Employee Evaluation Survey Results 2012

workforce management and relations

## 

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## This report

People Directions was a four year project (2008-2012) to provide an underpinning platform to modernise the State Service’s approach to people management and shape the future direction while addressing the forecast challenges that are expected to have a significant impact on our ability to deliver services.

This is the final report under the *People Directions* Brand*.* The projects under People Directions have transitioned into the PSMO ‘Pillars’ of Workforce Reform, Workforce Management and Relations or Workforce Development. The Evaluation Survey with three years of data available on each of the five themes and focus areas is now coordinated within the Workforce Management and Relations Pillar.

Findings from this year’s survey, is one tool with which we can gauge the capability of the Tasmanian State Service to meet future challenges. Where applicable, comparisons with 2011 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 and 2011, the principle focus of this Report, is on Tier1 aggregated whole of Service responses.

The report 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 Workforce Evaluation 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.

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 survey and similarity with 2011.

The executive summary section also shows the highest and lowest results for 2012, 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: Provides a comparison of results by employee characteristic.

# Executive Summary

## Main findings

The focus of the Public Sector Management Office has been to implement a range of employment related matters as budget savings measures. The Employee Evaluation Survey (the Survey), now run for three years continued to provide 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 approach is not a one size fits all, individual organisations determine their level of participation against their own particular people and workforce needs. What the Framework provides is the overall focus areas/themes, collectively identified and agreed by all Agencies and Authorities as being relevant to the Service as a whole.

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 theme areas for whole of Service consideration and action.

This report contains 4 appendices. The respondent size and employee profile comparison with the Tasmanian State Service Workforce Profile 2012 can be found in Appendix 1. Introductory text to the 2012 employee survey and specific definitions used in the survey instrument, are contained in Appendix 2. 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. There are three Tiers:

* Tier 1, comprises 10 statements in which employees from all Agencies and Authorities participate to give a whole of Service perspective. These results are the primary focus of this Report. Organisation results are not individually reported, this analysis and/or reports are able to be shared by Agencies and Authorities Human Resources with non PeoplePulse users. This Report provides whole of Service benchmark data;
* Tier 2, - 25 statements, with 5 statements per theme, with the level of participation predetermined 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. Developing a result-oriented performance culture is critical to successfully achieving organisational goals and objectives. A new component was developed as one tool organisations can use to assess their organisational performance effectiveness. Three separate but related elements for reporting under Ministerial Direction 26 (Alignment, Credibility and Integration) are used to determine whether a performance management system is fair, credible and transparent.

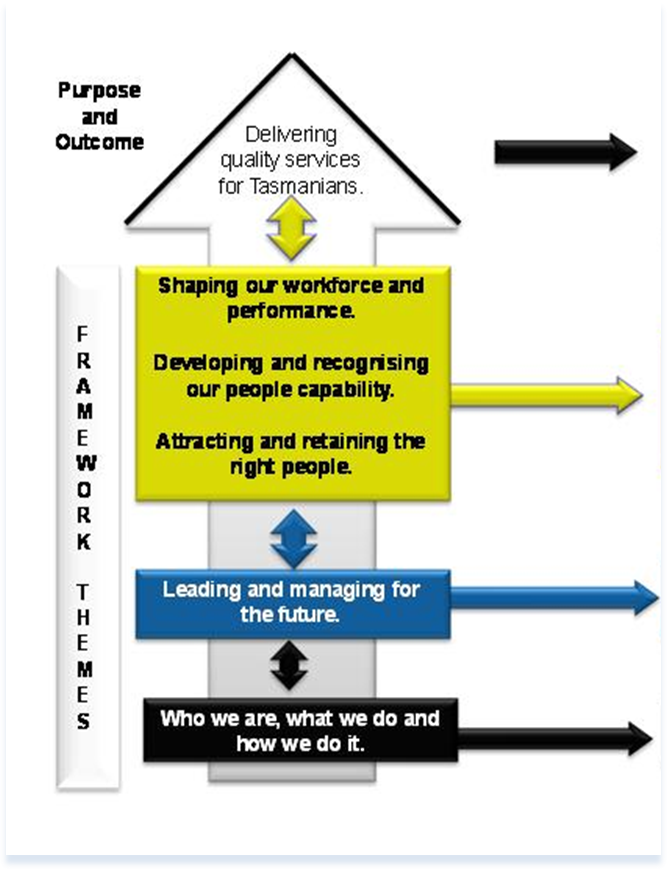
Appendix 4 contains the elements of the Evaluation model that measures the effectiveness and impact of the five themes of the People Directions Framework and a comparison between 2011 and 2012. To achieve illustrated percentages, data is aggregated and transferred from the five themes (and the specific focus areas within them) to the relevant three key evaluation elements identified and integration of these three elements into the overall indicator, Workforce Success.

### table 1—workforce scorecard 2012 results

64.42%

63.28%

62.60%  
  
  
74.83%



Workforce Success

Capability & Performance

Leadership, Management & Workforce Behaviour

Identity, Attributes & Attitude

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 the role and purpose of the organisation and the Service overall. Of all the core statements, identity, attributes and attitude had the highest ratings, and leadership, management and workforce behaviour had the lowest.

## Respondent Profile

In 2012, 4 527 State Service employees in 10 Agencies and Authorities were invited to participate in the survey. Of those invited to participate, 1 635 employees or 36 per cent, completed the Survey. The following chart shows participants’ demographic details.

