TASMANIAN
STATE
SERVICE

Department of Premier and Cabinet

People Matter Survey
2015 Benchmark Report

June 2015

Chart descriptors

The chart below shows where your organisation's score for each question sits in comparison with the scores of your comparator group.
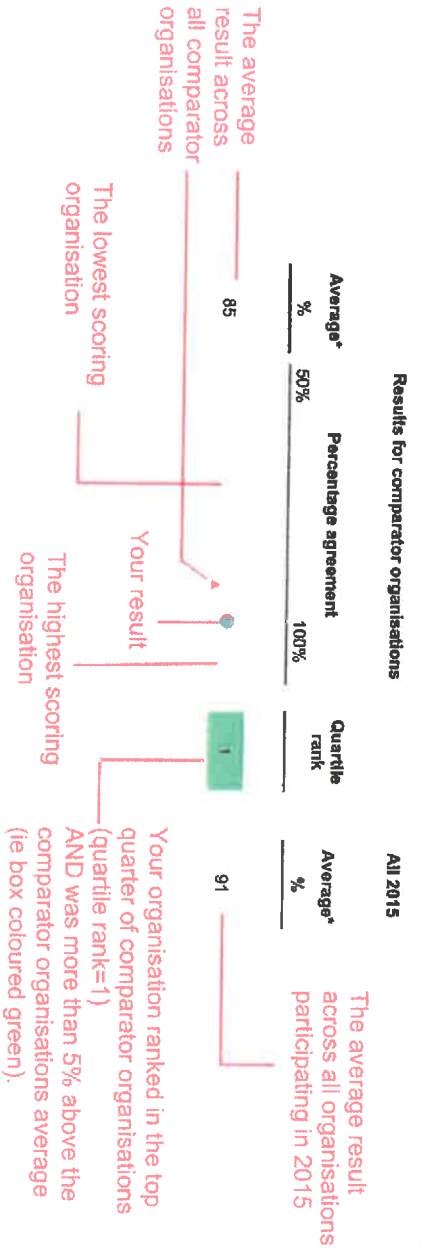
Average % Is the average percentage agreement for each question for your comparator organisations (excluding your own result).

Percentage agreement This line presents the range of results across all comparator organisations on each question. The green dot shows the result for your organisation. Each gray dot represents the result for another organisation in your comparator group. Organisations will only be represented on this line if their result falls within the chart's range (ie excludes outliers).

Quartile rank The quartile ranking provides an indication of your results in relation to your comparator group. If your quartile rank is 1, your results put you into the top 25% of organisations in your comparator group. A quartile ranking of 4 indicates that you are in the bottom 25% in your comparator group.

Green and red colouring of quartiles 1 and 4 highlight where your organisation has performed substantially better or worse, respectively, than your comparator organisations.

- If your result is in quartile 1 and your organisation's result is greater than or equal to 5% above the comparator group average then the quartile rank will be coloured green.
- If your result is in quartile 4 and your organisation's result is 5% or more below the comparator group average then the quartile rank will be coloured red. Note: 5% has been used to symbolise practical rather than statistical significance.

All 2015 Average % is the average of all organisations participating in 2015 and includes your own result.

Results for comparator organisations

Average* %	Percentage agreement			Quartile rank	All 2015 Average* %
85	50%		100%	1	91

The average result across all comparator organisations

The lowest scoring organisation

Your result

The highest scoring organisation

Your organisation ranked in the top quarter of comparator organisations (quartile rank=1) AND was more than 5% above the comparator organisations average (ie box coloured green).

The average result across all organisations participating in 2015

People Matter

Executive Summary

The *State Service Act 2000* establishes values and principles to guide conduct and performance within the Tasmanian State Service (TSS). The People Matter Survey measures your employees' perceptions of how well your organisation is performing in applying those values and principles. The survey also measures how engaged and satisfied your employees are, workplace wellbeing, employee commitment, and employee perceptions of how well change is managed.

This report contains the results of your 2015 People Matter Survey.

Contents of this report
The report is divided into two sections:

Summary – contains workforce profile and summary results for key indices and your highest and lowest scoring results.
Detailed results – contains results for each of the questions in the survey.

Appendices provide additional information and explanatory notes.

More information and assistance
SSMO has adapted a separate document from the Victorian Public Sector Commission, *Responding to your People Matter Results*, which can assist you with understanding your report and taking action on your results. It is available on the SSMO website(www.dpac.tas.gov.au/divisions/ssmo)

Please contact people.matter@dpac.tas.gov.au for further information or to provide feedback on this report.

Reading the results

For most of the questions in the survey, respondents are asked to select an answer from a small number of set responses. Different response scales are used within the survey for different types of questions. Each set requires a slightly different way of reading and interpretation.

Yes/No

Interpreting the 'yes' and 'no' responses is reasonably straightforward as they provide a clear answer to the question asked. However you should note that a 'yes' answer is not always positive. For example, a 'yes' response in answer to 'the question have you been bullied?' is a cause for concern and action.

The 'don't know' answers mean that the respondent does not know if what they have experienced fits with what the question is about. In other words, the respondent is unclear about definitions. The 'don't know' responses are worth paying attention to. In most instances, the fact that the respondent doesn't know if they have experienced something (such as receiving feedback) is significant. In the example given here, if someone doesn't know whether or not they have been given feedback, then it is likely that whatever feedback they have been given has been poorly delivered and probably ineffectual.

Agreement 1 (including don't know)

In all questions with this set of answers, 'agree' and 'strongly agree' produce a positive result. The larger the percentage, the better. Conversely, 'disagree' and 'strongly disagree' responses represent a negative result. The larger the percentage for these options, the greater the cause for leadership concern and the need for leadership action.

It is also important to consider the 'don't know' responses. Having staff who do not know, for example, whether or not the workgroup strives to achieve customer satisfaction, or whether or not they should avoid conflicts of interest in their work, represents a risk. A large number of 'don't knows' to these questions should be a cause for leadership concern and a prompt for leadership action (usually involving making staff aware of a particular practice).

Agreement 2 (including neither agree nor disagree)

Survey questions about employee engagement do not allow respondents to select 'don't know'. Instead, there is the opportunity to say that they 'neither agree nor disagree' with the statement.

