Employee Evaluation Survey Results 2011

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## This report

This report presents the 2011 survey results from all participating Agencies and Authorities from mid March to the end of September.

Where applicable, comparisons with 2010 data are detailed at whole of Service level. This includes comparative analysis with the Workforce Profile by employee characteristics, eg by gender, age, employment type.

As in 2010, the principle focus of this Report, is on Tier1 aggregated whole of Service responses.

It also identifies key findings to complement, and in some instances support, findings in other whole of Service reporting and where applicable Tier 2.

For the five themes (and associated focus areas of the People Directions Framework), all category comparisons eg occupational groups are made using an ‘average overall’ measure. This is the overall total of ‘strongly agree’ to ‘strongly disagree’ responses as a percentage of all responses, excluding ‘don’t know’ selections. This has necessitated a change to the 2010 Likert rating scale, which is described in more detail in the Report.

For ease of reference this Report is divided into four main sections:

Executive summary: Provides contextual information and an overview of the survey results, shows average results for each section of the questionnaire and similarity with 2010.

This section also shows the highest and lowest results for 2011, results where significant change is recorded, and survey questions where results were significantly higher and lower than other organisations;

How representative the results are: Provides whole of Service information on response rate and profile of respondents;

Detailed results: Describes the People Directions Framework theme findings, in relation to the Evaluation Model which is shown as an overall percentage measurement of Tier 1; and

Sub-group analysis: Compares results by employee characteristic.

Executive Summary

## OVERVIEW

The People Directions Evaluation Survey (the Survey), now run for two years provides a range of data and trend information on the five themes in the People Directions Framework, a whole of Service approach to integrated people and workforce management.

The Framework is not a one size fits all approach, rather is driven at the individual organisation level by their own particular people and workforce needs, with no one organisation necessarily adopting or being expected to adopt all five themes for prioritisation and implementation.

What the Framework provides however is the overall focus areas/themes, collectively identified and agreed by all Agencies and Authorities as being relevant to the Service as a whole; to increase its attractiveness as a desirable employer with effective and contemporary people and workforce management strategies.

Survey data collected, and illustrated in this Report, provides:

* trend information for Agencies and Authorities on the effectiveness of their people management strategies in those themes prioritised and adopted from the Framework as relevant to their business and cultural needs to improve productivity and benchmark with whole of Service results; and
* identifies trend information on overall strengths and weakness in the five themes areas for whole of Service consideration and action.

Appendix 3, illustrates the overall process methodology of the Evaluation strategy which is based on a three tiered, online, interlinked surveys that target two levels of feedback, whole of Service and organisation specific. The three survey Tiers comprise:

* Tier 1, - 10 statements in which all Agencies and Authorities participate to give a whole of Service perspective, the results of which are the primary focus of this Report. Individual organisation results are not reported, this analysis is done by individual Agencies and Authorities. This Report provides whole of Service benchmark data;
* Tier 2, - 25 statements, with 5 statements per theme, with theme participation determined by Agencies and Authorities. In 2011, all organisations participated in this Tier, relevant to their specific focus needs. Where significant trends have emerged at the whole of Service level these are detailed; and
* Tier 3, - 3 statements per project with project participation determined by Agencies and Authorities. In 2011, only one Agencies and Authorities participated in Tier 3, however in the 2012 survey specific questions will be included to enable data collection in line with Ministerial Direction 26 reporting requirements in the areas of Alignment, Credibility and Integration of performance management across the service.

Appendix 4 provides an overview of the Evaluation model which measures effectiveness and impact of the five themes of the People Directions Framework and a comparison between 2010 and 2011. To achieve illustrated percentages, data is aggregated and transferred from the five themes (and the specific focus areas within them) to the relevant three key evaluation elements identified and integration of these three elements into the overall indicator, Workforce Success. There is a decline in percentages in each of the elements between 2010 and 2011.

The core survey statements in each of the five themes, focus on ascertaining employees’ perception of employment processes, performance management, leadership, management, job satisfaction, engagement, understanding of role and purpose of the organisation and the Service overall.

## 

## Changes since the 2010 survey

In 2010 and 2011, some Agencies and Authorities took the opportunity to add supplementary questions to the core statements in lieu of separate climate surveys. This offered and continues to offer cost effectiveness across the Service, reduced survey duplication and time.

In consultation with participating Agencies and Authorities, the 2010 trial survey was refined to provide more specific information and ensure that survey results are understood and can be put in context. This resulted in revised, split questions and modification of the 2010 Likert scale weightings for responses (Appendix 2). This was done to allow future integration of data with other whole of Service surveys currently in place.

Where trends between the two years are still discernable they are detailed in this Report.

The 2011 data will form the basis for comparison and/or benchmarking for future surveys.

## Sample Profile

In 2011, 12,112 State Service employees in 13 Agencies and Authorities were invited to participate in the survey. Of those invited to participate, 4,387 employees or 36 per cent, completed a questionnaire.

62.14 per cent of females completed the survey, 37.54 per cent of males and 0.32 per cent registered in the other category.

89.50 per cent of permanent employees, 8.91 per cent of fixed term and 1.59 per cent of casual/sessional employees completed the survey, with the highest completion rate of 23.19 per cent from those who have been in the Service plus 20 years.

This was followed by 21.45 per cent from those who had been in the State Service 5 to less than 10 years. Next in order of participation were 15.25 per cent of those with 10 to less than 15 years of service, 11.83 per cent with 3 to less than 5 years, 10.51 per cent with 1 to less than 3 years and 10.37 per cent was from those with 15 to less than 20 years of service. The lowest participation rate was 7.39 per cent of those with less than 1 year of service.

In 2010, the highest completion rate of 21.16 per cent was recorded from those who have been in the Service from 5 to less than 10 years, followed by 20.15 per cent from those who had been in the Service plus 20 years. The lowest participation rate of 6.84 in 2010 increased to 7.39 per cent and remains in the less than 1 years of service.

The following chart indicates the highest and lowest gender age participation rates were similar to those in 2010. The highest combined gender participation rate for 2011 is in the 45 to 54 age range at 34.74 per cent. The lowest participation rate was in the 65 plus age group.

### Table 1—Age by gender response rates compared to 2010

|  |  |  |  |
| --- | --- | --- | --- |
| Results | n) Gender: Female | n) Gender: Male | n) Gender: Other |
|  | 2011 | 2011 | 2011 | 2011 Totals | 2010 Totals |
| [15-24](javascript:%20addAnswerFilter('819508','15-24');) | 77 (2.82%) | 46 (2.79%) | 0 (0.00%) | 123  (2.80%) | 121 (3.40% |
| [25-34](javascript:%20addAnswerFilter('819508','25-34');) | 424 (15.55%) | 213 (12.93%) | 3 (21.43%) | 640  (14.59%) | 563 (15.84%) |
| [35-44](javascript:%20addAnswerFilter('819508','35-44');) | 720 (26.41%) | 395 (23.98%) | 4 (28.57%) | 1119  (25.51%) | 952 (26.79%) |
| [45-54](javascript:%20addAnswerFilter('819508','45-54');) | 919 (33.71%) | 600 (36.43%) | 5 (35.71%) | 1524  (34.74%) | 1223 (34.41%) |
| [55-64](javascript:%20addAnswerFilter('819508','55-64');) | 558 (20.47%) | 366 (22.22%) | 2 (14.29%) | 926  (21.11%) | 645 (18.15%) |
| [+65](javascript:%20addAnswerFilter('819508','+65');) | 28 (1.03%) | 27 (1.64%) | 0 (0.00%) | 55  (1.25%) | 50 (1.41%) |
| Totals: | 2726 (100%) | 1647 (100%) | 14 (100%) | 4387  (100%) | 3554 (100%) |

## Overall Results

To assess how representative individual organisation survey results are, the table below shows the response rates achieved by individual Agencies and Authorities. The response rate is the number of employees who completed a questionnaire as a percentage of all employees invited to participate in the survey. The higher response rate (ideally 33% or higher), the more representative results will be.