### table 2­—respondent profile

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Answer | Responses | % Responses | Responses / Respondents | Chart R/R |
| **Please confirm which age range you belong to:** |  |  |  |  |
| 15-24 | 32 | N/A | 1.96% | |  | | --- | |  | |
| 25-34 | 254 | N/A | 15.54% | |  | | --- | |  | |
| 35-44 | 463 | N/A | 28.32% | |  | | --- | |  | |
| 45-54 | 554 | N/A | 33.88% | |  | | --- | |  | |
| 55-64 | 313 | N/A | 19.14% | |  | | --- | |  | |
| +65 | 19 | N/A | 1.16% | |  | | --- | |  | |
|  | 1635 | Question Respondents: 1635 | | |
|  | | | | |
| **Please confirm your length of service:** |  |  |  |  |
| a) Less than 1 year | 75 | N/A | 4.59% | |  | | --- | |  | |
| b) 1 to less than 3 | 183 | N/A | 11.19% | |  | | --- | |  | |
| c) 3 to less than 5 | 205 | N/A | 12.54% | |  | | --- | |  | |
| d) 5 to less than 10 | 391 | N/A | 23.91% | |  | | --- | |  | |
| e) 10 to less than 15 | 287 | N/A | 17.55% | |  | | --- | |  | |
| f) 15 to less 20 | 147 | N/A | 8.99% | |  | | --- | |  | |
| g) +20 years | 346 | N/A | 21.16% | |  | | --- | |  | |
|  | 1634 | Question Respondents: 1635 | | |
|  | | | | |
| **Please confirm your gender:** |  |  |  |  |
| Male | 808 | N/A | 49.42% | |  | | --- | |  | |
| Female | 817 | N/A | 49.97% | |  | | --- | |  | |
| Other | 10 | N/A | 0.61% | |  | | --- | |  | |
|  | 1635 | Question Respondents: 1635 | | |
|  | | | | |
| **Please confirm the employment category you belong to:** |  |  |  |  |
| Permanent | 1502 | N/A | 91.87% | |  | | --- | |  | |
| Fixed Term | 126 | N/A | 7.71% | |  | | --- | |  | |
| Casual/Sessional | 7 | N/A | 0.43% | |  | | --- | |  | |
|  | 1635 | Question Respondents: 1635 | | |
|  | | | | |
| **Is English your first language?** |  |  |  |  |
| Yes | 1600 | N/A | 97.86% | |  | | --- | |  | |
| No | 35 | N/A | 2.14% | |  | | --- | |  | |
|  | 1635 | Question Respondents: 1635 | | |
|  | | | | |
| **Do you identify as an aboriginal or Torres Strait Islander?** |  |  |  |  |
| Yes | 42 | N/A | 2.57% | |  | | --- | |  | |
| No | 1593 | N/A | 97.43% | |  | | --- | |  | |
|  | 1635 | Question Respondents: 1635 | | |
|  | | | | |
| **Do you have a disability?** |  |  |  |  |
| Yes | 76 | N/A | 4.65% | |  | | --- | |  | |
| No | 1559 | N/A | 95.35% | |  | | --- | |  | |
|  | 1635 | Question Respondents: 1635 | | |
|  | | | | |
| **Do you have caring responsibilities for another person?** |  |  |  |  |
| Yes - Child or children | 770 | 45.19% | 47.09% | |  | | --- | |  | |
| Yes - Elderly relatives | 111 | 6.51% | 6.79% | |  | | --- | |  | |
| Yes - Other person | 50 | 2.93% | 3.06% | |  | | --- | |  | |
| Not applicable | 773 | 45.36% | 47.28% | |  | | --- | |  | |
|  | 1704 | Question Respondents: 1635 | | |

Comparison of age by gender over time presented in Table 1 shows the highest age group representation for 2012 is found in the 45 to 54 age range at 33.88 per cent. The lowest participation rate was in the 65 plus age group (1.16 per cent). Generations X (those born between1965-1979) and Y (those born between1980-1994) represented just below 50 per cent of respondents. Given the right qualities of leadership and sound understanding of how organisations can manage knowledge and satisfy the wants and needs of this group of employees are enablers that may address a forecast generation gap.

### Table 3—Age by gender response rates compared to 2010 and 2011

## Overall Results

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | 2012 | 2012 | 2012 | 2012 | 2011 | 2010 |
| Results | Female | Male | Other | Totals | Totals | Totals |
| 15-24 | 20 | 12 | 0 | 32 | 123 | 121 |
| 25-34 | 157 | 95 | 2 | 254 | 640 | 563 |
| 35-44 | 259 | 201 | 3 | 463 | 1119 | 952 |
| 45-54 | 257 | 294 | 4 | 554 | 1524 | 1223 |
| 55-64 | 121 | 191 | 1 | 313 | 926 | 645 |
| +65 | 3 | 16 | 0 | 19 | 55 | 50 |
| Totals | 817 | 808 | 10 | 1635 | 4387 | 3554 |

To assess how representative 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 4 —number of response rates by organisation, FTE’s as reported in March 2011

|  |  |  |  |
| --- | --- | --- | --- |
|  | FTE @ 31/03/12 | Survey Responses | % of Respondents |
| Economic Development, Tourism and the Arts | 414.58 | 112 | 27% |
| Infrastructure Energy and Resources | 473.07 | 145 | 30% |
| Justice | 1 033.57 | 325 | 31% |
| Premier and Cabinet | 306.85 | 133 | 43% |
| Primary Industries, Parks, Water and the Environment | 1 323.93 | 522 | 39% |
| Treasury and Finance | 289.63 | 150 | 51% |
| Port Arthur Historic Site Management Authority | 94.68 | 31 | 32% |
| Tasmanian Audit Office | 42.00 | 11 | 26% |
| Integrity Commission of Tasmania | 13 | 9 | 81% |
| Tasmania Fire Service | 439.62 | 115 | 26% |
| The Public Trustee\* | 47.80 | 24 | 50% |
| Tasmanian Skills Institute\* | 283.56 | 43 | 15% |
| Education\* | - | - | - |
| Health and Human Services\* | - | - | - |
| Police and Emergency Management\* | - | - | - |
| Total | 4 526.33 | 1 635 | 36% |

\*Organisations only participated in the Performance Management section of the Survey or did not participate

## 

## Workforce Evaluation Framework theme responses aggregated

The following table shows the underlying focus areas and the average employee agreement (in terms of responses) that shows an increase since 2011.