The percentage of respondents who select the 'neither' option is significant. They represent staff who could easily go either way in terms of being committed to, and willing to go the extra mile for, the organisation. This is particularly significant if the organisation is about to experience difficult times (such as major organisational change) which may place extra demands on staff.

In terms of leadership responses, actions should be developed to address both the disengaged (people who 'disagree' or 'strongly disagree' with the statements) and those who could easily become disengaged (people who neither agree or disagree). Both groups represent a risk for the organisation, while the latter group represents an opportunity to strengthen the organisation.

Engagement index

Employee engagement refers to the extent to which employees are committed to their organisation's goals and values, motivated to contribute to organisational success and able at the same time to enhance their own sense of wellbeing.

A suite of five questions relating to employee engagement was introduced to the survey in 2013. These questions were developed from research by the UK Civil Service. The index measures five key aspects that an engaged employee should exhibit: pride, advocacy, attachment, inspiration and motivation.

The higher the index, the higher the level of engagement your staff have with the organisation. VPSC research shows that higher levels of engagement are related to more positive results in a range of areas, including integrity, responsiveness and commitment to the organisation. Research also shows that perceptions of leadership and change management' is the strongest driver of employee engagement.

Satisfaction

This set of answers are offered as response options for a set of questions about job satisfaction.

Generally, a positive result is one where there is a large percentage of staff indicating that they are 'satisfied' or 'very satisfied', and a small percentage of staff indicating that they are 'dissatisfied' or 'very dissatisfied', with different aspects of their working environment.

As with the question about engagement, there is no 'don't know' option in this answer set. There is a 'neither' option. Again, the percentage of staff who select the 'neither' option should be of interest to organisational leaders. Job satisfaction is a driver for:

- performance (people who are more satisfied are likely to perform better); and

- commitment (people who are more satisfied are likely to remain loyal to the organisation, even in the face of difficulties or alternative employment opportunities).

People who are 'neither satisfied or dissatisfied' may not be performing to their full potential and they may not be as committed to the organisation as they could be. In other words they represent an opportunity for improving the organisation's performance and exposure to workforce risks.

Tasmanian State Service Engagement Survey 2018 Executive Summary Report (continued) ...

Organisations included in your organisation's comparator group

This table presents the other Tasmanian State Service organisations that your organisation has been compared against.

The organisations that have been grouped together have been considered to be of relatively similar structure and size.

	Current year
Department of Justice	✓
Department of Police and Emergency Management	✓
Department of Primary Industries, Parks, Water and Environment	✓
Department of State Growth	✓
Department of Treasury and Finance	✓
Tasmania Fire Service	✓
TasTAFE	✓

Please note that the comparator group only includes organisations who have met the minimum requirements to generate reports. To be included in the comparator group, organisations must have received at least ten responses, and a response rate of more than 10 per cent (Macquarie Point Development Corporation and the Integrity Commission have been provided with an exemption from this rule).

Profile of respondents

The following tables may be used to compare the profile of People Matter Survey respondents against your whole organisation. Confidence in the results increases with the number of responses, the response rate, and the closer the profile of respondents is to your workforce profile.

	Questionnaires returned	Questionnaires distributed	Response rate %	Margin of error
Department of Premier and Cabinet	238	376	63	4 %
Comparator organisations	2,439	5,464	45	
All 2015 participating organisations	8,380	28,072	30	

Gender	Count	%
Female	138	58
Male	95	40
Undisclosed	5	2

Age	Count	%
15-24 years	4	2
25-34 years	48	20
35-44 years	62	26
45-54 years	84	35
55-64 years	39	16
65-74 years	1	0

Gross base salary	Count	%
Less than $35,000	1	0
$35,000 - $44,999	1	0
$45,000 - $54,999	13	6
$55,000 - $64,999	35	15
$65,000 - $74,999	24	10
$75,000 - $84,999	25	11
$85,000 - $94,999	45	19
$95,000 - $104,999	36	15
$105,000 - $114,999	20	8
$115,000 - $124,999	15	6
$125,000 - $134,999	8	3
$135,000+	13	6

Working arrangements	Count	%
Full-time	198	83
Part-time	40	17

Length of service in organisation	Count	%
2 years or less	67	28
3-5 years	46	19
6-10 years	61	26
11-20 years	53	22
21 years or more	11	5

Length of service in Tasmania State Service	Count	%
2 years or less	27	11
3-5 years	24	10
6-10 years	62	26
11-20 years	80	34
21 years or more	45	19

Management responsibilities	Count	%
Manager	77	32
Not Manager	161	68

Manage other managers	Count	%
No	213	89
Yes	25	11

Country of birth	Count	%
Born in Australia	209	88
Born overseas in a country where English is a primary language	21	9
Born overseas in other country	8	3

Language other than English spoken at home	Count	%
No	230	97
Yes	8	3

Which language	Count	%
Italian	1	13
Other	7	88

Highest formal level of education completed	Count	%
Doctoral Degree level	6	3
Master Degree level	21	9
Graduate Diploma or Graduate Certificate level	50	21
Bachelor Degree level incl. honours degrees	76	32
Advanced Diploma or Diploma level	26	11
Certificate level, including trade	23	10
Year 12 or equivalent (VCE/Leaving certificate)	19	8
Less than year 12 or equivalent	17	7

Profile of respondents continued

Disability	Count	%
No	227	95
Yes	11	5

Formally disclosed disability	Count	%
No	5	45
Yes	6	55

Adjustments or other accommodations	Count	%
Yes	6	100

Type of adjustment required	Count	%
Furniture	3	43
Software	1	14
Working arrangements	3	43

Experience of reasonable adjustments	Count	%
The adjustments I needed were made and the process was satisfactory	6	100

Workplace location	Count	%
North	10	4
North West	2	1
South	226	95

Area or type of work	Count	%
Administrative support/clerical	29	12
Corporate Services	55	23
Exercising regulatory authority	2	1
Legal	8	3
Other	9	4
Other service delivery work	18	8
Policy	53	22
Program design and/or management	34	14
Research	2	1
Scientific/ Technical	9	4
Service delivery involving direct contact with the general public	19	8