### Table 2 —number of response rates by organisation, FTE’s as reported in March 2011

|  |  |  |  |
| --- | --- | --- | --- |
|  | FTE @ 31/03/11 | Survey Responses | % of Respondents |
| Economic Development, Tourism and the Arts | 465.43 | 184 | 39% |
| Education | 2,791.0 | 1295 | 46% |
| Health and Human Services | 9321.28 | 935 | 10% |
| Infrastructure Energy and Resources | 502.06 | 239 | 47% |
| Justice | 1040.28 | 448 | 43% |
| Police and Emergency Management | 403.10 | 213 | 52% |
| Premier and Cabinet | 317.55 | 118 | 37% |
| Primary Industries, Parks, Water & the Environment | 1387.79 | 659 | 47% |
| Treasury and Finance | 302.65 | 137 | 45% |
| Port Arthur Historic Site Management Authority | 103.66 | 41 | 39% |
| Tasmanian Audit Office | 45.0 | 26 | 58% |
| Integrity Commission of Tasmania | 16.4 | 15 | 98% |
| The Public Trustee | Did not participate | - | - |
| Tasmanian Skills Institute | Did not participate | - | - |
| Tasmania Fire Service | 453.33 | 77 | 17% |
| Total | 12,112 | 4387 | 36% |

In summary in 2011, employees rated the following Tier 1 questions highly:

* I have the required knowledge, skills and capabilities to do my job well 83.79 per cent (From *Theme 3);*
* I know what the role of the TSS is and understand its purpose is ‘delivering quality services for Tasmanians’ 77.59 per cent (From *Theme 1); and*
* Professional workplace behaviour is expected and exhibited in my organisation by my direct manager 71.44 per cent (From *Theme 4)*.

Lower ratings were received for the following Tier 1 questions:

* Current employment processes ensure the TSS assist in retaining people with the right capabilities 40.02 per cent (From *Theme 2);*
* Current employment processes ensure the TSS attracts people with the right capabilities 47.25 per cent (From *Theme 2); and*
* Good performance is recognised by my organisation’s Executive 49.95 per cent (From *Theme 4)*.

## Emerging Trends

In 2010, respondents were very positive in regard to:

* Having the required knowledge, skills and capabilities to do their job well – 82.87 per cent;
* Knowing the role of the Tasmanian State Service and understanding its purpose – 77.95 per cent;
* Professional workplace behaviour is expected and exhibited by my direct manager – 70.44 per cent; and
* My direct manager encourages me and recognises the contribution I make – 67.68 per cent.

The trend areas for improvement were also consistent with 2010 results, aligning to attraction and retention of people with the right capabilities; the development and recognition of our people; and effective leadership provided by the Executive Team. These trends were further evident within the Tier 2 indicators, supporting the need to focus on attraction and retention strategies; and improving the capacity to build on and develop people capabilities.

## Summary and Recommendations

In 2011, the relationship between job satisfaction and employee perceptions of aspects of their organisation is more discernable and a wider array of data for analysis is available. This is due to introduction by Agencies and Authorities of *Tier 2* theme statements.

Tier 3 offers greater opportunities for individual Agencies and Authorities and whole of Service reporting as obtainable data is more specific in relation to each theme and their supporting focus areas. Further development in Tier 3 is planned in 2012 to meet performance management systems reporting in line with Ministerial Direction 26.

It is recommended therefore in 2012:

* That development work is undertaken in consultation with participating Agencies and Authorities, to develop appropriate questions to enable Agencies and Authorities to report on Agency specific performance management systems and meet their obligation in line with requirements of Ministerial Direction No. 26

## 

## Next Steps

Consideration of the critical areas identified for workforce planning to consider in relation to the workforce profile will be undertaken during the next phase.

# How representative the results are

## Introduction to Survey Findings

As in 2010, all Agencies and Authorities participated in *Tier 1* of the 2011 Evaluation survey.

In 2011 changes to 2010 Tier 1core statements were recommended by Agencies and Authorities so that more detailed information could be collected particularly in areas which received low ratings.

Specific changes made related to splitting of single statements about current employment processes so that ‘attracts and retains’ and ‘assist in retaining’ people with the right capabilities could be answered separately and data shown distinctly. Separation of recognition of ‘good ideas’ and ‘good performance’ by the ‘Organisation’s Executive’ and ‘direct manager’ also occurred.

Notwithstanding where questions have not been changed some comparative analysis can be made.

Overall in 2011, participating Agencies and Authorities increased their selection and usage of *Tier 2* *Agency Specific Surveys*, however some elected not to participate in one or more of the following Tier 2 themes: *Knowing Who We Are, What We Do, Why We Do It and How We Do It; Attracting and Retaining the Right People; Shaping our Workforce and Performance;* and *Leading and Managing for the Future.*

*S*ome Agencies and Authorities chose to substitute the *v*alues statementswith statements about their management while one organisation continued to participate in Tier 3 theme specific surveys statements. This organisation now has 2 years trend data relating to the Healthy@Work project.

## 

## Changes to the Likert Scale Weighting

Minor changes to the 2010 six point Likert Scale have been put in place. The advantages of this change allows for:

* Comparability with other relevant surveys as well as reflect a more accurate representation in relation to the mid-point; and
* Data collection can be used in a longitudinal study to examine performance over time.

## 

## Summary Overview

As noted, results for 2011, Tier 1 analysis are not directly comparable with the 2010 results, as although some statements may measure the same focus area, the principal components of some statements are not necessarily the same.

The similarity of the 2010 and 2011 analysis of results suggests that the 2011 analysis highlights ongoing similar relationships between themes and organisation outcomes as identified in 2010.

In 2010, the highest scoring responses related to respondents agreement about ‘ability to do their current job, and believe they have the required knowledge, skills and capabilities to do their job well and knowing what is expected of them in their workplace’. The lowest results were evident with just over half of employees agreeing, that the current employment process attracts and retains people with the right capabilities. The same highest and lowest elements were highlighted in Tier 1 for 2011.

An aggregation of Tier 1 and Tier 2 results in 2011, showed respondents were very positive about their ability to do their current job and knowing what is expected of them in their workplace. Respondents were overwhelmingly positive when asked about their understanding of what the State Service does, what its purpose is (delivering quality services for Tasmanians) and if they were proud to be a public servant and tell people that they were.

2011 data findings in Theme 2: *Attracting and Retaining the Right People* were similar to those reported in 2010. If the Tasmanian State Service is to build its workforce capability in a more competitive labour market, it will need to improve its recruitment processes so that the right people are placed in the right job as well as retain highly skilled new labour market entrants. This year in conjunction with Agencies and Authorities a separation of the survey statement on current employment processes was applied to help Agencies and Authorities develop and refine their ‘attraction’ and ‘retention’ strategies.

Overall trends in Tier 1 and 2 are summarised below. Employees responded positively to these statements:

* I understand the: knowledge; skills and; behaviour (capabilities) required for my role 84.45% (From *Theme 3);*
* I have the required knowledge, skills and capabilities to do my job well 83.79% (From *Theme 3*); and
* I understand what my organisation does and the part we play in the wider Tasmanian State Service 81.58% (From *Theme 1*).

Lower ratings were received for the following statements:

* Current employment processes ensure the Tasmanian State Service assist in retaining people with the right capabilities 40.02% (From *Theme 2*);
* My Organisation provides rewarding career pathways through supporting and mentoring employees. 46.03% (From *Theme 2*); and
* Current employment processes ensure the Tasmanian State Service attracts people with the right capabilities 47.25% (From *Theme 2*).

In the following sections, evaluation results are compared in several different ways in order to provide overlays/connections across the survey components:

* Results from the individual core statements against each of the focus areas in the five People Directions themes;
* Employees across a range of occupational groups;
* Employee Groups with different perceptions; and
* Theme results aggregated in percentage terms into the four evaluation elements which when rolled up equal the workforce success indicator.

## Results from the individual core statements against the focus areas in each of the five themes

### Table 3—Summary of Measures, Average Percentage of Agreement

|  |  |  |
| --- | --- | --- |
|  | 2010 | 2011 |
| Performance and Outcomes | 58 | 66 |
| Achievement and Recognition | 67 | 62 |
| Capability and Development | 83 | 61 |
| Attraction and Retention | 68 | 59 |
| Employment Processes | 44 | 55 |
| Management and Innovation | 55 | 61 |
| Leadership | 49 | 59 |
| Workplace Behaviour | 67 | 64 |
| Identity | 74 | 68 |

## Employees across a range of occupational groups

Data obtained from the Evaluation survey/s can provide a wealth of information for a variety of purposes at individual organisation and whole of Service levels.

