TASMANIAN STATE SERVICE

Department of Premier and Cabinet

People Matter Survey 2016 Benchmark Report

August 2016

State Service Management Office
Department of Premier and Cabinet

Tasmanian Government

Introduction

The People Matter Survey gathers information from your employees about how they experience work in your organisation.

This report outlines the 2016 People Matter Survey results for Department of Premier and Cabinet (TAS).

The report also provides whole-of-service responses for comparison.

How to use the information in this report

Please refer to the Working with your People Matter Survey Results guide.

Important information

- Due to survey improvements, such as the new 'neither agree nor disagree' response, some results cannot be compared to previous surveys.

- All percentages are of all respondents, unless stated otherwise.

- The percentage agreement calculation is now:
Agreement % = Respondents that agree or strongly agree # / All respondents #
The denominator now includes 'Don't know' responses which were previously excluded. This change provides truer agreement levels.

- All percentages have been rounded to whole numbers.

- Following feedback from last year's report, this year your organisation's results will only be compared to the State Service average (not other agencies).

- To protect anonymity, opinion question results for demographic groups such as gender, occupation etc. are not shown where there are fewer than 10 survey responses for the group.

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

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Response rate

The response rate is the number of survey responses expressed as a percentage of the number of employees invited to participate.

	Your survey
Number of responses	364
Response rate	64%

The higher your response rate the more likely it is the results reflect the views and experiences of your workforce.

What the survey measures

State Service Values

Responsiveness
Providing high quality services to the community, working toward best practice.

Integrity
Striving to sustain public trust by being open, honest and transparent, using powers responsibly, reporting unethical conduct and avoiding any real or apparent conflicts of interest.

Impartiality
Decisions based on merit without bias or self-interest and acting fairly and objectively.

Accountability
Working to clear objectives, accepting responsibility for decisions and actions, seeking to achieve best use of resources and being open to scrutiny.

Respect
Treating colleagues, other State Service employees and members of Tasmania community fairly and objectively, ensuring freedom from bullying and harassment and using opinions to improve outcomes.

Leadership
Demonstrating leadership by actively implementing, promoting and supporting these values.

Effective promotion of policies and processes
Measures employee awareness of organisation's efforts to promote the State Service Principles and other key policies and procedures over the previous year.

Employment principles

Merit
Employment decisions based on proper assessment of work-related qualities, abilities and potential against the requirements of the employment opportunities.

Workforce Diversity
Decisions and actions affecting employees are not influenced by irrelevant personal characteristics. Organisations support equal employment opportunity and diversity.

Fair and reasonable treatment
Decisions affecting employees are fair, consistent and objective, and are documented so as to be transparent and capable of review.

Avenues of redress
Employees are provided with opportunities and avenues to have grievances addressed in a reasonable, effective and timely manner.

Supporting measures

Job satisfaction
The extent to which an employee is satisfied with key aspects of their job and organisation.

Employee engagement
An employee's sense of pride, attachment, inspiration, motivation and advocacy as it relates to their employing organisation.

Feedback
The level of informal and formal performance feedback.

Supporting measures

Effective promotion of policies and processes
Measures employee awareness of organisation's efforts to promote the public sector values and Code of Conduct and other key policies and procedures over the previous year.

Leading change
How well senior managers lead change.

Role clarity
An employee's sense of clarity about the work they are required to do in their role, and how their work fits with the goals of the organisation.

Role enablers
An employee's sense that they have the skills and authority to perform their role effectively.

Intrinsic reward
An employee's personal sense of reward that they get from the work they do.

Discrimination
The incidence of discriminatory behaviours.

Bullying
The incidence of bullying behaviours.

Career intentions
Information about whether employees are thinking about leaving your organisation and the factors influencing their decision.

Learning and development
Employees' perception on how learning and development is supported in your organisation.

Wellbeing
Supporting understanding of workload, work-life balance and stress.

Response profile

This data is to help you consider how representative the survey is of your organisation. It also can provide a diversity profile of your workforce.

Survey responses: 364

	Count	%
Gender		
Female	230	63
Male	129	35
Prefer not to say	5	1
Age		
15-24 years	13	4
25-34 years	58	16
35-44 years	106	29
45-54 years	118	32
55-64 years	65	18
65-74 years	3	1
75+ years	1	0
Gross base salary		
Less than $35,000	14	4
$35,000 - $44,999	13	4
$45,000 - $54,999	31	9
$55,000 - $64,999	81	22
$65,000 - $74,999	30	8
$75,000 - $84,999	41	11
$85,000 - $94,999	35	10
$95,000 - $104,999	40	11
$105,000 - $114,999	29	8
$115,000 - $124,999	28	8
$125,000 - $134,999	5	1
$135,000+	15	4

	Count	%
Working arrangements		
Full-time	263	72
Part-time	101	28
Length of service in organisation		
2 years or less	92	25
3-5 years	60	16
6-10 years	93	26
11-20 years	102	28
21 years or more	17	5
Length of service in Tasmania State Service		
2 years or less	48	13
3-5 years	38	10
6-10 years	83	23
11-20 years	129	35
21 years or more	66	18
Management responsibilities		
Manager	89	24
Not Manager	275	76
Manage other managers		
No	328	90
Yes	36	10

	Count	%
Country of birth		
Born in Australia	333	91
Born overseas in a country where English is a primary language	22	6
Born overseas in other country	8	2
Don't know	1	0
Language other than English spoken at home		
No	354	97
Yes	10	3
Which language		
German	2	20
Italian	2	20
Other	6	60
Highest formal level of education completed		
Doctoral Degree level	4	1
Master Degree level	26	7
Graduate Diploma or Graduate Certificate level	52	14
Bachelor Degree level incl. honours degrees	90	25
Advanced Diploma or Diploma level	40	11
Certificate level, including trade	53	15
Year 12 or equivalent (VCE/Leaving certificate)	55	15
Less than year 12 or equivalent	44	12

Response profile continued

	Count	%
Disability		
Yes	25	7
No	339	93
Formally disclosed disability		
Yes	19	76
No	6	24
Adjustments or other accommodations		
Yes	16	84
No	3	16
Type of adjustment required		
Furniture	10	38
Software	5	19
Working arrangements	5	19
Other	3	12
Other equipment	3	12
Experience of reasonable adjustments		
The adjustments I needed were made and the process was satisfactory	12	75
The adjustments I needed were not made	4	25
Area or type of work		
Administrative support/clerical	38	10
Corporate Services	65	18
Exercising regulatory authority	1	0
Legal	7	2
Other	14	4
Other service delivery work	24	7
Policy	63	17
Program design and/or management	44	12
Scientific/ Technical	9	2
Service delivery involving direct contact with the general public	99	27

	Count	%
Division		
Communities, Sport and Recreation Tasmania	50	14
Corporate and Governance	93	26
Local Government Division	13	4
Office of eGovernment	7	2
Office of Parliamentary Counsel	8	2
Office of Security and Emergency Management	7	2
Policy Division	15	4
Service Tasmania	100	27
State Service Management Office	26	7
Tasmanian Climate Change Office	8	2
TMD	37	10
Future career		
Continuing in the State Service	256	70
Don't know	72	20
Outside the labour market .e.g (returning to study, retiring, personal reasons)	13	4
The community/non-government sector	5	1
The private sector	18	5

	Count	%
Aboriginal and/or Torres Strait Islander		
Yes	14	4
No	345	95
Prefer not to say	5	1
Primary daily carer		
Not applicable	191	51
Yes, Child or children	161	43
Yes, Elderly relatives	13	3
Yes, Other person	7	2
Skills to work in other TSS agencies		
No	11	3
Yes	353	97
Aware of opportunities in other TSS agencies		
No	108	30
Yes	256	70
Employment type		
Casual	2	1
Executive contract	17	5
Fixed Term	47	13
Permanent	298	82
Workplace location		
North	46	13
North West	29	8
South	280	77
South East	6	2
West Coast	3	1

Headline benchmarks

Areas of strength, concern and uncertainty

Strengths Positive statements with the most positive responses	Agree or strongly agree
I provide help and support to other people in my workgroup (Employee engagement)	96 %
I believe the work that I do is important (Intrinsic reward)	92 %
My workgroup strives to achieve customer satisfaction (Responsiveness)	91 %
I receive help and support from other people in my workgroup (Employee engagement)	91 %
I have a clear understanding of how my own job contributes to my workgroup's role (Role clarity)	91 %
My manager actively expects a high standard of ethical behaviour (Integrity)	89 %
I clearly understand what I am expected to do in this job (Role clarity)	87 %
My manager is committed to ensuring customers receive a high standard of service (Responsiveness)	87 %
I have a clear understanding of how my workgroup's role contributes to my organisation's stated outcomes (Role clarity)	86 %
In my organisation, earning and sustaining a high level of public trust is seen as important (Integrity)	86 %

Concern Positive statements with the most negative responses	Disagree or strongly disagree
In times of change, senior managers provide sufficient information about the purpose of the change (Leading change)	18 %
In my organisation, there are opportunities for me to develop my skills and knowledge (Fair and reasonable treatment)	18 %
I actively seek feedback about my performance at work (Feedback)	17 %
Communications about change from senior managers are timely (Leading change)	16 %
I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner (Avenues of redress)	15 %
I receive adequate recognition for my contributions and accomplishments (Intrinsic reward)	15 %
I am confident that I would be protected from reprisal for reporting improper conduct (Integrity)	15 %
Senior managers demonstrate effective leadership (Leadership)	15 %
Senior managers provide clear strategy and direction (Accountability)	15 %
Senior managers keep us informed about how we are tracking against our priorities (Accountability)	14 %

Uncertainty Positive statements with the most neutral responses	Neither agree nor disagree
I actively seek feedback about my performance at work (Feedback)	30 %
Senior managers keep us informed about how we are tracking against our priorities (Accountability)	27 %
My organisation inspires me to do the best in my job (Engagement)	27 %
My organisation motivates me to help achieve its objectives (Engagement)	27 %
Communications about change from senior managers are timely (Leading change)	27 %
I feel a strong personal attachment to my organisation (Engagement)	26 %
In times of change, senior managers provide sufficient information about the purpose of the change (Leading change)	26 %
I receive adequate recognition for my contributions and accomplishments (Intrinsic reward)	25 %
My work performance is assessed against clear criteria (Merit)	25 %
There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander (Workforce diversity)	24 %

State service values

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

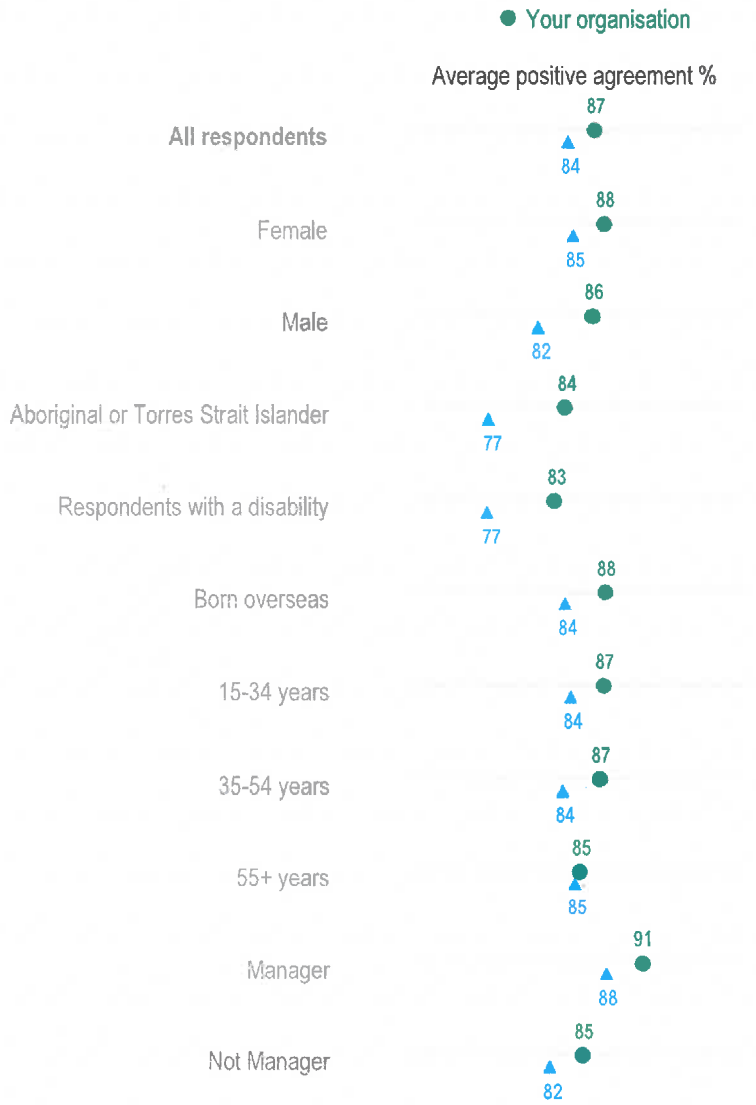
Responsiveness

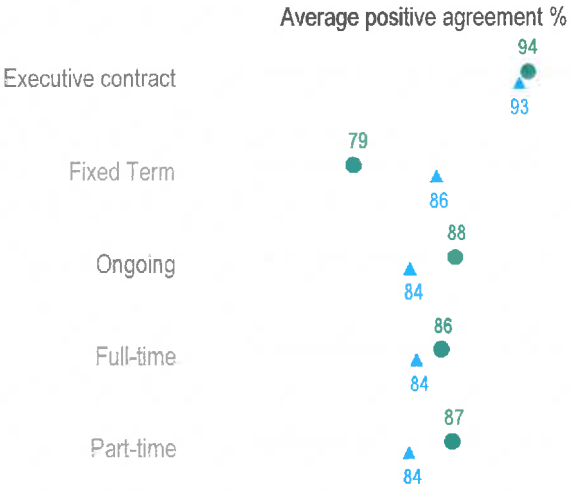
Question benchmarks

● Your organisation ▲ TSS average

	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Responsiveness**		87 ● 84 ▲	84
My workgroup strives to achieve customer satisfaction	6 40 51	91 ● 90 ▲	90
My manager is committed to ensuring customers receive a high standard of service	8 46 40	87 ● 84 ▲	84
In my workgroup, work is undertaken using best practice approaches	4 10 53 30	83 ● 77 ▲	77
My organisation provides high quality services to the Tasmanian community	11 48 38	86 ● 87 ▲	87

This page provides the average level of agreement with positive statements on responsiveness reported by specific groups of employees.





State service values

Integrity

Question benchmarks

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

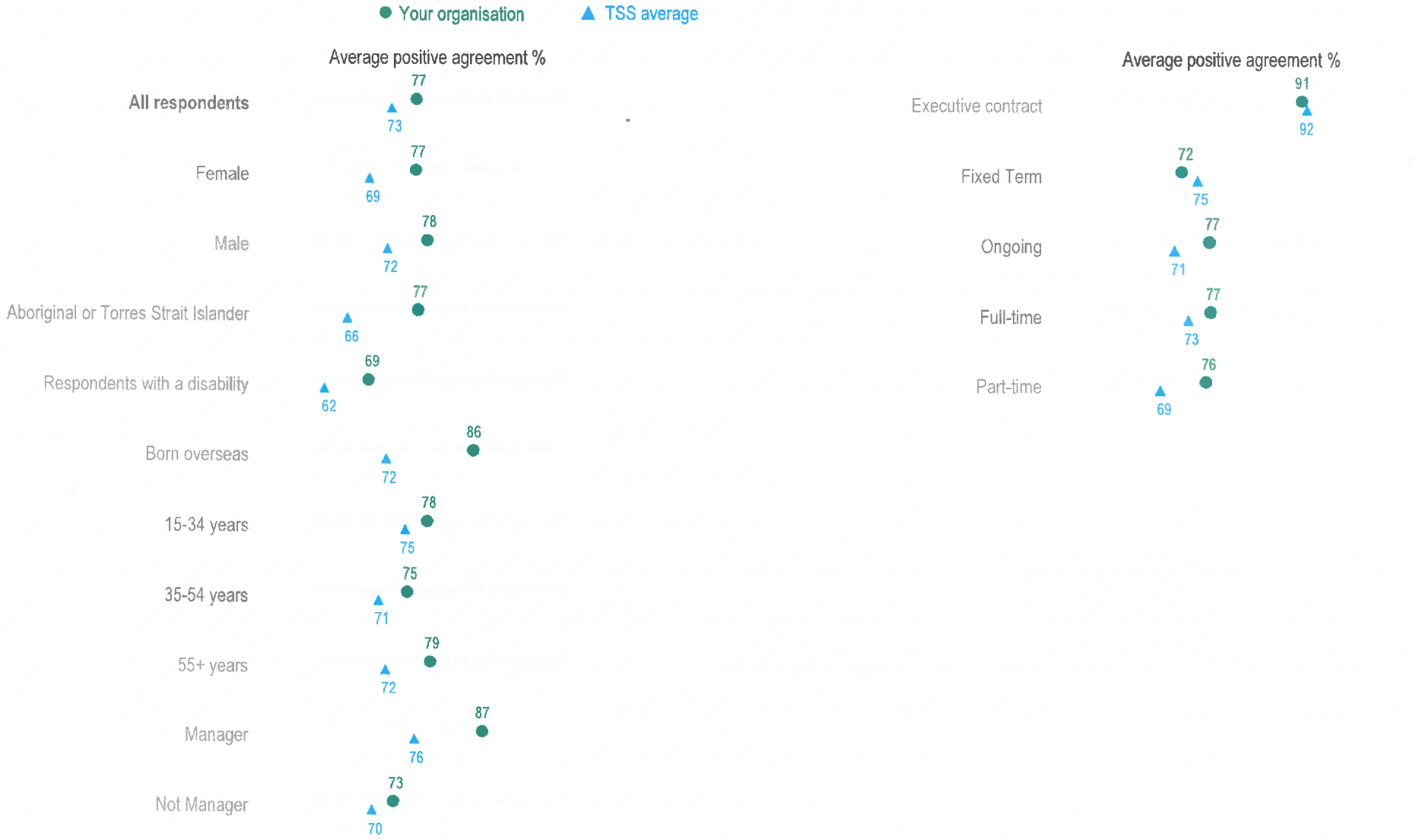
Your organisation | TSS average

State service values

Integrity

Demographic benchmarks

This page provides the average level of agreement with positive statements on integrity reported by specific groups of employees.