Future career	Count	%
Continuing in the State Service	170	71
Don't know	45	19
Outside the labour market ..e.g (returning to study, retiring, personal reasons)	13	5
The community/non-government sector	3	1
The private sector	7	3

Aboriginal and/or Torres Strait Islander	Count	%
Aboriginal or Torres Strait Islander	7	3
Non ATSI	226	95
Prefer not to say	5	2

Primary daily carer	Count	%
Not applicable	137	58
Yes, Child or children	95	39
Yes, Elderly relatives	8	3
Yes, Other person	4	2

Skills to work in other TSS agencies	Count	%
No	7	3
Yes	231	97

Aware of opportunities in other TSS agencies	Count	%
No	119	50
Yes	119	50

Employment type	Count	%
Casual	2	1
Executive contract	13	5
Fixed Term	21	9
Permanent	202	85

Summary Results

This section uses a number of summary measures (or indices) to provide you with a snapshot of your results over time and against comparator organisations. It lets you see at a glance how your organisation is tracking on key measures such as perceptions of the public sector values and employment principles, workplace wellbeing and change management are constructed from the questions that have been designed to measure that concept. The results of the managers, leaders and workgroups.
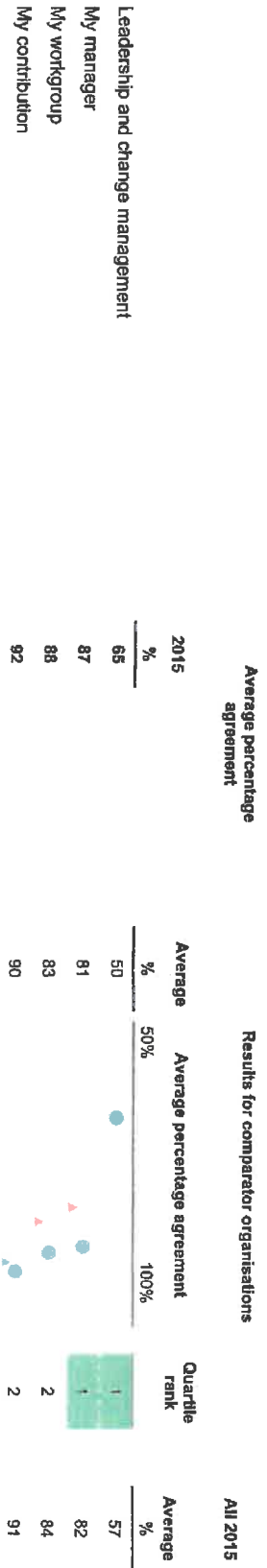
The indices provide a summary measure (average percentage agreement) of all the questions within that group. The indices of the public sector values, the employment principles, workplace wellbeing and change management are constructed from the questions that have been designed to measure that concept. The results of the individual questions are shown in the Detailed Results section.

	Avg.* 2015 %	Results for comparator organisations			All 2015
		Average* %	Average percentage agreement	Quartile rank	Average* %
		50%	100%		
Values					
Providing the best standards of service and advice (Responsiveness)	94	90		1	91
Earning and sustaining public trust (Integrity)	88	85		1	86
Acting objectively (Impartiality)	88	79		1	81
Accepting responsibility for decisions and actions (Accountability)	82	77		1	79
Treating others fairly and objectively (Respect)	87	80		1	81
Actively implementing, promoting and supporting the values (Leadership)	86	77		1	79
Employment Principles					
Choosing people for the right reasons (Merit)	82	74		1	77
Respecting and balancing people's needs (Fair and reasonable treatment)	88	81		1	82
Providing a fair go for all (Equal employment opportunity)	86	86		3	90
Resolving issues fairly (Avenues of redress)	83	75		1	77
Developing a career in the Public Service (Development of a career Public Service is fostered)	90	87		2	86
Work Environment					
Workplace wellbeing	83	81		2	82
Change management	70	57		1	63

* The average percentage agreement sums the "Agree" and "Strongly agree" responses as a percentage of all responses, excluding "Don't know" responses.

Management indices

The management indices (my manager, leadership and change management, my workgroup and my contribution) are constructed from all the individual questions that naturally group together. These indices are explained in Appendix A.

	Average percentage agreement	Results for comparator organisations		All 2015
	2015 %	Average %	Average percentage agreement	Quartile rank	Average %
Leadership and change management	65	50			57
My manager	87	81		1	82
My workgroup	88	83		2	84
My contribution	92	90		2	91

50%   100%
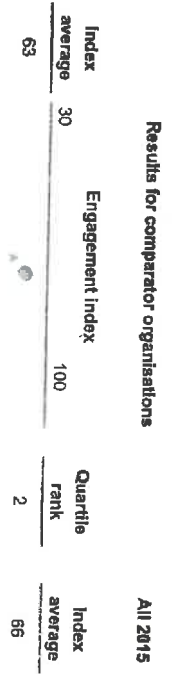
Job Satisfaction and Engagement

Research has indicated that job satisfaction may be positively linked to an organisation's performance and negatively linked to absenteeism and employee turnover.

Overall job satisfaction	Average percentage satisfied*		Results for comparator organisations		
	2015 %	**Average** %	**Percentage satisfied***	**Quartile rank**	**Average** %
				All 2015	
	79	69	30% 100%	1	73

* The 'Percentage satisfied' measure sums 'Satisfied' plus 'Strongly Satisfied' responses as a percentage of total responses.