It can contribute for example to a more complete set of data to support workforce planning with regard to recruitment and retention and profiling in all employee groupings and categories.

A range of interrogation filters have been built into the survey, ie age range, gender, occupational category, location etc that can be used to identify specific trend data emerging from employees’ perspectives.

As all themes and supporting focus areas are linked across all three survey Tiers specific and detailed data can be identified by applying some or all of the interrogation filters against trend information.

This ensures the range of work undertaken by the TSS is described (age, occupational groups, caring responsibilities) and any commonalities between groups or gaps for Agencies and Authorities that may have difficulty recruiting or retaining employees are identified.

## 

## Workplace Diversity

The Tasmanian State Service is committed to ensuring that its workplaces reflect community diversity.

The survey measures employees’ perceptions including people who identified that their first language is not English[[1]](#footnote-1), Aboriginal or Torres Strait Islander people (ATSI) and/or people with disability.

The representation of these groups, who participated in the survey in the last two years, is shown in the table below.

### Table 4—diversity groups

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **%** | **2010 Overall** | **Fixed Term** | **Permanent** | **2011 Overall** | **Fixed Term** | **Permanent** |
| **Language Diversity** | 2.03 | 2.69 | 1.99 | 2.32 | 1.79 | 2.32 |
| **Aboriginal or Torres Strait Islander** | 1.83 | 2.69 | 1.76 | 2.07 | 2.81 | 1.96 |
| **People with Disability** | 3.74 | 2.39 | 3.91 | 4.10 | 2.56 | 4.23 |

## 

## Trends in representation of diversity groups

### Language Diversity

The percentage of permanent TSS employees who identified that English was not their first language increased slightly this year to 2.32 per cent. This group are predominantly females employed in the administrative and clerical general/regional and corporate services occupational categories in the 45-54 year age group with 5 to less than 10 years service. This group neither, agree or disagree that current employment processes attracts people with the right capabilities and overall their responses to Tier 1 statements was consistent with whole of service respondents.

### Aboriginal or torres strait islander people

At June 2011, there were a total of 92 Aboriginal Identified or Tagged positions in the State Service 38 of which are identified positions in the Department of Education. [[2]](#footnote-2) The percentage of survey respondents who identified themselves as ATSI this year was 4.10 per cent or 91 employees. Of those 91 respondents, 77 were permanent, 11 fixed term and 3 were casual/sessional employed in the administrative and clerical general/regional, corporate services and education/training/teaching sectors. 63.74 per cent were in the 35-44 and 45-54 year age groups with 5 to less than 10 years service. Of this group, 73.33 per cent were female and 10.99 per cent indicated that they had a disability.

This year, the Commissioner approved 5 positions with an essential requirement for the employment of Aboriginal people. The length of service for those who identified 6.59 per cent (6 respondents) was less than 1 year. 31.87 per cent of ATSI respondents neither, agree or disagree, that ‘current employment processes attracts people with the right capabilities’, 48.35 per cent strongly agreed that they have the ‘required knowledge, skills and capabilities to do their job well’. 38.46 per cent neither, agree or disagree that their organisation’s executive team provides effective leadership.

In 2011, similar responses for this group are noted when compared to whole of service in terms of their satisfaction with career recognition or access to learning and development opportunities.

### People with disability

Attracting, recruiting and retaining people with disability is a priority to ‘increase the proportion of people with disability in employment’ under the intergovernmental National Disability Agreement.[[3]](#footnote-3) 4.10 per cent (180 respondents) of people with disability participated in the 2011 survey, the same as that reported in the 2010 survey.

92.22 per cent of this group are permanent employees, a high percentage are female, and represented across all occupational groups with the majority employed in the administrative and clerical general/regional category. The number of people in this group remains static and the majority are in the 35-44, 45-54 and 55-64 year age groups with plus 20 years of service. 80.45 per cent indicated their length of service as being greater than 5 years and just 2.79 per cent have been in the State Service for less than 1 year. 6.67 per cent (12 respondents) are 25-34 years of age and 0.56 per cent (1 respondent) is in the 15-24 year age range.

‘Current employment processes attracts people with the right capabilities’, responses were evenly spread with 30.17 per cent agree (1.12 per cent strongly agree plus 29.05 per cent agree) and 30.17 per cent disagree. 23.33 per cent strongly disagree that the ‘process retains people with the right capabilities’ and 38.33 per cent strongly agree that ‘they have the required knowledge, skills and capabilities to do their job well’.

‘Recognition for good ideas and performance by their direct manager’ were strongly reported however, compared to (31.14 per cent agreement across the Service) 29.44 per cent of people with disability disagree that their organisation’s executive team provide effective leadership.

These trends are also consistent with the overall positive findings of the State Service Commissioner’s Evaluation Program findings in 2011 that reported equity in employment ‘is not a barrier to success in their workplace’ for diverse groups. [[4]](#footnote-4)

### Caring responsibilities

Flexible work arrangements are appealing to all working age groups for a variety of reasons. The following section provides information relating to respondents with caring responsibilities including ‘children’, ‘elderly relatives’ or ‘other’.

‘Caring for children’ was the most commonly reported main reason given. A slightly higher percentage (58.51 per cent) of females, the majority of this group (91.47 per cent) are permanent and 3.66 percent have a disability. Those ‘caring for children’ were represented across all occupational groups with 7.74 per cent and 1.75 percent in management and the Senior Executive Service respectively.

41.65 per cent are in the 35-44 year age group and 38.37 per cent 45-54 years of age, of whom, the majority (23.66 per cent) have been in the service for 5 to less than 10 years. This group agree ‘employment processes attracts people with the right capabilities’ however responses suggest their expectations of ‘employment processes to retain’ them were consistent with the overall responses.

A total of 337 respondents reported as caring for ‘elderly relatives’. The majority are permanent females in the 45-54 (48.38 per cent) and 55-64 (27.43 per cent) year age groups and 17.51 per cent have 5 to less than 10 years service, and 35.91 per cent have plus 20 years service. The highest representation of those caring for ‘elderly relatives’ work are, in the administrative and clerical – general/regional (19.76 per cent) and education/training/teaching (18.58 per cent) occupational groups.

The respondents who indicated that they had ’caring responsibilities’ did not identify across the survey components differently than all respondents.

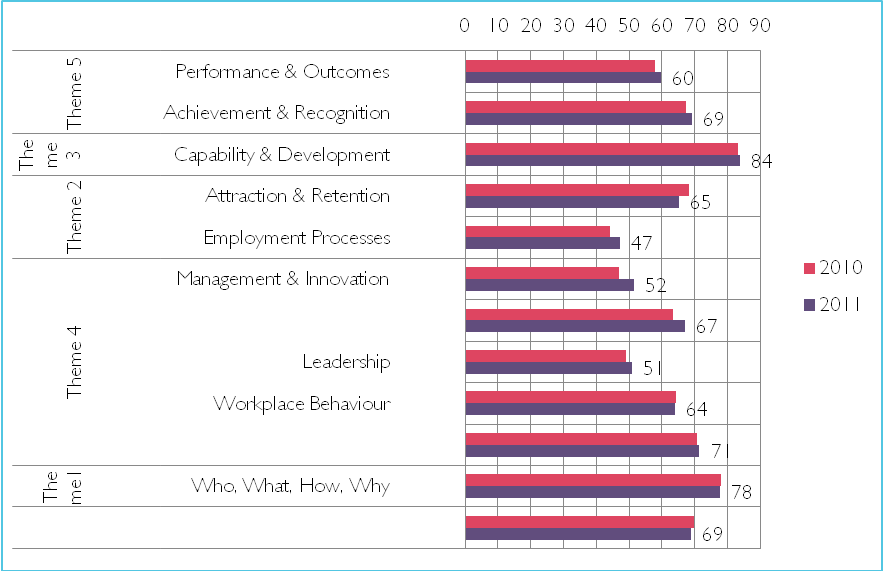
## 

## People Directions Framework theme responses aggregated into the four evaluation elements

The table below shows the themes, their underlying focus areas and the average employee agreement (in terms of responses).

### 

### Table 5—Tier 1 average percentage agreement



# Detailed results

The following sections provide the findings from the themes and present a standardised table for each focus area.