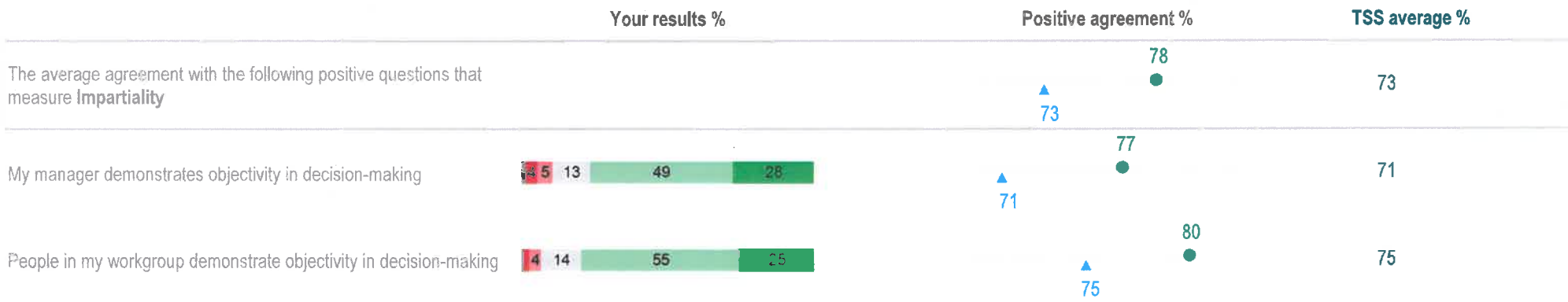
State service values

Impartiality

Question benchmarks

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

Your organisation | TSS average



State service values

Impartiality

Demographic benchmarks

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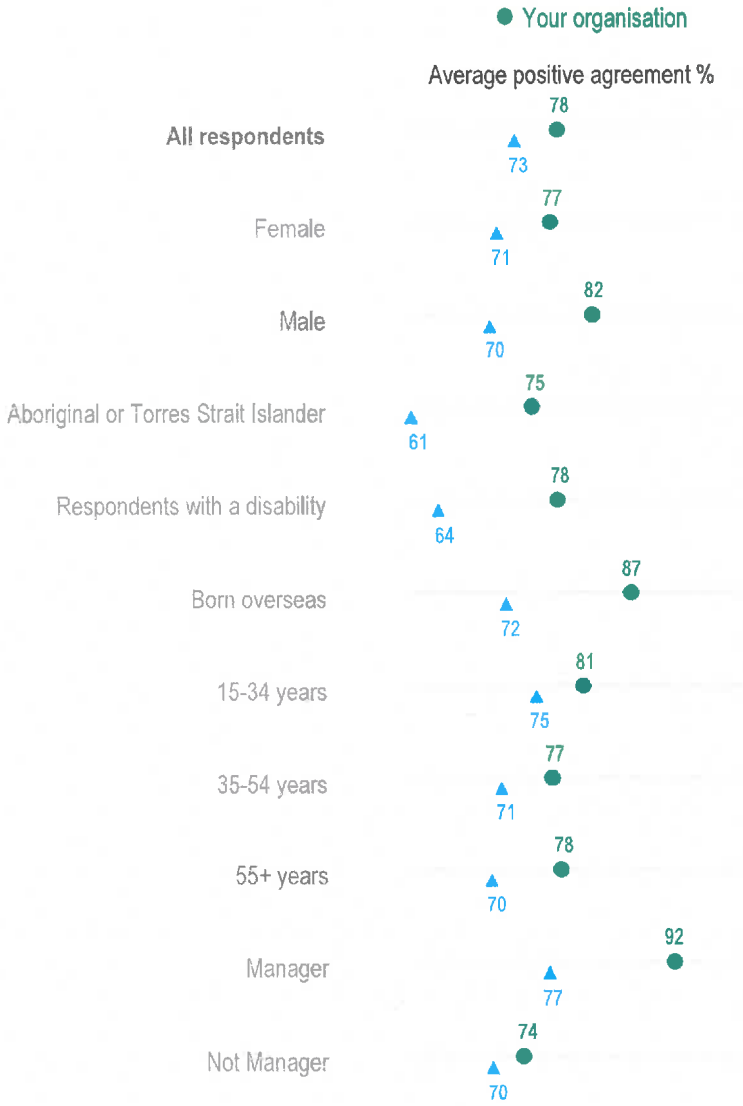

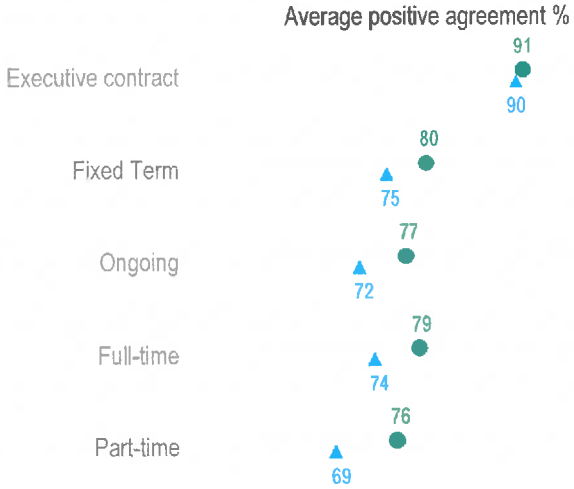

State service values

Accountability

Question benchmarks

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

● Your organisation ▲ TSS average

	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Accountability**		71 ● 66 ▲	66
My workgroup always tries to improve its performance	4 11 51 32	83 ● 80 ▲	80
Senior managers provide clear strategy and direction	4 11 22 48 14	61 ● 53 ▲	53
People in my workgroup use their time and resources efficiently	9 15 52 22	74 ● 69 ▲	69
My manager encourages people in my workgroup to monitor and improve the quality of what we do	3 14 49 31	80 ● 78 ▲	78
Senior managers keep us informed about how we are tracking against our priorities	4 10 27 46 10	56 ● 50 ▲	50

Accountability

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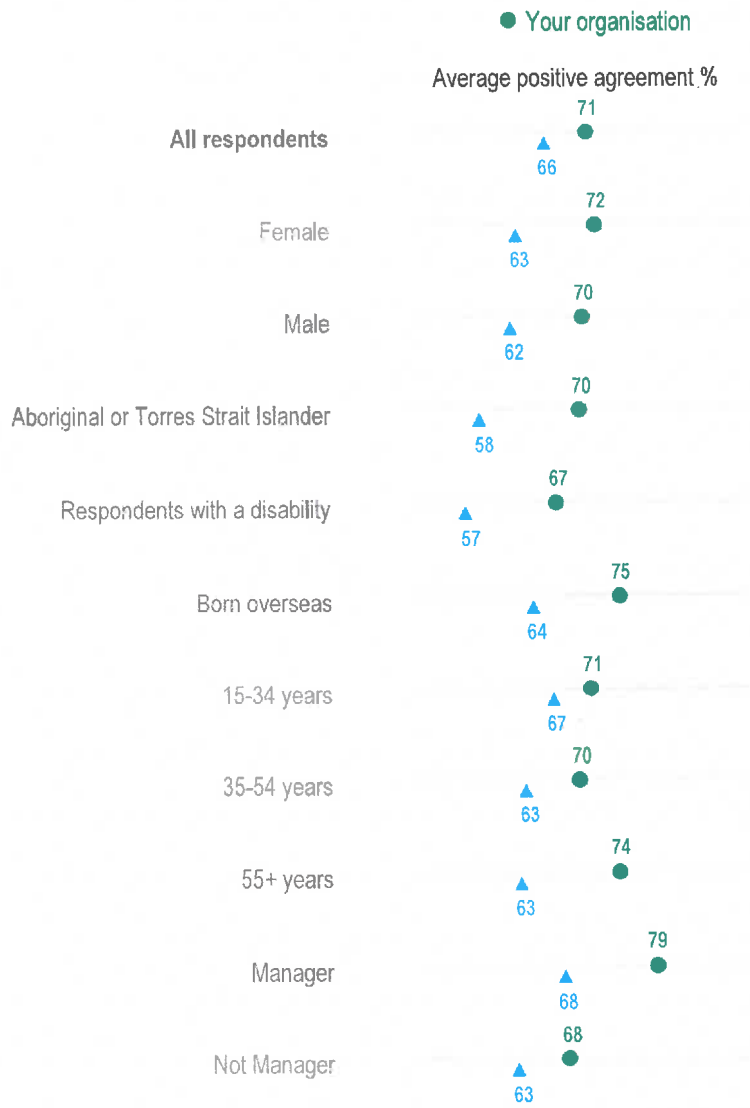

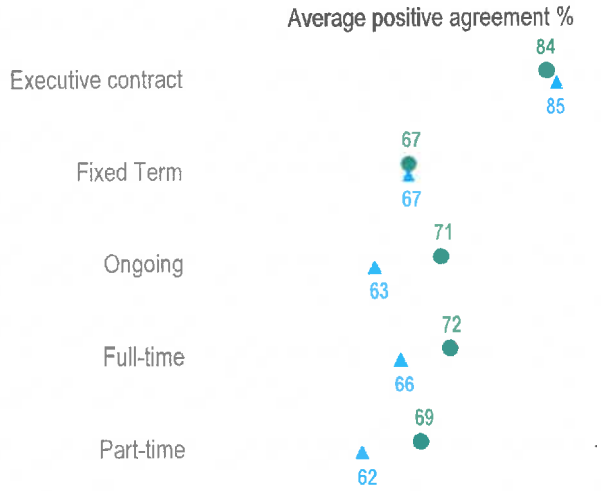

State service values

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

Respect

Question benchmarks

● Your organisation ▲ TSS average

	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Respect**		78 ● 74 ▲	74
People in my workgroup treat each other with respect	4 9 51 34	85 ● 78 ▲	78
Bullying is not tolerated in my organisation	8 15 43 25	68 ● 65 ▲	65
My manager listens to what I have to say	4 9 47 37	84 ● 79 ▲	79
My manager keeps me informed about what's going on	4 16 48 27	75 ● 72 ▲	72

State service values

Respect

Demographic benchmarks

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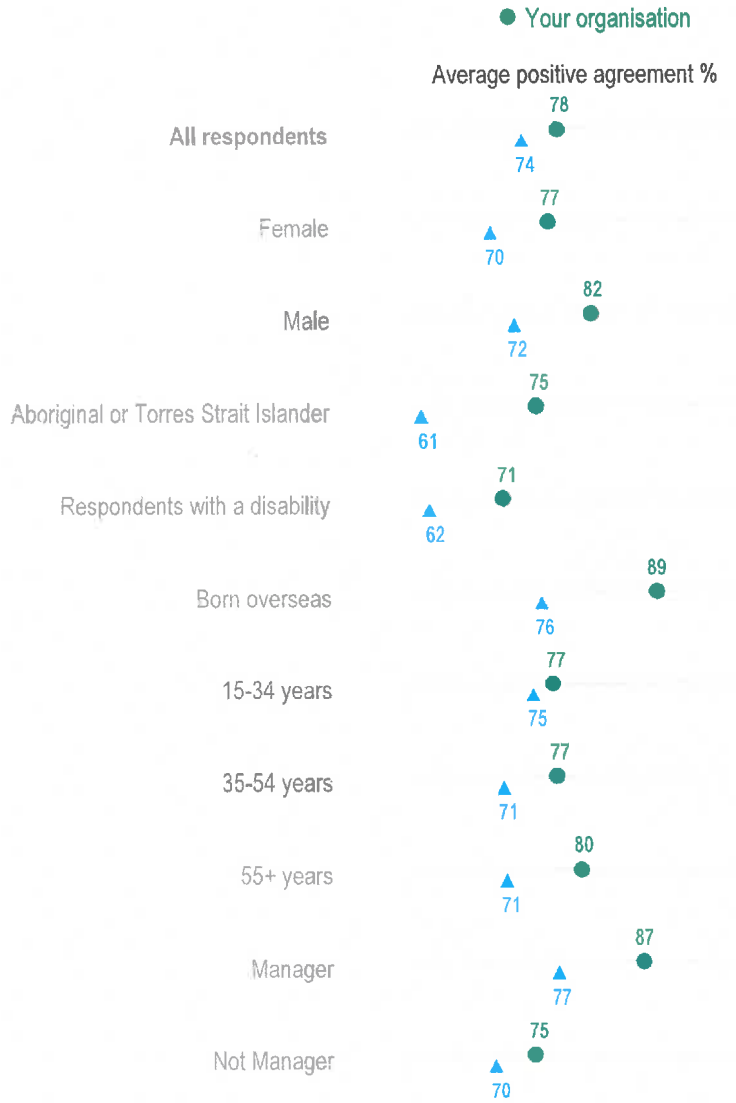
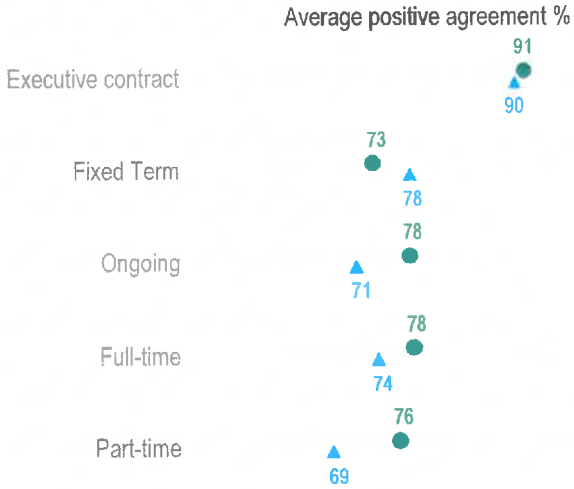




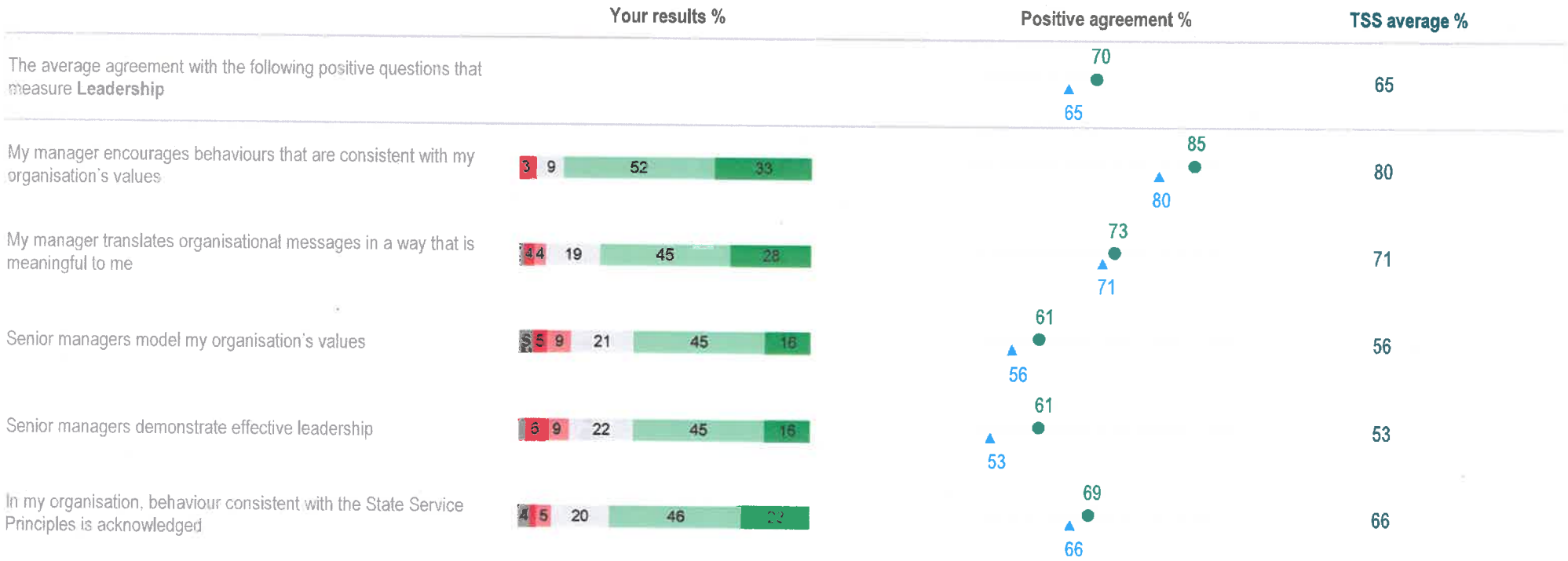
State service values

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

Leadership

Question benchmarks

Your organisation | TSS average



State service values

Leadership

Demographic benchmarks

This page provides the average level of agreement with positive statements on leadership reported by specific groups of employees.

