore the potential priorities arising from the Survey. The three issues identified by both of the analyses as being key areas for improvement were building a fair internal review system, improving the quality of leadership, and creating a more rewarding workplace. 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, and enhancing the perception of the State Service as being apolitical, impartial and ethical.

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-upon 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* (TSSA). That review had commenced in 1997 in full consultation with State Government Agencies, unions and stakeholders.

It had been widely recognised that the TSSA was a very prescriptive and inflexible piece of legislation that was no longer meeting the requirements of the public sector or the community it served.

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 the *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 Principles and Code within the Act.

The initial survey content was developed and refined with the assistance of the University of Tasmania and through a focus group of employees from a cross-section of State Service Agencies. A piloted survey was then conducted with all TAFE Tasmania employees over a fortnight in March 2005. The pilot survey highlighted the need for minor adjustments prior to the main Survey, that was then distributed to all remaining Agencies in July 2005. The Survey was conducted with both web-based and paper-based versions of the Survey.



The Survey comprised three parts and can be viewed in its entirety in Appendix 1. Part 1 explored employees' awareness of the Principles and Code, and assessed employees' level of agreement (on a five-point Strongly Agree to Strongly Disagree rating scale) with 69 statements associated with the Principles.

Part 2 of the Survey involved 11 Yes-No statements on which employees reported their experiences with events including job applications, selection processes, performance management, bullying and harassment, grievance processes and recreational leave.

Part 3 of the Survey requested background information about employees, including information about gender, sexual identity, age, place of birth, first language, identification as being Aboriginal or Torres Strait Islander, having a disability, length of service in the State 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. Unfortunately, due to a programming error in the web-based survey, responses to Part 2 of the Survey from approximately 7% of responding employees were lost, as were all non-TAFE employee responses to two questions in Part 3 regarding sexual identity and caring responsibilities. More details about these lost responses and the consequences for analysis are provided in Appendix 2.

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 86% indicating that 86% of employees answered Agree or Strongly Agree with this particular statement. It should be noted that this result does not mean that 14% of employees disagreed - for this particular statement, 8% of employees answered "Neither Agree Or Disagree" (the middle of the five response options) and only 7% of employees answered Disagree or Strongly Disagree.

It should also be noted that the "% Agree or Strongly Agree" scores in this report are based only on responses from employees who answered Strongly Agree, Agree, Neither Agree or Disagree, Disagree or Strongly Disagree. That is, responses from those employees who answered "Don't Know" to any particular statement have not been included in the score.

The 69 Agree-Disagree statements in Part 1 of the survey were sorted into 14 categories, with each category referring to a Principle within the Act. The 14 categories 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 categories, with each Principle having its own section within this report. Within each of these sections the results for each individual category are shown and the overall category result is highlighted in blue.



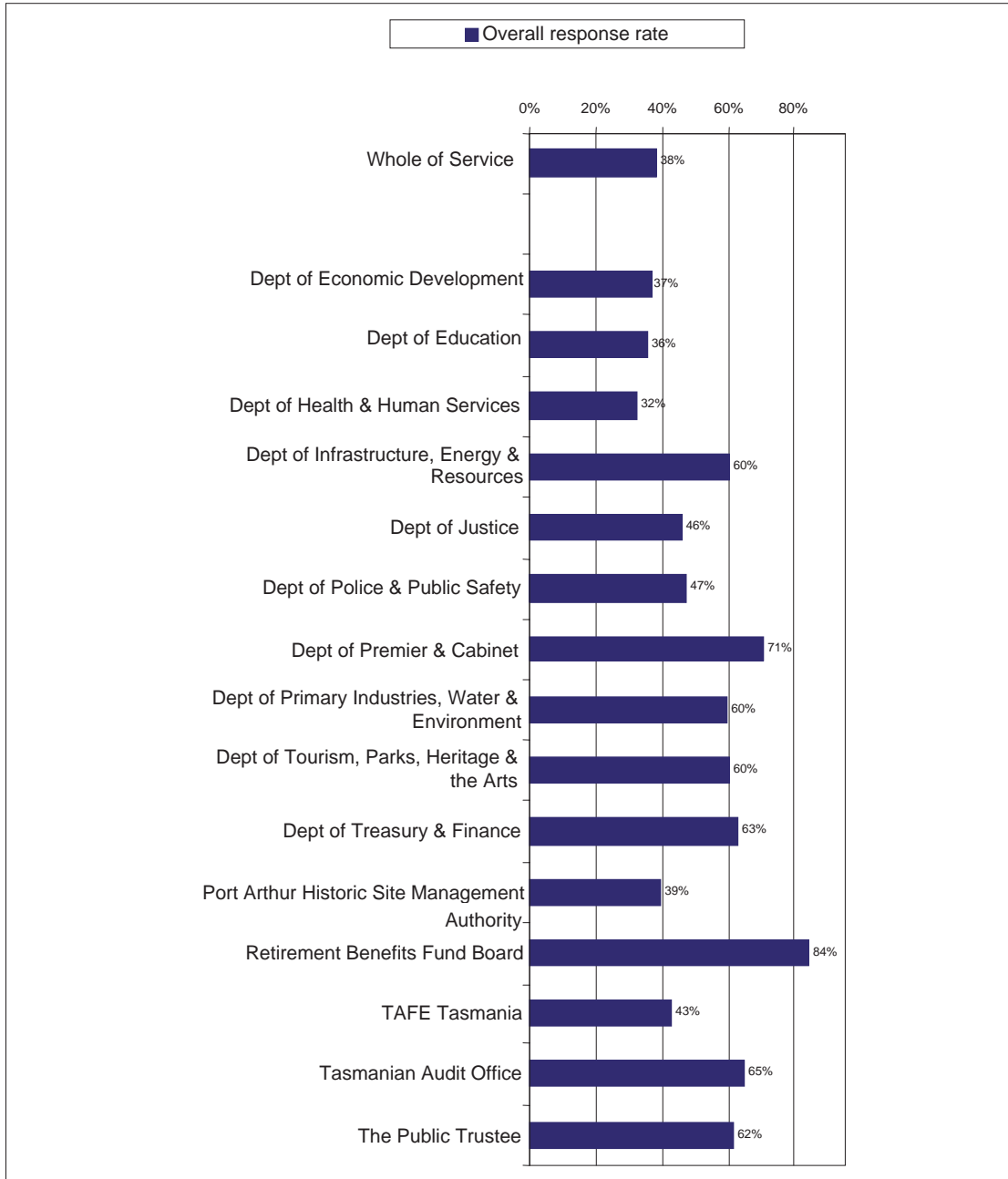
2.4 Response rates

The overall response rate across the whole State Service was 38%, with 10,966 responses received from the 28,579 employees who were given the opportunity to complete the Survey. Surveys were forwarded to employees in each Agency who had a current employment contract at the date when the Survey was being conducted. This included those employees who may have 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, 38% can be regarded as a very strong response rate. The response rate was slightly higher for the web-based survey (40%) than it was for the paper-based survey (35%).

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 a survey. For example, the Retirement Benefits Fund Board and the Department of Premier and Cabinet produced the highest response rates of 84% and 71% respectively, while the lowest response rates were reported by the Department of Health and Human Services and the Department of Education with response rates of 32% and 36% 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 response, the results can be confidently assumed to accurately represent the entire State Service. Given this assumption, the response rate of 38% for the overall Service provides a very small margin of error of $\pm 0.7\%$ – that is, the true scores for the whole Service can be confidently assumed to be within a range of 0.7% lower and 0.7% higher than the scores presented in this report.

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





2.5 Response profile

Figures 2.2, 2.3 and 2.4 compare the characteristics of the overall State Service workforce with the survey response results. To a very large extent the workforce profile closely matches the results profile. Nevertheless, there are some minor differences. The survey response is slightly under-represented by the Department of Health and Human Services (see Figure 2.2), employees younger than 45 years of age (Figure 2.3), employees with less than 5 years tenure (Figure 2.3), part-time employees (Figure 2.3), fixed-term employees (Figure 2.4), and employees from the North West region of Tasmania (Figure 2.4).

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

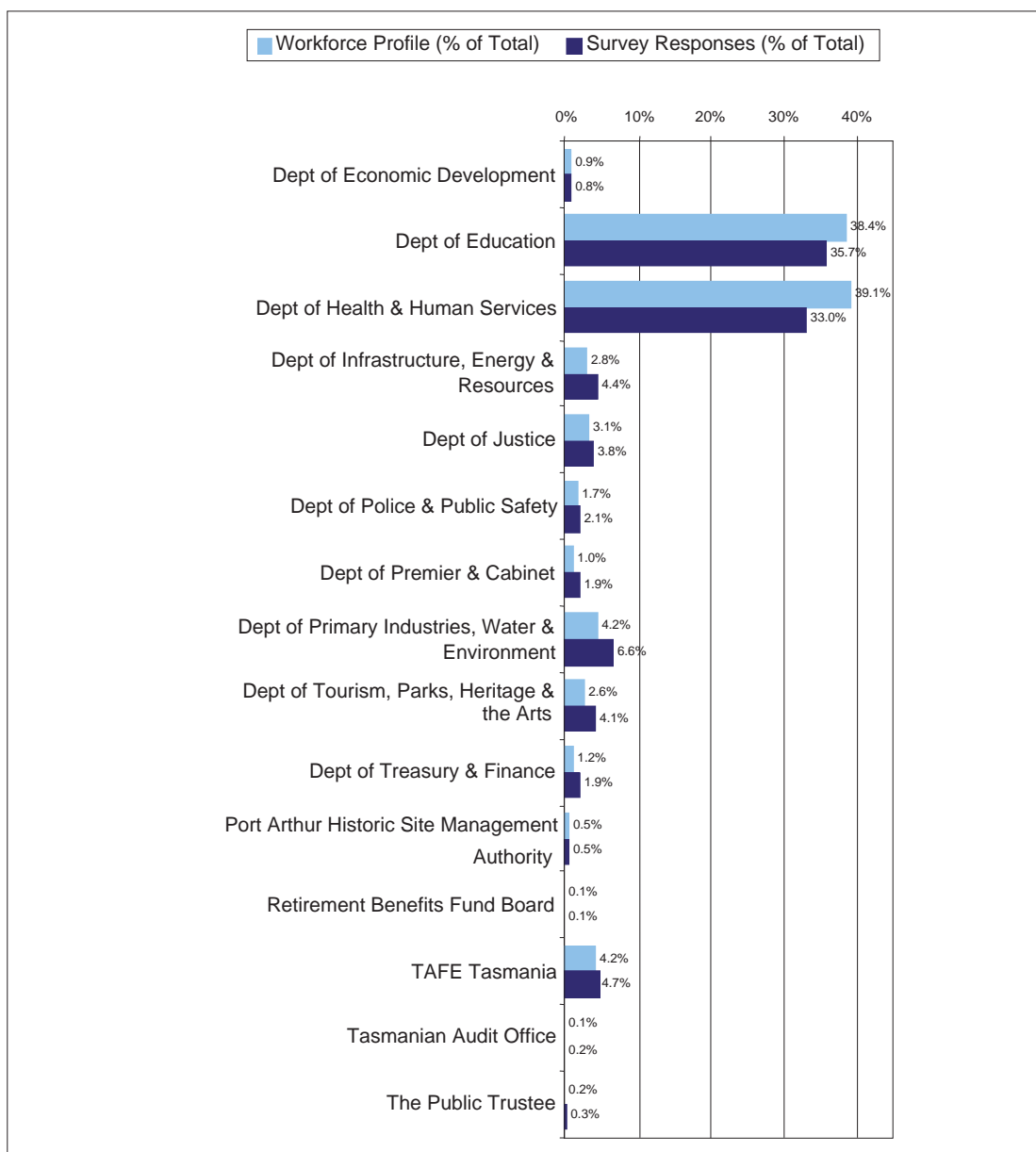


Figure 2.3 – Comparison of the workforce profile against the survey sample profile for gender, age, length of service and full-time/part-time status