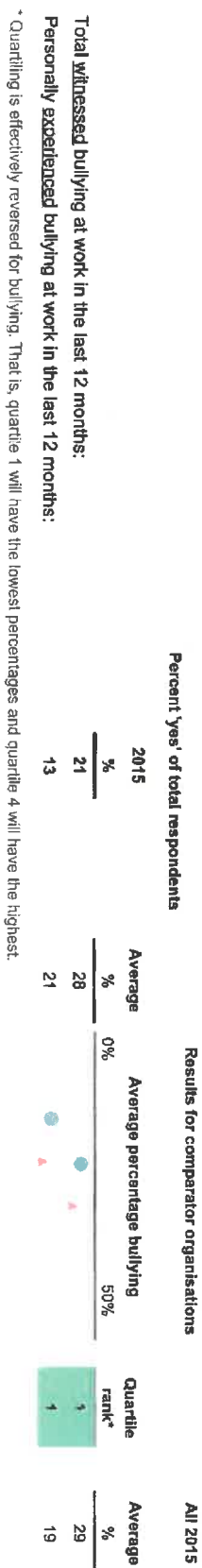| I view my organisation as an employer of choice	Average percentage agreement		Results for comparator organisations		
	2015 %	**Average*** %	**Average percentage agreement**	**Quartile rank**	**Average** %
				All 2015	
	82	80	50% 100%	2	81

The employee engagement index provides an indication of your employees' commitment to the organisation's goals and values and their motivation to contribute to the organisation's success. Research shows that higher levels of engagement are related to more positive results in a range of areas, including integrity and responsiveness.

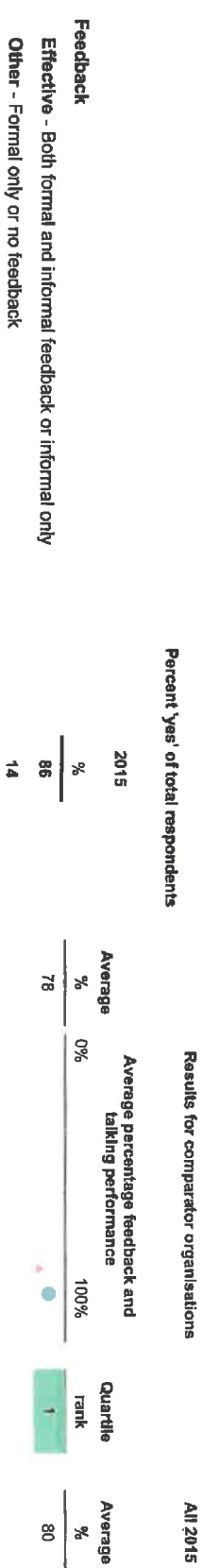| Engagement index	Engagement index		Results for comparator organisations		
	2015	**Index average**	**Engagement index**	**Quartile rank**	**Index average**
				All 2015	
	67	63	30 100	2	66

Bullying

This set of figures summarises the basic trend over time and the benchmark comparisons of your organisation on the topics of witnessing and personally experiencing bullying.

Percent 'yes' of total respondents

Results for comparator organisations

	2015 %	Average %	Average percentage bullying			Quartile rank*	All 2015 Average %
			0%	50%	100%		
Total witnessed bullying at work in the last 12 months:	21	28				1	29
Personally experienced bullying at work in the last 12 months:	13	21				1	19

* Quartiling is effectively reversed for bullying. That is, quartile 1 will have the lowest percentages and quartile 4 will have the highest.

Feedback

The provision of feedback, particularly informal feedback, has a positive impact on the majority of indicators and individual questions in this report.

Percent 'yes' of total respondents

Results for comparator organisations

	2015 %	Average %	Average percentage feedback and talking performance			Quartile rank	All 2015 Average %
			0%		100%		
Feedback							
Effective - Both formal and informal feedback or informal only	86	78				1	80
Other - Formal only or no feedback	14						

Your highest scoring results

Questions from the values, employment principles and work environment sections for which your organisation scored the highest rate of agreement.

Question Text	Question Group	Percentage agreement
My workgroup strives to achieve customer satisfaction	Responsiveness	98
I provide help and support to other people in my workgroup	Workplace wellbeing	98
I receive help and support from other people in my workgroup	Workplace wellbeing	95
My manager is committed to ensuring customers receive a high standard of service	Responsiveness	95
My manager actively expects a high standard of ethical behaviour	Leadership	95
I feel I make a contribution to achieving the organisation's objectives	Workplace wellbeing	95
In times of change, I have an obligation to help my work colleagues understand and adapt to the new ways of working	Change management	95
My organisation provides high quality services to the Tasmanian community	Responsiveness	94
In my organisation, employment arrangements are available to help employees achieve a work-life balance	Fair and reasonable treatment	94
I am proud to work in the Tasmanian State Service	Development of a career Public Service is fostered	93

Your lowest scoring results

Questions from the values, employment principles and work environment sections for which your organisation scored the lowest rate of agreement.

Question Text	Question Group	Percentage agreement
Employee safety is discussed at regular workgroup meetings	Workplace wellbeing	50
There is a clear consultation process when change in my organisation is proposed	Change management	61
I am provided with the opportunity to influence changes in my organisation	Change management	62
I feel that workplace stress does not have a negative impact on my wellbeing	Workplace wellbeing	64
Communications about change from senior managers are timely and relevant	Change management	65
In times of change, senior managers provide sufficient information about the purpose of the changes	Change management	67
Senior managers provide clear strategy and direction	Accountability	69
Senior managers keep us informed about how we are tracking against our priorities	Leadership	70
I am confident that I would be protected from reprisal for reporting improper conduct	Integrity	73
I am provided with the opportunity to work to my full potential	Workplace wellbeing	75

The questions presented on this page are from the values, employment principles and work environment sections and any sector-specific agreement question suites only (maximum of 10 questions presented).

People Matter

Detailed results

This section of the report presents your results for each individual survey item, including detailed responses to the questions underlying the summary indices included in the executive summary section. You may wish to investigate themes outside of the assigned headings (eg, personal accountability, perceptions of how supportive the organisation is, satisfaction/agreement with the job characteristics) by looking at the detailed results.

To interpret your results for 2015, please consider all of the information provided for each question and not just a component in isolation.

Consider how each result compares to the comparator group average, the "clustering" or "spread" of those responses, as well as previous results (where available). You may also need to look at the additional information and explanatory notes in the appendices which include results to your own custom questions (where applicable).

For example, if there is a red coloured quartile 4 box, look at your trend over time results (where available). Whilst your result is in quartile 4, your organisation's percentage agreement may have improved over time and/or may not be far away from the 'All 2015' average.