### Table 5—Tier 1 average percentage agreement

### 

Tier 1 questions span all 9 focus areas to provide a broad level indicator of responses

### snapshot

In summary in 2012, employees rated the following questions highly:

* I have the required knowledge, skills and capabilities to do my job well 82.51 per cent (From *Theme 3);*
* I know what the role of the TSS is and understand its purpose is ‘delivering quality services for Tasmanians’ 78.95 per cent (From *Theme 1); and*
* Professional workplace behaviour is expected and exhibited in my organisation by my direct manager 72.86 per cent (From *Theme 4)*.

Least supported statements were received for the following Tier 1 questions:

* Current employment processes ensure the TSS assist in retaining people with the right capabilities 43.32 per cent (From *Theme 2);*
* Current employment processes ensure the TSS attracts people with the right capabilities 49.61 per cent (From *Theme 2); and*
* Good performance is recognised by my organisation’s Executive 52.56 per cent (From *Theme 4)*.

In common with the 2010 and 2011 survey, over three quarters of respondents were clear about the role of the State Service, and the level of commitment was relatively high overall.

### table 6—noted findings for 2012

|  |  |  |
| --- | --- | --- |
| Tier 1 | 2011 | 2012 |
| Understanding the knowledge, skills and behaviour (capabilities required for their role | 84.44% | 84.78% |
| Having the required knowledge, skills and capabilities to do their job well | 83.79% | 82.51% |
| Understanding what their Organisation does and the part they play in the wider Tasmanian State Service | 81.55% | 84.02% |
| Knowing what the role of the Tasmanian State Service is and understand its purpose is ‘delivering quality services for Tasmanians’ | 77.59% | 79.80% |

Positive findings for the above questions were recorded in both 2011 and 2012

## Summary and Recommendations

In 2012, employee perceptions of aspects of their organisation is now trending with Agencies and Authorities maintaining *Tier 2* theme statements from 2010 and 2011 and adopting Tier 3 projects in 2012.

Tier 3 Performance Management reporting was undertaken to ascertain current levels of satisfaction, and to gain an early indication of the strategic links between individual, group, and organisational outcomes.

Respondents were able to provide additional comments thru the use of free text fields at the end of each section. This provides additional information for Agencies and Authorities to plan for the longer term.

The PSMO action plan will be used to outline the future direction of a whole of service survey.

## next steps

Future development work will focus on refining the framework to provide an assessment tool that contributes to the workforce data that supports the accountability of public sector administration and management.

# Survey Findings

## Introduction

In 2012, 10 Agencies and Authorities participated in *Tier 1* of the Evaluation survey. 9 participated in Tier 1 and Tier 3 Performance Management and 2 completed Tier 3 Performance Management only of the survey.

Specific changes made in 2011 relating to splitting of single statements about current employment processes so that ‘attraction’ and ‘retention’ of people with the right capabilities could be answered separately allows recruitment activities to focus on longer term issues. Overall each area showed some improvement in 2012. And the separation of recognition of ‘good ideas’ and ‘good performance’ by the ‘Organisation’s Executive’ and ‘direct manager’ while improved, ‘direct manager’ continued to trend higher than the ‘Organisation’s Executive’.

Notwithstanding where questions have been changed comparative and trend analysis by theme or focus area can be made over three years.

In 2012, participating Agencies and Authorities retained their 2011 specification and usage of *Tier 2* *Agency Specific Surveys* and Tier 3 theme specific surveys statements. Tier 3 themes picked up this year include ‘Welcome to the Service’, ‘Who We Are’ and an increase in the adoption of the ‘Healthy at Work’ theme.

## the results

The Survey builds onto the 2010 and 2011 survey data. The earlier surveys have provided clear views on employment processes and the 2012 analysis highlights ongoing similar relationships between themes and organisation. Other measures available for measuring employment processes performance is how employees respond to the ‘Right Job Right Person’ project and Onboarding and Exit surveys. A total of 2 Agencies have implemented this Tier 3 project and 0 Agencies have used the survey for feedback. A total of 8 Agencies seek feedback from new employees via the Onboarding Survey with a 41% invitation completion rate.

In 2010 and 2011, 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 respondents 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 2012.

An aggregation of Tier 1 and Tier 2 results in 2011 and 2012, 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 state service employee’ and ‘tell people’ that they were.

2012 data findings in Theme 2: *Attracting and Retaining the Right People* were similar to those reported in 2010 and 2011. A separation of the survey statement on current employment processes that was applied in 2011 to help Agencies and Authorities develop and refine their ‘attraction’ and ‘retention’ strategies still shows a significant gap. The overall average for ‘Current employment processes ….attracts people with the right capabilities’ has increased from 47.25 per cent in 2011 to 49.64 per cent in 2012 while findings suggest ‘Current employment processes ….. assist in retaining people with the right capabilities’ increased from 40.02 per cent in 2011 to 43.32 per cent in 2012.