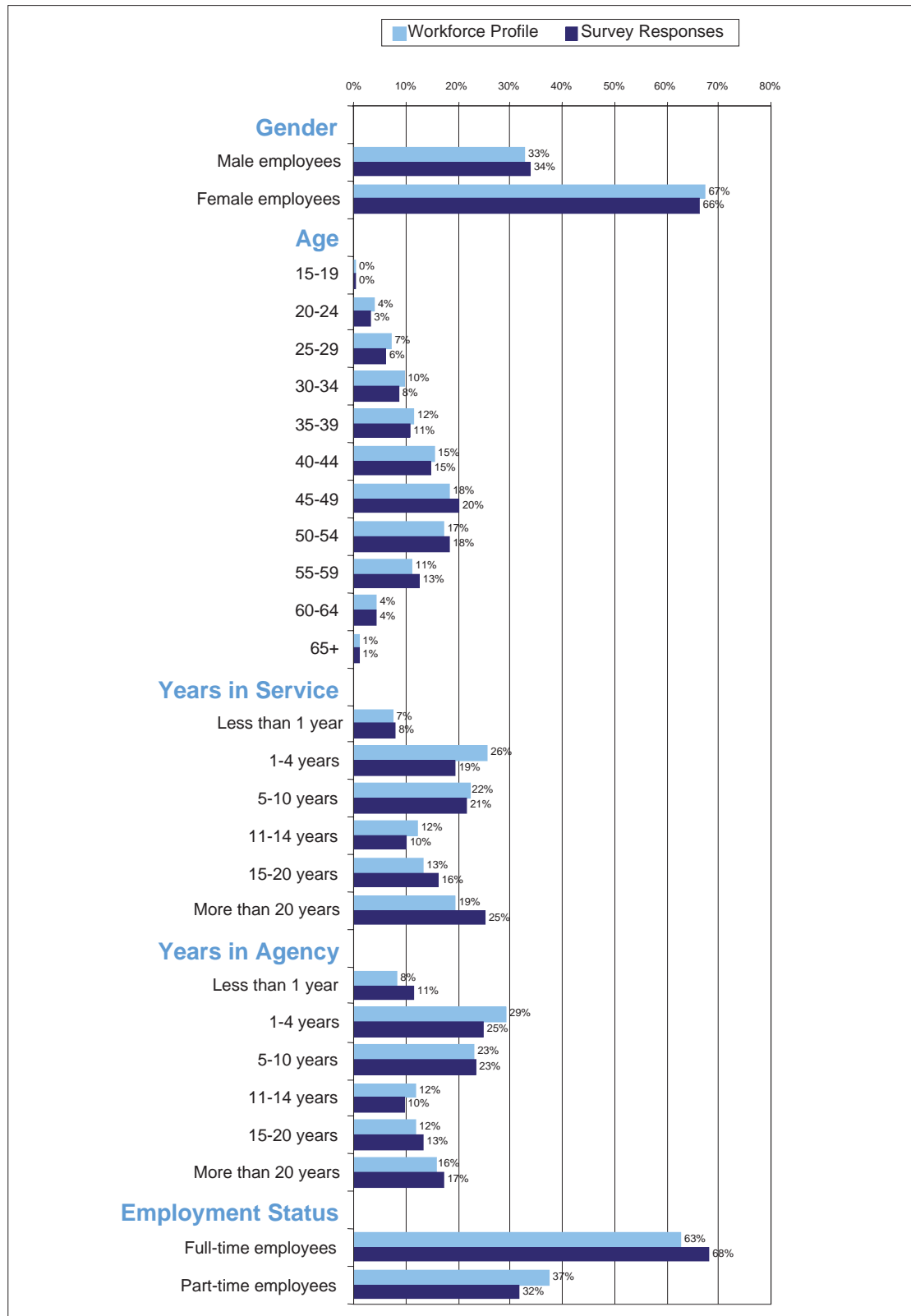
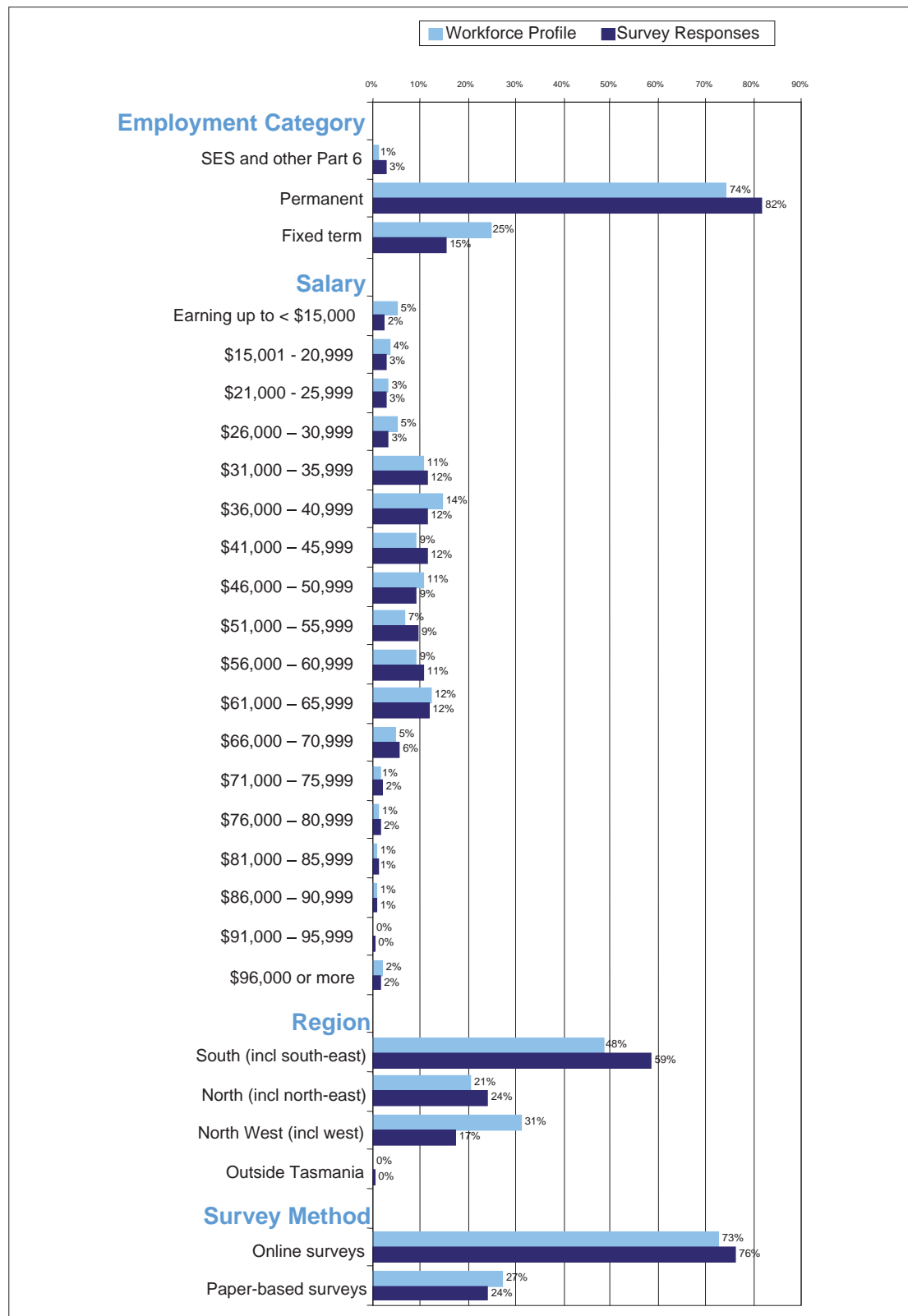




Figure 2.4 – Comparison of the workforce profile against the survey sample profile for employment category, salary, region and survey method



2.6 – Other profile characteristics

Figure 2.5 shows further details of the survey results. As shown in Figure 2.5, 13% of employees that responded 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, 21% are managers or supervisors, 48% have a degree and a further 23% have a TAFE qualification.

Finally, employees were asked the age at which they were planning to retire. Responses are shown in Figure 2.6, with 28% planning to retire between the ages of 56 and 60 and a further 11% planning to retire at age 55. However, 33% 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 24% are planning to retire within 6 to 10 years, giving a total of 47% planning to retire within the next 10 years.

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

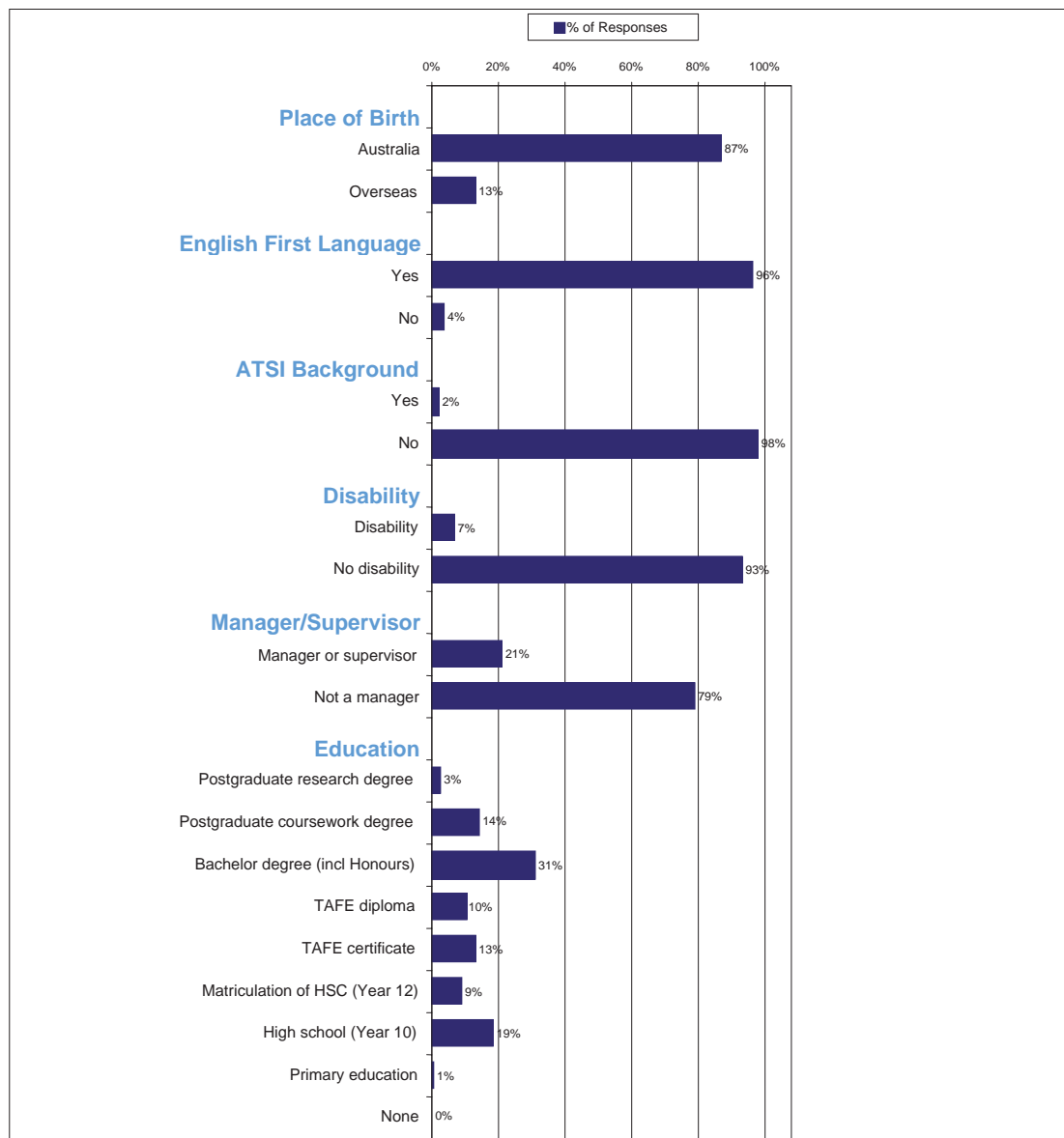




Figure 2.6 – Planned age of retirement

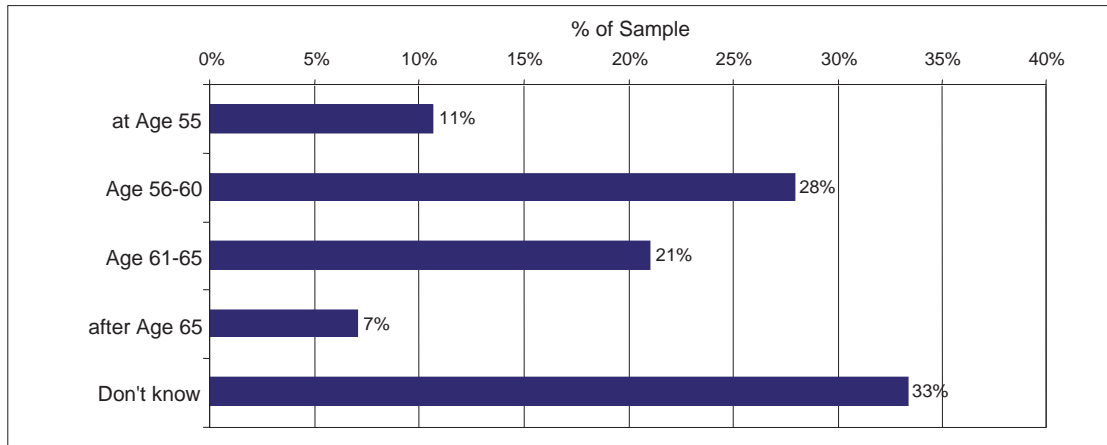
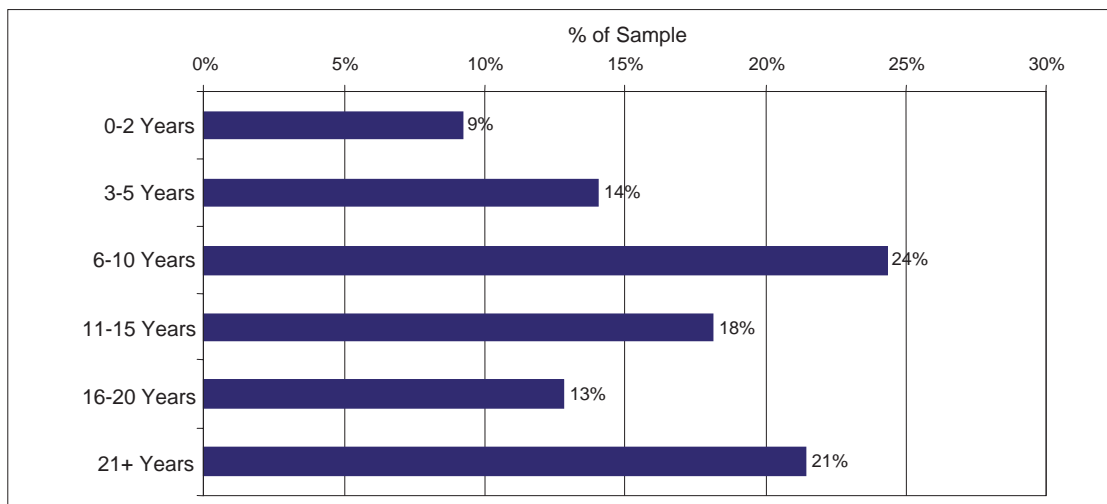


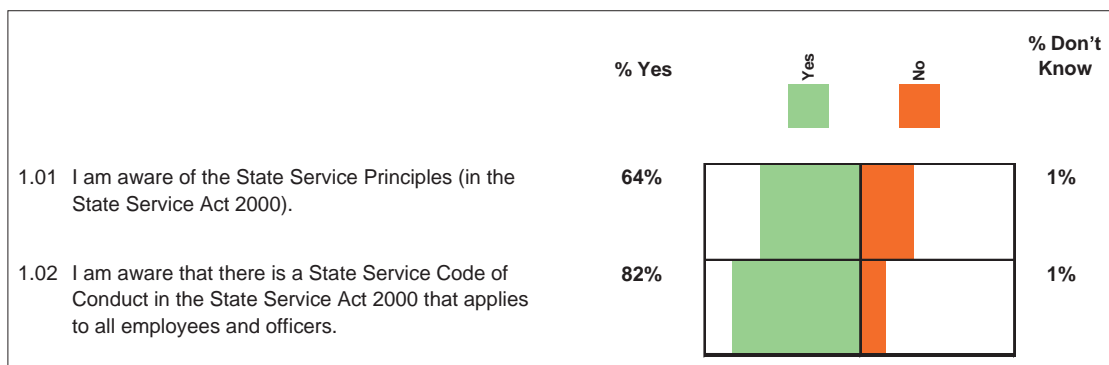
Figure 2.7 – Planned years until retirement



2.7 Awareness of Principles and Code of Conduct

The first two statements within Part 1 explored employees' awareness of the State Service Principles and Code of Conduct. As shown in Figure 2.8, 64% of employees reported being aware of the State Service Principles and 82% reported being aware of the Code of Conduct.