Note for comparative purposes. The State Service Commissioner’s survey only report on ‘strongly agree’ and ‘agree’, however, removing the ‘neither agree or disagree’, ‘disagree’ and ‘strongly disagree’ and ‘don’t know’ measures from this survey were not significant predictors to gauge overall trends. Overall results have been reported and detailed ‘overall’ results are shown for Tiers 1 and 2 in this section.

## 

## Theme 1 Knowing Who We are, What We Do, How We Do It, Why We Do It

### Project Who We Are (Identity)

The survey includes a series of statements which measure respondents’ belief that their employer (organisation) is a model employer. It also measures respondents’ level of agreement to identify the extent of employee commitment and to show any differences between particular work groups/sectors to enable Agencies and Authorities, if required, to focus their effort in this area.

At a whole of service level, there were high level perceptions of the respondents’ collective knowledge and understanding of ‘who we are and why we do it’. The table below shows the overall results.

### Table 6—Who, What, How, Why

Average Overall\*

|  |  |
| --- | --- |
| a1 - I know what the role of the Tasmanian State Service is and understand its purpose is 'delivery quality services for Tasmanians' | 77.59 |
| a2 - I would say that I am proud to work for the Tasmanian State Service and happy to tell people that I do | 68.77 |
| a1.1 - I understand my Organisation's core purpose | 77.46 |
| a1.2 - I understand what my Organisation does and the part we play in the wider Tasmanian State Service | 81.58 |
| a1.3 - I have a clear understanding of the Tasmanian State Service and how it works | 72.06 |
| a1.4 -I strongly associate: My organisation with making a positive difference to the lives of Tasmanians | 73.12 |
| a1.5 - I strongly associate: The Tasmanian State Service as a whole with making a positive difference to the lives of Tasmanians | 64.76 |
| a1.6 - My organisation demonstrates: High Performance | 64.77 |
| a1.7 - My organisation demonstrates: A shared vision | 58.37 |
| a1.8 - My organisation demonstrates: Customer focus | 65.29 |
| a1.9 - My organisation demonstrates: Team approach | 58.12 |
| a2.0 - My organisation demonstrates: Collaboration across Organisations | 57.8 |
| a2.1 - My organisation demonstrates: Passion | 58.48 |
| a2.2 - My organisation demonstrates: Integrity | 64.15 |

\**The ‘average overall’ is the total of the ‘strongly agree to strongly disagree’ responses as a percentage of total responses excluding ‘don’t know’ responses*

This theme also focuses on the dimension of culture and elements for creating trust and knowledge sharing. In this sense, culture refers to the collective measure of the internal State Service community to pursue shared objectives. Here a joint sense of purpose is what is important, and the way as an organisation we shape ourselves to the environment.

Responses to ‘my organisation demonstrates: high performance’, does not assess the overall performance of Agencies and Authorities but may contribute to an Agencies and Authorities’:

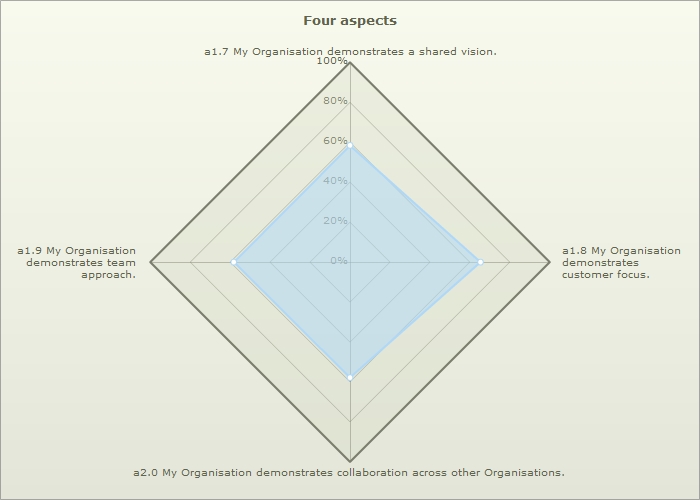
* Self review: maintain a positive and independent measure of organisational consistency in relation to employee perceptions; and
* Encourage a culture of continuous improvement.

Similarly, positive responses to the statements:

* ‘My organisation demonstrates: Passion and integrity’ (statements a2.1 and a2.2) are broad internal indicators that are important elements for earning and sustaining public trust.

The graph below represents the four different aspects of trust and knowledge sharing.

### Figure 1—Aspects of trust and knowledge sharing



Theme 1 continues to show an ongoing stable response and subsequent survey findings will help understand the factors for motivating employees.

## Theme 2 Attracting and Retaining the Right People

### Attractive Workplace

In 2010, 74.54 per cent and in 2011, 50.64 per cent (57.58 per cent of female responses and 55.53 per cent male responses) agreed that the ‘State Service is an attractive place to work’ based on the Tier 1 statement.

The detail in Tier 2 relates to the attractors and in considering these factors in the 2011 survey, 30.89 per cent of those who agreed that current employment processes assist in retaining people with the right capabilities were in the15-24 year age group and 35.47 per cent who disagreed were in the 25-34 years. 29.35 per cent of the 45-54 years group agree the State Service is an attractive place to work because of the career options compared to 43.27 per cent in the 15-24 year age group. The highest agreement (44.23 per cent) for both the 15-24 and 25-34 years related to learning and development with the lowest score of 35.40 per cent who agreed in the 45-54 year age group.

At present comment fields are only available to Agencies and Authorities in the onboarding surveys and analysis to gather more in-depth information is recommended however, future improvements to the evaluation survey will have comment fields to provide the opportunity to analyse qualitative and quantitative in a limited manner.

The following table shows the overall results relating to employee attraction.

### 

### Table 7—Attractors

### Average Overall\*

|  |  |  |
| --- | --- | --- |
| Attraction & Retention | b1 - The Tasmanian State Service is an attractive place to work | 65.12 |
|  | b3 - Current employment processes ensure the Tasmanian State Service assist in retaining people with the right capabilities | 40.02 |
|  | b1.1 - The reputation of my organisation as an employer makes it an attractive place to work | 58.07 |
|  | b1.2 - The TSS is an attractive place to work because - the career options | 51.41 |
|  | b1.3 - The TSS is an attractive place to work because - an opportunity to serve the community | 64.46 |
|  | b1.4 - The TSS is an attractive place to work because - learning and development | 54.45 |

\**The ‘average overall’ is the total of the ‘strongly agree to strongly disagree’ responses as a percentage of total responses excluding ‘don’t know’ responses*

### 

### TSS Employment process

Almost three quarters of respondents agree they have a lot of variety and enjoy their work. Of those that agree, 51.69 per cent were in the 35-44, 45-54 and 55-64 year age groups and the lowest was in the 15-24 years (39.42 per cent).

Overall, just 25.12 per cent agree that their workplace provides rewarding career pathways through supporting and mentoring employees and 30.12 per cent ‘neither, agree or disagree’.

### Table 8—Employment processes and job satisfaction

### Average Overall\*

|  |  |  |
| --- | --- | --- |
| Employment Processes | b2 - Current employment processes ensure the Tasmanian State Service attracts people with the right capabilities | 47.25 |
|  | b1.5 - I would recommend my organisation as a great place to work to others | 59.14 |
|  | b1.6 - I have a lot of variety at - work | 70.92 |
|  | b1.7 - I enjoy the role I currently undertake | 74.43 |
|  | b1.8 My organisation provides rewarding career pathways through supporting and mentoring employees | 46.03 |

\**The ‘average overall’ is the total of the ‘strongly agree to strongly disagree’ responses as a percentage of total responses excluding ‘don’t know’ responses*

Survey elements and findings of Theme 2 highlight the importance of gathering this type of data for future workforce activities.

## 

## Theme 3 Developing and Recognising Our People Capability

### Capability Development

49.09 per cent of respondents surveyed agreed there was a gap in their organisation’s succession planning. 52.65 per cent of respondents admitted there was little opportunity to develop leadership skills in their organisation and only slightly higher around 55 per cent of respondents had access to coaching or mentoring opportunities.

The Tasmanian State Service Workforce Profile[[5]](#footnote-5) shows less people under the age of 30 are entering the Service. With the potential for a higher rate of exits, there is likely to be increased pressure to quickly up-skill this group to fill the capability gap.

Active management of succession through development, mentoring and coaching, should be identifiable in the results of this focus area.