In the following sections, the 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 7—Summary of Measures, Average Percentage of Agreement

|  |  |  |  |
| --- | --- | --- | --- |
|  | 2010 | 2011 | 2012 |
| Performance and Outcomes | 58 | 66 | 69 |
| Achievement and Recognition | 67 | 62 | 64 |
| Capability and Development | 83 | 61 | 63 |
| Attraction and Retention | 68 | 59 | 62 |
| Employment Processes | 44 | 55 | 57 |
| Management and Innovation | 55 | 61 | 63 |
| Leadership | 49 | 59 | 62 |
| Workplace Behaviour | 67 | 64 | 67 |
| Identity | 74 | 68 | 71 |

Colour coding: is matched to the evaluation model diagram and workforce score card relationship in Appendix 2 and 3

## Employees across a range of demographic 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 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 filters against trend information. This enables the range of work undertaken by the TSS to be described (age, occupational groups, caring responsibilities) and any commonalities between groups or gaps for Agencies and Authorities to be identified. An example of this is that the 2012 results regarding generational change show that the service may have fewer Generation Y (those born between1980-1994).

## Workplace Diversity

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

The survey gathers 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 three years, is shown in the table below.   
  
Table 8—diversity groups by participation rate

## Trends in representation of diversity groups

### Language Diversity

A comparison of the percentage of permanent TSS employees who identified that English was not their first language is broad in that it is a percentage of each year’s total number of respondents. That is 2.32 per cent (104 respondents in 2011) to 2.14 per cent (35 respondents in 2012). 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. 25.35 per cent of 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

The percentage of survey respondents who identified themselves as ATSI this year was 2.57 per cent or 41 employees. Of those 41 respondents, 37 were permanent and 4 fixed term with the majority employed in the administrative and clerical general/regional, corporate services sector. 45.24 per cent were in the 35-44 year age group with 10 to less than 15 years of service. 17.07 per cent in this group indicated that they had a disability.

The length of service for this group was less than 1 year (7.32 per cent or 3 respondents). 36.84 per cent of ATSI respondents agree, that ‘current employment processes attracts people with the right capability’, 31.58 per cent neither agree or disagree, that ‘current employment processes assist in retaining people with the right capability’, 34.21 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 and 2012, 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.[[2]](#footnote-2) 4.59 per cent (77 respondents) of people with disability participated in the 2012 survey.

92.21 per cent of this group are permanent employees, of which 40 were female and 37 were male compared with 2011 which was predominantly female. This group were represented across all occupational groups with the majority employed in the administrative and clerical general/regional category.

The following table shows the majority of respondents are in the 35-44, 45-54 and 55-64 year age groups with 5 to less than 10 years followed by plus 20 years of service. 74.02 per cent indicated their length of service as being greater than 5 years and 6.49 per cent have been in the State Service for less than 1 year. 14.29 per cent (11 respondents) are 25-34 years of age and 2.60 per cent (2 respondents) were in the 15-24 year age range.

### table 9—people with disability by age and length of service

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Age Range: 15-24 | Age Range: 25-34 | Age Range: 35-44 | Age Range: 45-54 | Age Range: 55-64 |  |  |  |
|  |  |  |  |  |  | Service Length: | Filter by Age: | Scores Overall: | ruler |
| [a) Less than 1 year](javascript:%20addAnswerFilter('819507','a)%20Less%20than%201%20year');) | 2 | 1 | 1 | 0 | 1 | 5 (6.58%) | 5  (6.49%) | 75  (4.47%) | https://secure.peoplepulse.com.au/extranet/iris/images/bar1.gifhttps://secure.peoplepulse.com.au/extranet/iris/images/bar1end.gif |
| [b) 1 to less than 3](javascript:%20addAnswerFilter('819507','b)%201%20to%20less%20than%203');) | 0 | 1 | 1 | 2 | 1 | 5 (6.58%) | 5  (6.49%) | 190  (11.32%) | https://secure.peoplepulse.com.au/extranet/iris/images/bar2.gifhttps://secure.peoplepulse.com.au/extranet/iris/images/bar2end.gif |
| [c) 3 to less than 5](javascript:%20addAnswerFilter('819507','c)%203%20to%20less%20than%205');) | 0 | 1 | 6 | 1 | 2 | 10 (13.16%) | 10  (12.99%) | 208  (12.39%) | https://secure.peoplepulse.com.au/extranet/iris/images/bar3.gifhttps://secure.peoplepulse.com.au/extranet/iris/images/bar3end.gif |
| [d) 5 to less than 10](javascript:%20addAnswerFilter('819507','d)%205%20to%20less%20than%2010');) | 0 | 5 | 9 | 5 | 6 | 25 (32.89%) | 25  (32.47%) | 408  (24.30%) | https://secure.peoplepulse.com.au/extranet/iris/images/bar4.gifhttps://secure.peoplepulse.com.au/extranet/iris/images/bar4end.gif |
| [e) 10 to less than 15](javascript:%20addAnswerFilter('819507','e)%2010%20to%20less%20than%2015');) | 0 | 3 | 3 | 1 | 6 | 13 (17.11%) | 13  (16.88%) | 293  (17.45%) | https://secure.peoplepulse.com.au/extranet/iris/images/bar5.gifhttps://secure.peoplepulse.com.au/extranet/iris/images/bar5end.gif |
| [f) 15 to less 20](javascript:%20addAnswerFilter('819507','f)%2015%20to%20less%2020');) | 0 | 0 | 1 | 1 | 2 | 4 (5.26%) | 4  (5.19%) | 150  (8.93%) | https://secure.peoplepulse.com.au/extranet/iris/images/bar1.gifhttps://secure.peoplepulse.com.au/extranet/iris/images/bar1end.gif |
| [g) +20 years](javascript:%20addAnswerFilter('819507','g)%20+20%20years');) | 0 | 0 | 0 | 7 | 7 | 14 (18.42%) | 14  (19.48%) | 354  (21.08%) | https://secure.peoplepulse.com.au/extranet/iris/images/bar2.gifhttps://secure.peoplepulse.com.au/extranet/iris/images/bar2end.gif |
| Totals: | 2 | 11 | 21 | 17 | 25 | 76 | 77 | 1678 | 76 Respondents |

Responses to ‘Current employment processes attracts people with the right capabilities’, were found across the range with 38.03 per cent agree (4.23 per cent strongly agree plus 33.80 per cent agree) and 25.35 per cent disagree. 14.08 per cent strongly disagree that the ‘process retains people with the right capabilities’ and 26.76 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 (44.32 per cent agreement across the Service) 28.17 per cent of people with disability disagree that their organisation’s executive team provide effective leadership.