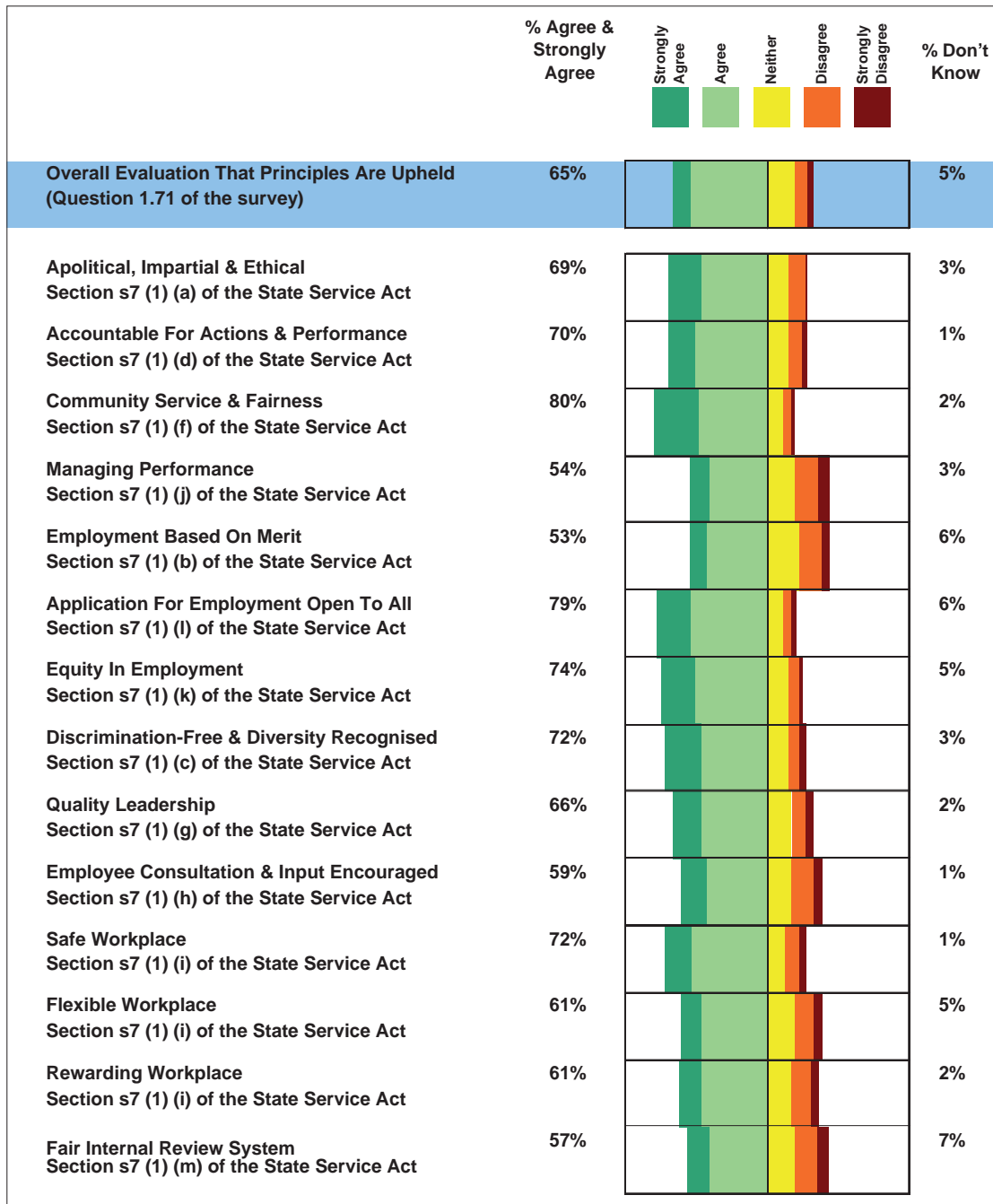
Figure 2.8 – Awareness of Principles and Code of Conduct



3 Overall Results

Figure 3.1 shows the overall category scores for the 14 Principles in Part 1 of the Survey. Employees reported strong confidence in the application of the Principles associated with community service and fairness (80%), employment being open to all (79%) and equity in employment (74%). Lower levels of confidence were shown in the areas of having a fair internal review system (57%), managing performance (54%) and employment being based on merit (53%). Overall, 65% of employees reported having confidence that Principles are upheld in their workplace.

Figure 3.1 – Category scores for groups of related statements

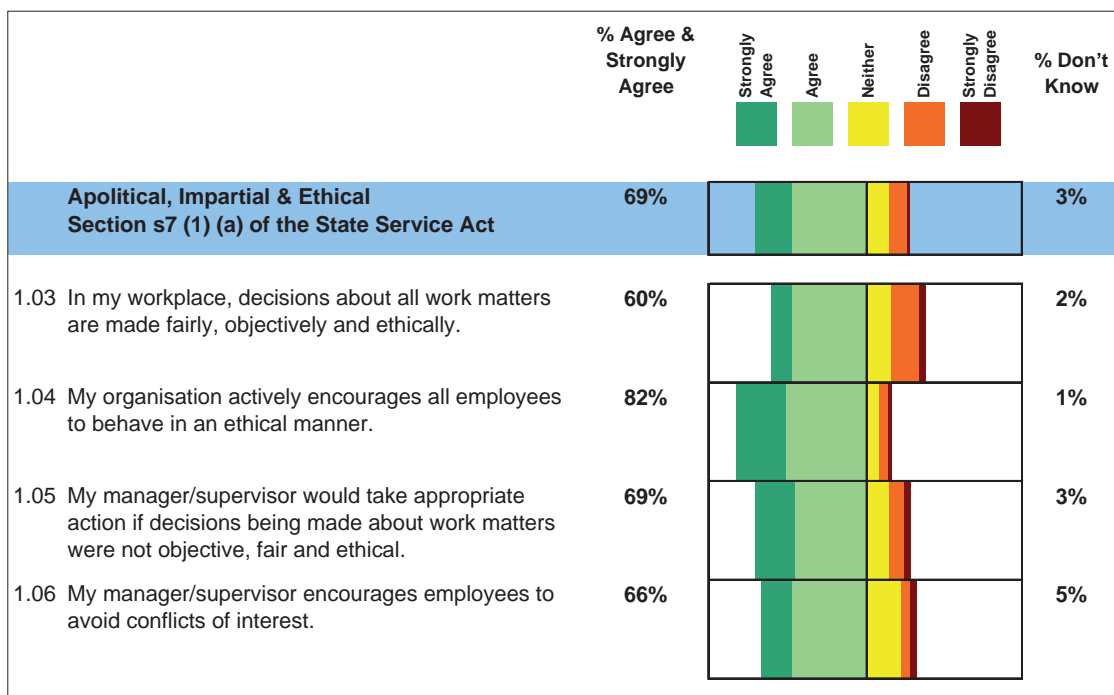




4 Apolitical, Impartial & Ethical

Section 7(1)(a) of the Act 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

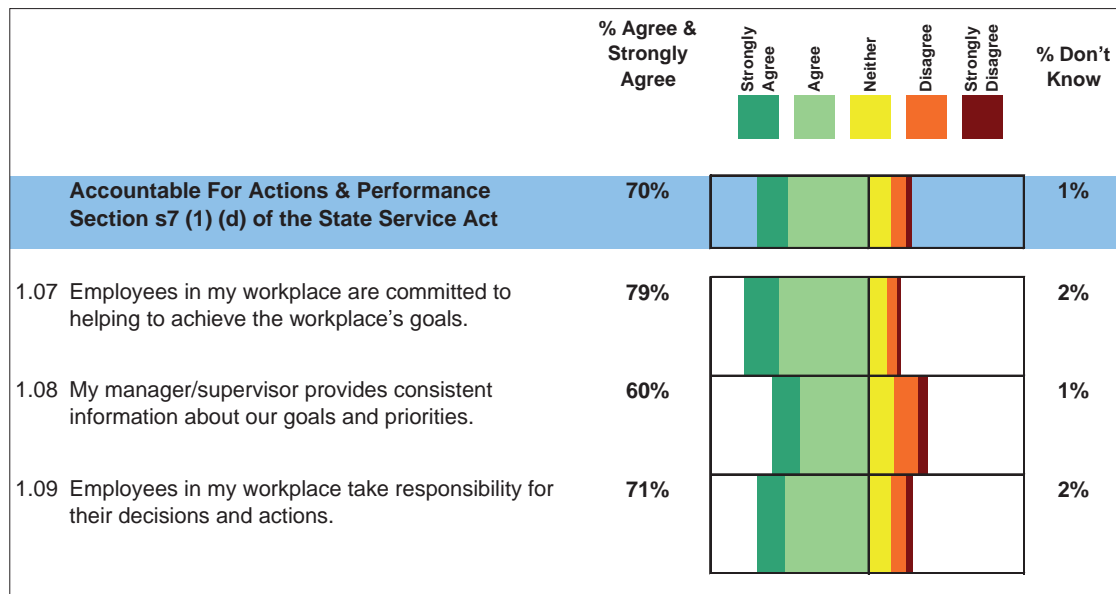


- Employees generally agreed that their Agency and the Service acts in an apolitical, impartial and ethical manner.
- Most employees (66-69%) agreed that their manager or supervisor encourages employees to avoid conflicts of interest and would take appropriate action to correct inappropriate behaviour of others.
- A slightly larger percentage (82%) of employees believed that their organisation encourages employees to behave in an ethical manner, whereas only 60% believed that decisions were fair, objective and ethical.

5 Accountable For Actions & Performance

Section 7(1)(d) of the Act 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



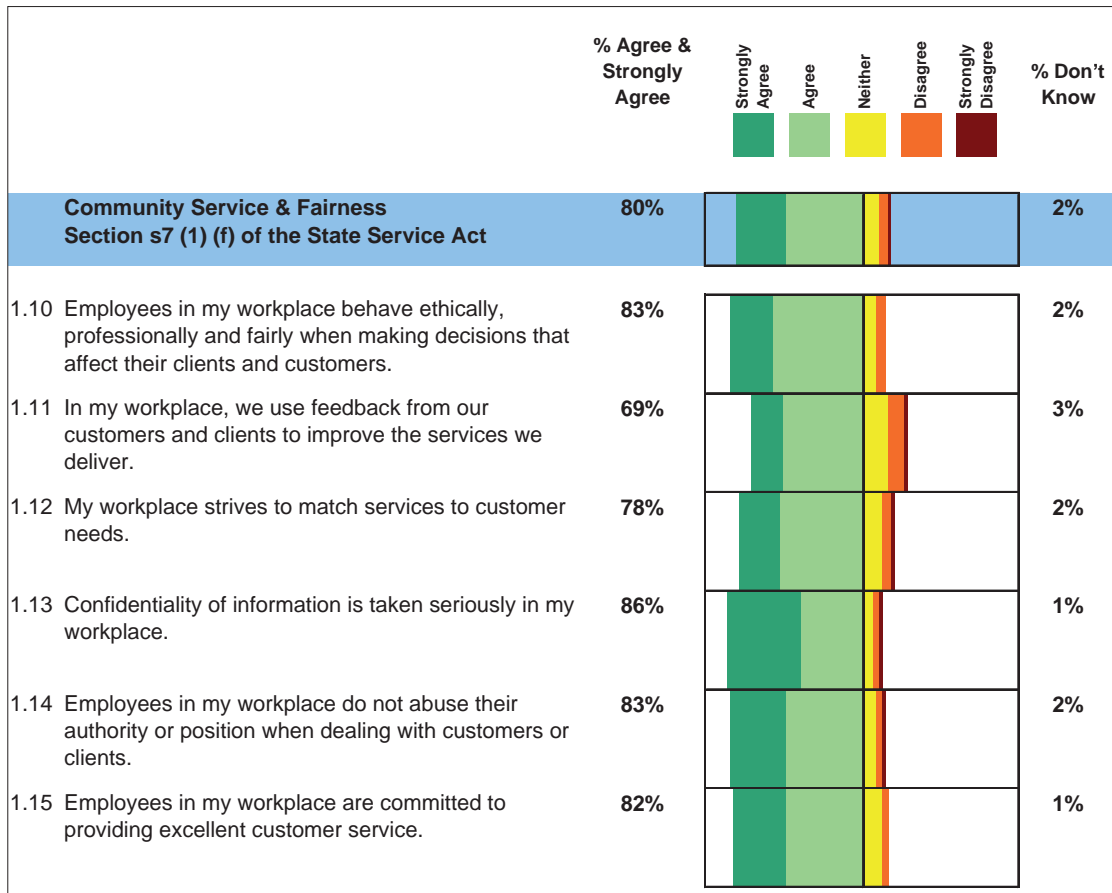
- Most employees agreed that managers, supervisors and other employees take accountability for the actions and performance of themselves and others.
- A large majority of employees (79%) believe that other employees in their workplace are committed to achieving workplace goals.
- A slightly smaller number of employees agreed that other employees take responsibility for their decisions and actions (71% agreement), and that their managers or supervisors provide consistent information about goals and priorities (60%).



6 Community Service & Fairness

Section 7(1)(f) of the Act 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

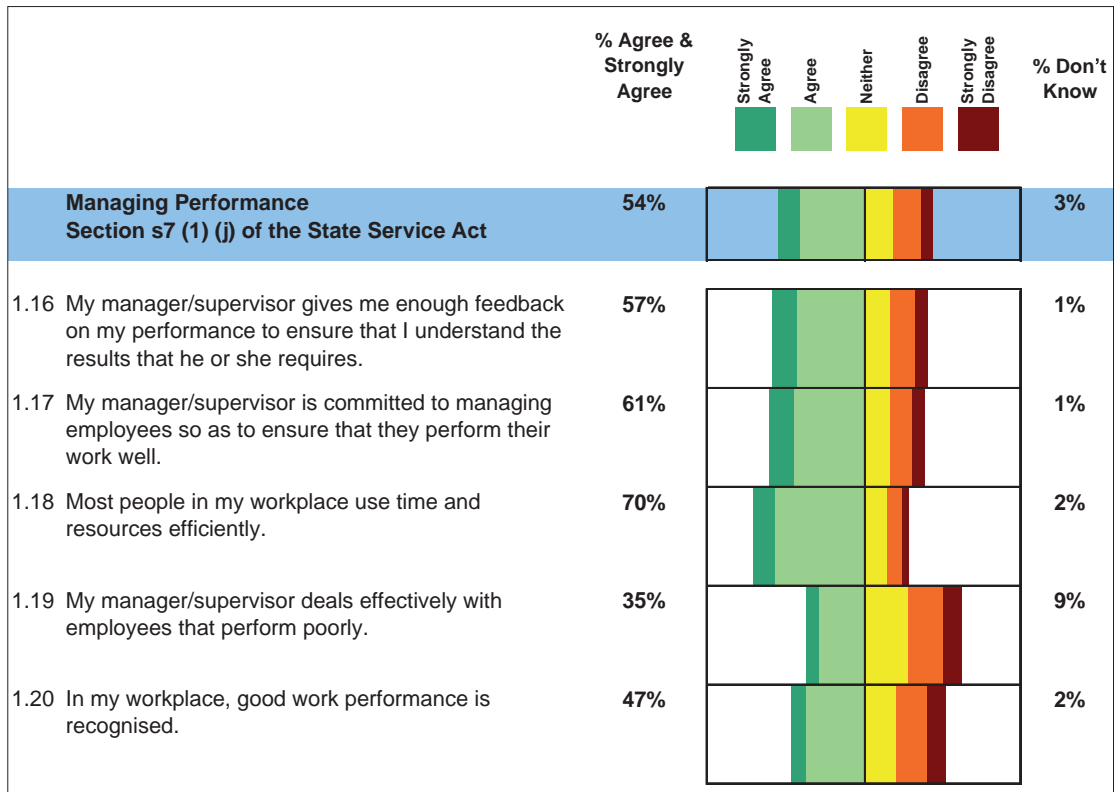


- Employees showed strong support for the level of community service and fairness demonstrated within their Agency and the Service.
- A large majority of employees (86%) agreed that confidentiality of information is taken seriously.
- Employees also strongly believed (82-83%) that employees in their 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 (69%) believed that their workplace uses customer feedback to improve service delivery.