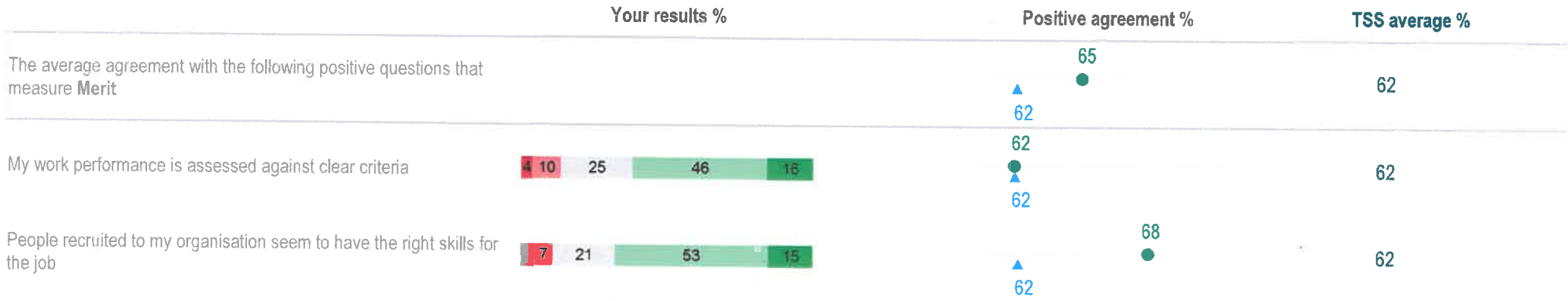
Employment principles

Merit

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

Question benchmarks

Your organisation | TSS average



Employment principles

Merit

Demographic benchmarks

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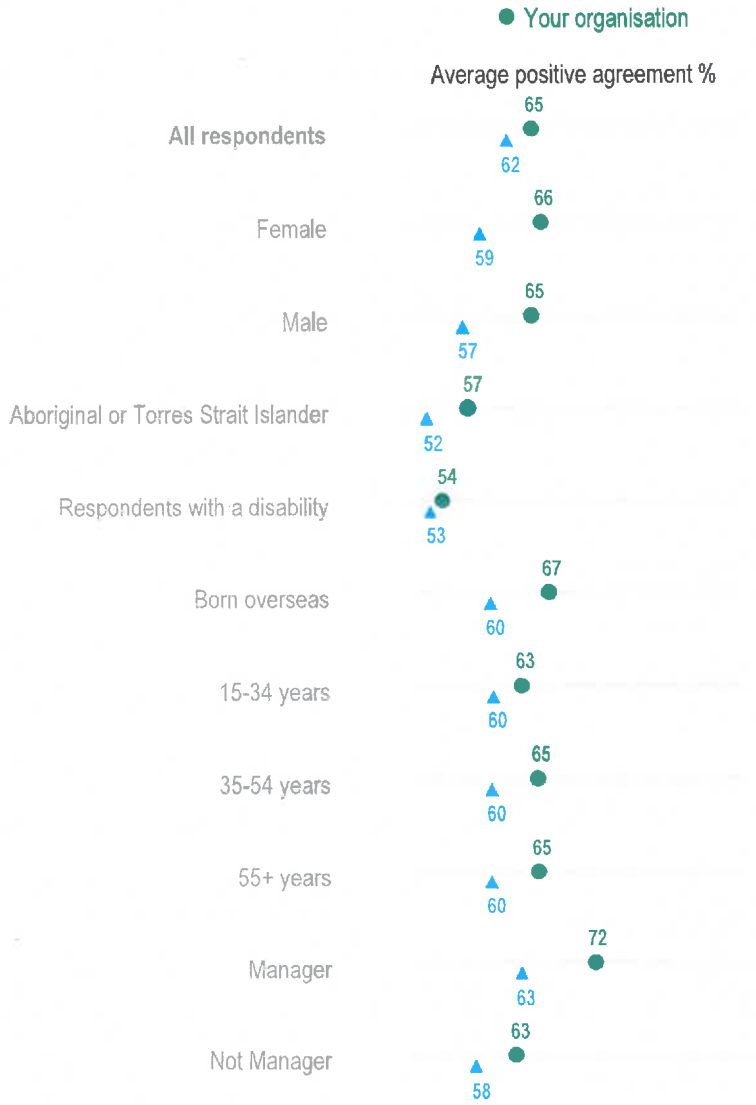
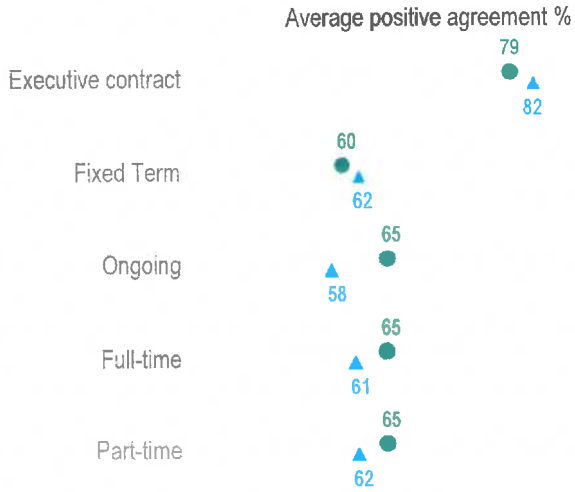




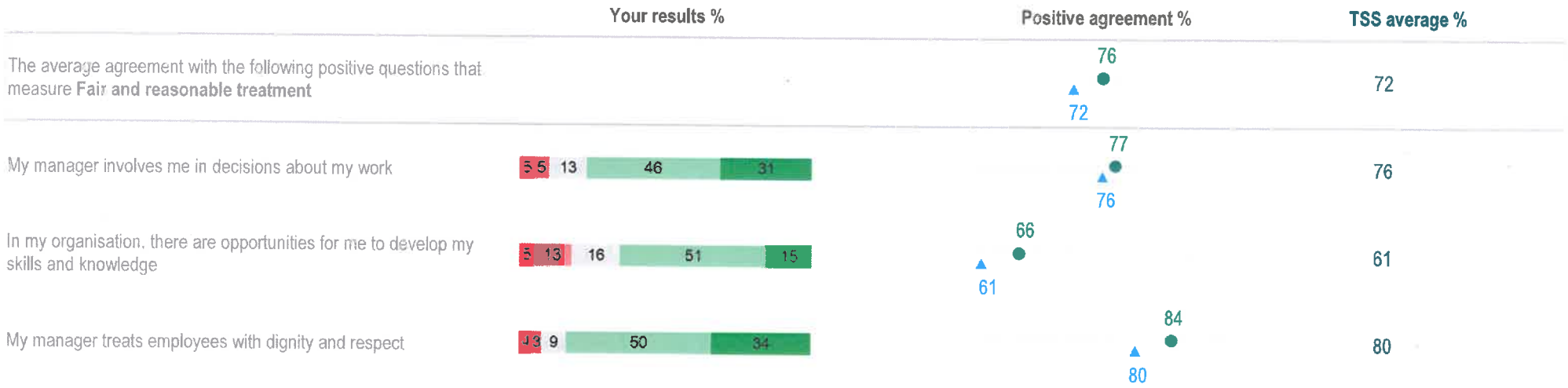
Employment principles

Fair and reasonable treatment

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

Question benchmarks

Your organisation | TSS average



Employment principles

Fair and reasonable treatment

Demographic benchmarks

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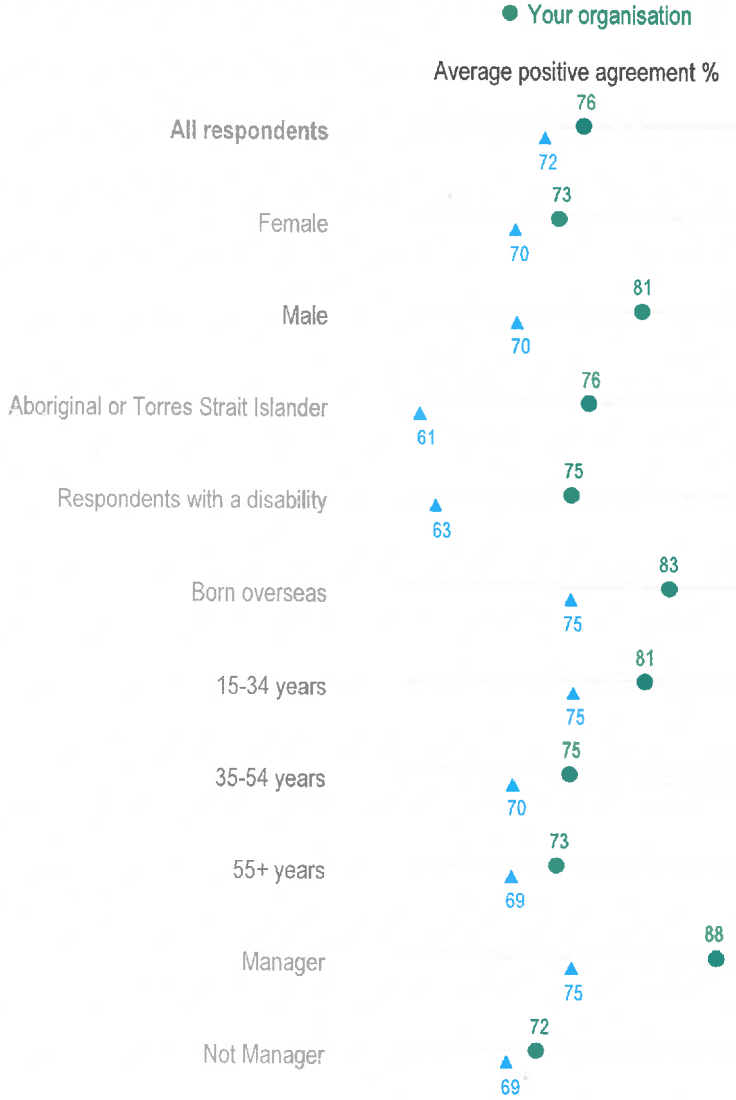
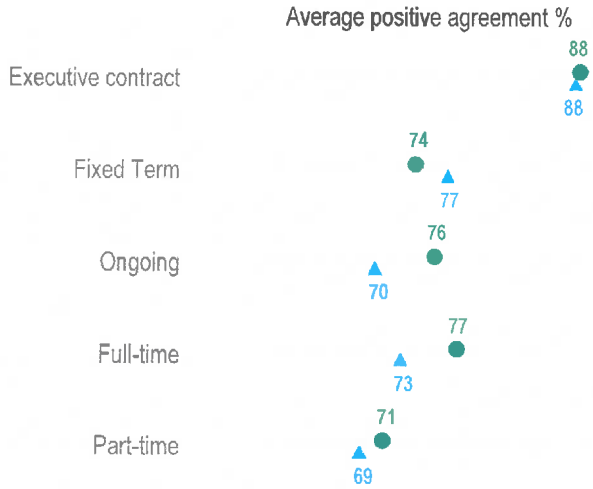




Employment principles

Workforce diversity

Question benchmarks

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

● Your organisation ▲ TSS average

	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Workforce diversity**		71 ● 68 ▲	68
My organisation is committed to creating a diverse workforce (e.g. age, gender, disability, cultural background)	5 21 50 20	70 ● 65 ▲	65
My organisation fosters an environment where all staff are treated fairly and with respect	8 17 56 15	71 ● 65 ▲	65
My organisation fosters an environment of inclusiveness	8 21 54 13	68 ● 62 ▲	62
Senior managers actively support diversity in the workplace	3 23 45 17	62 ● 60 ▲	60
My supervisor works effectively with people from diverse backgrounds	10 15 51 22	72 ● 73 ▲	73
My supervisor actively supports diversity in the workplace	9 17 49 22	71 ● 68 ▲	68
My work colleagues actively support diversity in the workplace	18 55 18	73 ● 73 ▲	73
The people in my work group and colleagues have a positive attitude towards employees with diverse backgrounds	13 57	78 ● 78 ▲	78