The survey findings for diverse groups are consistent with the overall survey findings. The results will be used to inform workforce management strategies.

### 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 (53.88 per cent) of males, the majority of this group (95.50 per cent) are permanent and 2.59 per cent have a disability. Those ‘caring for children’ were represented across all occupational groups with 17.30 per cent and 3.32 per cent in management and the Senior Executive Service respectively. In 2011 a slightly higher percentage (58.51per cent), were female permanent employees.

A national social shift has seen the dividing line between home and career disappearing. The proportion of stay-at-home mothers with a child aged less than one year old dropped from 57 per cent in 2006 to just 52 per cent at the 2011 census[[3]](#footnote-3).

42.45 per cent are in the 45-54 year age group and 37.50 per cent 35-44 years of age, of whom, the majority (23.88 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 111 respondents reported as caring for ‘elderly relatives’. The majority are permanent females in the 45-54 (49.25 per cent) whereas in the 55-64 year age groups a slightly higher per cent were male. With gender equally divided, the majority have plus 20 years of service followed by those in the 5 to less than 10 years. The highest representation of those caring for ‘elderly relatives’ work are, in the administrative and clerical – general/regional (23.42 per cent) and administrative and clerical – corporate services (12.61 per cent) occupational groups.

Of this group, responses across the themes did not differ based on their ‘caring’ responses.

# Detailed results

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

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 10—Who, What, How, Why average overall\*

2011 2012

|  |  |  |
| --- | --- | --- |
| a1 - I know what the role of the Tasmanian State Service is and understand its purpose is 'delivery quality services for Tasmanians' | 77.59 | 78.94 |
| 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 | 70.69 |
| a1.1 - I understand my Organisation's core purpose | 77.46 | 79.80 |
| a1.2 - I understand what my Organisation does and the part we play in the wider Tasmanian State Service | 81.58 | 84.01 |
| a1.3 - I have a clear understanding of the Tasmanian State Service and how it works | 72.06 | 75.07 |
| a1.4 -I strongly associate: My organisation with making a positive difference to the lives of Tasmanians | 73.12 | 71.55 |
| a1.5 - I strongly associate: The Tasmanian State Service as a whole with making a positive difference to the lives of Tasmanians | 64.76 | 66.89 |
| a1.6 - My organisation demonstrates: High Performance | 64.77 | 67.25 |
| a1.7 - My organisation demonstrates: A shared vision | 58.37 | 61.00 |
| a1.8 - My organisation demonstrates: Customer focus | 65.29 | 68.84 |
| a1.9 - My organisation demonstrates: Team approach | 58.12 | 61.90 |
| a2.0 - My organisation demonstrates: Collaboration across Organisations | 57.8 | 63.07 |
| a2.1 - My organisation demonstrates: Passion | 58.48 | 64.19 |
| a2.2 - My organisation demonstrates: Integrity | 64.15 | 67.93 |

\**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
* Demonstrate a continuous improvement.

Similarly, 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.

Theme 1 continues to show an ongoing stable response and subsequent survey findings may assist in identifying the factors for motivating employees.

## Theme 2 Attracting and Retaining the Right People

### Attractive Workplace

68.95 per cent in 2012, (74.54 per cent in 2010 and 50.64 per cent in 2011) agreed that the ‘State Service is an attractive place to work’ based on the Tier 1 statement.

In 2011, 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. The need to contain growth in employment numbers since May 2011 shows in the 2012 results where 26.45 per cent agree, 30.10 per cent disagree and 13.48 per cent strongly disagree.

The detail in Tier 2 relates to the attractors and in considering these factors in 2012, 27.56 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 29.35 per cent in 2011 and remains the lowest rated question in the attraction and retention series. The highest agreement for the 15-24 (52.17 per cent) and 25-34 years (51.52 per cent) switched from learning and development in 2011 to ‘the opportunity to serve the community’ in 2012. The overall average for learning and development being an attractor increased from 54.45 per cent to 57.88 per cent with the lowest score in 2011 of 35.40 per cent who agreed in the 45-54 year age group increased to 38.50 per cent in 2012. The lowest score in 2012 for this reason was for those in the 25-34 year age group (39.39 per cent).

Comment fields were an enhancement to enable further analysis to gather more in-depth information in 2012.

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

### Table 11—Attractors Average Overall\* 2011 2012

|  |  |  |  |
| --- | --- | --- | --- |
| Attraction & Retention | b1 - The Tasmanian State Service is an attractive place to work | 65.12 | 68.95 |
|  | b3 - Current employment processes ensure the Tasmanian State Service assist in retaining people with the right capabilities | 40.02 | 49.64 |
|  | b1.1 - The reputation of my organisation as an employer makes it an attractive place to work | 58.07 | 64.24 |
|  | b1.2 - The TSS is an attractive place to work because - the career options | 51.41 | 52.23 |
|  | b1.3 - The TSS is an attractive place to work because - an opportunity to serve the community | 64.46 | 65.11 |
|  | b1.4 - The TSS is an attractive place to work because - learning and development | 54.45 | 57.88 |

\**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*

### Employment processes and job satisfaction

The merit principle is a fundamental element of TSS employment and is underpinned by legislation to provide all members of the community with the opportunity to apply for TSS employment. There was no significant change in employee views on recruitment in 2012.