7 Managing Performance

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

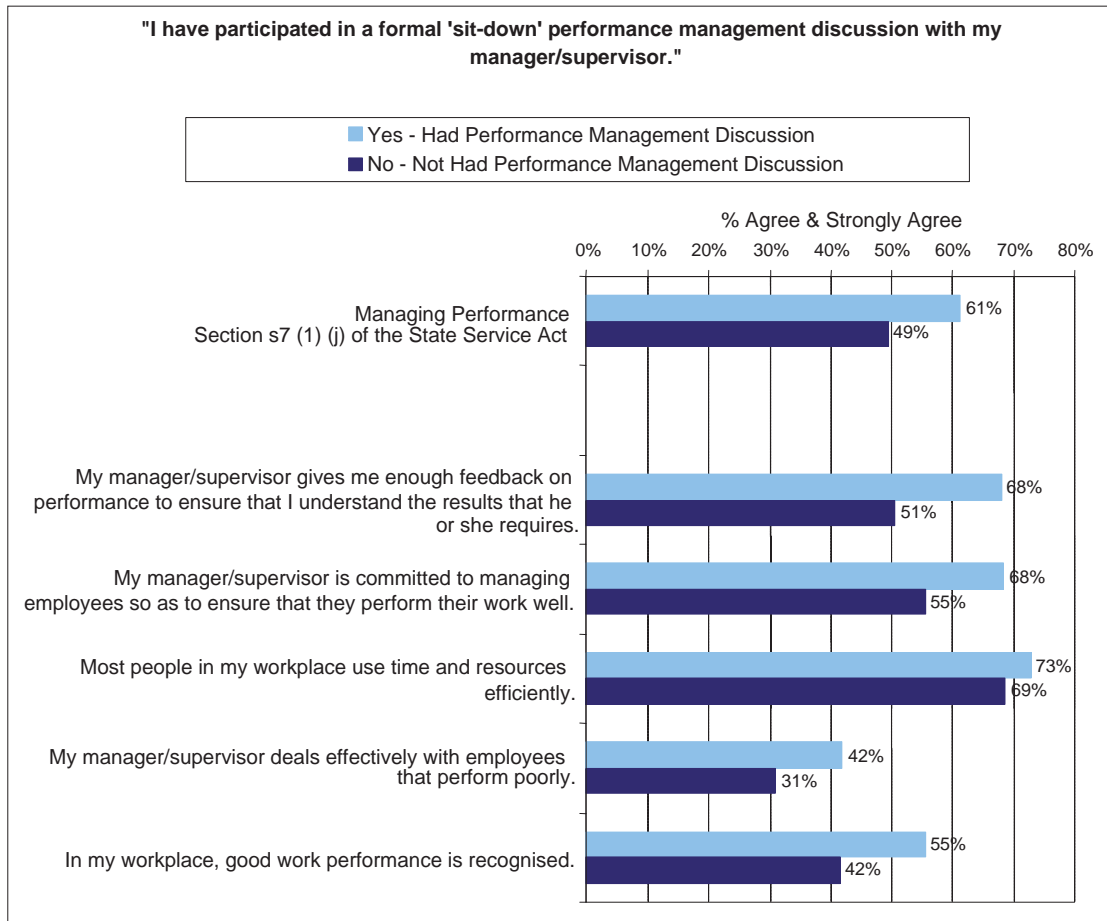
Figure 7.1 – Managing performance



- As Figure 7.1 demonstrates, the majority of employees (54%) believe that performance was managed well in their Agency and the Service.
- A strong majority of employees (70%) agreed that employees in their workplace use time and resources efficiently.
- Most employees believe that their manager or supervisor gives enough feedback on their performance and managed employees to ensure good performance (57% and 61% respectively).
- However, a minority of employees believe that good performance is recognised and that their manager or supervisor deals effectively with poor performers (47% and 35% respectively).
- 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 in other whole-of-service public sector surveys. A likely reason for the low scores reported here is the finding that only 40% of employees have had a performance management discussion with their manager or supervisor within the last 12 months (reported later in Figure 18.1).



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

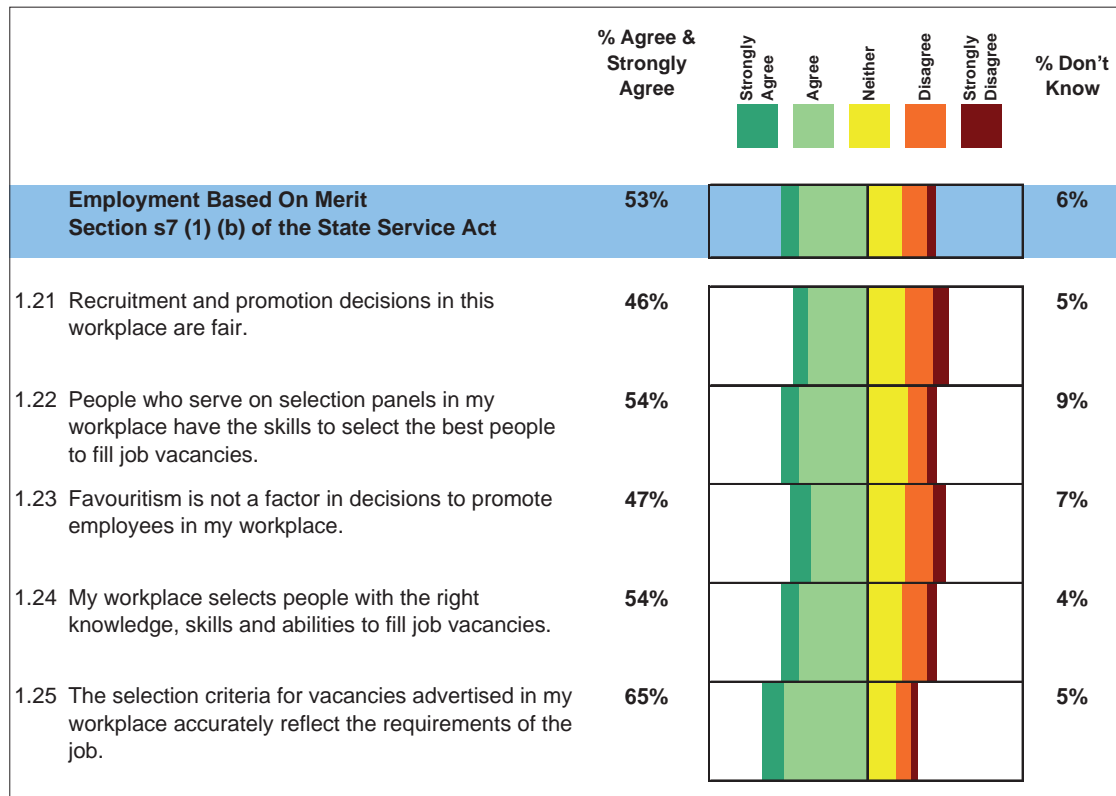


- As shown in Figure 7.2, those employees who have participated in a formal performance management discussion with their manager or supervisor have noticeably stronger confidence in the way performance is managed in their workplace.

8 Employment Based On Merit

Section 7(1)(b) of the Act 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.

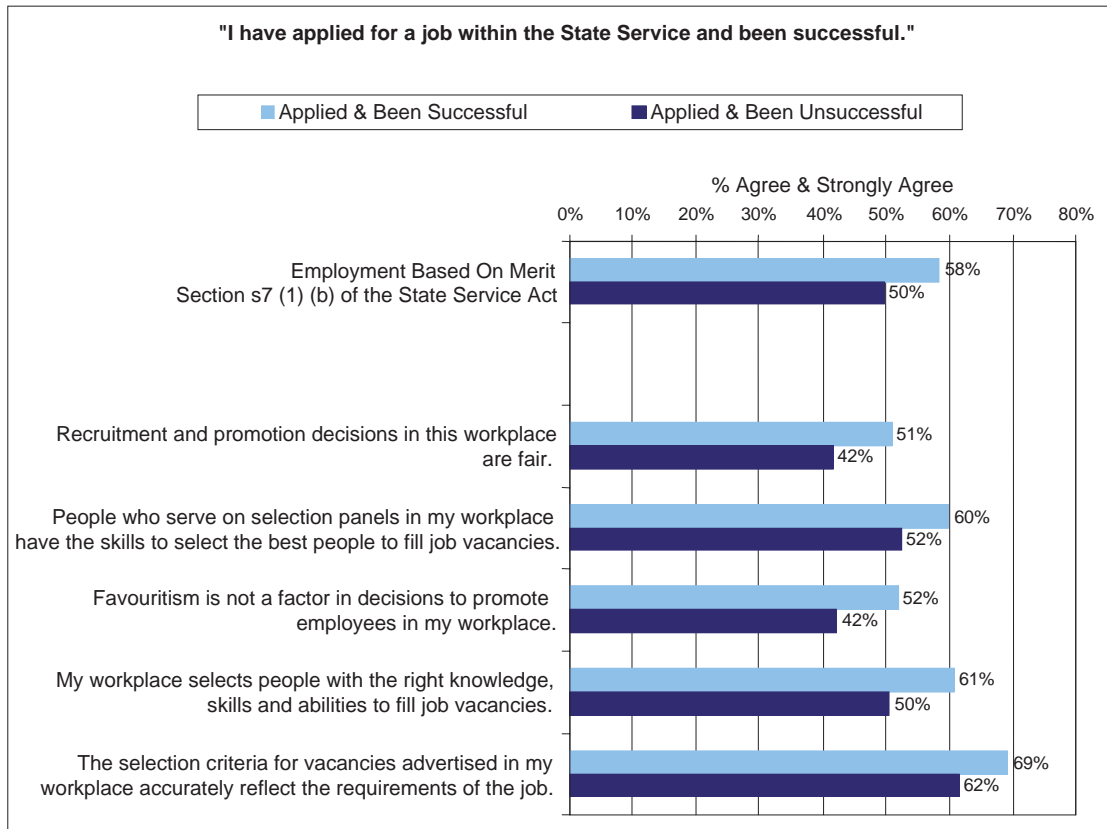
Figure 8.1 – Employment based on merit



- As shown in Figure 8.1, a majority of employees (53%) provided overall support for employment being based on merit.
- Examining the individual statements, a healthy majority of employees (65%) agreed that selection criteria accurately reflect job requirements.
- Approximately 50% 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 necessary skills (54% agreement).
- Under 50% of all employees stated that favouritism does not impact on promotion decisions (47% agreement), and that recruitment and promotion decisions are fair (46% agreement).
- Some caution is needed when interpreting these results. First, as with issues associated with managing performance, statements associated with recruitment and selection were also some of the lowest scoring sections of other recent public sectors 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, 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 process 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 appears to noticeably improve 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



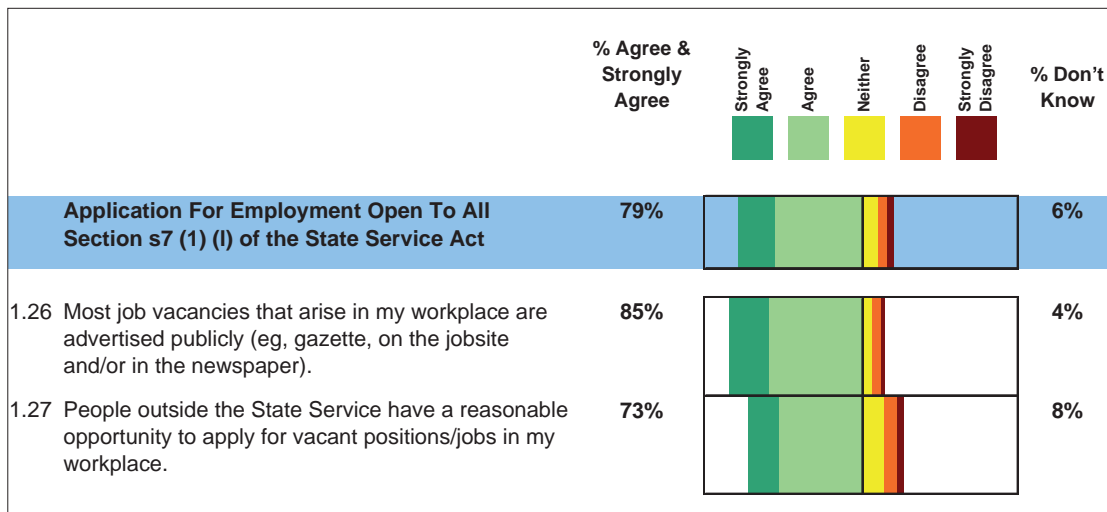
- Figure 8.3 also shows the relationship between employees' confidence in the application of the Merit Principle and whether they have participated on a selection panel.
- The results suggest that participation on a selection panel substantially improves confidence in the application of the Merit Principle.