### Table 9—Capability Development

### Average Overall\*

|  |  |
| --- | --- |
| c1 - I have the required knowledge, skills and capabilities to do my job well | 83.78 |
| c1.1 - I understand the: knowledge; skills; and behaviour (capabilities) required for my role | 84.45 |
| c1.2 - There is adequate opportunity to develop the required capabilities within my organisation for: my role | 62.85 |
| c1.3 - There is adequate opportunity to develop the required capabilities within my organisation for: Being a Leader | 52.65 |
| c1.4 - There is adequate opportunity to develop the required capabilities within my organisation for: Being a manager | 49.09 |
| c1.5 - There is adequate opportunity to develop the required capabilities within my organisation for: Coaching other people | 55.44 |
| c1.6 - There is adequate opportunity to develop the required capabilities within my organisation to Mentor other people | 55.29 |
| c1.7 - Opportunities are offered which are relevant to support me in my role within the organisation | 55.41 |
| c1.8 - I am adequately recognised for the contribution I make within my Organisation | 55.51 |
| c1.9 - My Organisation encourages and supports good ideas within the workplace | 56.21 |

\**The ‘average overall’ is the total of the ‘strongly agree to strongly disagree’ responses as a percentage of total responses excluding ‘don’t know’ responses*

## 

The results for Theme 3 have identified strengths and areas of focus for future people capability and development with the results highlighting areas for improvement.

## Theme 4 Leading and Managing for the Future

### Leadership

Research shows effective leaders enable organisations to innovate, respond to environmental changes, creatively address challenges, and sustain high performance.

33.60 per cent of 35-44 year and 33.44 per cent of 25-34 year age groups agreed their organisation’s executive team provided effective leadership compared to 28.98 per cent in the 45-54 year age group. The results are relatively similar across all the age ranges for the Tier 2 statements.

Observations of ‘leadership’ by respondents in the management group and its effect on the overall performance of the organisation show contrasting results between occupational categories. For example, the response rates to the Tier 1 statement above, the highest response of 52 per cent was from participants in the Cadet/Trainee/Graduate/Apprentice category, 42.86 per cent of the Senior Executive Service and 42.73 of Management compared with the lowest 18.18 per cent in Nursing.

## 

### Table 10—Leadership

### Average Overall\*

|  |  |  |
| --- | --- | --- |
| Leadership | d5 - My Organisation's executive team provide effective leadership | 50.81 |
|  | d1.3 - Managers communicate the goals and priorities of my Organisation | 59.26 |
|  | d1.4 - My direct manager supports and encourages me to achieve high standards | 67.01 |

\**The ‘average overall’ is the total of the ‘strongly agree to strongly disagree’ responses as a percentage of total responses excluding ‘don’t know’ responses*

### 

### Workplace Behaviour

The following statements examine the extent to which senior managers develop and influence positive work attitudes, behaviour and outcomes. Survey observations may be drawn to support the argument that there may be positive relationships between individuals who recognize, manage and drive positive behaviours and better outcomes (including organisational citizenship behaviour that relates to people who are more socially interactive and likely to be involved in helpful behaviour).

Survey results show a positive 64 per cent response regarding workplace behaviour, in relation to both organisation executives and direct managers, exhibiting and expecting professional workplace behaviour.

Of the two response rates, my direct manager received a higher score, of 71.44 per cent than my organisation executive (63.97 per cent). A breakdown by age groups saw a slightly different result and reversal in some instances. 51.88 per cent of those 25- 34 years, agreed their organisation’s executive compared with 50.94 per cent of those in the same age group that their direct manager exhibited and expected professional workplace behaviour. Whereas, 36 per cent in this age group also agreed that their executive leads the organisation by encouraging the application of the organisation’s values compared with 44.55 per cent of managers.

### Table 11—Workplace Behaviour

### Average Overall\*

|  |  |  |
| --- | --- | --- |
| Workplace Behaviour | d6 - Professional workplace behaviour is expected and exhibited in my Organisation by my Organisation's Executive | 63.97 |
|  | d7 - Professional workplace behaviour is expected and exhibited in my Organisation by my Direct Manager | 71.44 |
|  | d1.5 - The Executive leads the Organisation by encouraging the application of the Organisation's Values | 55.75 |
|  | d1.6 - My direct manager leads the team by encouraging the Organisation's Values | 62.31 |

\**The ‘average overall’ is the total of the ‘strongly agree to strongly disagree’ responses as a percentage of total responses excluding ‘don’t know’ responses*

### 

### Management and Innovation

The workforce challenges regarding intergenerational (age, health, environment) issues requires ideas and ingenuity of employees. Innovation and adaptive approaches and management of the challenges is needed. Examples include the use of technologies to transform the businesses of health care and education, or the way we deliver services through developing new business models and processes are examples of adapting to change. The combination of drivers including technical, functional, logistical, financial, emotional intelligence, political and regulatory factors define the innovation process and it is through adoption that innovation, with significant improvements in productivity and efficiency occurs.

Research identifies four suggested platforms for public sector innovation; these being economic, governance, knowledge and community.[[6]](#footnote-6)

With respect to the knowledge component, the 2011 survey found 67.11 per cent of respondents agreed their direct managers were more likely than their executive to recognise ‘good ideas’. This response is further supported by 65.76 per cent of respondent’s belief that their manager ‘promotes growth of new ideas and concepts’.

### 

### Table 12—Management & Innovation

### Average Overall\*

|  |  |  |
| --- | --- | --- |
| Management & Innovation | d1 - Good ideas are recognised by my Organisation's Executive | 51.53 |
|  | d2 - Good performance is recognised by my Organisation's Executive | 49.95 |
|  | d3 - Good ideas are recognised by my Direct Manager | 67.11 |
|  | d4 - Good performance is recognised by my Direct Manager | 66.93 |
|  | d1.1 - My direct manager promotes growth of new ideas and concepts | 65.76 |
|  | d1.2 - Employees are recognised and supported in providing high quality products and services for the Organisation's clients | 57.04 |

\**The ‘average overall’ is the total of the ‘strongly agree to strongly disagree’ responses as a percentage of total responses excluding ‘don’t know’ responses*

The results of this Theme provide for better understanding regarding Leadership and workplace behaviour. Future survey results should be considered with this data for ongoing capability development in this area.

## Theme 5 Shaping Our Workforce and Performance

### Achievement and Recognition

A key driver of employee engagement is acknowledging and valuing the role that each individual plays in the Organisation’s success.

Survey results showed employees perception that achievement and recognition focus was handled reasonably well.

69.18 per cent of respondents indicated they received’ recognition from their direct manager for doing a good job’, however, responses for the same statement about their ‘organisations executive’ ranks third on the weaknesses list in theme 4: Leading and managing for the future (49.95 per cent).

Lower satisfaction was evident in relation to the investment in development opportunities for career advancement. The result for older workers was evident with the lowest result of 34.35 per cent for the 55-64 years and 45.37 per cent of 25-34 years, showing a generational difference for those who agree that there are development opportunities to perform at a high level in their role. 35.82 per cent of 35-44 years and 35.95 per cent of 45-54 years were more consistent in their view.

## 

### Table 13—Achievement & Recognition

### Average Overall\*

|  |  |  |
| --- | --- | --- |
| Achievement & Recognition | c2/e1 - My direct manager encourages me and recognises the contribution that I make | 69.18 |
|  | e1.1 - I feel supported by the team that I work with and can ask for advice | 75.39 |
|  | e1.2 - Development opportunities are available to perform at a high level in my role | 55.71 |

\**The ‘average overall’ is the total of the ‘strongly agree to strongly disagree’ responses as a percentage of total responses excluding ‘don’t know’ responses*

## 

### Performance and Outcomes

Performance management is a key aspect of delivery and development of our employees. Effective performance management integrates organisational, business and individual planning and performance, enabling employees to understand the goals of the organisation and to see how individual and team outputs contribute to the achievement of organisational objectives.

Amendments to the *State Service Act 2000* provide a legislative framework with a sharp and balanced focus on performance, managing for performance, recognition of good performance and, where it exists, underperformance. This year, 59.7 per cent of employees agreed their reviews have a balanced focus, similar to last year’s result of 57.87 per cent.

Further analysis of the data showed a relationship between the 25-34 and 55-64 year age groups (39 per cent) and 35-44 and 45-54 year age groups with greater than 40 per cent agreement that ‘performance reviews are focussed on individual and business outcomes within their organisation’. Gender balance evenly divided.