Respondents were asked to indicate their level of agreement with three aspects of their job as a predictor of overall job satisfaction. Almost three quarters of respondents agree they ‘have a lot of variety and enjoy their work.’ Of those that agree, 54.69 per cent were in the 35-44, 45-54 and 55-64 year age groups and the lowest was in the 15-24 years (43.48 per cent).

Overall, just 29.69 per cent of respondents agree that ‘their workplace provides rewarding career pathways through supporting and mentoring employees’ and 31.17 per cent ‘neither, agree or disagree’.

### Table 12—Employment processes and job satisfaction Average Overall\* 2011 2012

|  |  |  |  |
| --- | --- | --- | --- |
| Employment Processes | b2 - Current employment processes ensure the Tasmanian State Service attracts people with the right capabilities | 47.25 | 49.64 |
|  | b1.5 - I would recommend my organisation as a great place to work to others | 59.14 | 63.30 |
|  | b1.6 - I have a lot of variety at - work | 70.92 | 71.56 |
|  | b1.7 - I enjoy the role I currently undertake | 74.43 | 74.92 |
|  | b1.8 My organisation provides rewarding career pathways through supporting and mentoring employees | 46.03 | 49.59 |

\**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 relationship gap between recruitment processes (b2) and job satisfaction (b1.7) continues to be a point of difference. The implementation of Right Job, Right Person project by two more organisations is a direct response to employee views. 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

49.59 per cent of respondents surveyed agreed ‘there is adequate opportunity to develop the required capabilities within my organisation for being a manager’. While 56.05 per cent of respondents admitted there was little opportunity to ‘develop leadership skills in their organisation’ and only slightly higher around 55.82 per cent of respondents agreed they had ‘access to coaching or mentoring opportunities’.

The Tasmanian State Service Workforce Profile in 2012[[4]](#footnote-4) shows less people are entering the Service under the age of 30. To maintain workforce capacity, the results of this focus area provide a useful indicator of employee perceptions of development, mentoring and coaching (table 13, c1.3 to c1.6).

Investment in development opportunities for career advancement for those who agree that there are development opportunities to perform at a high level in their role is consistent across all age ranges (41.45 per cent). Lower satisfaction was evident in relation to opportunity to develop the required capabilities for being a manager. This statement ranked fourth overall on the weaknesses list in theme 3: Developing and recognising our people capability (52.10 per cent)

### Table 13—Capability Development Average Overall\* 2011 2012

|  |  |  |
| --- | --- | --- |
| c1 - I have the required knowledge, skills and capabilities to do my job well | 83.78 | 82.49 |
| c1.1 - I understand the: knowledge; skills; and behaviour (capabilities) required for my role | 84.45 | 84.74 |
| c1.2 - There is adequate opportunity to develop the required capabilities within my organisation for: my role | 62.85 | 64.76 |
| c1.3 - There is adequate opportunity to develop the required capabilities within my organisation for: Being a Leader | 52.65 | 56.05 |
| c1.4 - There is adequate opportunity to develop the required capabilities within my organisation for: Being a manager | 49.09 | 52.10 |
| c1.5 - There is adequate opportunity to develop the required capabilities within my organisation for: Coaching other people | 55.44 | 56.29 |
| c1.6 - There is adequate opportunity to develop the required capabilities within my organisation to Mentor other people | 55.29 | 55.82 |
| c1.7 - Opportunities are offered which are relevant to support me in my role within the organisation | 55.41 | 57.72 |
| c1.8 - I am adequately recognised for the contribution I make within my Organisation | 55.51 | 57.78 |
| c1.9 - My Organisation encourages and supports good ideas within the workplace | 56.21 | 58.51 |

\**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.

In 2012, 40.22 per cent of 35-44 year and 37.74 per cent of 25-34 year age groups agreed ‘their organisation’s executive team provided effective leadership’ compared to 35.67 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 the same ‘leadership’ question by occupational category shows different results. For example, the response rates to the Tier 1 statement above, the most positive responses within those occupational groups (50 per cent) was from participants in the Cadet/Trainee/Graduate/Apprentice and Senior Executive Service categories and (45.95 per cent) of Economics /Accounting/ Finance compared with the lowest (9.09 per cent) in Custodial. For comparison purposes these groups only represent a small number of overall participants (0.65 per cent) or 106 respondents of the 1629 who responded to this question. Nevertheless it demonstrates that correlations between occupational groups and responses can be made by segmenting different employee groups.

### Table 14—Leadership Average Overall\* 2011 2012

|  |  |  |  |
| --- | --- | --- | --- |
| Leadership | d5 - My Organisation's executive team provide effective leadership | 50.81 | 53.70 |
|  | d1.3 - Managers communicate the goals and priorities of my Organisation | 59.26 | 61.53 |
|  | d1.4 - My direct manager supports and encourages me to achieve high standards | 67.01 | 69.50 |

\**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 67 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 72.81 per cent than my organisation executive (65.66 per cent). A breakdown by age groups saw a slightly different result and reversal in some instances. 55.64 per cent of those 25- 34 years, agreed their organisation’s executive compared with 51.75 per cent of those in the same age group that their direct manager exhibited and expected professional workplace behaviour. Whereas, 47.45 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 43.88 per cent of managers.