Results for comparator organisations — All 2015

	Response distribution — Your results for 2015					% Ag'mt		Percentage agreement		
	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %	2015 %	Average %	50% — 100%	Quartile rank	Average %
Values										
Responsiveness										
My workgroup strives to achieve customer satisfaction	1	0	41	57	0	98	95		1	95
My manager is committed to ensuring customers receive a high standard of service	2	3	37	57	1	95	90		1	92
My organisation provides high quality services to the Tasmanian community	1	5	51	38	5	94	90		2	92
In my workgroup, work is undertaken using best practice approaches	3	10	47	39	2	88	85		2	87
Integrity										
People in my workgroup are honest, open and transparent in their dealings	3	6	49	41	1	91	85		3	85
In my organisation, there are procedures and systems in place to assist in avoiding conflicts of interest	2	5	62	24	7	92	86		1	88
In my organisation, there are procedures and systems designed to prevent employees engaging in improper conduct	2	11	53	24	11	86	88		3	88
My manager encourages employees to avoid conflicts of interest	2	8	50	29	12	89	87		2	88
I am confident that I would be protected from reprisal for reporting improper conduct	6	17	42	19	16	73	66		2	71
In my organisation, earning and sustaining a high level of public trust is seen as important	2	5	42	45	5	92	93		3	93
Impartiality										
In my organisation there are procedures and systems that promote objective decision-making	3	11	57	20	8	84	76		1	80
My manager demonstrates objectivity in decision-making	3	8	51	32	5	88	80		1	81
Government policies and programs affecting the community are implemented equitably by my organisation	0	5	53	22	19	93	86		1	87
People in my workgroup do not show bias in their decision-making	3	10	56	23	7	86	75		1	76

Your results for 2015

Results for comparator organisations   **All 2015**

Response distribution

	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %	Ag'mt % 2015 %	Average %	Percentage agreement 50% — 100%	Quartile rank	Average %
Values										
Accountability										
My workgroup always tries to improve its performance	1	6	52	40	1	93	90		2	90
I actively seek feedback about my performance at work	1	17	51	31	0	82	81			84
Senior managers provide clear strategy and direction	9	21	47	21	3	69	56		3	62
People in my workgroup use their time and resources efficiently	3	11	54	28	4	86	79		1	81
Respect										
People in my workgroup treat each other with respect	2	7	49	42	0	91	84		1	84
Bullying is not tolerated in my organisation	3	16	47	29	5	80	77		1	78
My manager listens to what I have to say	3	5	45	45	2	91	85		1	85
My manager keeps me informed about what's going on	3	10	48	37	1	87	75		1	78
Leadership										
Senior managers demonstrate effective leadership	5	16	52	21	5	77	61		1	65
My manager encourages people in my workgroup to monitor and improve the quality of what we do	3	5	58	33	2	92	82		1	83
My manager actively demonstrates a high standard of ethical behaviour	3	4	45	44	5	93	86		1	86
My manager actively expects a high standard of ethical behaviour	1	3	47	44	5	95	94		1	93
My manager translates organisational messages in a way that is meaningful to me	3	12	46	35	5	85	78		1	80
Senior managers keep us informed about how we are tracking against our priorities	5	23	47	19	6	70	59		1	65

Employment Principles

Your results for 2015 — Response distribution   **Results for comparator organisations** — All 2015

	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %	Ag'mt 2015 %	Average %	Percentage agreement (50%–100%)	Quartile rank	Average %
Merit										
My organisation has policies that require recruitment of employees on the basis of merit	3	8	58	23	7	87	80		1	83
In my workgroup, decisions about access to development opportunities are made on the basis of merit	7	13	49	16	14	76	67		1	71
My performance is assessed against clear criteria	5	13	54	22	7	82	74		2	77
Fair and reasonable treatment										
My manager involves me in decisions about my work	3	10	48	37	2	87	80		1	81
In my organisation, there are opportunities for me to develop my skills and knowledge	5	11	49	32	3	84	72		1	76
My manager treats employees with dignity and respect	3	8	42	46	1	89	88		2	87
In my organisation, employment arrangements are available to help employees achieve a work-life balance	3	4	48	44	1	94	83		1	85
Equal employment opportunity										
Gender is not a barrier to success in my organisation	3	11	47	34	5	85	86		3	90
Disability is not a barrier to success in my organisation	1	9	45	26	18	87	84		3	87
Age is not a barrier to success in my organisation	3	11	49	26	12	84	83		2	87
Cultural background is not a barrier to success in my organisation	2	6	50	28	14	91	93		4	95
My organisation is committed to creating a diverse workforce (eg age, gender, cultural background)	3	10	51	20	16	85	84		3	88
Avenues of redress										
In my organisation there are clear procedures and processes for resolving grievances	4	9	57	15	15	85	81		2	84
I would be confident in approaching my manager to discuss concerns and grievances	6	9	51	32	3	85	78		1	79
I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	6	12	50	17	15	79	64		1	69
Development of a career Public Service is fostered										
I am proud to work in the Tasmanian State Service	1	6	55	35	3	93	89		1	90
I am committed to working in the Tasmanian State Service for much of my career	2	7	46	35	11	90	91		4	88
I would recommend the Tasmanian State Service as a good place to work	3	10	50	33	5	87	80		1	81

Work Environment

Workplace wellbeing

	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %	Ag'mt 2015 %	Average %	Percentage agreement 50%–100%	Quartile rank	Average %
I receive help and support from other people in my workgroup	2	3	50	45	0	95	94		2	95
I provide help and support to other people in my workgroup	1	1	44	54	0	98	100		4	99
I feel I make a contribution to achieving the organisation's objectives	1	4	45	46	4	95	96		4	96
I am provided with the opportunity to work to my full potential	5	18	44	30	3	75	70		4	74
There is a good team spirit in my workgroup	3	15	46	35	1	82	77		2	79
I am encouraged to report health and safety incidents and injuries	2	8	50	36	5	89	94		4	94
I am recognised for the contribution I make	5	13	51	28	3	81	70		4	72
I am able to effectively manage my workload	1	7	63	28	0	92	84		4	84
My manager takes a positive interest in my well-being	3	10	45	38	4	87	79		4	79
My organisation is committed to employee wellbeing	4	11	54	24	7	84	73		4	75
In my job, I am clear what is expected of me	3	10	53	34	0	87	86		2	86
I feel that workplace stress does not have a negative impact on my wellbeing	9	26	45	18	2	84	55		1	58
Employee safety is discussed at regular workgroup meetings	9	39	33	15	4	50	72		4	71
I have received instruction/training appropriate to my role to address WH&S hazards, incidents and injuries in accordance with my organisation's policies	3	13	61	21	3	84	88		3	89
I have both the opportunities and resources at work to support my health and wellbeing	3	10	59	23	6	87	78		1	80