9 Application For Employment Open To All

Section 7(1)(l) of the Act 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

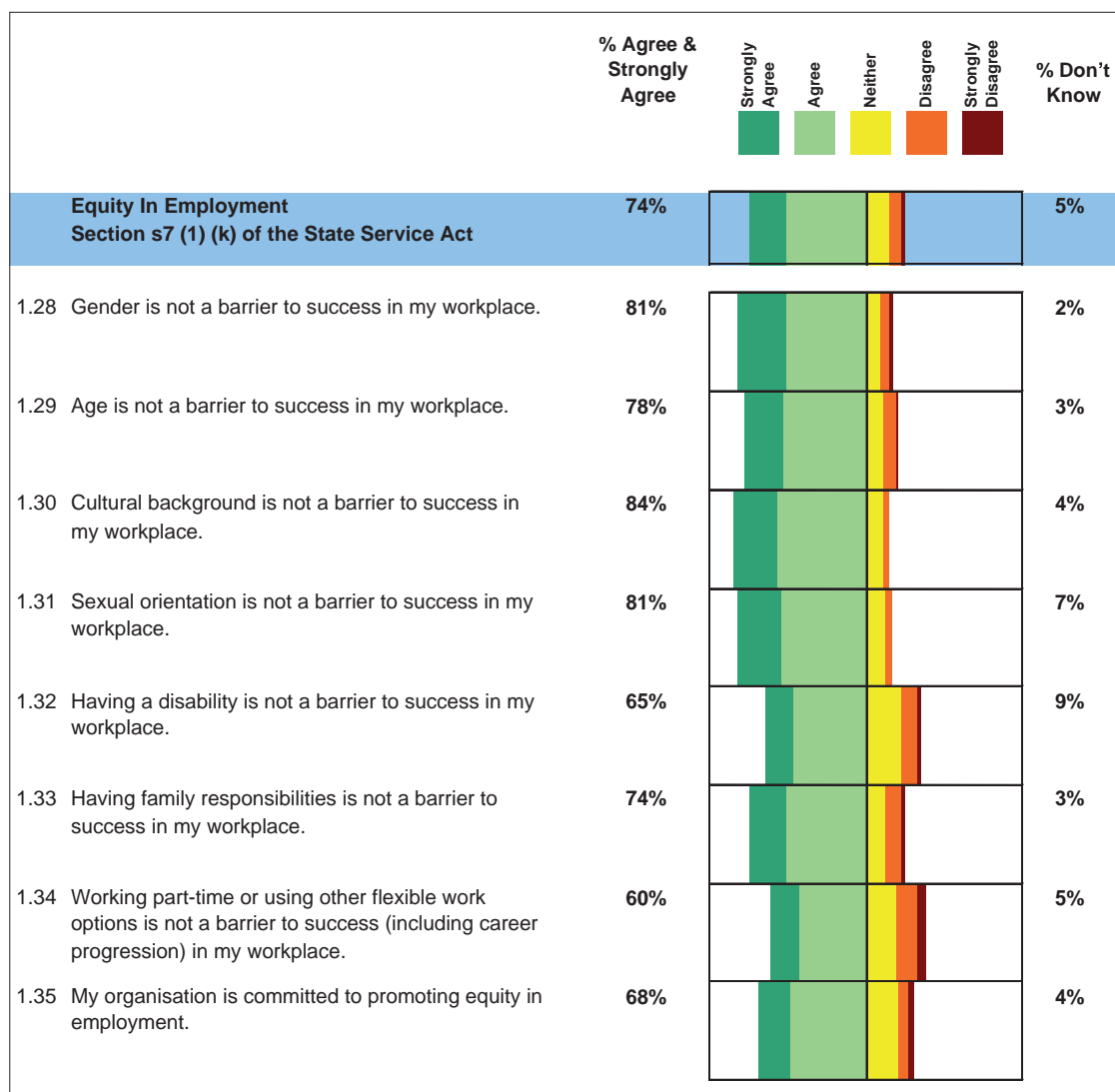


- Figure 9.1 shows the scores for the statements and category associated with the application for employment being open to all.
- Overall, a very healthy 79% of employees supported this Principle, with 85% agreeing that job vacancies are advertised positively and 73% believing that people outside the Service have a reasonable opportunity to apply for vacant positions.

10 Equity In Employment

Section 7(1)(k) of the Act 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



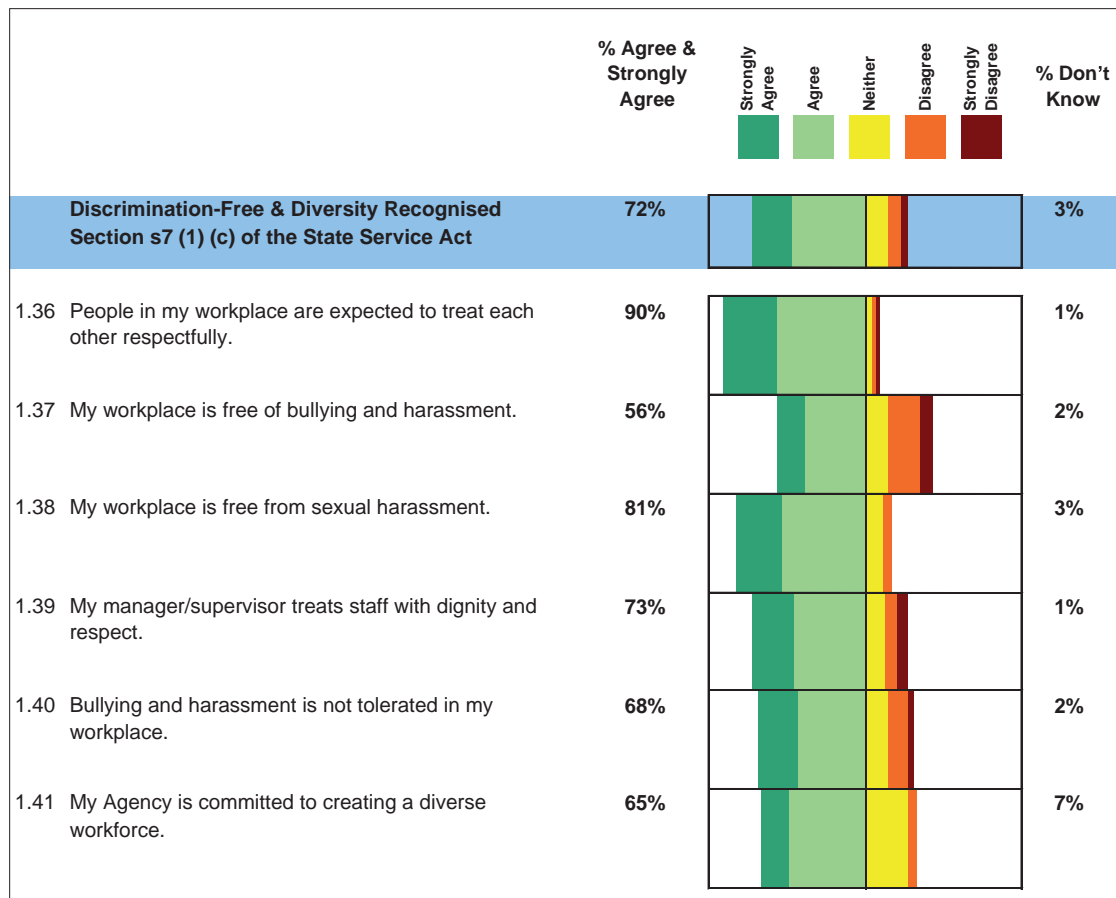
- As shown in Figure 10.1, employees showed strong support for the Principle of equity in employment, producing an overall score of 74%.
- Particularly strong agreement was shown for culture, sexual orientation, gender and age not being barriers for success in their Agency (78% to 84% agreement).
- While showing slightly lower scores, a substantial majority of employees agreed that family responsibilities and having a disability are not barriers to success (74% and 65% respectively).
- The lowest score was given for perceptions regarding part-time work and flexible work options, with 60% of employees believing that these work patterns were not barriers to success. In general, 68% of employees believed that their organisation is committed to promoting equity in employment.



11 Discrimination-Free & Diversity Recognised

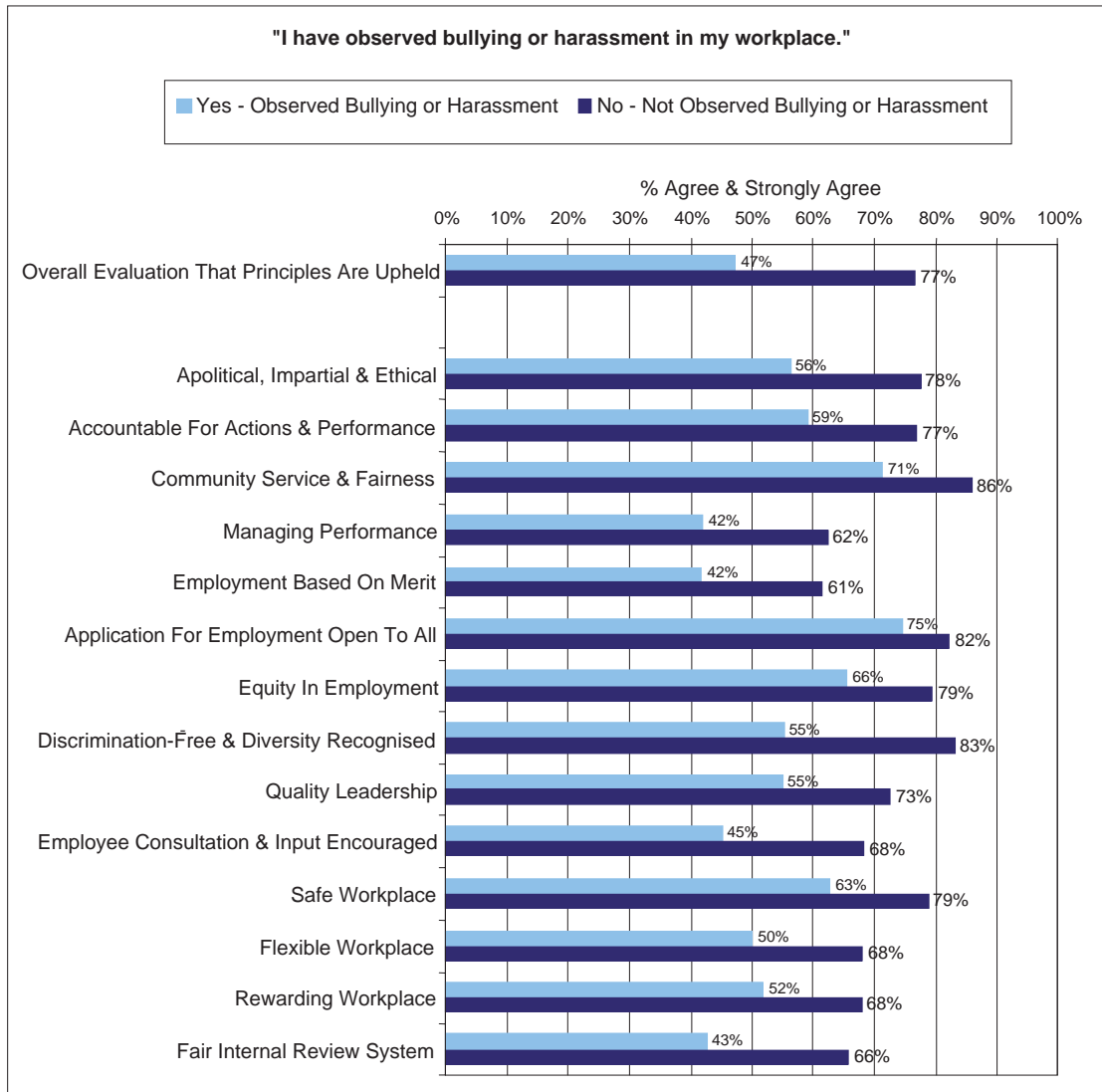
Section 7(1)(c) of the Act states: “the State Service provides a workplace that is free from discrimination and recognises and utilises the diversity of the community it serves”. The results for this Principle are shown in Figure 11.1.

Figure 11.1 – Discrimination-free and diversity recognised



- As Figure 11.1 demonstrates, employees generally agree that their workplace manages discrimination and diversity satisfactorily (72% overall agreement).
- Almost all employees (90%) reported that people in their workplace are expected to treat others respectfully, most employees (73%) believe that their manager or supervisor treats employees with dignity and respect, and a healthy majority of employees believe that their Agency is committed to creating a diverse workforce (65%).
- Approximately three quarters of employees believe that their workplace is free from sexual harassment.
- While most employees (68%) believe that bullying and harassment is not tolerated, only a small majority of employees (56%) believe that their workplace is free of bullying and harassment. These results are very similar to those found in other states.

Figure 11.2 – Observation of bullying or harassment against confidence in all principles



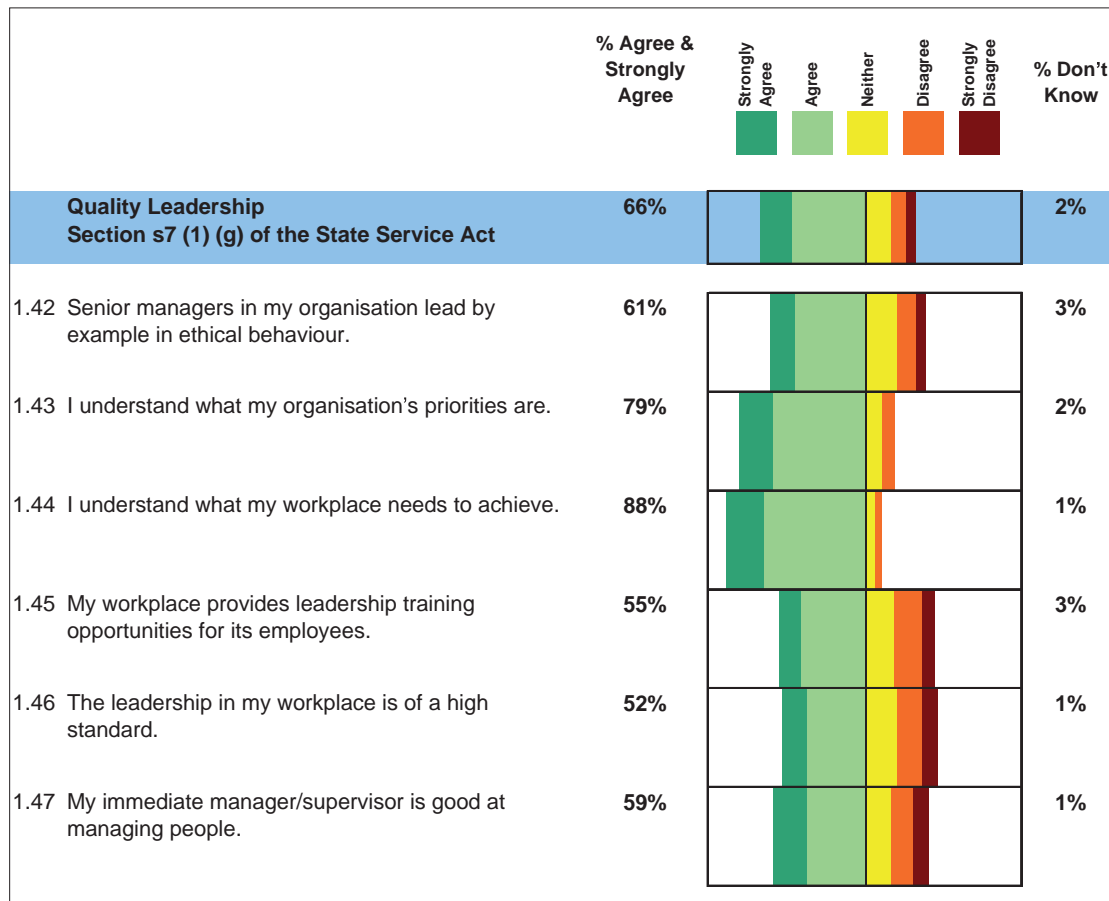
- Figure 11.2 shows the relationship between bullying and harassment and employees' confidence in the application of all Principles.
- The observation of bullying and harassment is quite strongly associated with lower confidence in the application of all Principles.
- A similar analysis investigating employees' personal experience of bullying and harassment produced a near identical pattern of results as shown in Figure 11.2.