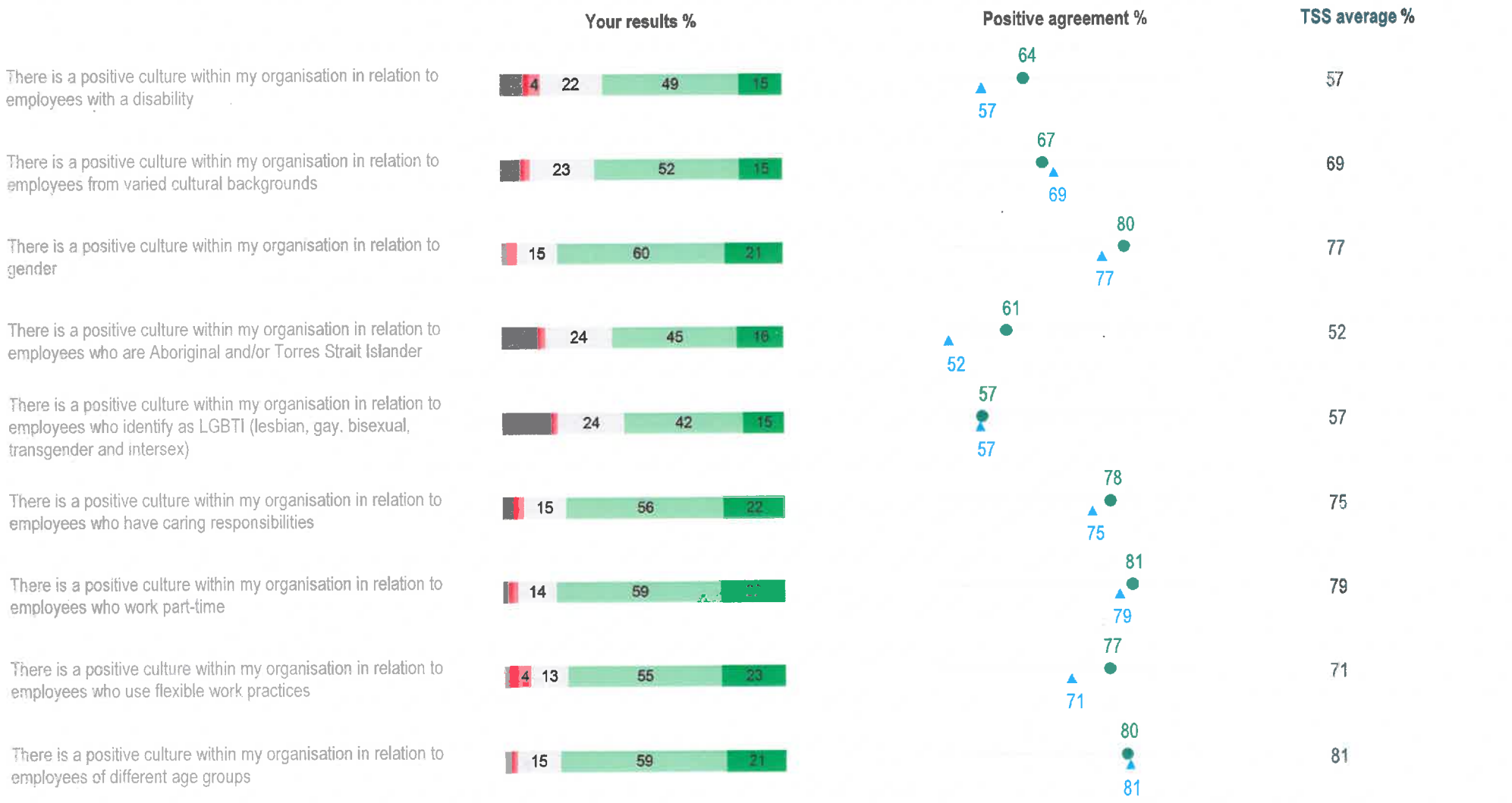
Employment principles

Workforce diversity

Question benchmarks

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

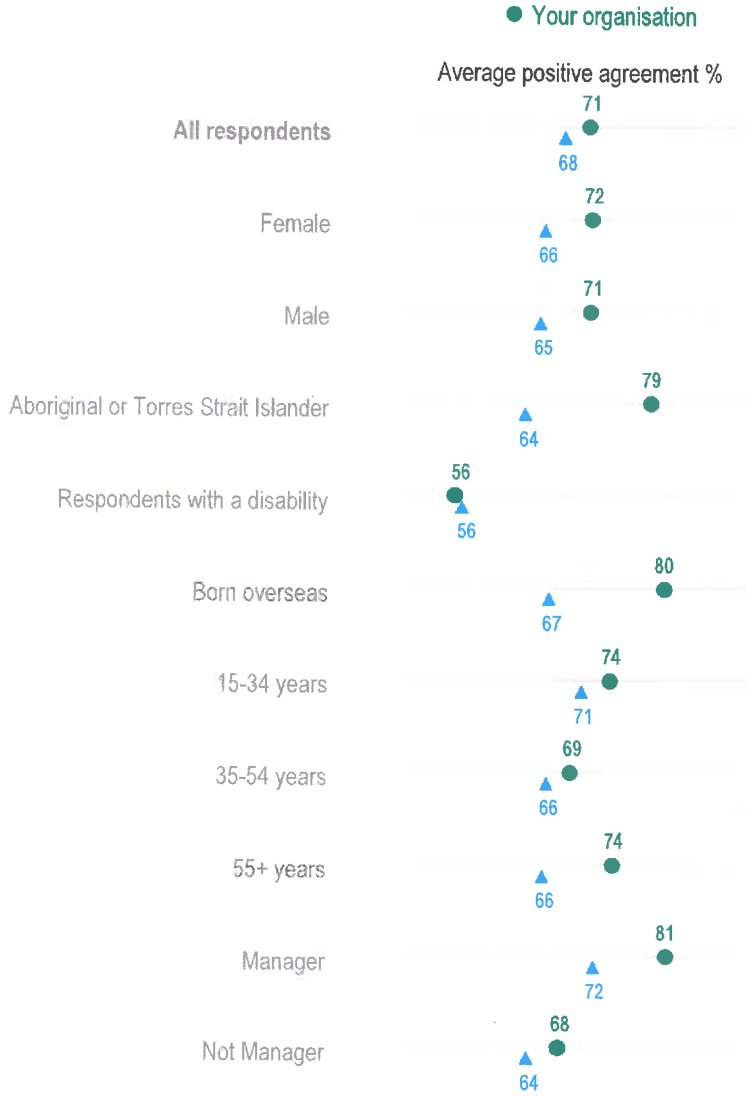
● Your organisation ▲ TSS average

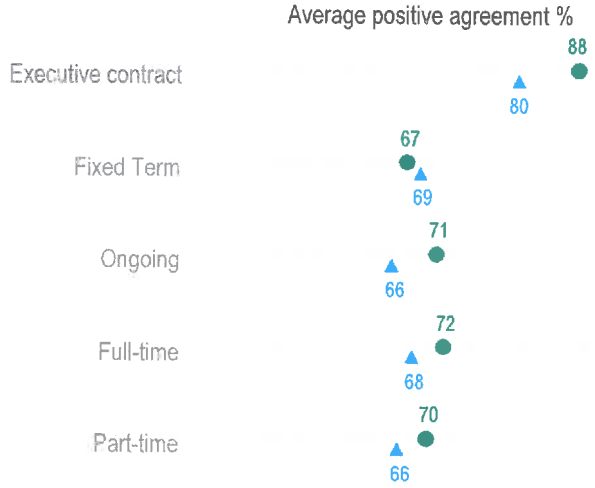


Workforce diversity

Demographic benchmarks

This page provides the average level of agreement with positive statements on workforce diversity reported by specific groups of employees.





Employment principles

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

Workforce diversity

Demographic benchmarks 2

● Your organisation ▲ TSS average

Employment principles

Workforce diversity

Demographic benchmarks 3

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

Your organisation | TSS average

	Your results %					Positive agreement %	TSS average %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds							
Aboriginal or Torres Strait Islander	14		64		21	86 / 67	67
Non ATSI	7	1	23	51	15	66 / 69	69
Born in Australia	6	1	24	51	14	65 / 68	68
Born overseas in a country where English is a primary language	14		59		27	86 / 67	67
There is a positive culture within my organisation in relation to employees who identify as LGBTI (lesbian, gay, bisexual, transgender and intersex)							
Same sex attracted / Bisexual	17	2	24	42	15	57 / 57	57

Employment principles

Avenues of redress

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

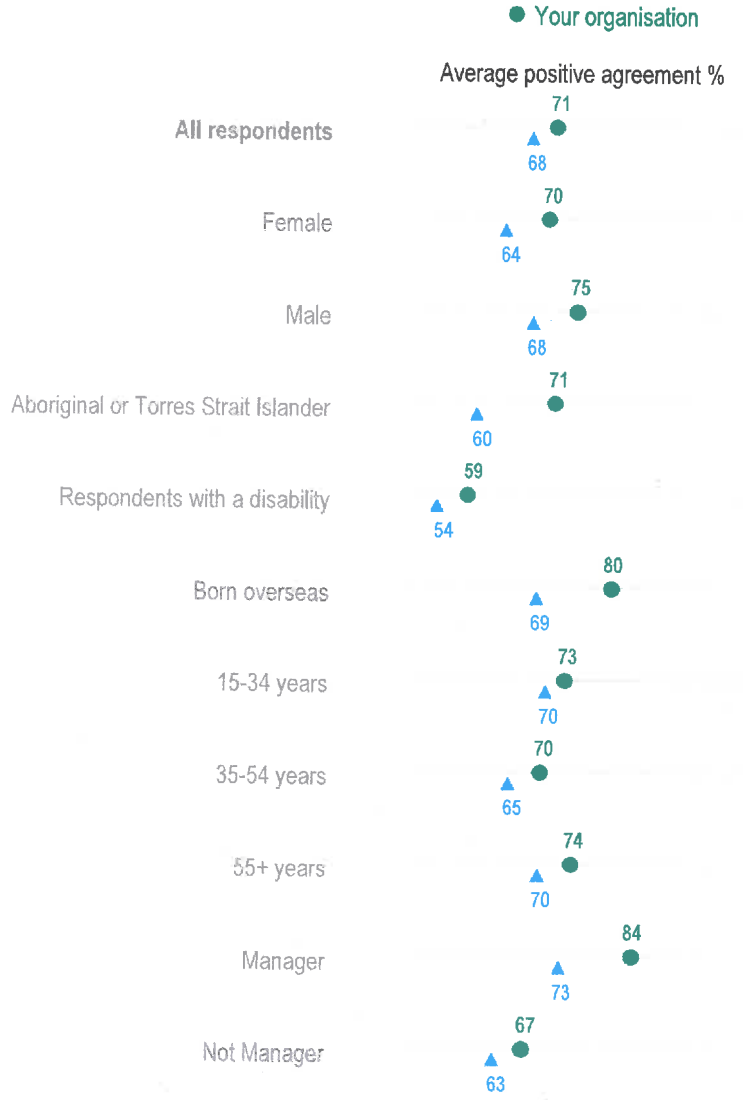
Question benchmarks

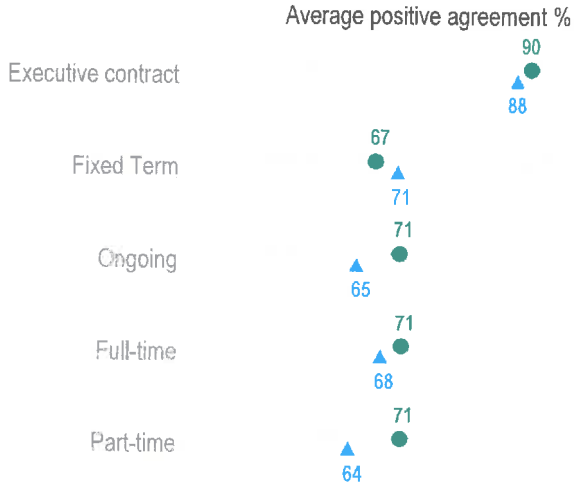
● Your organisation ▲ TSS average

	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Avenues of redress**		71 ● 68 ▲	68
In my organisation, there are clear procedures and processes for resolving grievances	4 15 53	74 ● 69 ▲	69
I would be confident in approaching my manager to discuss concerns and grievances	5 10 40 40	81 ● 78 ▲	78
I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	10 19 40 19	59 ● 56 ▲	56

Avenues of redress

This page provides the average level of agreement with positive statements on avenues of redress reported by specific groups of employees.





Supporting measures | Feedback | Question benchmarks

No | Not applicable | Yes

● Your organisation ▲ TSS average

	Your results %	Yes %	TSS average %
The average agreement with the following positive questions that measure **Feedback**		71 ● 60 ▲	60
I have received formal feedback on individual performance	33 / 67	67 ● 65 ▲	65
I have received informal feedback on individual performance	15 / 85	85 ● 81 ▲	81
The performance management process helps me to identify and understand my work priorities	33 / 67	67 ● 68 ▲	68
There is a strong link between the content of my performance plan and what I actually do/experience during the year	36 / 64	64 ● 62 ▲	62

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

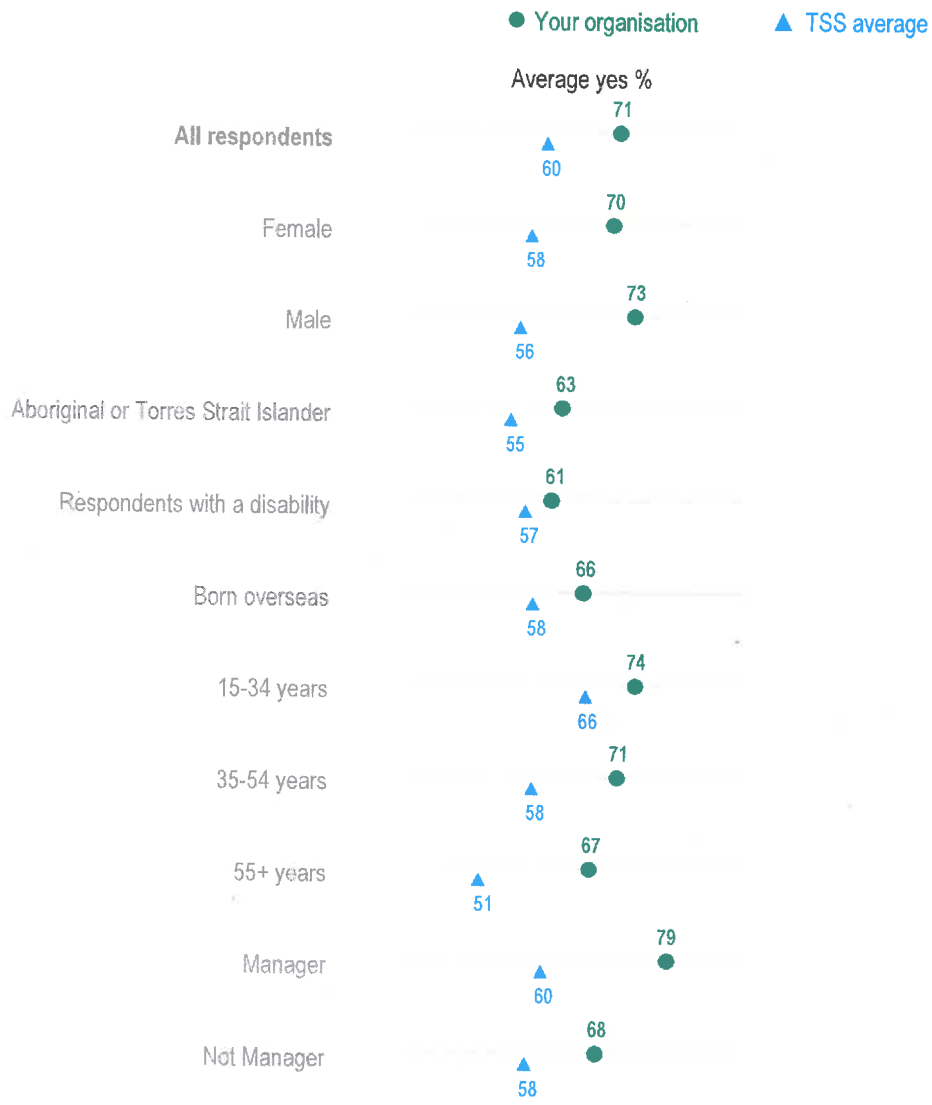
● Your organisation ▲ TSS average

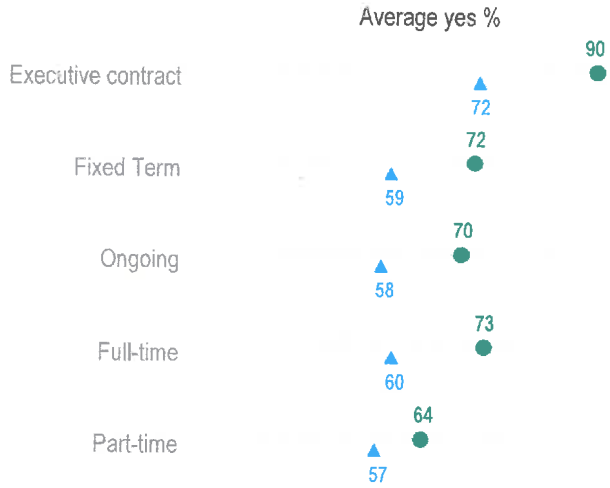
	Your results %	Positive agreement %	TSS average %
I actively seek feedback about my performance at work	16 / 30 / 42 / 10	52 ● 51 ▲	51

Formal feedback generally refers to documented feedback such as an annual performance review or a formal coaching session.

Informal feedback refers to conversations about day to day work performance.

This page shows the proportion of each group that received any form of feedback (informal or formal).