Employee commitment

	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %	Ag'mt 2015 %	Average %	Percentage agreement 50%–100%	Quartile rank	Average %
I view my organisation as an employer of choice	4	12	49	26	9	82	80		2	81

Change management

	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %	Ag'mt 2015 %	Average %	Percentage agreement 50%–100%	Quartile rank	Average %
There is a clear consultation process when change in my organisation is proposed	9	26	44	11	9	61	49		1	56
Communications about change from senior managers are timely and relevant	9	24	48	13	5	65	49		1	56
In times of change, senior managers provide sufficient information about the purpose of the changes	8	23	51	13	4	67	50		1	58
I am provided with the opportunity to influence changes in my organisation	9	27	44	15	6	62	45		1	53
In times of change, I have an obligation to help my work colleagues understand and adapt to the new ways of working	2	3	61	28	6	95	90		1	92

Your results for 2015 · **Response distribution** · **Results for comparator organisations** · **All 2015**

Job Satisfaction and Engagement

Your results for 2015

Results for comparator organisations — All 2015

Level of satisfaction

	Response distribution					Sat. %		Percentage satisfied		Average %
	Very dis satisfied %	Dis satisfied %	Neither sat. or dis sat. %	Satisfied %	Very satisfied %	Scor 2015 %	Average Score %	30% ——— 100%	Quartile rank	Average %
Opportunities for development	6	14	29	37	14	51	41		2	48
Pay/remuneration	2	7	20	57	15	71	64		1	66
Job security	3	12	17	52	16	67	56		1	63
Relationship with people in my workgroup	0	3	10	50	37	87	80		1	81
Relationship with manager	5	3	11	42	39	81	72		1	74
Ability to work on own initiative	1	3	9	48	38	87	83		1	85
Interesting/challenging work provided	5	6	12	45	32	77	73		1	76
Working environment	5	7	12	48	28	76	68		1	70
Work-life balance	2	5	13	53	27	80	67		1	69
Overall job satisfaction	3	8	10	56	23	79	69			73

Engagement

	Response distribution					Scor 2015	Average Score	Engagement score*	Quartile rank	Score*
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %		30 ——— 100			
I would recommend my organisation as a good place to work	2	5	21	50	22	71	64		2	67
I am proud to tell others I work for my organisation	0	6	21	46	27	73	70		2	72
I feel a strong personal attachment to my organisation	2	13	30	35	19	64	66		3	68
My organisation motivates me to help achieve its objectives	5	11	30	36	18	63	59		2	62
My organisation inspires me to do the best in my job	4	13	29	36	19	63	59		2	62

* The engagement score is average score calculated where "Strongly disagree" has been assigned a score of 0, "Disagree" a score of 25, "Neither agree nor disagree" a score of 50, "Agree" a score of 75 and "Strongly agree" a score of 100.

	Your results for 2015				Results for comparator organisations		All 2015
	Response distribution			% Yes	%		%
	Yes %	No %	Don't know %	2015 %	Average %	Percentage yes 30% — 100%	Quartile rank	Average %

Your experiences

	Yes %	No %	Don't know %	2015 %	Average %		Quartile rank	Average %
I have received formal feedback on individual performance	79	20	0	79	65		2	70
I have received informal feedback on individual performance	86	13	1	86	78			80
The performance management process helps me to identify and understand my work priorities	72	21	8	72	57			63
There is a strong link between the content of my performance plan and what I actually do/experience during the year	68	23	9	68	50			57
I am aware of suitable opportunities for me available in other agencies within the Tasmanian State Service	50	50	0	50	47		2	48
I believe I have the skills to work in another agency within the Tasmanian State Service	97	3	0	97	93		1	93

Awareness of organisational policies and processes

I am aware of:

	Yes %	No %	Don't know %	2015 %	Average %		Quartile rank	Average %
My responsibilities under the State Service Act Code of Conduct	95	4	2	95	95		4	96
the State Service Principles with regards to my conduct and employment	95	4	2	95	95		3	95
My organisation□s processes for reporting improper officer/employee conduct	75	20	5	75	83		4	84
My organisation's policy regarding the giving and receiving of gifts or benefits	89	8	4	89	90		3	89
My organisation's programs to support employee wellbeing (i.e. Employee Assistance Program or health and wellbeing initiatives)	88	8	4	88	86		2	88

Bullying

Interpreting these results can be difficult. The bullying reported in the survey is subjective as each individual interprets the definition and the behaviour they have experienced differently. However, research in a number of public sector jurisdictions across Australia has shown that those who believe that they have been bullied will be less satisfied with their job, workgroup, manager and the organisation and be less engaged.

Your results give you early warning of what may become a serious issue for your organisation. Even if it is not found to be behaviour that would breach occupational health and safety standards, there are likely to be behaviours occurring that are having a significant negative impact on your staff and organisation's ability to perform at its best. Please see the attached Responding to your People Matter Results, and feel free to contact people.matter@dpac.tas.gov.au.