The four year project for Healthy@Work aims to increase awareness of health and wellbeing benefits and develop engagement strategies within Agencies and Authorities and to support the implementation of new health and safety legislation across government. While implementation of activities may not have occurred yet, the survey results suggest that while Agencies and Authorities offer a broad range of health and wellbeing programs, levels of awareness and access among employees can improve.

Less than 40 per cent of employees (across all age ranges) agreed there was a strong belief workplace health and wellbeing programs can have a positive impact on their mental and physical health.

57.70 per cent of respondents agreed ‘there is a high value put on health and wellbeing within the workplace. The following chart shows the spread of responses together with the overall trend.

### Figure 2—health and wellbeing



### 

### Table 14—Performance & Outcomes

### Average Overall\*

|  |  |  |
| --- | --- | --- |
| Performance & Outcomes | e2 - Performance reviews are focussed on individual and business outcomes within my Organisation | 59.7 |
|  | e1.3 - My Organisation expects a high level of performance | 73.52 |
|  | e1.4 - As a team, we are accountable for the outcomes of our Organisation | 73.45 |
|  | e1.5 - There is a high value put on health and wellbeing within the workplace | 57.70 |

\**The ‘average overall’ is the total of the ‘strongly agree to strongly disagree’ responses as a percentage of total responses excluding ‘don’t know’ responses*

The key words ‘achievement and recognition’ play a vital part in understanding employee engagement. Performance Management and performance evaluation information provided by employees will continue to play a pivotal role in achieving organisation success. Ongoing organisational survey results will be an important information tool.

## People Directions’ Framework Theme responses aggregated into the four evaluation elements of the Workforce Scorecard (refer to appendix 4)

An important concept when considering the four evaluation elements is the accountability framework for monitoring efficiency and effectiveness of workforce and performance management.

The encompassing nature of performance information requires workforce data collection from a range of sources. The survey is one of the sources that is an essential component of the workforce scorecard. The Workforce Success indicator referred to in Appendix 4 is designed to provide a broad overall result to review the following:

#### Workforce Capability and Performance

How well is the organisation positioned to deliver now and in the future?

How well does the organisation develop its workforce (including leadership)?

How well does the organisation anticipate and respond to future capability requirements?

#### Leadership, Management and Workforce Behaviour

How well does the organisation encourage high performance and continuous improvement among its workforce?

How well does the organisation’s executive provide effective leadership?

How well does management communicate the goals and priorities of the organisation?

How well does the organisation develop and promote the culture, behaviours and values it needs to support its strategic direction?

How well does the organisation develop and maintain a diverse, highly committed and engaged workforce?

#### Identity, Attributes and Attitude

Does the organisation attract and retain the best employees?

The diagram in appendix 4 summarises the evaluation element findings.

## 

## Summary and Recommendations

In common with the 2010 survey, over three quarters of respondents are clear about the role of the Tasmanian State Service, and the level of commitment was relatively high overall. However, 68.17 per cent of employees were ‘happy to tell people that they were proud to work for the State Service’ compared with 88.58 per cent who ‘understand its purpose’.

In the focus area of TSS employment processes, the 2011 survey separated the core statement ‘attracting and retaining the right people’. Results relating to attraction ranged from 25.45 per cent to 61.54 per cent, with higher results in smaller Agencies and Authorities compared with medium and larger organisations. The retention focus results ranged between 16.58 per cent and 38.46 per cent with the lowest results in the medium to large Agencies and Authorities. Small to medium size organisation are defined as organisations with between 45 and 455 fte’s and larger organisations are defined as between 456 and 9,322 fte’s.

Organisational capability impacts directly on organisational performance through people, processes, systems, culture and structure to deliver outcomes. Overall, survey results for this focus area were high however a lack of development, mentoring and coaching opportunity was identified.

The lowest survey results related to the leadership, management and workforce behaviour evaluation element. Results specifically related to statements about the ‘organisation’s executives’ ranged from 6.67 per cent to 40.88 per cent across Agencies and Authorities, indicating significant scope for improvement in some organisations.

The 2011 survey shows relationships between 2010 and 2011 results. However, positive changes across a number of survey elements are identified when adjustment is made for the changes to the likert scale mid-point or the median of a survey response rather than average is used.

Areas for improvement exist in the areas of leadership, career pathways capability and diversity.

Further development in Tier 3 is planned for next year commencing with performance management. Annual Reporting must include an assessment of the organisations effectiveness in managing and developing its employees to achieve its objectives. The focus is on employment practices, and outcomes of training and development effectiveness.

#### Effectiveness

Effectiveness is the extent to which planned outcomes are achieved. Effectiveness can be measured at a number of levels. Methods of gathering information about internal effectiveness include measures such as climate and People Direction Evaluation survey. To compare performance, Agencies and Authorities can benchmark their survey results against service wide data included in the People Directions Evaluation Report.

The Ministerial Direction on Performance Management identifies three critical success factors for performance management reporting—alignment, credibility and integration[[7]](#footnote-7).

It is recommended therefore that in 2012:

* Development will focus on performance management and the reporting requirements of Ministerial Direction No. 26 to assist organisations with their reporting obligations.

As Agencies and Authorities will need to determine the most effective measure to demonstrate alignment of individual performance with overall organisation performance, this development requires input into the survey methodology of all organisations working together.

# Sub-group analysis

## Results by gender

The following chart compares survey results between male and female employees.

Average Percentage Agreement (%) Overall  Male     Female

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Performance & Outcomes | e2 - Performance reviews are focussed on individual and business outcomes within my Organisation | 59.7 | 39.37 | 41.14 |
| Achievement & Recognition | c2/e1 - My direct manager encourages me and recognises the contribution that I make | 69.18 | 43.62 | 43.12 |
| Capability & Development | c1 - I have the required knowledge, skills and capabilities to do my job well | 83.78 | 54.19 | 52.55 |
| Attraction & Retention | b1 - The Tasmanian State Service is an attractive place to work | 65.12 | 55.53 | 57.58 |
| Employment Processes | b2 - Current employment processes ensure the Tasmanian State Service attracts people with the right capabilities | 47.25 | 27.98 | 32.73 |
|  | b3 - Current employment processes ensure the Tasmanian State Service assist in retaining people with the right capabilities | 40.02 | 19.56 | 23.52 |
| Management & Innovation | d1 - Good ideas are recognised by my Organisation's Executive | 51.53 | 29.91 | 29.91 |
|  | d2 - Good performance is recognised by my Organisation's Executive | 49.95 | 27.96 | 28.70 |
|  | d3 - Good ideas are recognised by my Direct Manager | 67.11 | 49.57 | 48.66 |
|  | d4 - Good performance is recognised by my Direct Manager | 66.93 | 46.81 | 47.94 |
| Leadership | d5 - My Organisation's executive team provide effective leadership | 50.81 | 30.21 | 31.80 |
| Workplace Behaviour | d6 - Professional workplace behaviour is expected and exhibited in my Organisation by my Organisation's Executive | 63.97 | 46.54 | 47.04 |
|  | d7 - Professional workplace behaviour is expected and exhibited in my Organisation by my Direct Manager | 71.44 | 49.88 | 53.06 |
| Who, What, How, Why | a1 - I know what the role of the Tasmanian State Service is and understand its purpose is 'delivery quality services for Tasmanians' | 77.59 | 62.33 | 65.25 |
|  | a2 - I would say that I am proud to work for the Tasmanian State Service and happy to tell people that I do | 68.77 | 45.11 | 50.61 |

## 

## Results by age

The following chart compares survey results between the largest representative age groups.