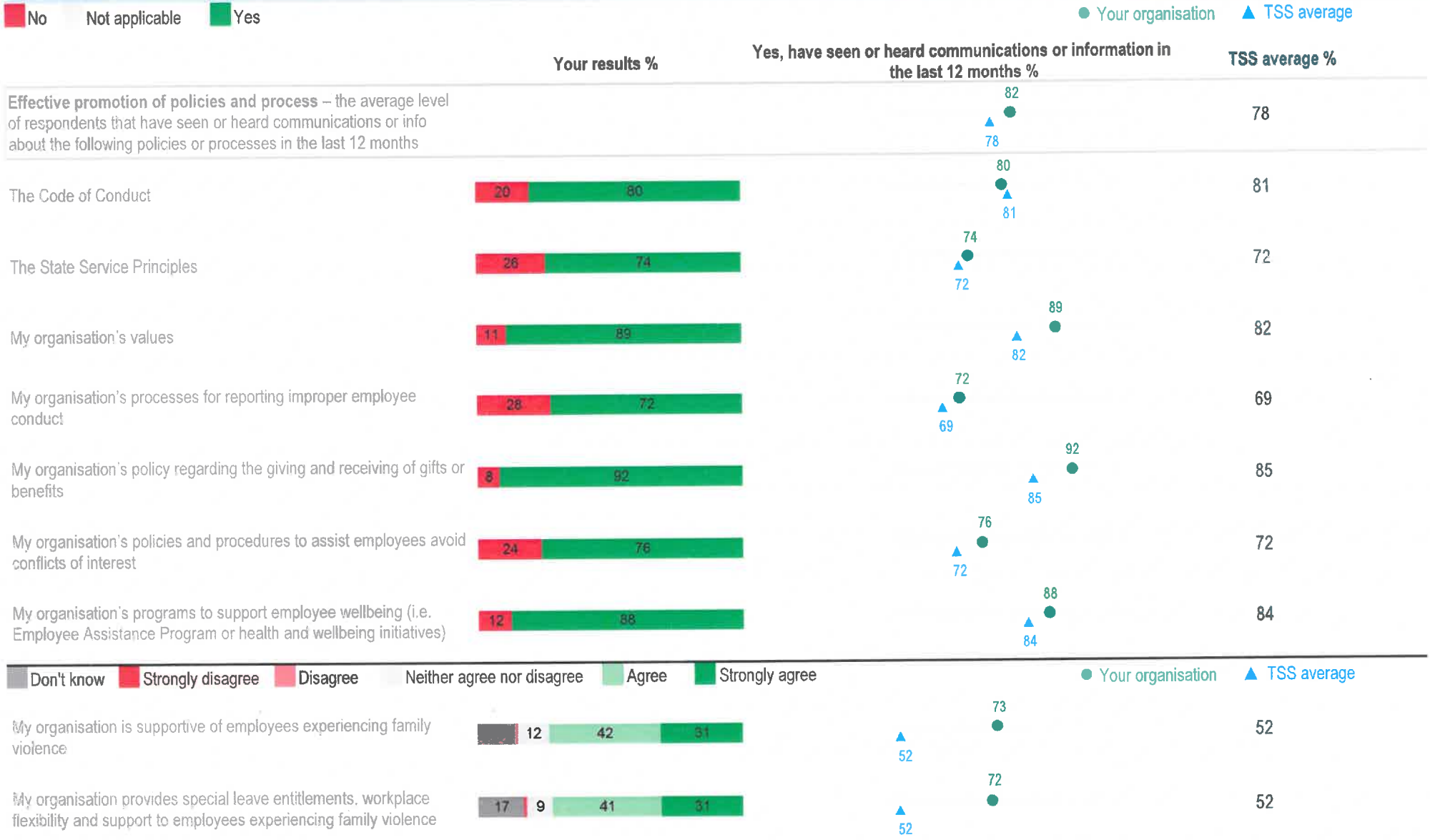




Supporting measures

Effective promotion of policies and process

Question benchmarks



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Supporting measures

Job satisfaction

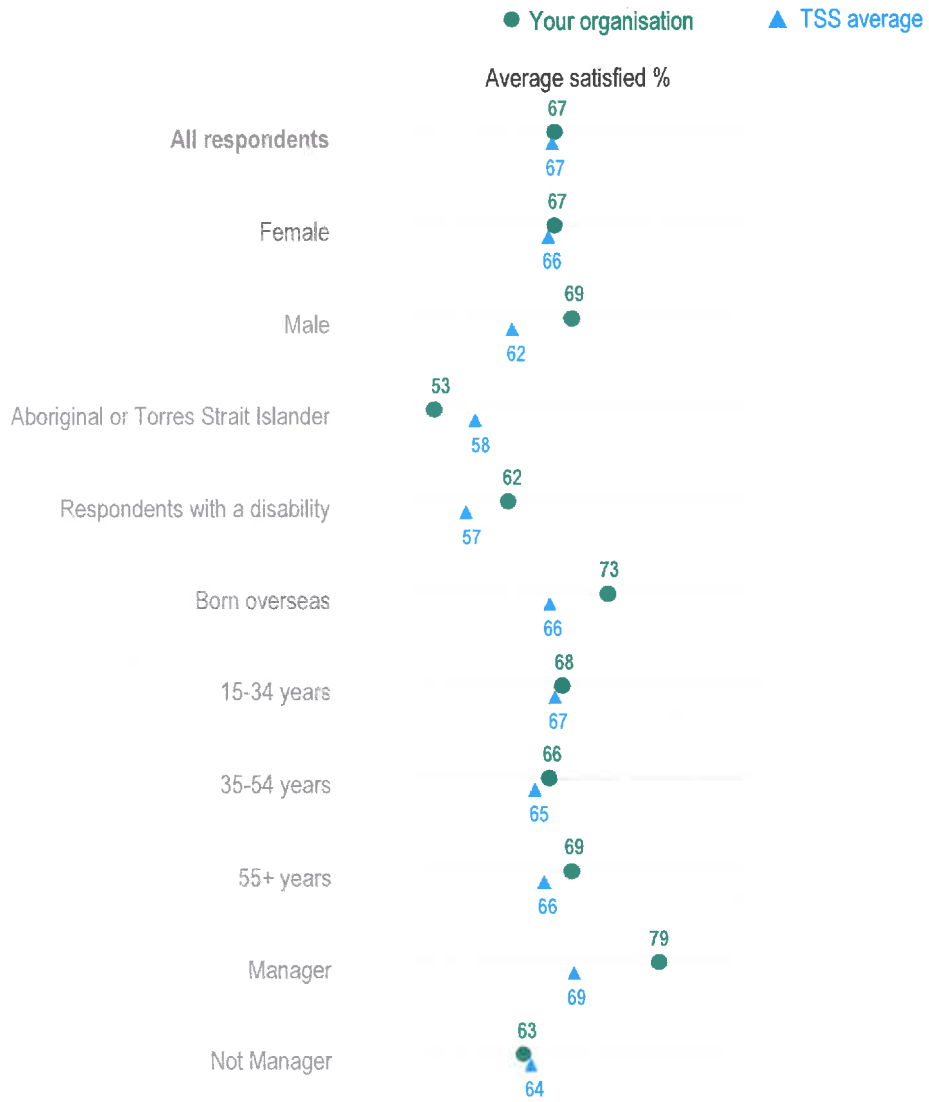
Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very satisfied

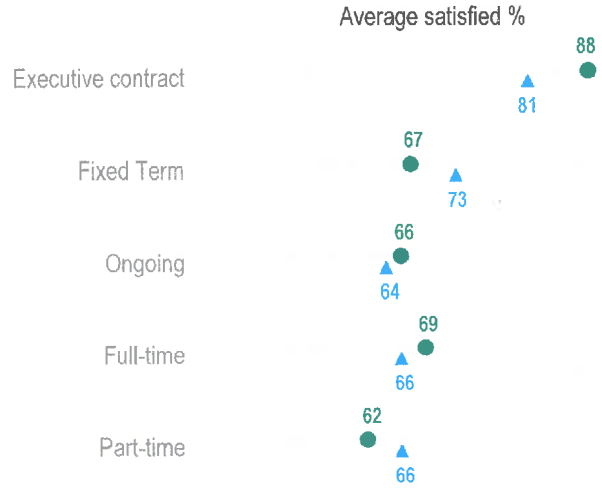
Question benchmarks

● Your organisation ▲ TSS average

	Your results %	Satisfied %	TSS average %	Change on 2015 %pt
Regular feedback/recognition for effort	14 22 44	59 ● ▲ 56	56	
Level of autonomy in my job	6 19 54 18	73 ● ▲ 75	75	
Chance to be creative/ innovative	12 25 46 12	59 ● ▲ 62	62	
Considering everything, how satisfied are you with your current job	7 16 52 20	71 ● ▲ 71	71	-7
Considering everything, how would you rate your overall satisfaction with your organisation as an employer?	5 18 55 19	74 ● ▲ 70	70	

This page provides the overall level of job satisfaction reported by specific groups of employees.





Supporting measures | Engagement | Question benchmarks

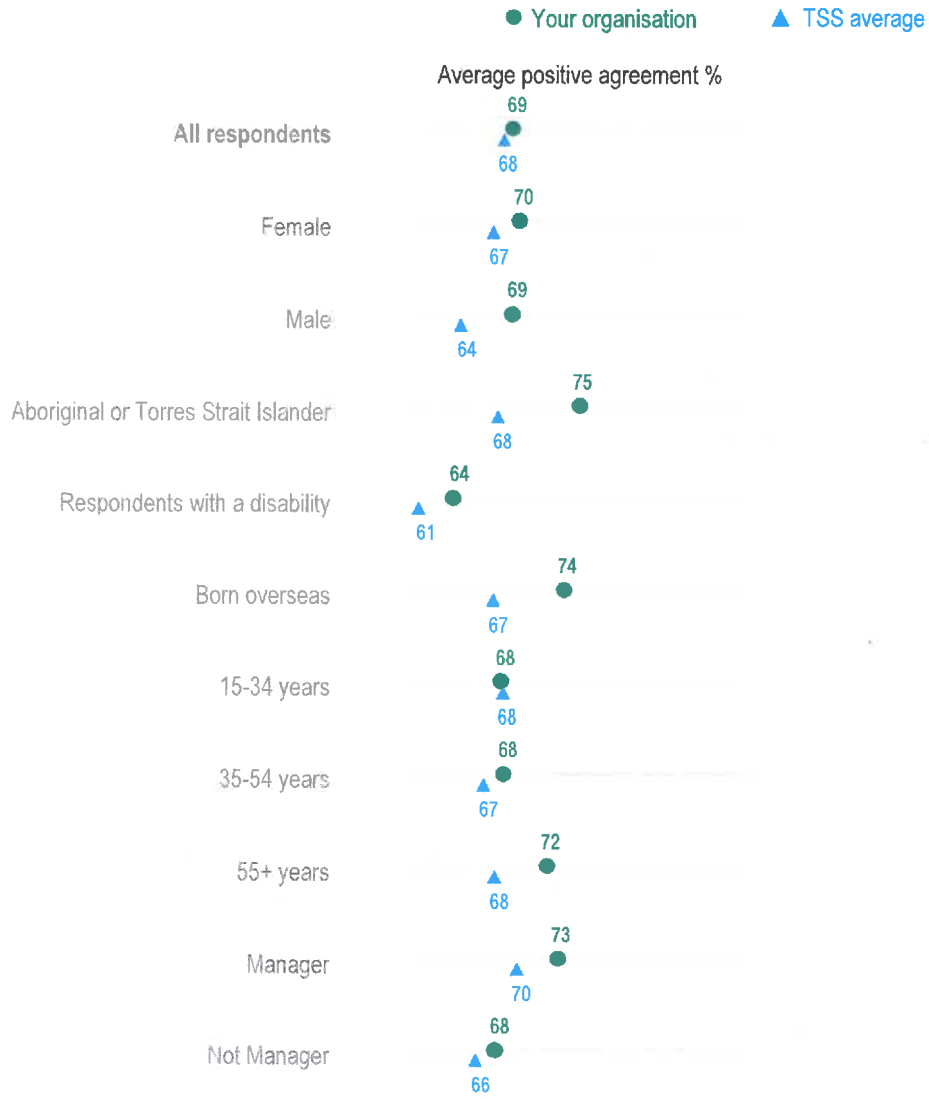
Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

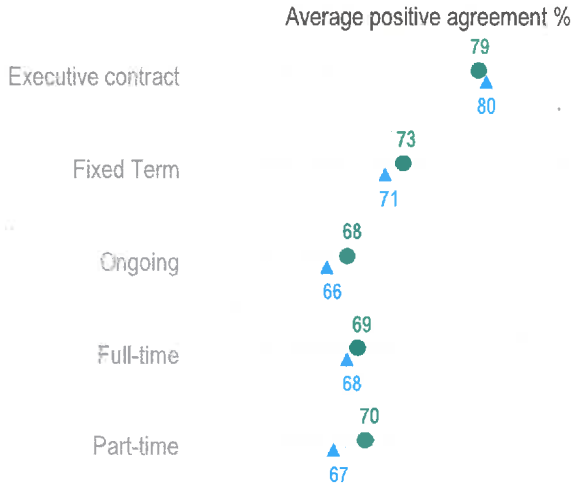
● Your organisation ▲ TSS average

	Your results %	Engagement score**	TSS average %	Change on 2015 %pt
Engagement index Average engagement score		69 68	68	+2
I would recommend my organisation as a good place to work	5 18 53	71 69	69	+0
I am proud to tell others I work for my organisation	20 49 27	74 73	73	+1
I feel a strong personal attachment to my organisation	8 26 40	68 69	69	+4
My organisation motivates me to help achieve its objectives	9 27 45	66 65	65	+3
My organisation inspires me to do the best in my job	9 27 40 20	66 65	65	+3

** Engagement score %: Each respondent is given a score for each engagement question where strongly agree equates to 100 points, agree equates to 75 points, neither agree nor disagree equates to 50 points, disagree equates to 25 points and strongly disagree equates to 0 points.

This page provides the engagement index for specific groups of employees.

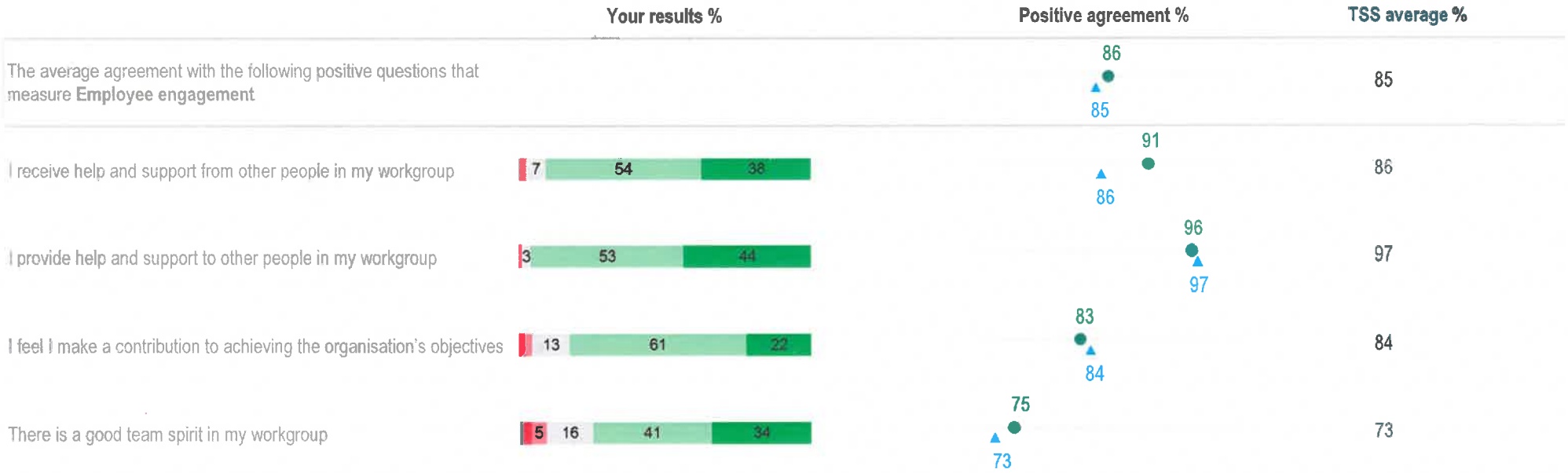




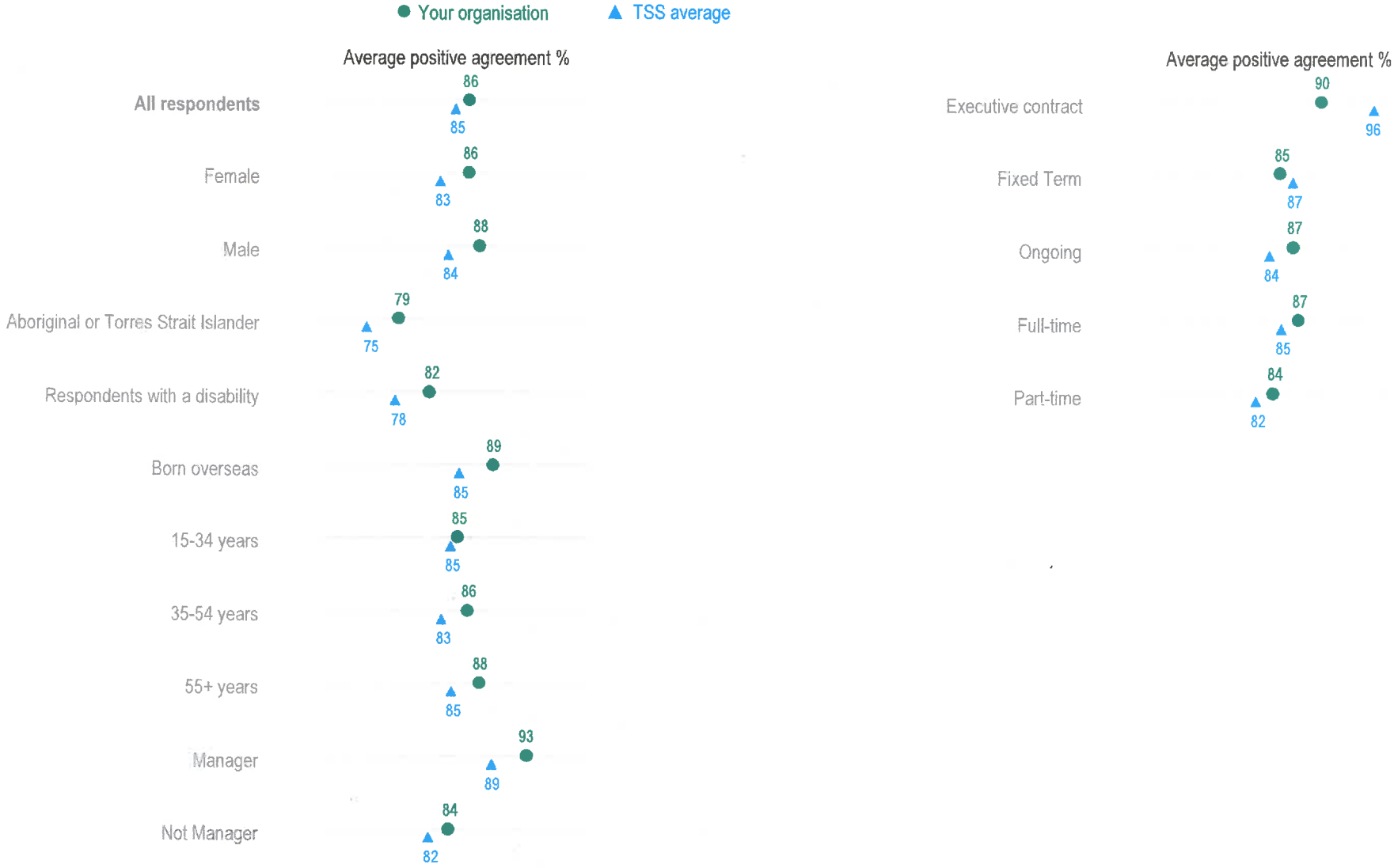
Supporting measures — Employee engagement — Question benchmarks

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

● Your organisation ▲ TSS average



This page provides the average level of agreement with positive statements on employee engagement reported by specific groups of employees.



Supporting measures — Role clarity — Question benchmarks

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

● Your organisation ▲ TSS average

	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Role clarity**		88 ● ▲ 87	87
I have a clear understanding of how my own job contributes to my workgroup's role	6 63 28	91 ● ▲ 90	90
I have a clear understanding of how my workgroup's role contributes to my organisation's stated outcomes	4 9 54 33	86 ● ▲ 86	86
I clearly understand what I am expected to do in this job	4 8 58 30	87 ● ▲ 85	85

This page provides the average level of agreement with positive statements on role clarity reported by specific groups of employees.