12 Quality Leadership

Section 7(1)(g) of the Act 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

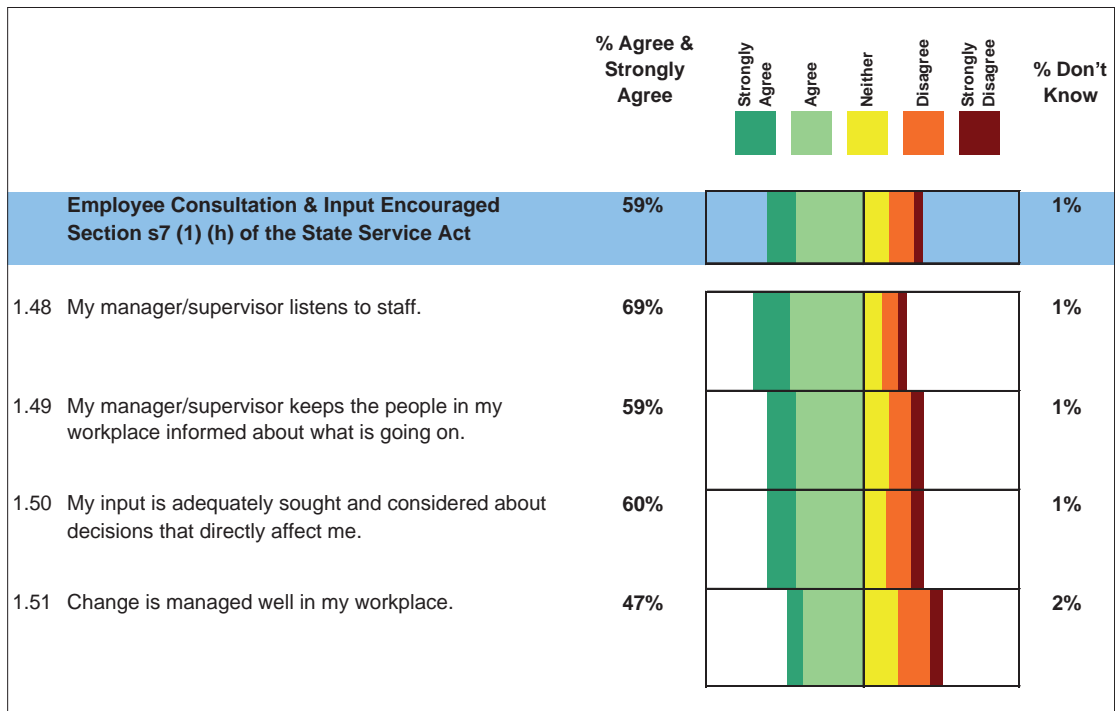


- As shown in Figure 12.1, employees generally supported the quality of leadership within their organisation (66% overall agreement score).
- The vast majority of employees reported understanding what their organisation needs to achieve and what its priorities are (88% and 79% respectively).
- Smaller majorities of employees believed that their senior managers lead by example in ethical behaviour (61%) and that leadership is of a high standard (52%).
- Similar numbers of employees believed that their manager or supervisor is good at managing people (59%) and that their workplace provides leadership training opportunities (55%).
- It should be noted that the topic of leadership is one of the lowest 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 Act 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 (59% overall agreement).
- A strong majority of employees (69%) believe that their manager listens to employees. A smaller majority of employees believe that input is sought and encouraged (60%) and that their manager or supervisor keeps people informed (59%).
- Approximately half of the employees that responded 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.



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

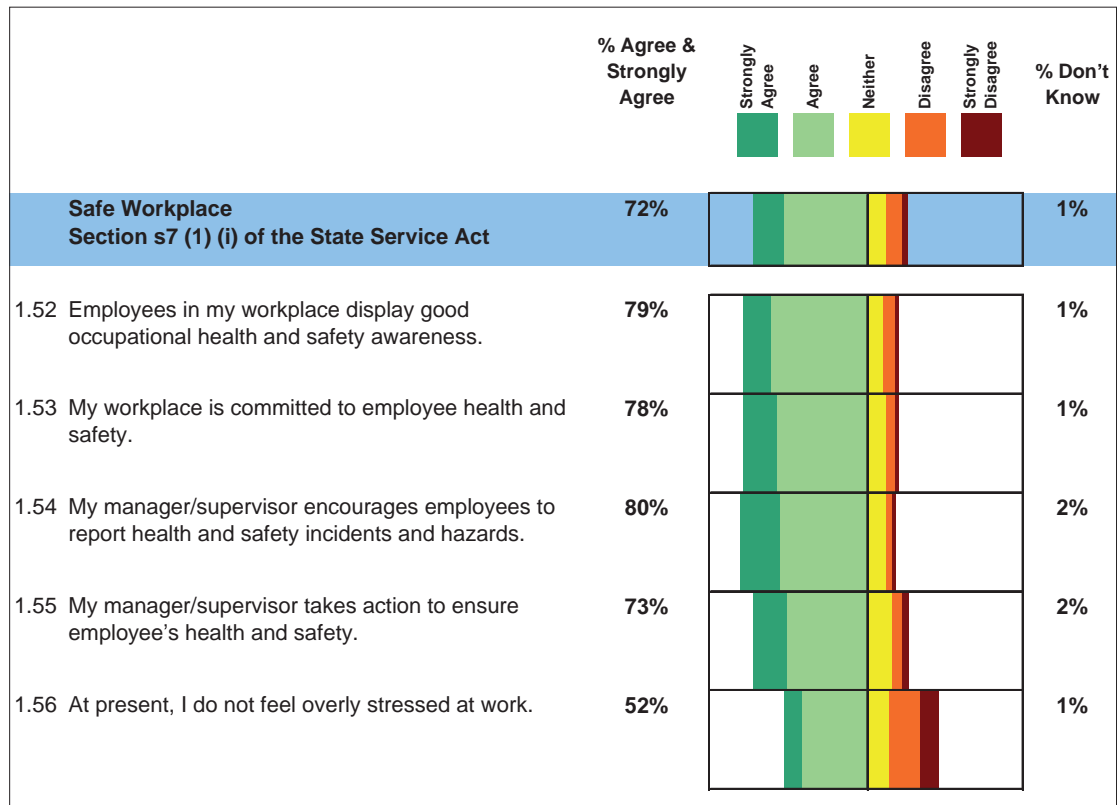


- Figure 13.2 shows the perceptions of quality of leadership across employees who believe that change is handled well and those who don't believe that change is handled well (i.e., they answered Neither, Disagree or Strongly Disagree).
- Figure 13.2 shows a clear and strong pattern of results, with employees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

14 Safe Workplace

Section 7(1)(i) of the Act 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



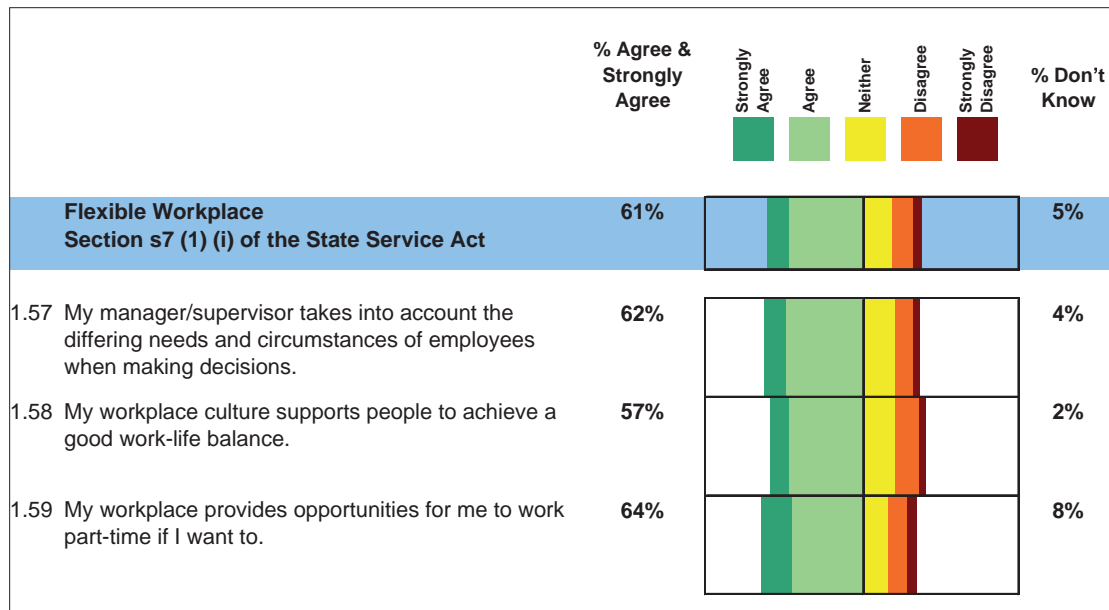
- Figure 14.1 demonstrates that employees strongly believe in the safety of their workplace. A strong majority of employees believe that their manager or supervisor encourages employees to report safety risks (80%) and takes action to ensure employees' health and safety (73%).
- A similar number of employees agree that employees in their workplace display good safety awareness (79%) and are committed to employee health and safety (78%).
- Approximately half of the employees that responded reported not being overly stressed at work.



15 Flexible Workplace

Section 7(1)(i) of the Act 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

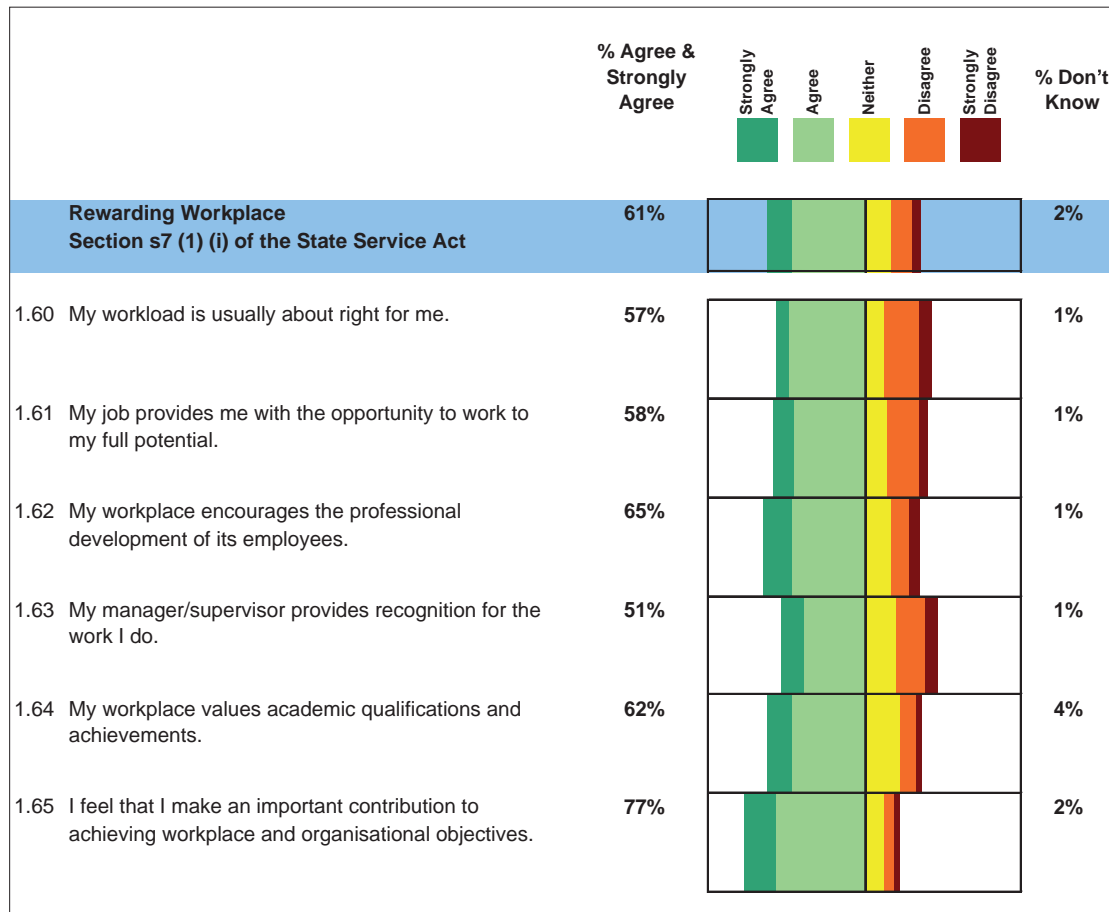


- Figure 15.1 shows good support regarding employees’ perception of their workplaces being flexible (61% overall agreement).
- A healthy majority of employees agreed that their workplace provides opportunities for them to work part-time (64%), believe that their manager or supervisor takes into account the differing needs of employees (62%), and agree that the culture of their workplace supports a good work-life balance (57%).

16 Rewarding Workplace

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

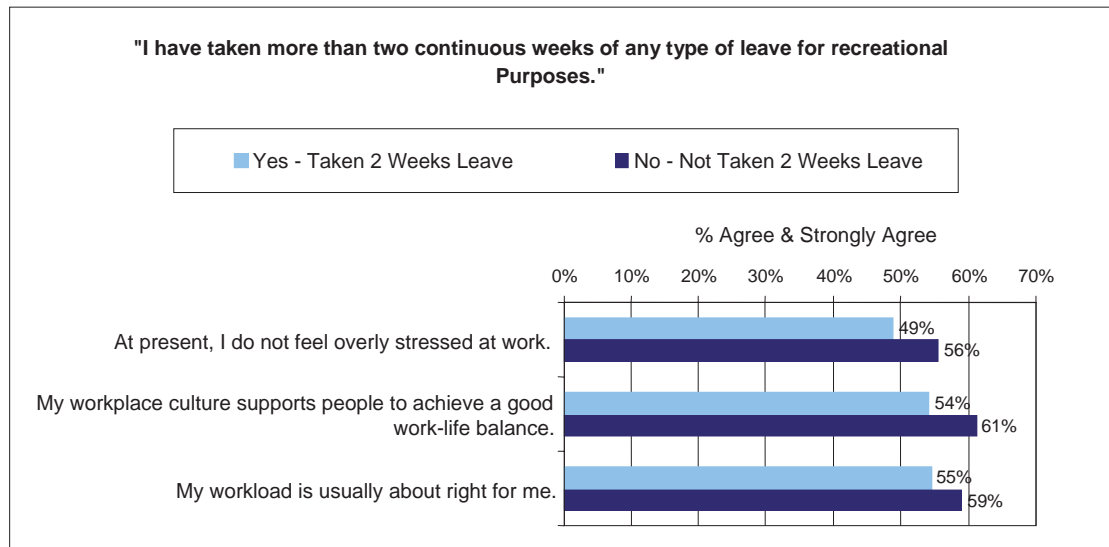
Figure 16.1 – Rewarding workplace



- Figure 16.1 demonstrates that most employees believe that their workplace is rewarding (61% overall agreement).
- A large percentage of employees (77%) believe that they make an important contribution to achieving workplace objectives.
- A healthy majority of employees believe that their workplace encourages professional development (65%) and values academic achievement (62%).
- Most employees believe their job provides the opportunity to work to their full potential (65%) and that their workload is about right (57%).
- Approximately half of the employees who responded to the survey felt that their manager or supervisor provides recognition for the work they do.