	Percent 'yes' of total respondents
	2015
	%
Total witnessed bullying at work in the last 12 months:	21

Personally experienced bullying at work in the last 12 months:

	%
Total Yes - personally experienced bullying at work in the last 12 months	13
yes - but not currently experiencing this behaviour	11
yes - is currently experiencing this behaviour	2
No	82
Not Sure	5
Submitted a formal complaint	3

If bullied in last 12 months:

Who were you bullied by

	Percent of total respondents %	Percent of bullied staff %
A senior manager	4	32
Your immediate manager/supervisor	5	39
A fellow worker	5	35
A group of fellow workers	1	6
A subordinate	0	3
A client/customer	0	0
A member of the public	0	0
Prefer not to specify	1	6

Description of the nature of bullying experienced

	Percent of total respondents %	Percent of bullied staff %
Verbal abuse	5	35
Exclusion/isolation	7	52
Psychological harassment	5	39
Intimidation	8	65
Being assigned meaningless tasks unrelated to the job	3	23
Given impossible assignments	1	6
Deliberately changing work rosters to inconvenience you	0	0
Deliberately withholding information vital to your effective work performance	3	26
Other	1	10
Prefer not to specify	0	3

Action taken after witnessing bullying

	Percent of total respondents %	Percent of staff that witnessed bullying %
Spoke about the matter to the person perceived to be the bully	5	22
Spoke about the matter to the person perceived to have been bullied	11	52
Reported the matter to a manager or human resources	9	44
Made a note of the occurrence but took no action	3	14
Took no action	2	10
Other	1	6

Note: results may add to more than 100% because respondents may select more than one item.

Results by employee characteristics

The following table compares Survey results between different employment categories within your organisation according to percentage agreement.

	Percentage agreement									
	Gender			Age			Employment type		Management responsibility	
	Female	Male	Undisclosed	15-34 years	35-54 years	55+ years	Ongoing	Non-ongoing	Not Manager	Manager
	%	%	%	%	%	%	%	%	%	%
Values										
Responsiveness	94	94	-	94	94	93	93	99	93	96
Integrity	87	88	-	89	87	87	87	97	86	90
Impartiality	88	87	-	90	88	81	87	95	86	90
Accountability	82	83	-	81	84	77	82	89	80	88
Respect	85	90	-	89	87	85	87	93	85	93
Leadership	86	85	-	85	87	81	85	93	84	89
Employment Principles										
Merit	80	84	-	78	85	75	81	86	78	90
Fair and reasonable treatment	87	90	-	89	89	85	88	94	86	93
Equal employment opportunity	84	89	-	88	88	79	86	90	86	87
Avenues of redress	83	82	-	82	84	81	82	97	80	89
Development of a career Public Service is fostered	92	87	-	91	90	89	90	93	89	91
Work Environment										
Workplace wellbeing	84	83	-	83	85	79	83	90	82	87
Change management	73	67	-	65	72	68	68	88	87	76
Number of respondents*	138	95	5	52	146	40	215	23	161	77

*The number of respondents only includes people who answered at least one question in the above groupings.

In this section, only results where 10 or more responses for each particular characteristic were received are included. This is to protect the anonymity of respondents.

Organisation specific questions results

Custom question text
Please select your division

PM response text	% Responses
Communities, Sport and Recreation Tasmania	20
Executive Division	10
Corporate Services Division	15
Local Government Division	4
Office of eGovernment	3
Office of Parliamentary Counsel	4
Office of Security and Emergency Management	1
Policy Division	7
Service Tasmania Unit	4
State Service Management Office	9
Tasmanian Climate Change Office	3
TMD	20
CSRT Policy	3
CSRT Development	5
CSRT Grants	2
CSRT Programs and Services	2
Facilities and Planning Unit	2
Tasmanian Institute of Sport	4
Directorate and Office of Aboriginal Affairs	2

Please select your section

Not applicable	2
Finance Branch	10
Properties and Procurement Branch	4
Information Services Branch	2
Human Resources Branch	3
Business Improvement	4
Not applicable	2
Not applicable	4
Not applicable	3
Not applicable	4
Not applicable	1
Not applicable	4
Not applicable	7
Not applicable	4
Not applicable	9
Not applicable	3

Custom question text

Please select your section

PM response text	% Responses
Commercial Management	3
Portfolio Office	4
Contract and relationship management	2
Service Management	3
Communications	3
Technology Services	4
TMD Directorate	1

Appendix A: Management indices

Your survey results have been summarised in relation to each of the TSS employment principles, with measures for employee wellbeing and change management also calculated. Your results can also be grouped into indices based on the level of inter-relationship between responses provided to the individual questions. These question groupings reveal employee perceptions of various levels of the organisational hierarchy (i.e. leadership, immediate manager, workgroup) and other aspects of the work environment. These indices contain many of the same questions that are also used to report on the values and employment principles. As the employment principles are reflected through the actions of leaders, managers and members of workgroups, reporting in this way may assist you to identify where to focus efforts.

The management indices may be useful in explaining some key organisational outcomes. For example, analysis of survey results suggests that employee perceptions about their immediate manager (my manager index) are associated with their job satisfaction and intention to leave the organisation. Similarly, regression analysis shows that the 'leadership and change management' index is a key driver of employee engagement.

| | Response distribution Your results for 2015 | | | | | | Results for comparator organisations | | All 2015 |
	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %	Ag'mt 2015 %	Average %	Quartile rank	Average %

Leadership and change management

Senior managers provide clear strategy and direction	9	21	47	21	3	69	56	1	62
There is a clear consultation process when change in my organisation is proposed	9	26	44	11	9	61	49	1	56
Communications about change from senior managers are timely and relevant	9	24	48	13	5	65	49	1	56
In times of change, senior managers provide sufficient information about the purpose of the changes	8	23	51	13	4	67	50	1	58
I am provided with the opportunity to influence changes in my organisation	9	27	44	15	6	62	45	1	53

My manager

My manager involves me in decisions about my work	3	10	48	37	2	87	80	1	81
In my organisation, there are opportunities for me to develop my skills and knowledge	5	11	49	32	3	84	72	1	76
My manager demonstrates objectivity in decision-making	3	8	51	32	5	88	80	1	81
I would be confident in approaching my manager to discuss concerns and grievances	6	9	51	32	3	85	78	1	79
My manager encourages employees to avoid conflicts of interest	2	8	50	29	12	89	87	2	88
My manager listens to what I have to say	3	5	45	45	2	91	85	1	85
My manager keeps me informed about what's going on	3	10	48	37	1	87	75	1	76
My manager treats employees with dignity and respect	3	8	42	46	1	89	88	2	87