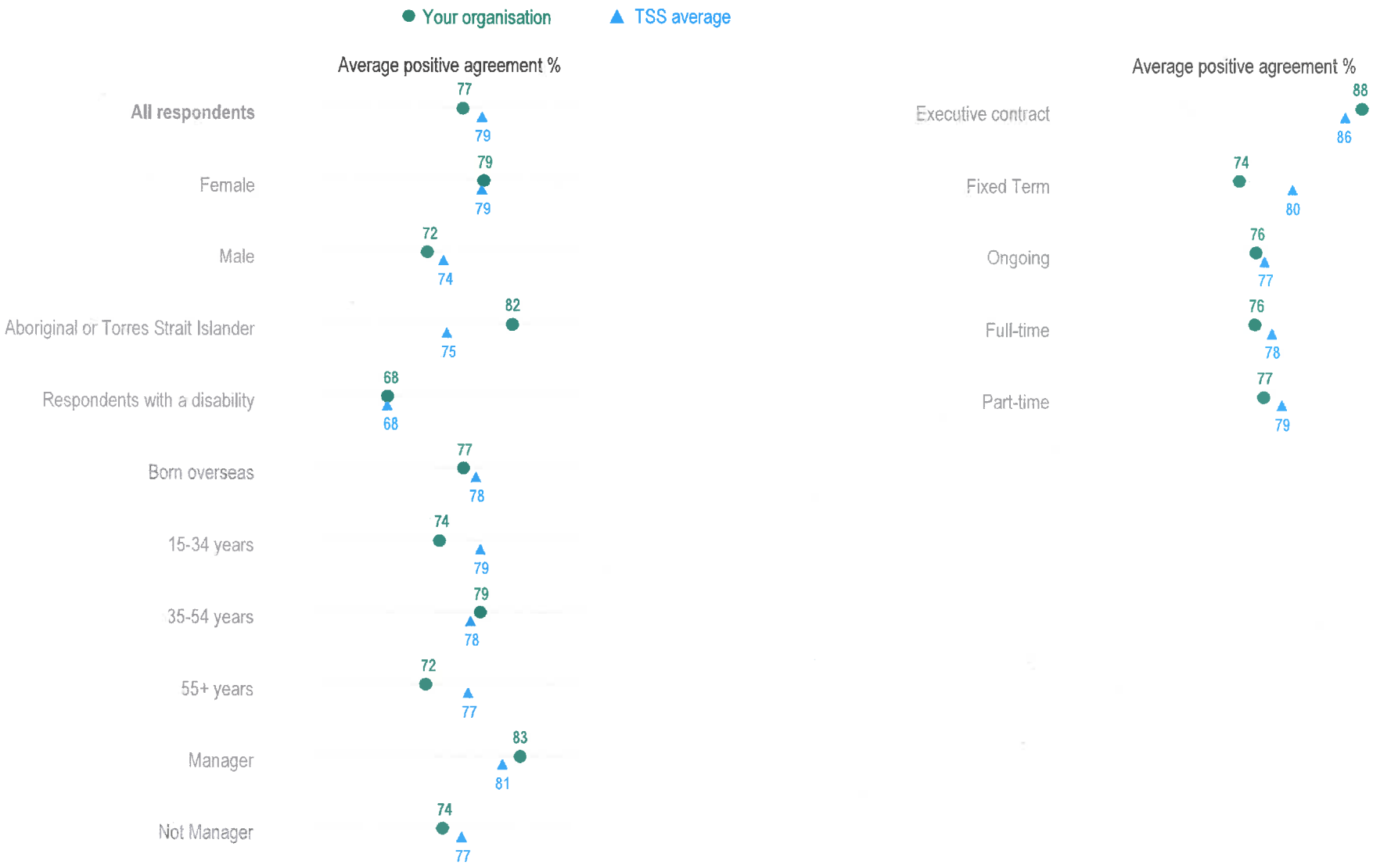
Supporting measures | Role enablers | Question benchmarks

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

● Your organisation ▲ TSS average

	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Role enablers**		77 ● ▲ 79	79
I have the authority to do my job effectively (e.g. the necessary delegation(s), autonomy, level of responsibility)	6 18 55 19	74 ● ▲ 74	74
My job allows me to use my skills, knowledge and abilities	8 12 51 28	79 ● ▲ 83	83

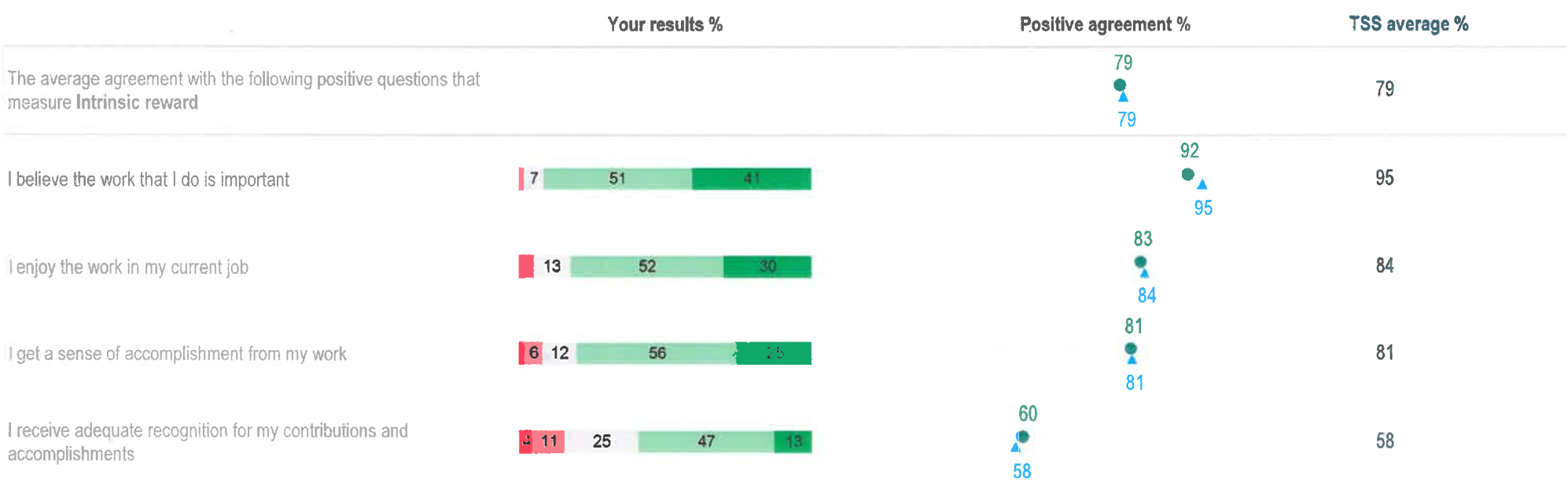
This page provides the average level of agreement with positive statements on role enablers reported by specific groups of employees.



Supporting measures — Intrinsic reward — Question benchmarks

Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

● Your organisation ▲ TSS average



This page provides the average level of agreement with positive statements on intrinsic reward reported by specific groups of employees.

Supporting measures | Bullying | Question benchmarks

	Your results %	Yes %	TSS average %	Change on 2015 %pt
Personally experienced bullying at work in the last 12 months	80 / 4 / 15	15 / 18	18	+2
Yes and currently experiencing it	3	3 / 6	6	+1
Yes but not currently experiencing it	12	12 / 14	14	+1
Witnessed bullying at work in the last 12 months	73 / 27	27 / 28	28	+6

	Your results %	Yes %	TSS average %	Change on 2015 %pt
Personally experienced bullying and submitted a formal complaint	70 / 30	30 / 17	17	+8
Were you satisfied with the way your formal complaint was handled?	24 / 53	53 / 32	32	-4

If bullied in last 12 months:

	Percent of bullied staff %
Who were you bullied by	
A senior manager	27
Your immediate manager/supervisor	25
A fellow worker	41
A group of fellow workers	7
A subordinate	4
A client/customer	14
A member of the public	5
Prefer not to specify	11
Description of the nature of bullying experienced	
Verbal abuse	34
Exclusion/isolation	41
Psychological harassment	38
Intimidation	64
Being assigned meaningless tasks unrelated to the job	16
Given impossible assignments	4
Deliberately changing work rosters to inconvenience you	9
Deliberately withholding information vital to your effective work performance	21
Other	13
Prefer not to specify	5

Action taken after witnessing bullying:

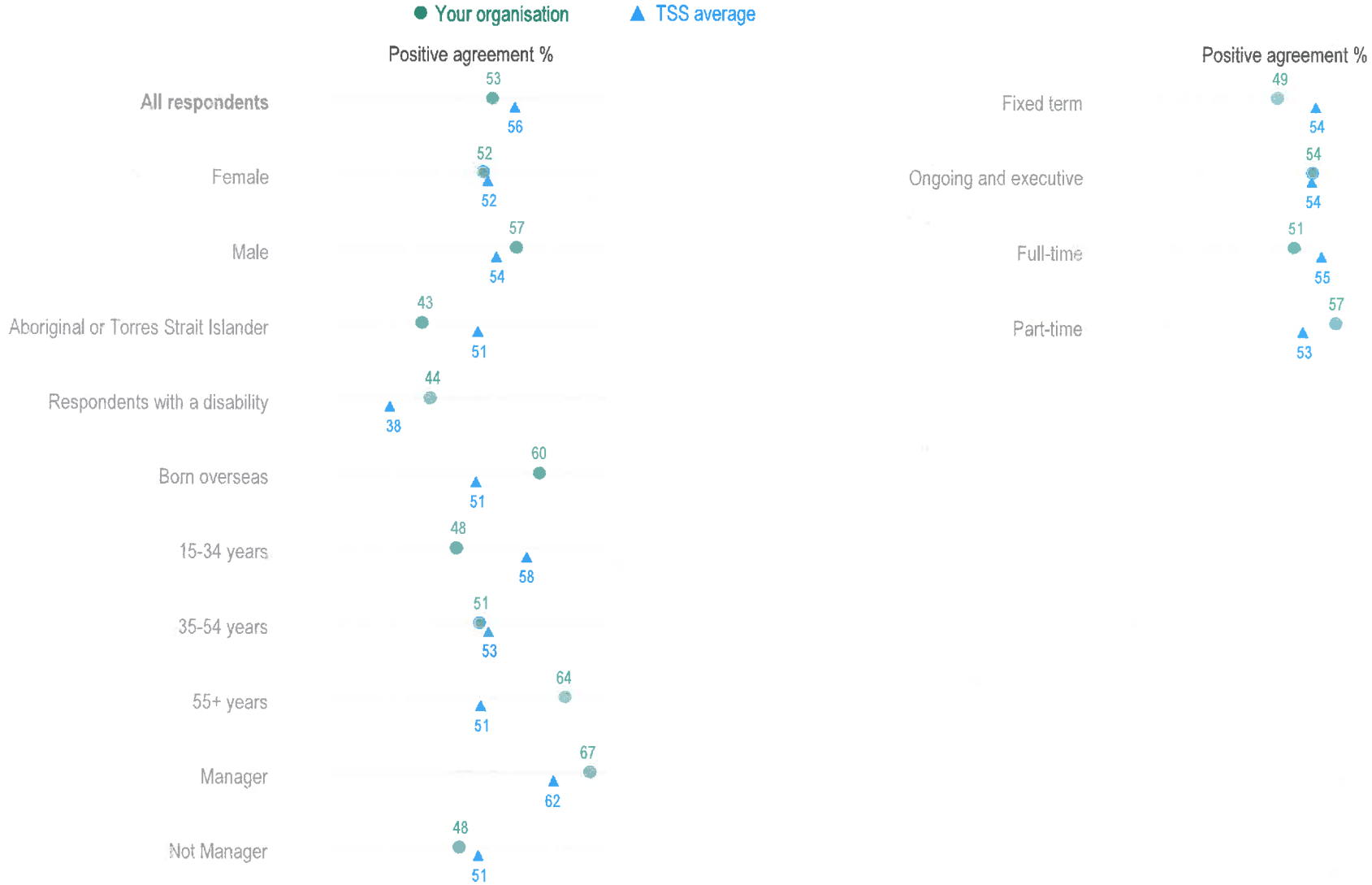
	Percent of staff that witnessed bullying %
Spoke about the matter to the person perceived to be the bully	21
Spoke about the matter to the person perceived to have been bullied	46
Reported the matter to a manager or human resources	0
Reported the matter formally or informally	40
Made a note of the occurrence but took no action	21
Took no action	10
Other	10

Career expectations and support

	Your results %	Positive agreement %	TSS average %
Career expectations			
To date, my career progression within my organisation has met my expectations	4 15 28 44 9	53 / 56	56
Support			
I have the opportunity to progress my career goals within my organisation	5 25 35 29 6	35 / 40	40
There are adequate opportunities for me to develop skills and experience in my current job	4 17 28 41 9	50 / 50	50

Career expectation met by demographic group

To date, my career progression within my organisation has met my expectations



Intention to stay or leave

Don't know | Leave organisation | Stay

● Your organisation ▲ TSS average

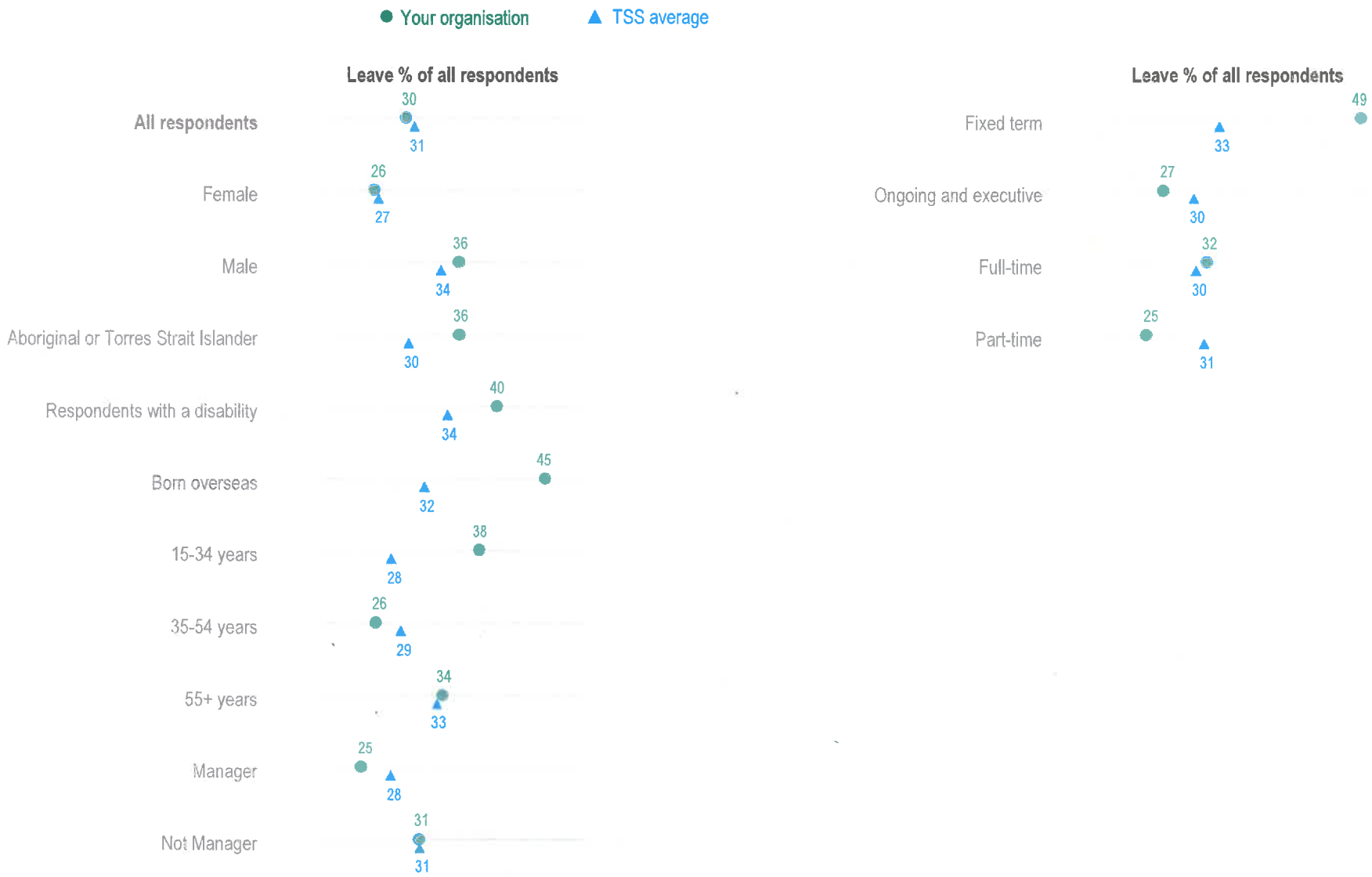
	Your results %	Leave %	TSS average %
Do you foresee your future employment/career in the next five years in:	20 / 10 / 70	10 ● ▲ 11	11

Breakdown of intentions

Leave	Yes % of all respondents
The private sector	5 ● ▲ 5
The community/non-government sector	1 ● ▲ 2
Outside the labour market .e.g (returning to study, retiring, personal reasons)	4 ● ▲ 5

Stay	Yes % of all respondents
Continuing in the State Service	70 ● ▲ 69
Don't know	20 ● ▲ 19

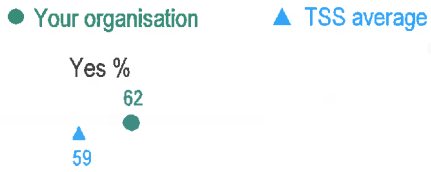
Intention to leave by demographic group



Factors influencing intention to leave

A respondent could pick up to two factors.