### Table 15—Workplace Behaviour Average Overall\* 2011 2012

|  |  |  |  |
| --- | --- | --- | --- |
| Workplace Behaviour | d6 - Professional workplace behaviour is expected and exhibited in my Organisation by my Organisation's Executive | 63.97 | 65.66 |
|  | d7 - Professional workplace behaviour is expected and exhibited in my Organisation by my Direct Manager | 71.44 | 72.81 |
|  | d1.5 - The Executive leads the Organisation by encouraging the application of the Organisation's Values | 55.75 | 59.61 |
|  | d1.6 - My direct manager leads the team by encouraging the Organisation's Values | 62.31 | 64.88 |

\**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 culture of a workplace sets the tone for employees and can greatly impact on the productivity and engagement of employees.

### Management and Innovation

The workforce challenges regarding intergenerational (age, health, environment) issues requires ideas and ingenuity of employees. According to Accenture, the ageing of Australian communities means demands for public services will rise. In Tasmania this will occur even more rapidly than the rest of Australia resulting in more funding shortfalls in the future[[5]](#footnote-5).

The 2012 survey found 69.48 per cent of respondents agreed their direct managers were more likely than their executive to recognise ‘good ideas’. This response is further supported by 67.37 per cent of respondent’s belief that their manager ‘promotes growth of new ideas and concepts’.

Within the context of government policies and priorities, developing new approaches to old problems and solutions to new and emerging issues is a core function of a forward looking state service.[[6]](#footnote-6)

### Table 16—Management & Innovation Average Overall\* 2011 2012

|  |  |  |  |
| --- | --- | --- | --- |
| Management & Innovation | d1 - Good ideas are recognised by my Organisation's Executive | 51.53 | 53.84 |
|  | d2 - Good performance is recognised by my Organisation's Executive | 49.95 | 52.51 |
|  | d3 - Good ideas are recognised by my Direct Manager | 67.11 | 69.48 |
|  | d4 - Good performance is recognised by my Direct Manager | 66.93 | 69.34 |
|  | d1.1 - My direct manager promotes growth of new ideas and concepts | 65.76 | 67.37 |
|  | d1.2 - Employees are recognised and supported in providing high quality products and services for the Organisation's clients | 57.04 | 60.07 |

\**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 demonstrate that multi-dimensional consideration of issues is required for better understanding..

## 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.

70.67 per cent of respondents indicated their direct manager ‘encourages and recognises their contribution’ and 77.30 per cent ‘feel supported by the team that they work with’ however, compared with theme 4: Leading and managing for the future, recognition for good performance by their ‘organisations executive’ ranked fifth on the weaknesses list (52.51 per cent).

The overall total for Achievement and Recognition (64.33 per cent) indicates positive levels of employee engagement, at the job, team and supervisor levels and shows a need to focus on organisational level to show that employee engagement can contribute to an understanding of key elements of organizational capability.

### Table 17—Achievement & Recognition Average Overall\* 2011 2012

|  |  |  |  |
| --- | --- | --- | --- |
| Achievement & Recognition | c2/e1 - My direct manager encourages me and recognises the contribution that I make | 69.18 | 70.67 |
|  | e1.1 - I feel supported by the team that I work with and can ask for advice | 75.39 | 77.30 |
|  | e1.2 - Development opportunities are available to perform at a high level in my role | 55.71 | 59.30 |

\**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*

A growing body of evidence suggests that State Service employees and managers are responsible for large scale innovations in Tasmania[[7]](#footnote-7) and based on the number of award applications for innovation in areas such as public administration[[8]](#footnote-8) and information communication technology[[9]](#footnote-9) demonstrates the State Service has capacity for creative problem solving.

### Performance and Outcomes

Performance management invites active participation and interaction of the whole workforce. Each individual has different needs; is motivated and demotivated by different factors; decides his/her own limits; and growing evidence from the Menzies research partnership with the State Service confirms that health and wellbeing has a positive impact on employee mental and physical health.

Everyday conversations with a purpose that focus attention on sharing information, set a priority, or provide feedback is about building trusting relationships. This year, 64.21 per cent of employees agreed their reviews have a balanced ‘focus on individual and business outcomes’, compared to 59.70 per cent (2011) and 57.87 per cent (2010).

A further 40 per cent of respondents agreed that ‘performance reviews are focussed on individual and business outcomes within their organisation’ and 68.29 per cent compared with 57.70 per cent in 2011 of respondents agree ‘there is a high value put on health and wellbeing within the workplace.   
  
Requirements for outcomes-based performance management are increasing performance evaluation activities at both organisation and individual levels.   
  
Table 18—Performance & Outcomes  average overall\*

2011 2012

|  |  |  |  |
| --- | --- | --- | --- |
| Performance & Outcomes | e2 - Performance reviews are focussed on individual and business outcomes within my Organisation | 59.70 | 64.21 |
|  | e1.3 - My Organisation expects a high level of performance | 73.52 | 74.23 |
|  | e1.4 - As a team, we are accountable for the outcomes of our Organisation | 73.45 | 73.87 |
|  | e1.5 - There is a high value put on health and wellbeing within the workplace | 57.70 | 68.29 |

\**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*

A multi-dimensional matrix has been developed within the survey to examine feedback from a systemic perspective. Performance management and evaluation 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 evaluation elements of the Workforce Scorecard

The Survey is an essential component of the workforce scorecard and the evaluation elements of the accountability framework are a useful indicator for monitoring efficiency and effectiveness of workforce and performance management. 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 2012 Workforce Scorecard Results can be found in Table 1 (page 9) of the executive summary which provides a snapshot of the evaluation element findings.

## Summary and Recommendations

In common with the 2010 and 2011 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, 70.69 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 in 2011 and 78.94 per cent in 2012 who ‘understand its purpose’.