Your results for 2015

Response distribution

Results for comparator organisations — All 2015

	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %	% Ag'mt 2015 %	Average %	Percentage agreement (50% – 100%)	Quartile rank	Average %
My workgroup										
People in my workgroup are honest, open and transparent in their dealings	3	6	49	41	1	91	85		1	85
People in my workgroup treat each other with respect	2	7	49	42	0	91	84		1	84
My workgroup always tries to improve its performance	1	6	52	40	1	93	90		2	90
People in my workgroup use their time and resources efficiently	3	11	54	28	4	86	79		2	81
There is a good team spirit in my workgroup	3	15	46	35	1	82	77		2	79
My contribution										
I receive help and support from other people in my workgroup	2	3	50	45	0	95	94		2	95
I provide help and support to other people in my workgroup	1	1	44	54	0	98	100		4	99
I feel I make a contribution to achieving the organisation's objectives	1	4	45	46	4	95	96		4	96
I am provided with the opportunity to work to my full potential	5	18	44	30	3	75	70		1	74
In times of change, I have an obligation to help my work colleagues understand and adapt to the new ways of working	2	3	61	28	6	95	90		1	92
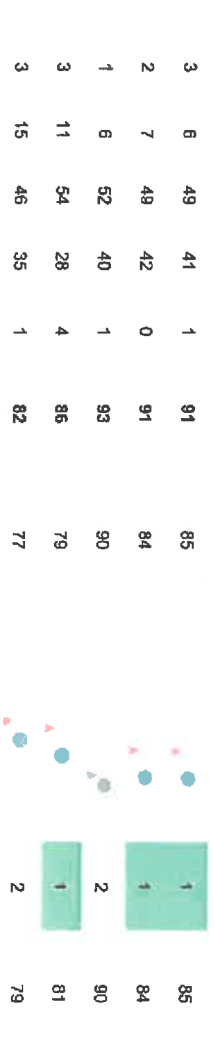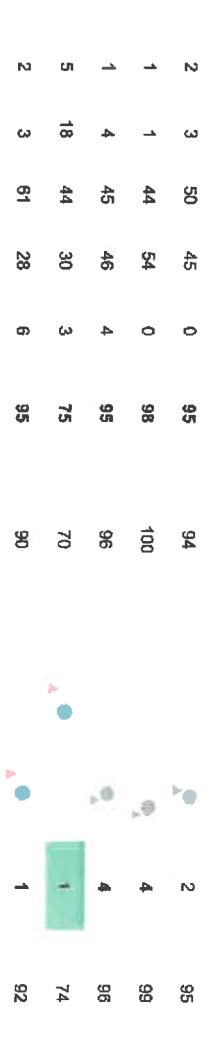
The management indices were developed using Exploratory Factor Analysis (EFA). EFA is a statistical technique that explores the underlying structure of survey questions based on the analysis of responses to these questions. Questions identified as being strongly related with each other are grouped together. These question groupings are called factors. In this report, these factors are called 'indices'. This appendix shows results for the individual questions grouped under each index.

Appendix B: Glossary of terms used throughout the report

Concept	Definition and comments
All 2015	Refers to all organisations who participated in the People Matter Survey in 2015. Provides an additional point of reference to your organisation's comparator group
Average percentage agreement	Measures average responses for each of the values, principles, and work environment sections of the survey. For example, the summary measure for the integrity value is the average percentage agreement of all the five statements measuring employee perceptions of the application of the integrity value
Comparator group	The organisations that you have been compared against are listed on page 6. Where possible, selection of your comparator organisations has been done taking into account the following characteristics: • The size of your organisation
Engagement index	The engagement index is calculated from the average score of the five engagement questions.
Engagement score	The engagement score is calculated for each engagement question where strongly disagree has been assigned a score of 0, disagree a score of 25, neither agree nor disagree a score of 50, agree a score of 75 and strongly agree a score of 100.
Feedback	Effective feedback, for the purposes of this report, is the sum of the 'yes' responses to the informal feedback question divided by the total number of responses to the informal feedback question. 'Other' feedback is the sum of the 'no' and 'don't know' responses to the informal feedback question divided by the total number of responses to that question.
Margin of error	The results from this Survey are based on a sample of employees from your organisation and are subject to a margin of error due to sample size. For your results, based on a total sample of 238 responses, it is highly likely (95 times out of 100) the 'true result' may be up to plus or minus 4%. This means that if your result for a question was 73%, it is probable that your true result is somewhere between 77% and 69%.
Missing values	Missing values (those where the respondent has not answered a particular question) are excluded from all analyses.
Percentage agreement	The percentage agreement sums the 'Agree' and 'Strongly agree' responses as a percentage of all responses, excluding 'Don't know' responses.
Percentage satisfaction	The percentage satisfaction sums the 'Satisfied' and 'Very Satisfied' responses as a percentage of all responses.
Percentage yes	The percentage yes is the 'yes' responses as a percentage of all responses.
Quartile rank	The quartile ranking provides an indication of your results in comparison to other like organisations (your comparator group). If your quartile rank is 1, this indicates that your results for that measure put you into the top 25% of organisations in your benchmark group. A quartile ranking of 4 indicates that you are in the bottom 25% in your comparator group.
Question group	Based on the headings from the People Matter Survey relating to the values, employment principles, work environment. The values and employment principles are listed in Appendix E.

Concept	Definition and comments
Respondent profile	The closer the profile of survey respondents is to the profile of your total workforce, the more confident you can be that the survey results are reflective of the organisation's perceptions.
Response rate	The higher your response rate, the more likely your results will be reliable. Reports are published only where response rate is 10% or more. Ideally, organisations should aim for a minimum response rate of 30%.
Rounding	All percentages have been rounded throughout the report. This may mean that some percentage breakdowns do not add to exactly 100 per cent.
Sample size	Generally speaking, the larger your sample size, the more positive you can be that the responses are an accurate reflection of your entire organisation's perceptions.

The design and content of this document has been adapted from the Victorian Public Sector Commission's (VPSC) *People Matter Survey 2015 Reports*. SSMO (on behalf of the Head of the State Service) acknowledges the VPSC's assistance in the preparation and delivery of the Tasmanian Government's *People Matter Survey 2015*.

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