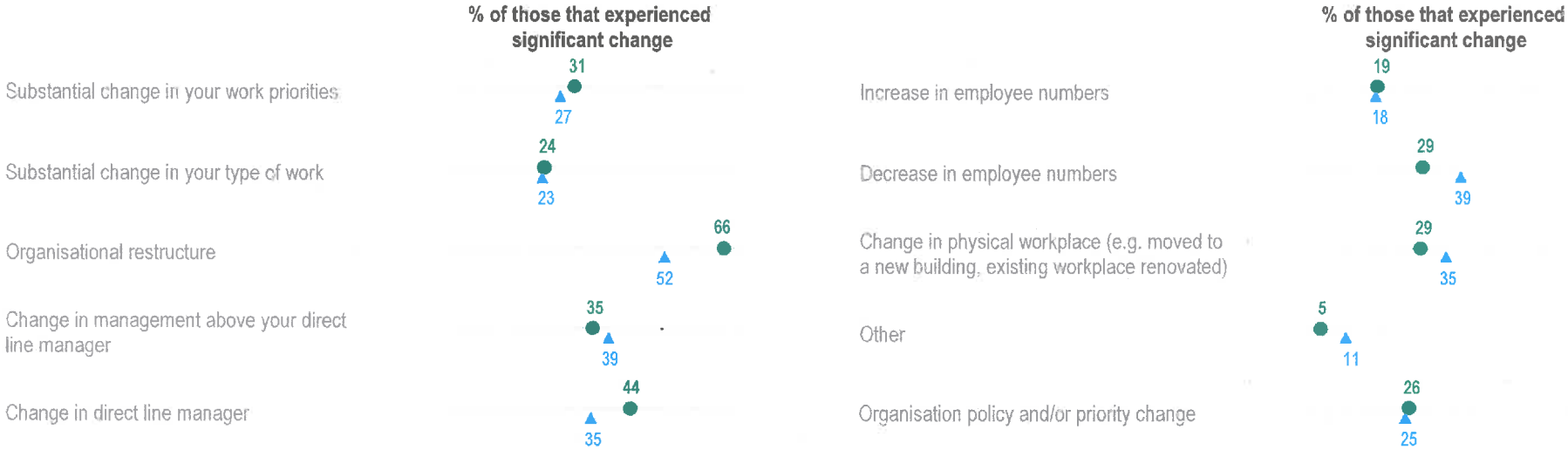
Change experienced



In the past 12 months, has your current workgroup been directly affected by significant workplace change

Change experienced

A respondent could select all that applied.



Support, consultation and change management

	Your results %	Positive agreement % of those that experienced significant change	TSS average %
My workgroup was provided with sufficient information on how the change would impact on the team	7 16 21 50 6	56 / 47	47
My workgroup was provided with adequate support during the change process	8 16 29 41 7	48 / 41	41
My workgroup was kept well informed throughout the change process	7 15 25 46 7	53 / 46	46
The change was managed well in my workgroup	6 13 31 41 9	50 / 49	49
My organisation's leadership supports staff to work in an environment of change	6 11 32 44 7	51 / 45	45
People in my workgroup adapt well to change	3 11 32 45 9	55 / 53	53
There is a clear consultation process when change in my organisation is proposed	10 16 31 36 7	43 / 35	35
I am provided with the opportunity to influence changes in my organisation.	9 25 27 34 6	40 / 37	37
In times of change, I have an obligation to help my work colleagues understand and adapt to the new ways of working	3 19 59 20	78 / 77	77

Supporting measures — Leading change — Question benchmarks

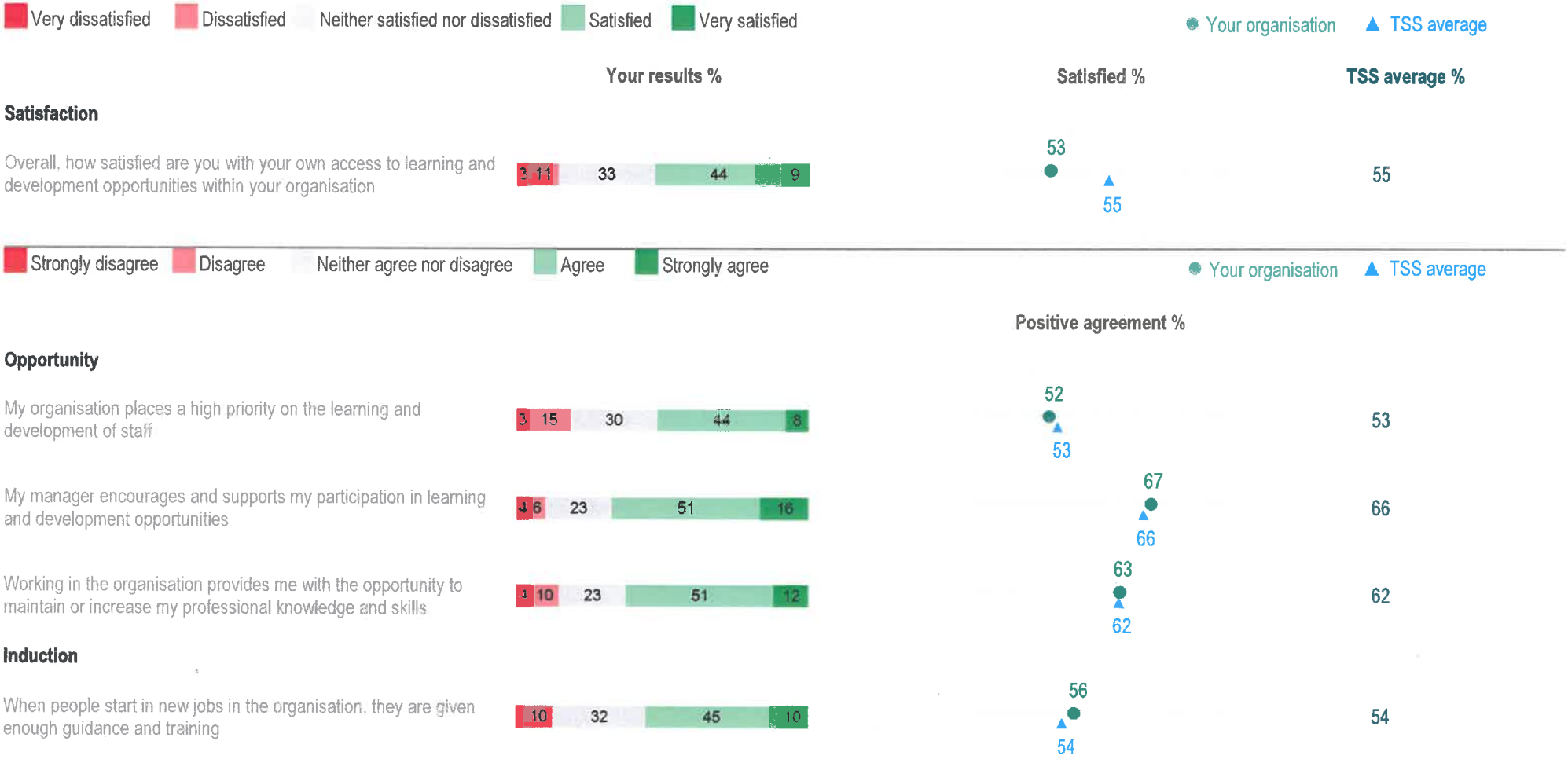
Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

● Your organisation ▲ TSS average

	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Leading change**		▲ 49 ● 55	49
Communications about change from senior managers are timely	5 11 27 44 12	▲ 47 ● 56	47
In times of change, senior managers provide sufficient information about the purpose of the change	5 13 26 41 13	▲ 50 ● 54	50

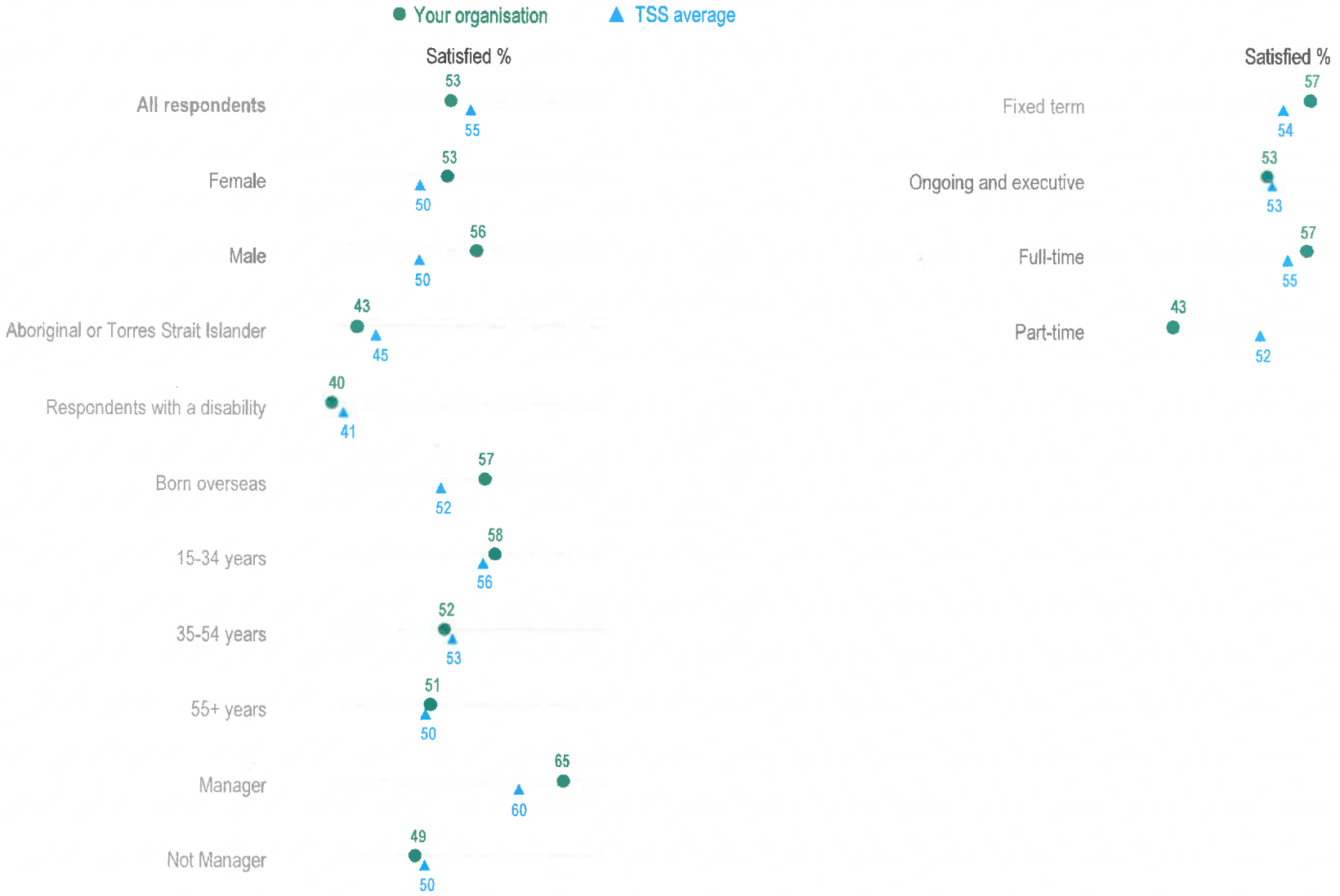
This page provides the average level of agreement with positive statements on leading change reported by specific groups of employees.

Satisfaction with L&D opportunities

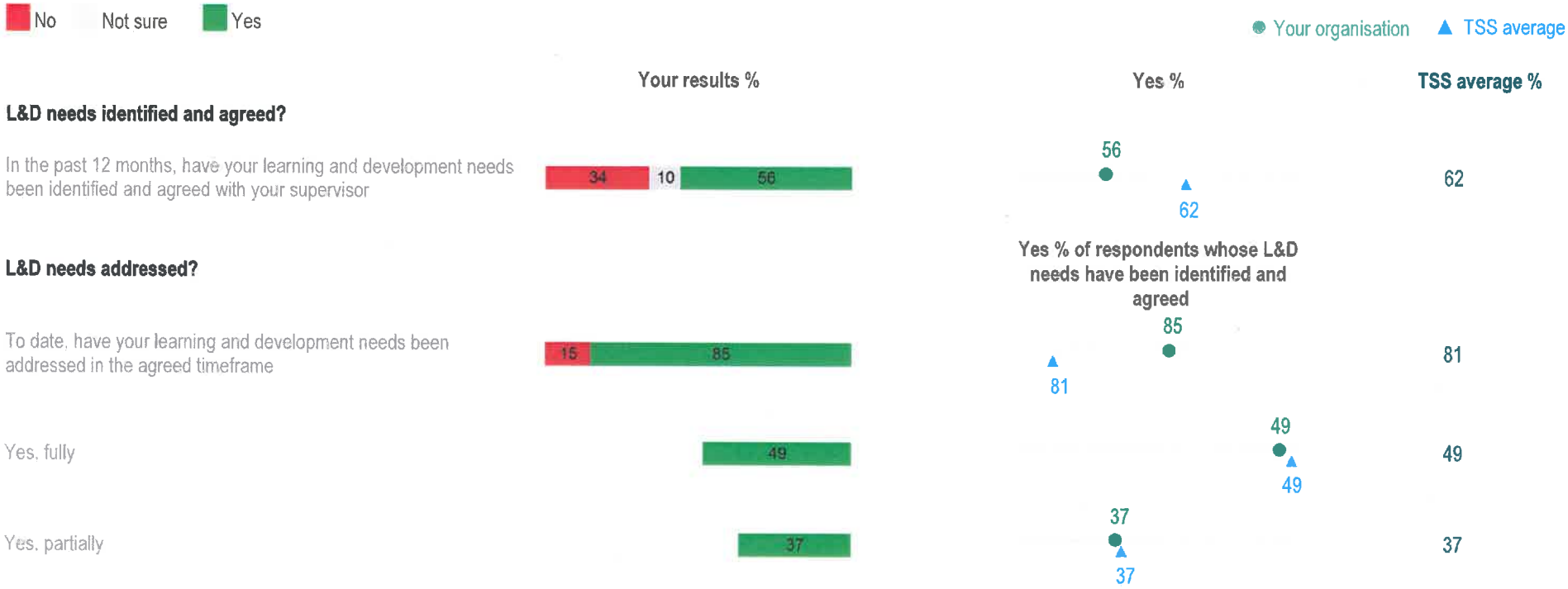


Satisfaction with L&D opportunities by demographic group

Overall, how satisfied are you with your own access to learning and development opportunities within your organisation?