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

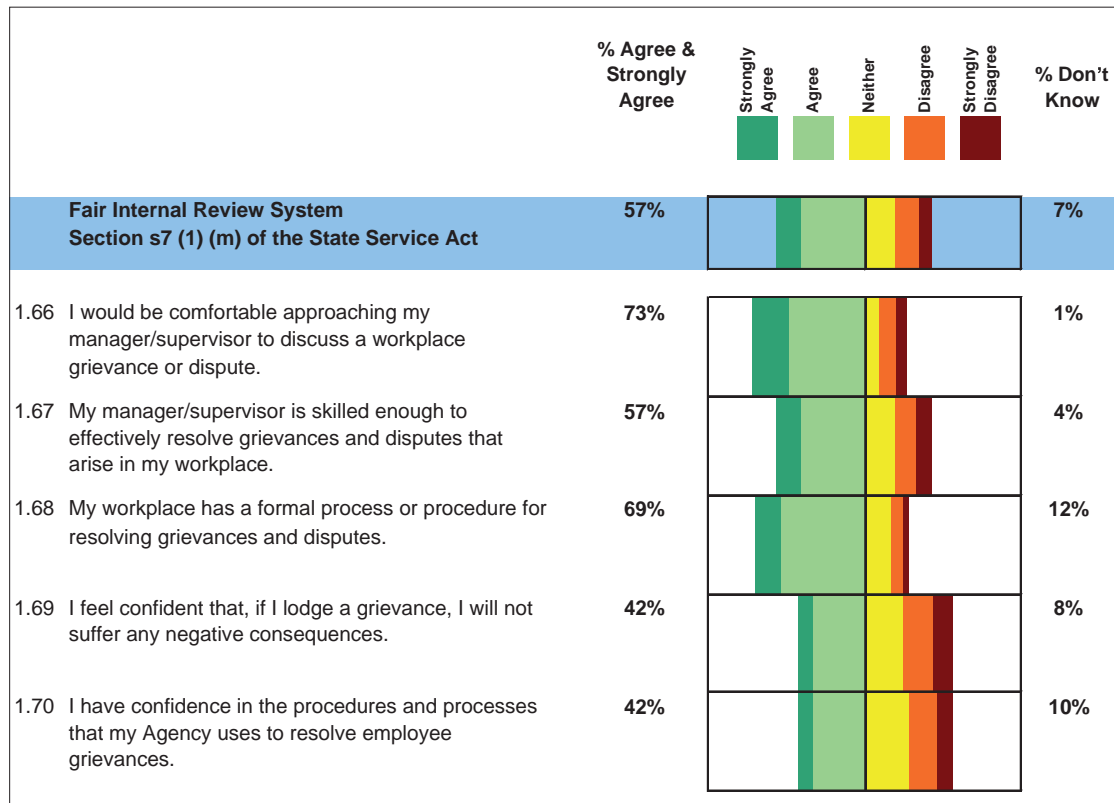


- Figure 16.2 shows the relationship between taking more than two weeks, continuous recreational leave and whether employees feel stressed, experience work-life balance, and believe their workload is appropriate.
- The results suggest that those employees who are more stressed feel less comfortable with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

17 Fair Internal Review System

Section 7(1)(m) of the Act 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.

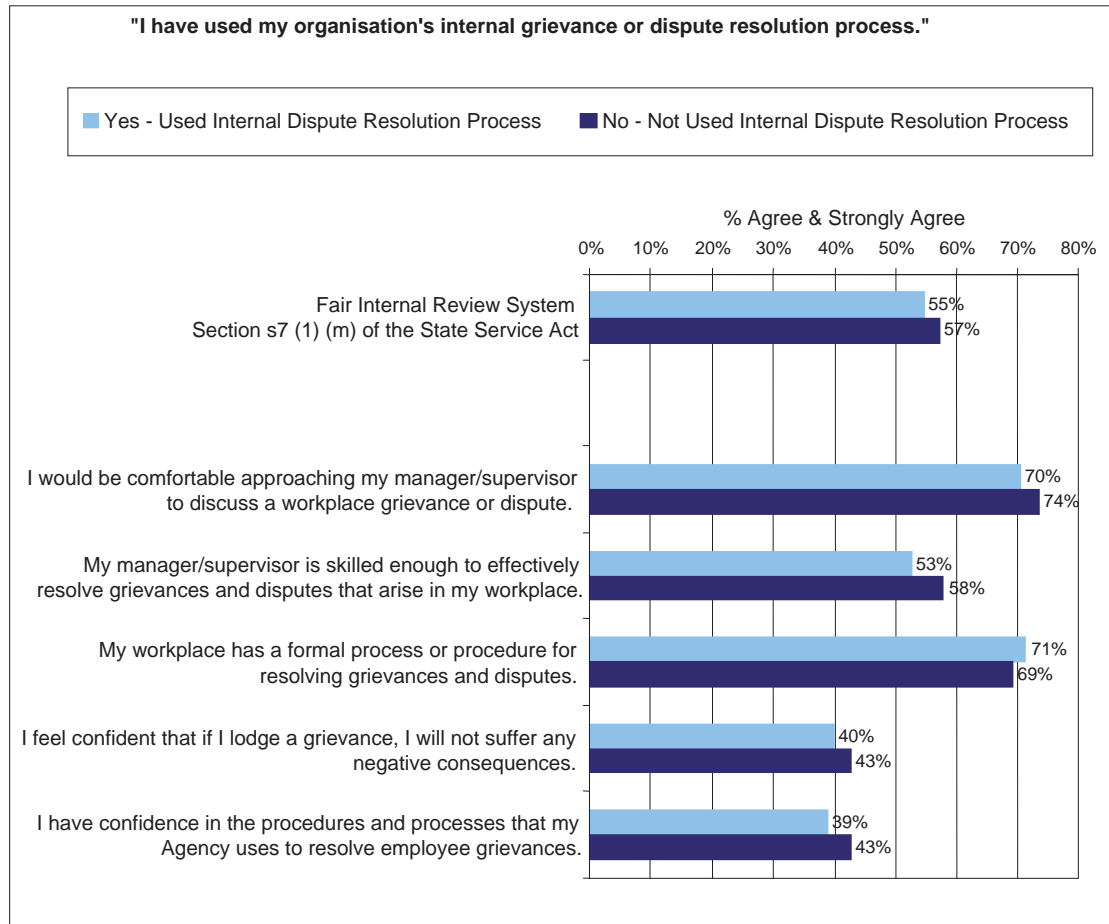
Figure 17.1 – Fair Internal review system



- Figure 17.1 shows that, while employees generally agreed that their workplace provides a fair internal review system (57% overall agreement), they provided diverse opinions regarding specific components of the internal review system.
- Approximately three-quarters of employees that responded reported being comfortable approaching their manager or supervisor to discuss a workplace grievance or dispute.
- A strong majority of employees (69%) agreed that their workplace has formal grievance processes in place.
- A majority of employees (57%) believed that their manager or supervisor was skilled enough to resolve grievances and disputes.
- However, only a minority of employees (42%) had confidence in their Agency’s grievance procedures and felt 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.



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



- Figure 17.2 shows that there is little relationship between employees' use of their grievance or dispute-resolution processes and their belief that their workplace has a fair internal review system.
- Those employees who have used their grievance or dispute-resolution processes had a very similar (although on average marginally lower) level of confidence in the internal review system to employees who had not used grievance or dispute-resolution processes.

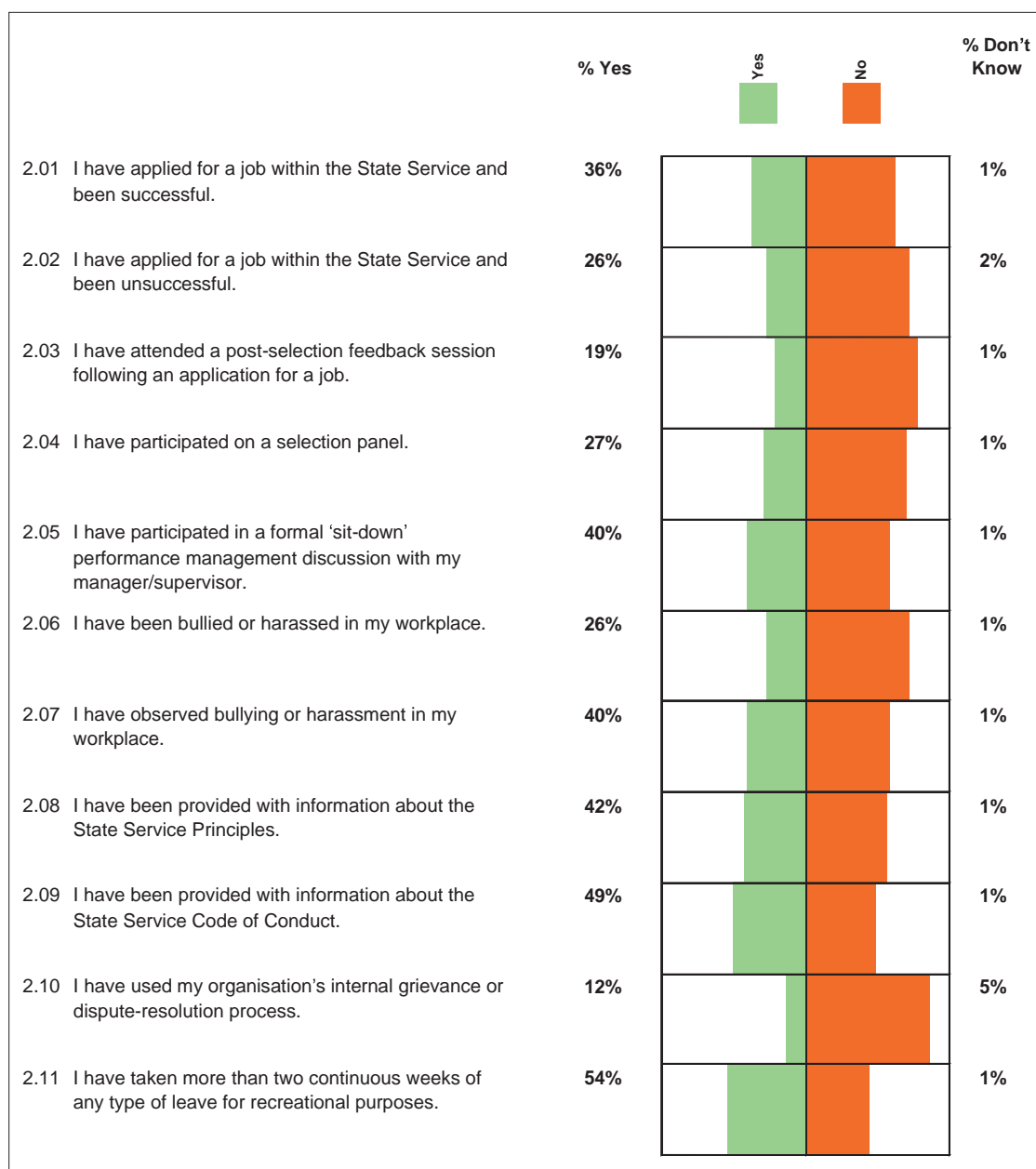
18 Additional Results

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

18.1 Part 2 of the Survey

Figure 18.1 shows employees' responses to Part 2 of the Survey in which employees answered the listed questions based on their personal experiences over the 12 months prior to the Survey.

Figure 18.1 – Response distributions to Part 2 of the Survey





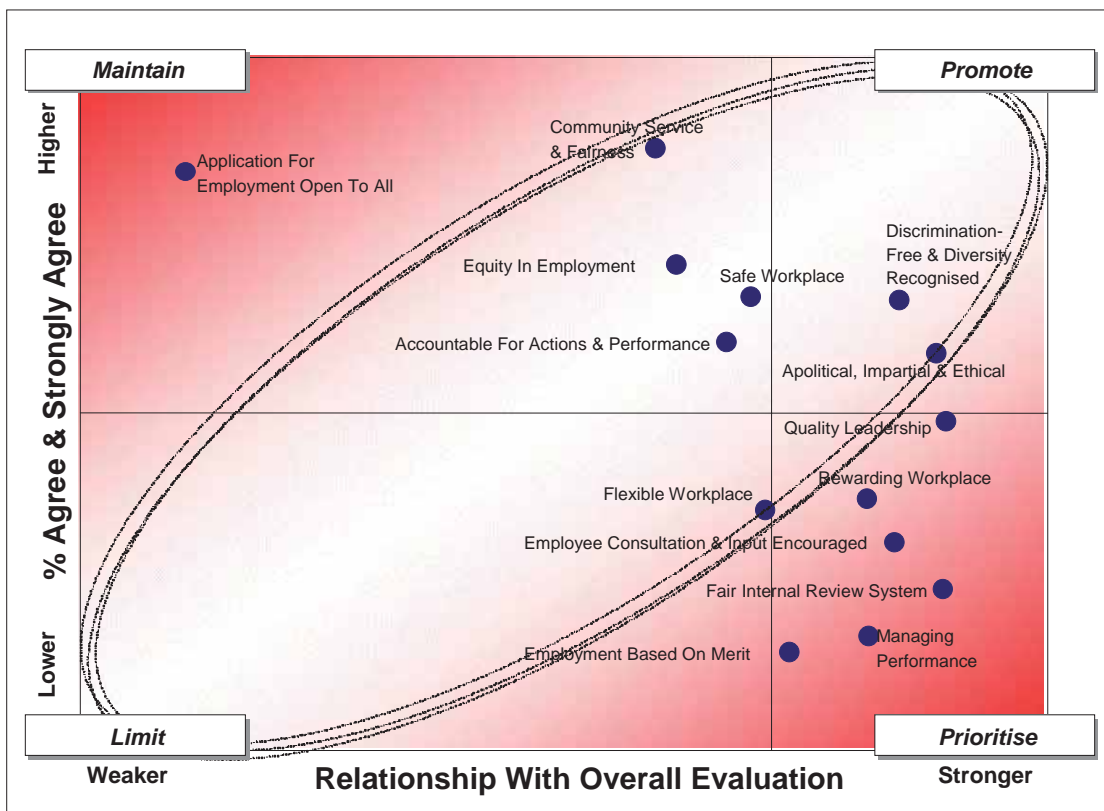
Almost all employees responding to the Survey answered Part 2 of the survey, with 99% of employees answering most of the questions in Part 2. Notable results shown in Figure 18.1 include 27% of employees have participated on a selection panel, 40% of employees have had a performance management discussion with their supervisor, 40% of employees have observed bullying and harassment (an almost identical level to that found by two other States in similar surveys), 26% of employees have personally experienced bullying and harassment, and only 12% of employees have used their organisation's internal grievance or dispute-resolution processes.