Average Percentage Agreement (%)

Overall 35-44    45-54

Years Years

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Performance & Outcomes | e2 - Performance reviews are focussed on individual and business outcomes within my Organisation | 59.7 | 42.27 | 40.42 |
| Achievement & Recognition | c2/e1 - My direct manager encourages me and recognises the contribution that I make | 69.18 | 46.29 | 42.19 |
| Capability & Development | c1 - I have the required knowledge, skills and capabilities to do my job well | 83.78 | 56.12 | 23.81 |
| Attraction & Retention | b1 - The Tasmanian State Service is an attractive place to work | 65.12 | 59.25 | 55.45 |
| Employment Processes | b2 - Current employment processes ensure the Tasmanian State Service attracts people with the right capabilities | 47.25 | 33.63 | 28.93 |
|  | b3 - Current employment processes ensure the Tasmanian State Service assist in retaining people with the right capabilities | 40.02 | 21.09 | 21.78 |
| Management & Innovation | d1 - Good ideas are recognised by my Organisation's Executive | 51.53 | 31.10 | 28.10 |
|  | d2 - Good performance is recognised by my Organisation's Executive | 49.95 | 29.67 | 25.94 |
|  | d3 - Good ideas are recognised by my Direct Manager | 67.11 | 52.37 | 47.24 |
|  | d4 - Good performance is recognised by my Direct Manager | 66.93 | 49.51 | 46.06 |
| Leadership | d5 - My Organisation's executive team provide effective leadership | 50.81 | 33.60 | 28.98 |
| Workplace Behaviour | d6 - Professional workplace behaviour is expected and exhibited in my Organisation by my Organisation's Executive | 63.97 | 47.18 | 45.08 |
|  | d7 - Professional workplace behaviour is expected and exhibited in my Organisation by my Direct Manager | 71.44 | 55.05 | 49.80 |
| Who, What, How, Why | a1 - I know what the role of the Tasmanian State Service is and understand its purpose is 'delivery quality services for Tasmanians' | 77.59 | 63.09 | 64.96 |
|  | a2 - I would say that I am proud to work for the Tasmanian State Service and happy to tell people that I do | 68.77 | 49.33 | 47.70 |

## 

## Results by Employment status

The following chart compares survey results between different employment categories.

Average Percentage Agreement (%)

Overall Permanent Fixed Term

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Performance & Outcomes | e2 - Performance reviews are focussed on individual and business outcomes within my Organisation | 59.7 | 41.01 | 37.08 |
| Achievement & Recognition | c2/e1 - My direct manager encourages me and recognises the contribution that I make | 69.18 | 43.46 | 41.43 |
| Capability & Development | c1 - I have the required knowledge, skills and capabilities to do my job well | 83.78 | 53.49 | 50.64 |
| Attraction & Retention | b1 - The Tasmanian State Service is an attractive place to work | 65.12 | 57.10 | 55.24 |
| Employment Processes | b2 - Current employment processes ensure the Tasmanian State Service attracts people with the right capabilities | 47.25 | 30.81 | 34.62 |
|  | b3 - Current employment processes ensure the Tasmanian State Service assist in retaining people with the right capabilities | 40.02 | 21.82 | 24.81 |
| Management & Innovation | d1 - Good ideas are recognised by my Organisation's Executive | 51.53 | 29.64 | 34.02 |
|  | d2 - Good performance is recognised by my Organisation's Executive | 49.95 | 28.22 | 31.71 |
|  | d3 - Good ideas are recognised by my Direct Manager | 67.11 | 48.80 | 50.38 |
|  | d4 - Good performance is recognised by my Direct Manager | 66.93 | 47.15 | 50.13 |
| Leadership | d5 - My Organisation's executive team provide effective leadership | 50.81 | 30.57 | 37.85 |
| Workplace Behaviour | d6 - Professional workplace behaviour is expected and exhibited in my Organisation by my Organisation's Executive | 63.97 | 47.03 | 45.52 |
|  | d7 - Professional workplace behaviour is expected and exhibited in my Organisation by my Direct Manager | 71.44 | 52.06 | 49.87 |
| Who, What, How, Why | a1 - I know what the role of the Tasmanian State Service is and understand its purpose is 'delivery quality services for Tasmanians' | 77.59 | 64.46 | 63.17 |
|  | a2 - I would say that I am proud to work for the Tasmanian State Service and happy to tell people that I do | 68.77 | 48.65 | 47.95 |

## 

## Results by occupation

The following chart compares survey results occupational category.

Average Percentage Agreement (%)

Overall 1 2 3 4

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Performance & Outcomes | e2 - Performance reviews are focussed on individual and business outcomes within my Organisation | 59.7 | 40.35 | 39.35 | 36.68 | 54.60 |
| Achievement & Recognition | c2/e1 - My direct manager encourages me and recognises the contribution that I make | 69.18 | 41.46 | 42.47 | 43.11 | 47.48 |
| Capability & Development | c1 - I have the required knowledge, skills and capabilities to do my job well | 83.78 | 52.11 | 52.37 | 43.71 | 60.53 |
| Attraction & Retention | b1 - The Tasmanian State Service is an attractive place to work | 65.12 | 55.53 | 58.89 | 53.74 | 64.99 |
| Employment Processes | b2 - Current employment processes ensure the Tasmanian State Service attracts people with the right capabilities | 47.25 | 33.92 | 32.88 | 29.24 | 34.72 |
|  | b3 - Current employment processes ensure the Tasmanian State Service assist in retaining people with the right capabilities | 40.02 | 23.73 | 24.15 | 23.80 | 25.82 |
| Management & Innovation | d1 - Good ideas are recognised by my Organisation's Executive | 51.53 | 27.27 | 29.44 | 31.89 | 42.73 |
|  | d2 - Good performance is recognised by my Organisation's Executive | 49.95 | 28.16 | 27.00 | 28.49 | 37.98 |
|  | d3 - Good ideas are recognised by my Direct Manager | 67.11 | 43.90 | 48.58 | 49.55 | 57.27 |
|  | d4 - Good performance is recognised by my Direct Manager | 66.93 | 43.02 | 47.49 | 47.46 | 51.04 |
| Leadership | d5 - My Organisation's executive team provide effective leadership | 50.81 | 32.37 | 29.89 | 33.88 | 42.73 |
| Workplace Behaviour | d6 - Professional workplace behaviour is expected and exhibited in my Organisation by my Organisation's Executive | 63.97 | 47.23 | 46.27 | 43.09 | 51.04 |
|  | d7 - Professional workplace behaviour is expected and exhibited in my Organisation by my Direct Manager | 71.44 | 51.66 | 52.37 | 46.26 | 56.38 |
| Who, What, How, Why | a1 - I know what the role of the Tasmanian State Service is and understand its purpose is 'delivery quality services for Tasmanians' | 77.59 | 66.30 | 66.49 | 61.23 | 63.50 |
|  | a2 - I would say that I am proud to work for the Tasmanian State Service and happy to tell people that I do | 68.77 | 49.00 | 49.39 | 47.31 | 52.38 |

Legend   
1- Admin & Clerical Regional, 2 - Education/Training/Teaching, 3 - Admin & Clerical Corporate Services, 4 – Management

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Tasmanian State Service Workforce Profile 2011, pp 33

## APPENDIX 1: Sample size and employee profile

The following table provides the sample size and respondent profile for participating Agencies and Authorities and the comparator with the Tasmanian State Service Workforce Profile (at March 2011).

|  |  |  |
| --- | --- | --- |
| Characteristics | Workforce profile | Survey respondents |
| Gender  Female  Male | 70% 30% | 62% 38% |
| Age  <25 years  25-34 years  35-44 years  45-54 years  55-64 years  Over 65 | 4% 16% 24% 34% 20%  2% | 3% 15% 25% 35% 21% 1% |
| Length of service  Less than 1 year  1 to less than 3 years  3 to less than 5 years  5 to less than 10 years  10 to less than 15 years  15 to less than 20 years  Over 20 years | 8% 12% 11% 22% 13% 11% 23% | 7% 11% 12% 21% 15% 10% 23% |
| Employment Type  Permanent  Fixed Term | 83% 17% | 90% 10% |

### Diversity of sample size

|  |  |  |
| --- | --- | --- |
| Diversity of sample size (identifying questions) | 2010 Survey respondents | 2011 Survey respondents |
| Is English your first language? | 98% | 98% |
| Do you identify as an Aboriginal or Torres Strait Islander? | 2% | 2% |
| Do you have a Disability? | 4% | 4% |
| Do you have caring responsibilities for another person?  Child  Elderly relatives  Other | 41%  7%  5% | 43%  8%  5% |