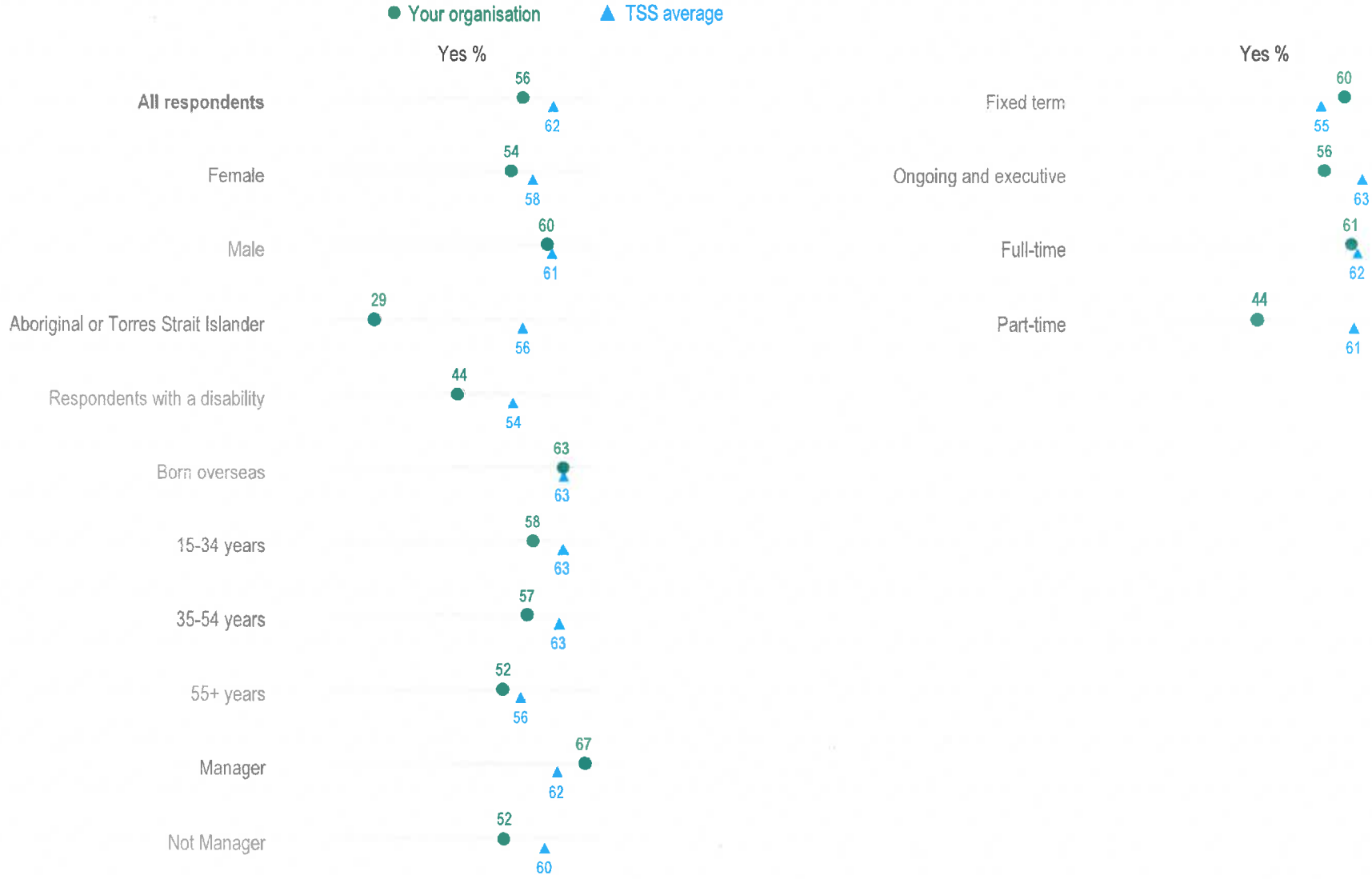


Implementation of L&D plans



Implementation of L&D plans by demographic group

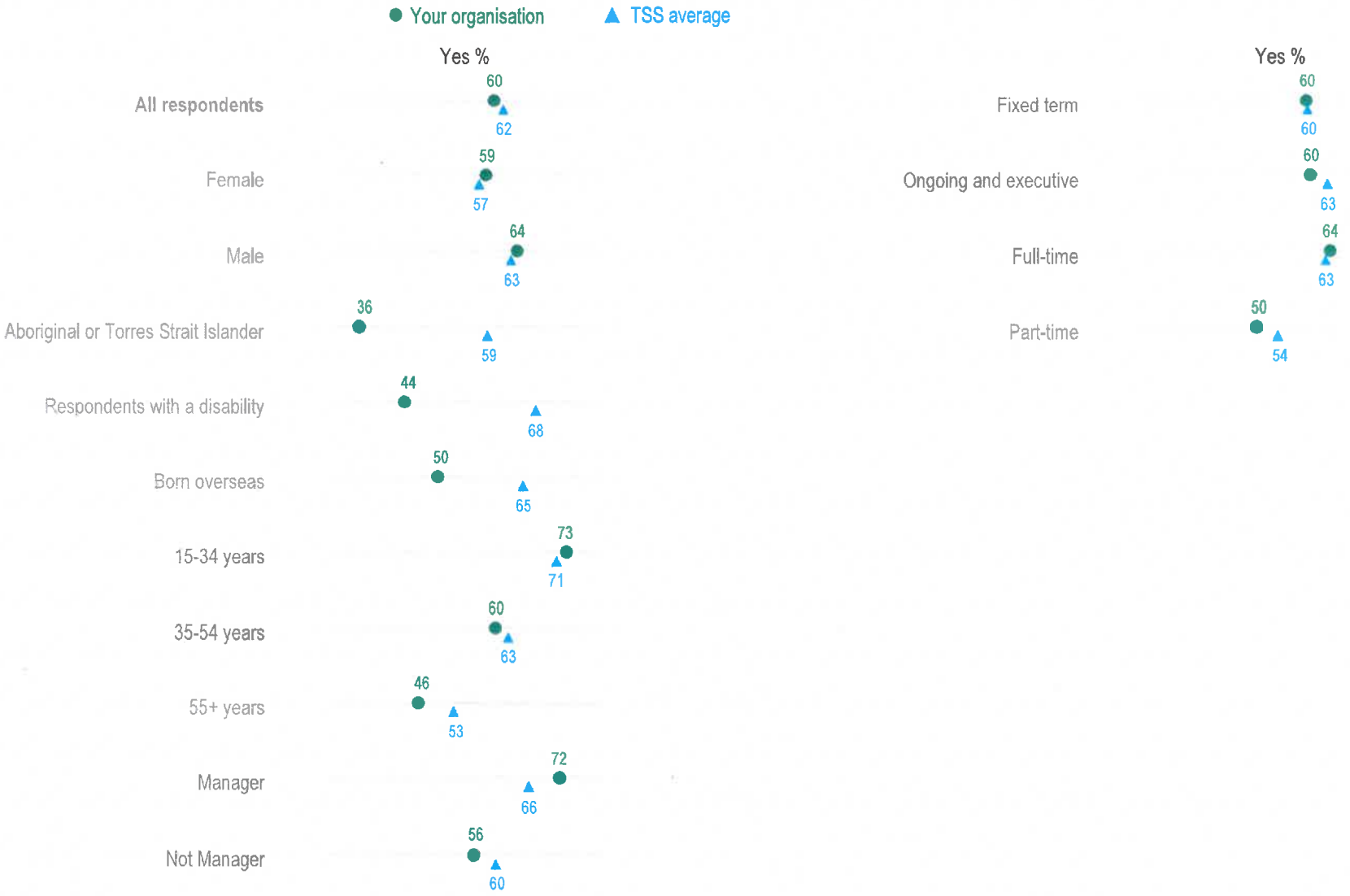
In the past 12 months, have your learning and development needs been identified and agreed with your supervisor?



Implementation of skills development activities

Incidence of skills development activities by demographic group

In the past 12 months, have you undertaken any skills development activities?



Work life balance

Very dissatisfied | Dissatisfied | Neither satisfied nor dissatisfied | Satisfied | Very satisfied

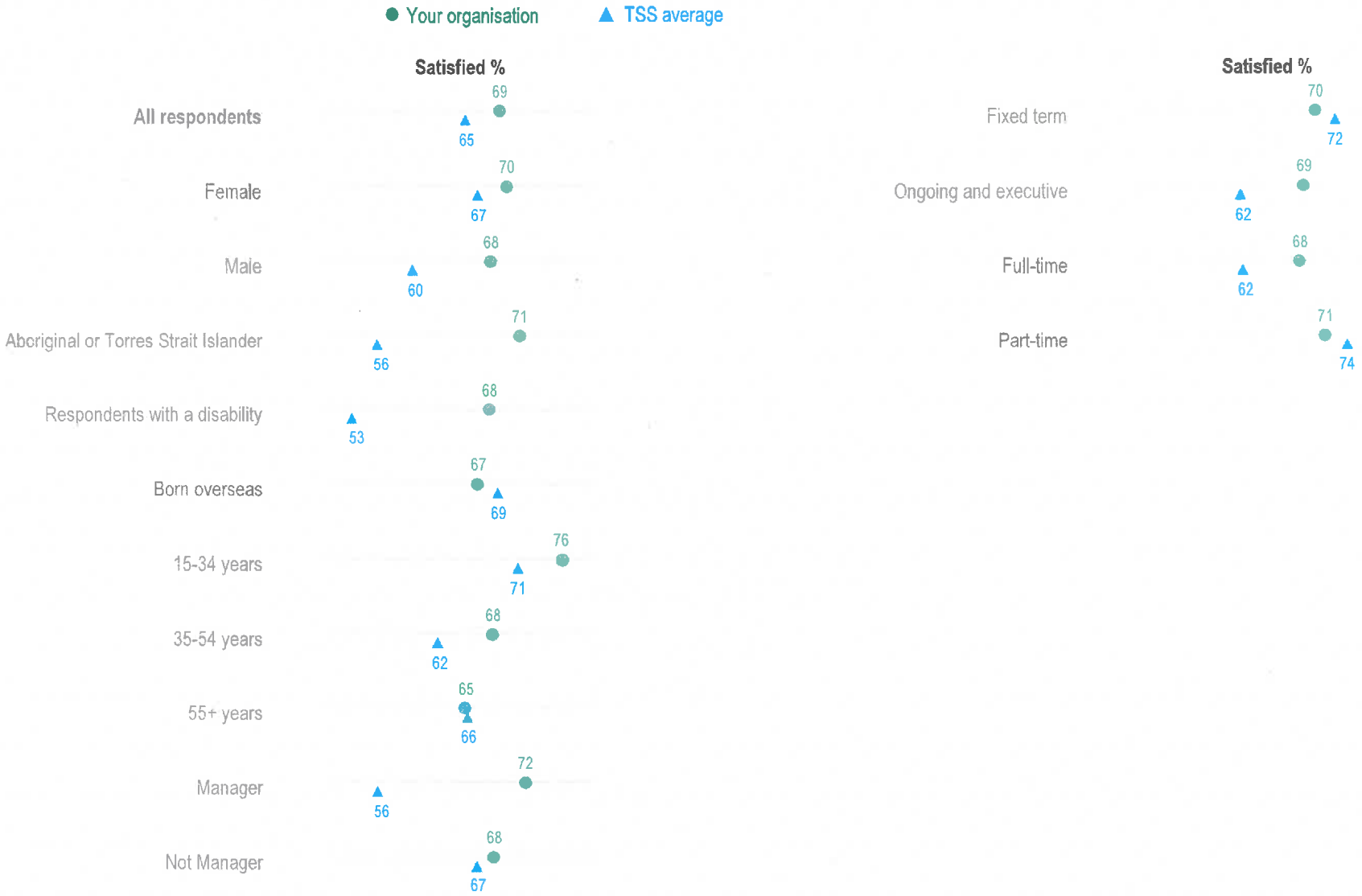
● Your organisation ▲ TSS average

Satisfaction with work/life balance in current job

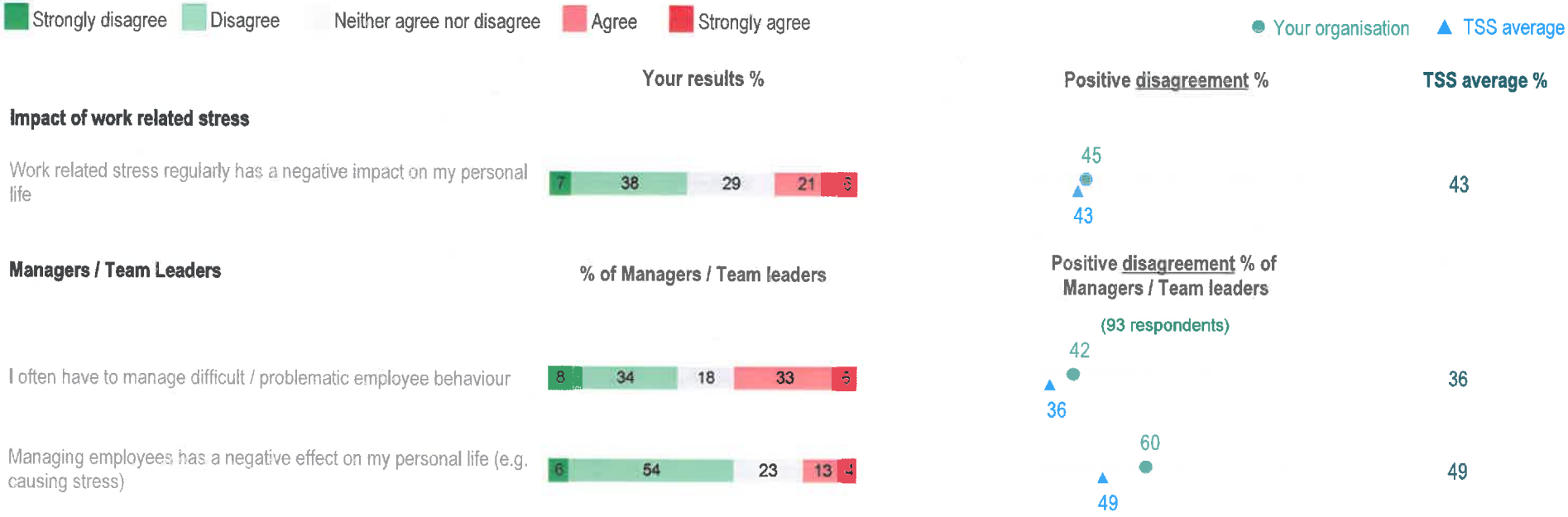
	Your results %	Satisfied %	TSS average %
All employees	9 21 54 16	69 ● ▲ 65	65
Managers / team leaders (93 respondents)	11 18 59 12	71 ● ▲ 59	59
Staff that directly engage with customers (303 respondents)	9 20 52 17	68 ● ▲ 65	65

Satisfaction with work/life balance by demographic group

The satisfaction with work/life balance in current job reported by specific groups of employees.



Impact of work related stress



Control of workplace issues and workload

Response to work related stress

Never Rarely Sometimes Often Always

● Your organisation ▲ TSS average

How often the following approaches are used when dealing with stressful situations at work:	Your results %	Often and always %	TSS average %
Debrief informally with other work colleagues	3 10 36 37 13	50 / 51	51
Debrief informally with your Manager	17 43 25 7	32 / 30	30
Discuss with your Manager/ supervisor/ mentor/coach during scheduled activities/meetings	19 37 24 7	30 / 26	26
Employee Assistance Program (EAP)	70 21 7	3 / 3	3
Seek support from family / friends	15 37 29 13	42 / 41	41
Use other techniques such as mindfulness, meditation and relaxation	20 32 19 6	25 / 24	24

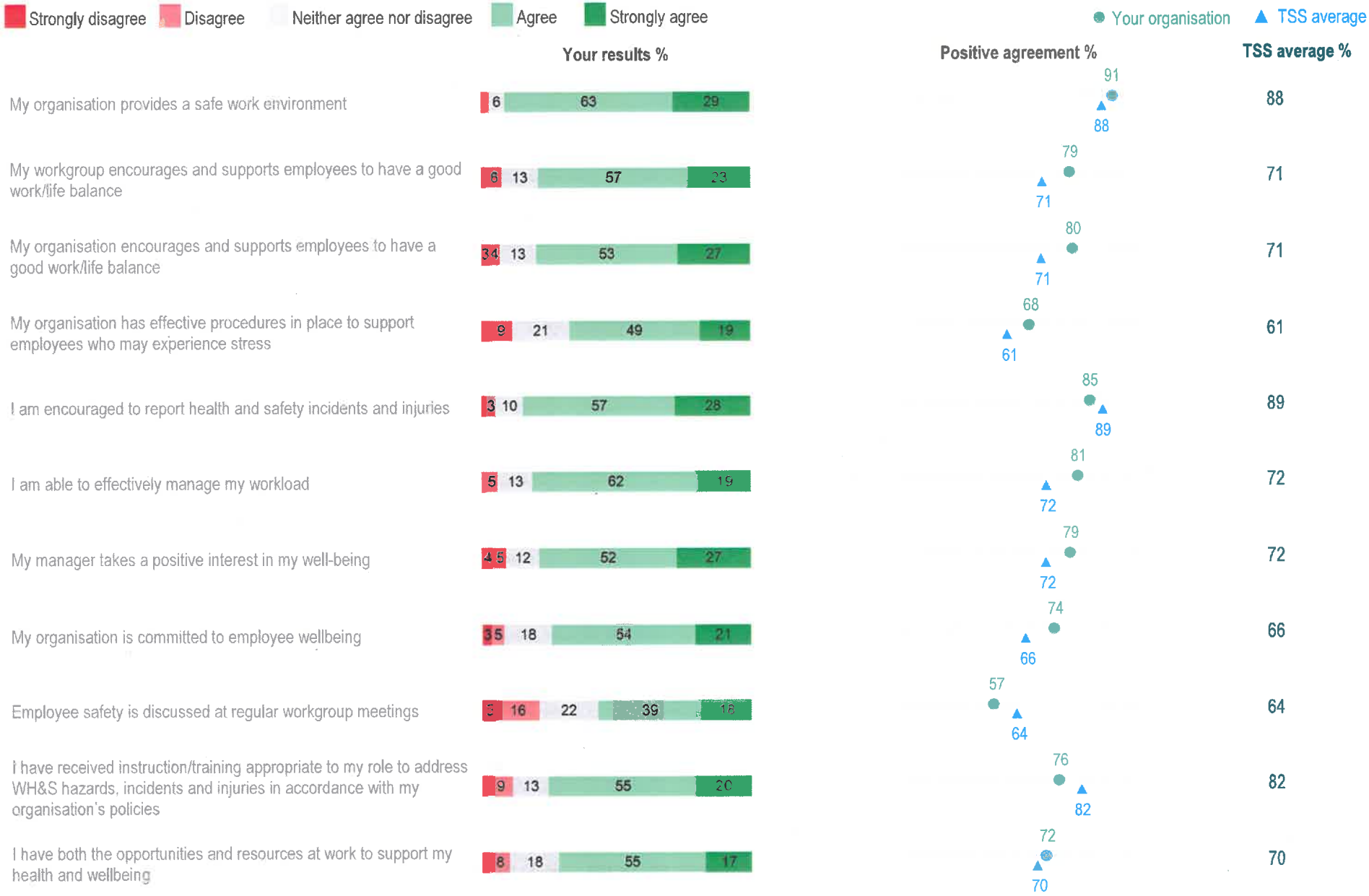
Non-work related / personal stress

Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

Control of issues that cause stress

		Positive agreement %	TSS average %
I have control over the personal issues that cause me stress	8 21 57 13	71 70	70

Employee support – 1 of 2



Employee support – 2 of 2

Managers / Team Leaders	% of Managers / Team leaders	Positive agreement % of Managers / Team leaders	TSS average %
My organisation provides me with appropriate training and guidance to manage employees	6 23 54 15	69	64
My organisation has good procedures in place to support team leader / managers who may experience stress in managing employees	4 11 39 35 11	46	43
My organisation has good procedures in place to support team leader / managers managing staff absences	5 17 38 29 10	39	40

Staff that directly engage with customers	% of staff that directly engage with customers	Positive agreement % of staff that directly engage with customers (303 respondents)	TSS average %
I have the ability and skills to deal with difficult customers	7 62 29	92	92
My organisation provides me with appropriate training and guidance to manage customers	10 27 47 15	62	55
My organisation has appropriate systems and procedures in place to deal with difficult customers	8 34 43 13	56	59
My organisation has good procedures in place to support staff who may experience stress in dealing with customers	8 37 38 14	52	51