18.2 Gap analysis & key driver analysis

Figure 18.2 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 categories 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 categories and their overall evaluation of the Principles.

The benefit of such an analysis is that it allows identification of 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 18.2 show an acceptable match between how well they were scored and how important they may be.

Figure 18.2 – Gap analysis plotting percentage agreement against importance for overall evaluations

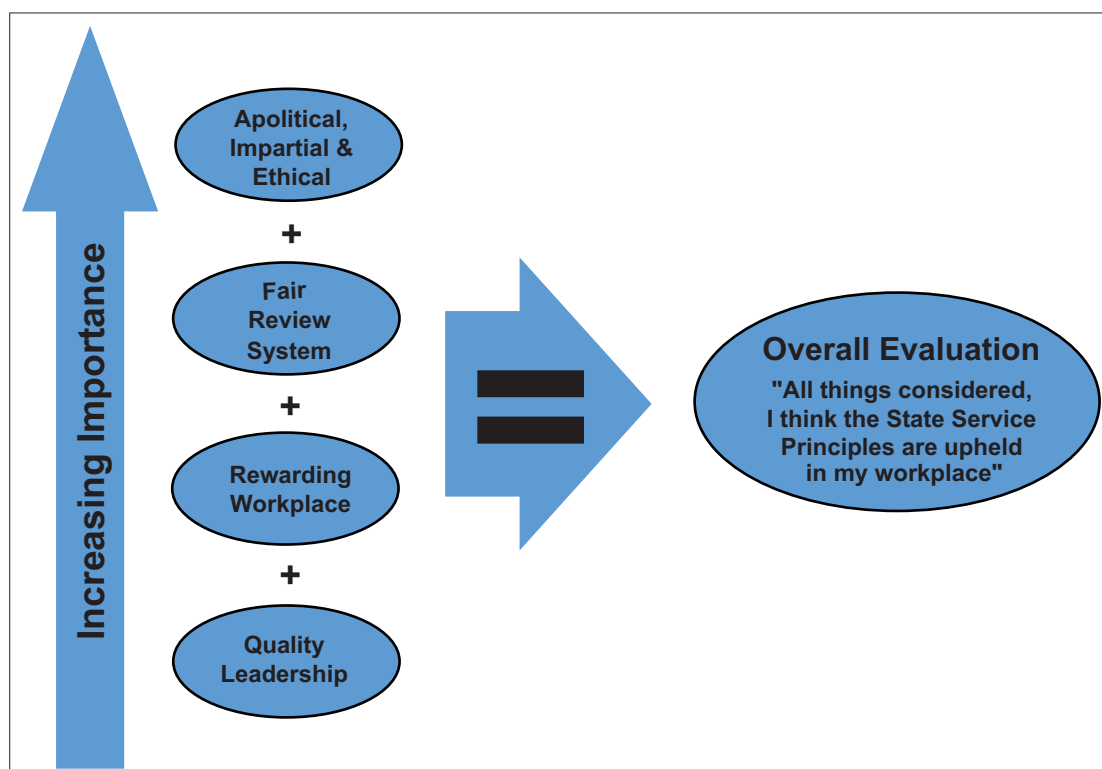


If the State Service wishes to improve employees' overall evaluation of the Principles, those categories in the bottom right corner of Figure 18.2 are potential priorities for action, given that they are closely associated with employees' overall evaluation of the Principles but show some of the lowest scores. Figure 18.2 suggests the highest priorities for action may be improving the Principles of Managing Performance, Fair Internal Review System, Employee Consultation and Input Encouraged, Employment Based On Merit, Rewarding Workplace, and Quality Leadership.

Another method of estimating priorities for action is shown in Figure 18.3. 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 four categories of being Apolitical, Impartial and Ethical, and having a Fair Internal Review System, a Rewarding Workplace and Quality Leadership. That is, if the State Service wished to improve employees' overall evaluation, this analysis suggests these may be the four categories that would have the largest impact.

By considering the results in Figures 18.2 and 18.3 simultaneously, we see that the three categories of having a Fair Internal Review System, a Rewarding Workplace and Quality Leadership appear in both sets of results, suggesting that these three categories may be the highest priorities for action. The following categories appear once as priorities in either Figure 18.2 or 18.3 (but not both), and hence may be secondary priorities for action: Managing Performance, Employee Consultation and Input Encouraged, Employment Based On Merit, 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 18.3 – Key driver analysis showing the strongest predictors of employees' overall evaluations





Appendix 1 – State Service Employee Survey



State Service Commissioner's State Service Employee Survey 2005

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 the major findings will be published later this year at www.osscc.tas.gov.au.

The survey will provide a means of evaluating employment practices, procedures and standards in Agencies, and the results will help to 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 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 29 July 2005**. 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?

**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 Agencies.

Appendix 1 – State Service Employee Survey

I Invite Your Views

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 <i>State Service Act 2000</i>).	<input type="checkbox"/> 1 Yes	<input type="checkbox"/> 2 No	<input type="checkbox"/> 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.	<input type="checkbox"/> 1 Yes	<input type="checkbox"/> 2 No	<input type="checkbox"/> 3 Not before today			
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
The State Service is apolitical, performing its functions in an impartial, ethical and professional manner. Section 7(1)(a) of the State Service Act.							
1.3	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
1.4	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
1.5	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
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 State Service Act.							
1.7	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
1.8	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
1.9	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
The State Service delivers services fairly and impartially to the community. Section 7(1)(f) of the State Service Act.							
1.10	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
1.11	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
1.12	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
1.13	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
1.14	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
1.15	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
The State Service focuses on managing its performance and achieving results. Section 7(1)(j) of the State Service Act.							
1.16	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
1.17	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	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



Appendix 1 – State Service Employee Survey

<i>I Invite Your Views</i>						
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
1.19 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
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
The State Service is a public service in which employment decisions are based on merit. Section 7(1)(b) of the State Service Act.						
1.21 Recruitment & 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
1.22 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
1.23 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
1.24 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
1.25 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
The State Service provides a reasonable opportunity to members of the community to apply for State Service employment. Section 7(1)(l) of the State Service Act.						
1.26 Most job vacancies that arise in my workplace are advertised publicly (eg: gazette, on the jobsite an/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
1.27 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
The State Service promotes equity in employment. Section 7(1)(k) of the State Service Act.						
1.28 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
1.29 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
1.30 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
1.31 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
1.32 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
1.33 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
1.34 Working part-time or using other flexible work options is not a barrier to success (including career progression) 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 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
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 State Service Act.						
1.36 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
1.37 My workplace is free of bullying and 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
1.38 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
1.39 My manager/supervisor treats staff 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

Appendix 1 – State Service Employee Survey

<i>I Invite Your Views</i>						
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
1.40 Bullying and 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
1.41 My Agency is committed to creating a diverse workforce. <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>	<input type="checkbox"/> 5	<input type="checkbox"/> 4	<input type="checkbox"/> 3	<input type="checkbox"/> 2	<input type="checkbox"/> 1	<input type="checkbox"/> 6
The State Service develops leadership of the highest quality. Section 7(1)(g) of the State Service Act.						
1.42 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
1.43 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
1.44 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
1.45 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
1.46 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
1.47 My immediate 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
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 State Service Act.						
1.48 My manager/supervisor listens to staff.	<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 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
1.50 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
1.51 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
The State Service provides a safe workplace. Section 7(1)(i) of the State Service Act.						
1.52 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
1.53 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
1.54 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
1.55 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 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
The State Service provides a flexible workplace. Section 7(1)(i) of the State Service Act.						
1.57 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
1.58 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
1.59 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
The State Service provides a rewarding workplace. Section 7(1)(i) of the State Service Act.						
1.60 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



Appendix 1 – State Service Employee Survey

<i>I Invite Your Views</i>							
	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know	
1.61 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	
1.62 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 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	
1.64 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	
1.65 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	
The State Service provides a fair system of review of decisions taken in respect of employees. Section 7(1)(m) of the State Service Act.							
1.66 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	
1.67 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	
1.68 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 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	
1.70 I have confidence in the procedures and processes that my Agency 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	
General Comment.							
1.71 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	
1.72 If you would like to make any additional BRIEF comments, please use the box below.							
PART 2 – YOUR EXPERIENCES IN THE PAST 12 MONTHS. Please select 'yes' or 'no' for each question.							
Please indicate which of the following you have experienced within your Agency in the last 12 MONTHS.						Yes	No
2.1	I have applied for a job within the State Service and been successful.					<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
2.2	I have applied for a job within the State Service and been unsuccessful.					<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
2.3	I have attended a post selection feedback session following an application for a job.					<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
2.4	I have participated on a selection panel.					<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
2.5	I have participated in a formal 'sit-down' performance management discussion with my manager/supervisor.					<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
2.6	I have been bullied or harassed in my workplace.					<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
2.7	I have observed bullying or harassment in my workplace					<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
2.8	I have been provided with information about the State Service Principles					<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
2.9	I have been provided with information about the State Service Code of Conduct.					<input type="checkbox"/> ₁	<input type="checkbox"/> ₂
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Appendix 1 – State Service Employee Survey

<i>I Invite Your Views</i>		
	Yes	No
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
PART 3 – BACKGROUND INFORMATION		
3.1	Gender:	<input type="checkbox"/> ₁ Female <input type="checkbox"/> ₂ Male <input type="checkbox"/> ₃ Other
3.2	Do you identify as (mark any/all that apply)?	<input type="checkbox"/> ₁ Bisexual <input type="checkbox"/> ₁ Gay <input type="checkbox"/> ₁ Heterosexual <input type="checkbox"/> ₁ Intersex <input type="checkbox"/> ₁ Lesbian <input type="checkbox"/> ₁ Transgender
<i>This is a highly personal question, however we would appreciate it if you could provide an answer because the information is valuable. Absolute confidentiality will be maintained with respect to the responses.</i>		
3.3	What is your year of birth?	19 _____
3.4	Where were you born?	<input type="checkbox"/> ₁ In Australia <input type="checkbox"/> ₂ Outside Australia
3.5	Is English the first language you learned to speak?	<input type="checkbox"/> ₁ Yes <input type="checkbox"/> ₂ No <input type="checkbox"/> ₃ Don't know
3.6	Are you an Aboriginal person or Torres Strait Islander?	<input type="checkbox"/> ₁ Yes <input type="checkbox"/> ₂ No
<i>An Aborigine or Torres Strait Islander is a person who is of Aboriginal or Torres Strait Islander descent; and identifies as an Aboriginal or Torres Strait Islander; and is accepted as such by the community with which he or she lives or has lived.</i>		
3.7	Do you have a disability?	<input type="checkbox"/> ₁ Yes <input type="checkbox"/> ₂ No
Disability includes: Any impairment; loss or abnormality of function; physical, intellectual or psychiatric disabilities as well as serious illnesses. The definition covers conditions that exist now, have existed in the past or are presumed disabilities.		
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)?	<input type="checkbox"/> ₁ Senior Executive <input type="checkbox"/> ₂ Permanent employee <input type="checkbox"/> ₃ Fixed term employee <input type="checkbox"/> ₄ Employee who works as and when required (eg. Casual).
3.11	Do you work full time/part time?	<input type="checkbox"/> ₁ Full time <input type="checkbox"/> ₂ Part time
3.12	Are you a manager or supervisor?	<input type="checkbox"/> ₁ Yes <input type="checkbox"/> ₂ No
3.13	What is your current total annual gross (before tax) salary?	<i>If you work part-time, select the salary range relevant to your current position. If you are paid an hourly rate, select the salary range that is closest to your annual gross earnings.</i> <input type="checkbox"/> ₁ Less than \$15,000 <input type="checkbox"/> ₂ \$15,000 – \$20,999 <input type="checkbox"/> ₃ \$21,000 – \$25,999
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Appendix 1 – State Service Employee Survey

I Invite Your Views

- 4 \$26,000 – \$30,999
- 5 \$31,000 – \$35,999
- 6 \$36,000 – \$40,999
- 7 \$41,000 – \$45,999
- 8 \$46,000 – \$50,999
- 9 \$51,000 – \$55,999
- 10 \$56,000 - \$60,999
- 11 \$61,000 - \$65,999
- 12 \$66,000 - \$70,999
- 13 \$71,000 - \$75,999
- 14 \$76,000 - \$80,999
- 15 \$81,000 - \$85,999
- 16 \$86,000 - \$90,999
- 17 \$91,000 - \$95,999
- 18 More than \$96,000

- 3.14 What is the highest level of formal education you have completed?
- 1 Postgraduate research Degree (Masters by Research or Doctorate)
 - 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/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 because they are too young to look after themselves independently, or because they are ill, disabled or elderly and need assistance with matters such as 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 - 60
 - 3 Between 61 - 65
 - 4 Beyond 65
 - 5 Don't know

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

THANK YOU FOR YOUR ASSISTANCE



Appendix 2 – Lost Responses

Due to a programming error in the web-based survey, all web-based responses to two questions in Part 3 of the Survey were lost and responses to Part 2 of the Survey were lost from 794 employees. This problem occurred after completion of the TAFE Tasmania Survey, so no responses from TAFE Tasmania employees were lost.

The two questions in Part 3 for which all web-based data was lost were question 3.2 regarding sexual identity and question 3.15 regarding caring responsibilities. Hence no analyses involving these questions are possible for any of the Agencies, with the exception of TAFE Tasmania.

Of the 794 lost web-based responses to Part 2 of the Survey, no responses were lost from TAFE Tasmania, the Tasmanian Audit Office or The Public Trustee, and only one response was lost for the Department of Economic Development. The 794 responses were roughly proportionally distributed across the remaining Agencies (so the larger Agencies lost more data and the smaller Agencies lost less data, but as a percentage of all responses for any particular Agency they were roughly equal percentages). Overall, the 794 lost responses represent only 7% of employees who responded to the Survey. Hence analyses involving responses to Part 2 were still possible and were conducted using data from the remaining 93% of employees who responded.



Notes

Appendix 3 - Contents of this CD

- 1 State Service Employee Survey Report 2005
- 2 State Service Principles
- 3 Commissioner's Direction No. 2 – State Service Principles
- 4 State Service Code of Conduct
- 5 Commissioner's Direction No. 5 – Procedures for the investigation and determination of whether an employee has breached the Code of Conduct
- 6 State Service Commissioner's Annual Report 2003-2004
- 7 State Service Commissioner's Annual Report 2004-2005



Office of the State Service Commissioner

Level 2/144-148 Macquarie Street

GPO Box 621, Hobart, 7001

Tasmania, Australia

Website: www.osscc.tas.gov.au

Telephone: 03 6233 3637

Facsimile: 03 6233 2693

Email: osscc@dpac.tas.gov.au