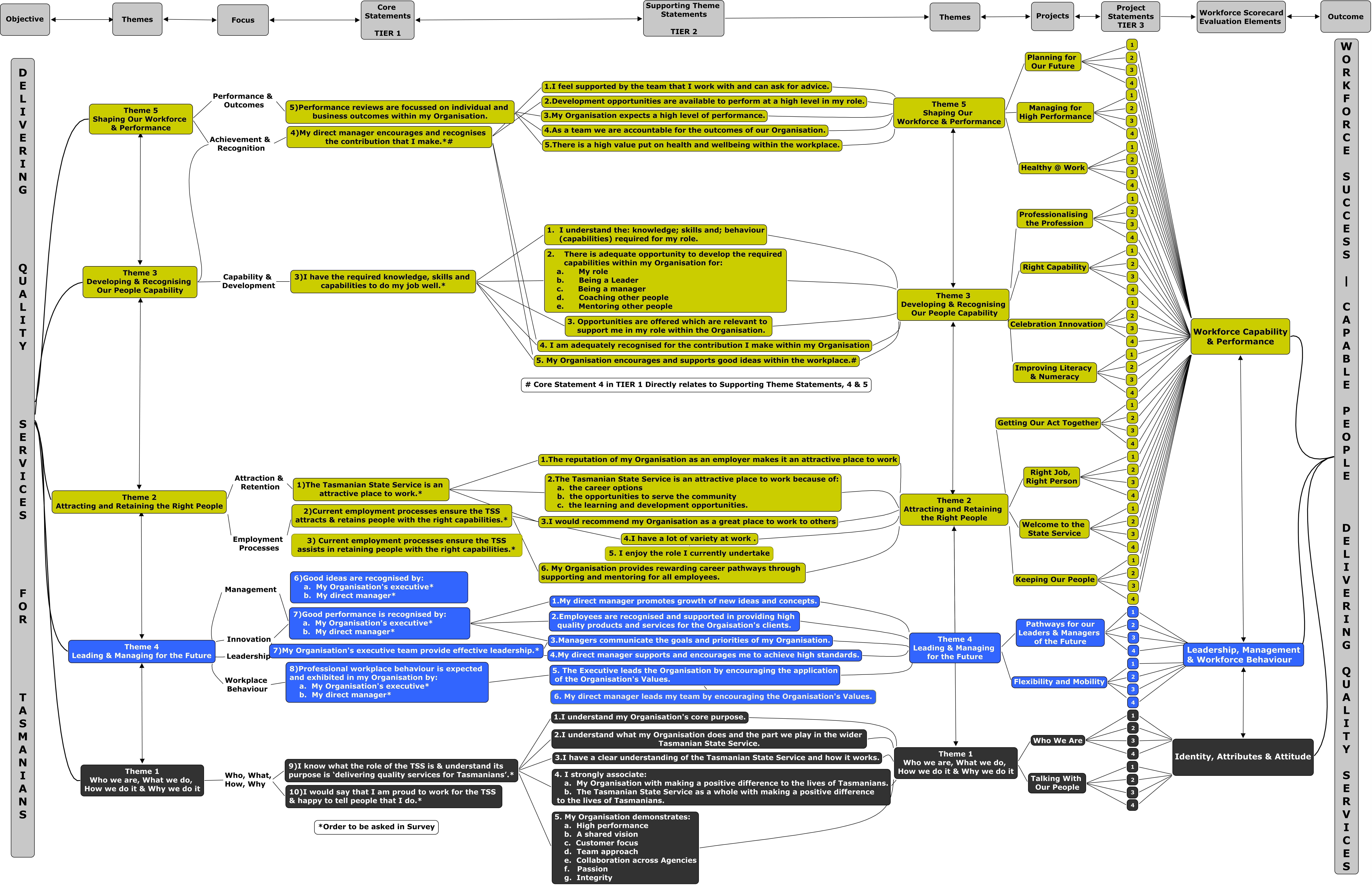
## APPENDIX 2: Likert scale changes 2010 and 2011

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Strongly Agree** | **Agree** | **Neither Agree or Disagree** | **Disagree** | **Strongly Disagree** | **Don’t Know** |
| **2010 Percentage Score Equivalent** | 100% | 80% | 60% | 40% | 20% | Excluded from results |
| **2011 Percentage Score Equivalent** | 100% | 75% | 50% | 25% | 0% | Excluded from results |
| **Average Score Equivalent\*** | 4 | 3 | 2 | 1 | 0 | Excluded from results |

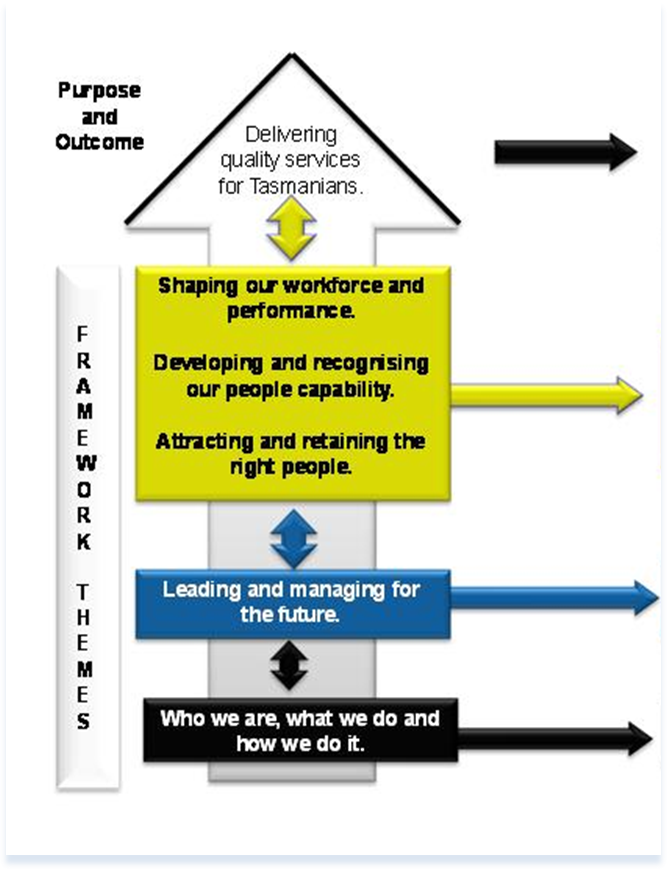
\**The ’numeric scores’ above displays any response option to which scoring/weighting has been applied. For example, in a 5 point scale where the highest response is ‘Strongly Agree’ for a question, as this carries the highest possible scoring of 4, this will be displayed as ‘4’ in the responses report.*

## 

## APPENDIX 3: EVALUATION MODEL DIAGRAM APPENDIX 4: WORKFORCE SCORECARD RELATIONSHIP



|  |  |  |
| --- | --- | --- |
| Workforce Success  Tier 1 | 2010  70.97% | 2011  62.32% |
| Workforce Capability & Performance | 71.46% | 60.93% |
| Leadership, Management & Workforce Behaviour | 67.17% | 60.35% |
| Identity, Attributes & Attitude | 79.12% | 73.18% |



The People Directions Framework and   
Workforce Scorecard Relationship Model   
are available at [www.people.tas.gov.au](http://www.people.tas.gov.au)  
  
For more information, email psmo@dpac.tas.gov.au

1. ABS 1289.0 - Standards for Statistics on Cultural and Language Diversity, 1999. The measure reported on here includes all groups who identified. This captures information about the first language spoken, which may include people born overseas whose language is not English, children of migrants, including those born overseas and arrived in Australia when they were aged five years or younger who did not speak English as a first language; those who were Australian-born but who did not speak English as a first language and had at least one parent who did not speak English as a first language; and those who were Australian-born and neither of whose parents spoke English as a first language. [↑](#footnote-ref-1)
2. State Service Commissioner Tasmania (OSSC), *Annual Report 2010-2011,* November 2011, pp11 [↑](#footnote-ref-2)
3. COAG, National Disability Strategy 2010–2020, Commonwealth of Australia, Canberra, <[www.coag.gov.au](http://www.coag.gov.au)>. [↑](#footnote-ref-3)
4. State Service Commissioner Tasmania (OSSC), *Annual Report 2010-2011,* November 2011, pp11 [↑](#footnote-ref-4)
5. Tasmanian State Service Workforce Profile 2011, pp 33 [↑](#footnote-ref-5)
6. English, JW, 2011, <<http://www.airc.net.au/extras/1023.IDEAS-PS-PAPER.pdf>> [↑](#footnote-ref-6)
7. This is based on the APSC Mac Report and ANAO Report findings 2004. [↑](#footnote-ref-7)