Literature and the survey findings suggest Generations X (those born between 1965-1979) and Y (those born between 1980-1994) are motivated by a healthy balance between work and family, flexibility, agility, autonomy, creativity, respect, and a productive, warm and a friendly work environment where work is meaningful. Having an understanding of these issues requires management strategies will continue to evolve with the entrance of Generation Y into the workforce.

Leadership styles can vary from one generation to the next[[10]](#footnote-10). The different challenges require different strategies to meet the needs of these employees. Therefore, organisations and managers must determine, plan, and implement new policies and programs that will allow them to meet the needs of these employees while continuing to effectively manage them and orient them to the vision and various objectives of their organisation.

To undertake this challenge, an overall assessment of the organisation, its policies and programs, and its employee’s needs must occur. These policies and programs may range from work hours to skill development and leadership training offered. Flexible work arrangement patterns are clearly emerging in some organisations/occupational groups that reflect a current social revolution where new mothers are returning to work earlier than previous generations [[11]](#footnote-11)

While new and innovative recruitment measures must be created, the emphasis on technology has forced almost every industry to learn how to recruit the younger generations or how to retrain their older generations of workers to fill emerging jobs. The need for a proactive succession plan versus a reactive plan requires a commitment to workforce planning at the highest level.

The use of strategic and progressive polices, programs and procedures can help ensure that management capitalises on the skills, knowledge and abilities of each while ensuring the achievement of organisational effectiveness. This process requires organisations to ‘think outside the box’ and seek to align organisational goals/objectives with human capital needs.

It is recommended that Agencies and Authorities look at the relationship between their organisational goals and objectives and their survey findings. An analysis of the relationship and other measures of organisational performance may inform the activities to enable:

* Organisations to become “incubators of knowledge”, providing training opportunities to, enhance, broaden and develop the skills and talents of current and future employees. These opportunities should provide avenues for Mentoring, Coaching and Specialisations;
* respect the “focus on lifestyle” and incorporate innovative, creative and flexible work schedules, benefits and workplaces;
* “build teams of experts” that capitalise and utilise the skills, experience and expertise of “all” the employees in the workplace;
* look for flexible ways to adjust old rules that are no longer applicable in today’s marketplace;
* Succession Planning and Talent Management to become important tools in the life of the organisation in planning for job vacancies and preparing individuals internally to assume those jobs; and
* Consider new approaches to career management/development systems.[[12]](#footnote-12)

## Conclusion

Organisations have followed different pathways within the accountability framework. Their implementation styles differ in terms of approach. And the demands of the reform agenda have produced the required level of urgency to drive change.

Questions remain about the use of the Survey information in internal decision-making and the variable engagement levels. The Survey is a sophisticated performance tool that has potential for managers to access the results at divisional business level.

# Sub-group analysis

This section compares the results of Tier 1 by employee characteristics.

## 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 | 64.21 | 47.05 | 47.87 |
| Achievement & Recognition | c2/e1 - My direct manager encourages me and recognises the contribution that I make | 70.67 | 48.18 | 44.61 |
| Capability & Development | c1 - I have the required knowledge, skills and capabilities to do my job well | 82.49 | 58.34 | 52.13 |
| Attraction & Retention | b1 - The Tasmanian State Service is an attractive place to work | 68.95 | 60.60 | 63.16 |
| Employment Processes | b2 - Current employment processes ensure the Tasmanian State Service attracts people with the right capabilities | 49.64 | 31.49 | 37.84 |
|  | b3 - Current employment processes ensure the Tasmanian State Service assist in retaining people with the right capabilities | 43.32 | 26.85 | 26.07 |
| Management & Innovation | d1 - Good ideas are recognised by my Organisation's Executive | 53.84 | 34.50 | 36.59 |
|  | d2 - Good performance is recognised by my Organisation's Executive | 52.51 | 30.61 | 37.72 |
|  | d3 - Good ideas are recognised by my Direct Manager | 69.48 | 52.82 | 50.75 |
|  | d4 - Good performance is recognised by my Direct Manager | 69.34 | 50.44 | 49.50 |
| Leadership | d5 - My Organisation's executive team provide effective leadership | 53.70 | 35.13 | 39.10 |
| Workplace Behaviour | d6 - Professional workplace behaviour is expected and exhibited in my Organisation by my Organisation's Executive | 65.66 | 51.44 | 50.38 |
|  | d7 - Professional workplace behaviour is expected and exhibited in my Organisation by my Direct Manager | 72.81 | 55.21 | 51.75 |
| 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' | 78.94 | 63.61 | 59.27 |
|  | a2 - I would say that I am proud to work for the Tasmanian State Service and happy to tell people that I do | 70.69 | 50.56 | 50.38 |

## 

## results by age

The following chart compares survey results between the highest 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 | 64.21 | 45.43 | 50.09 |
| Achievement & Recognition | c2/e1 - My direct manager encourages me and recognises the contribution that I make | 70.67 | 46.30 | 44.92 |
| Capability & Development | c1 - I have the required knowledge, skills and capabilities to do my job well | 82.49 | 52.83 | 58.60 |
| Attraction & Retention | b1 - The Tasmanian State Service is an attractive place to work | 68.95 | 61.09 | 63.40 |
| Employment Processes | b2 - Current employment processes ensure the Tasmanian State Service attracts people with the right capabilities | 49.64 | 37.17 | 34.75 |
|  | b3 - Current employment processes ensure the Tasmanian State Service assist in retaining people with the right capabilities | 43.32 | 28.04 | 24.21 |
| Management & Innovation | d1 - Good ideas are recognised by my Organisation's Executive | 53.84 | 37.17 | 32.16 |
|  | d2 - Good performance is recognised by my Organisation's Executive | 52.51 | 35.43 | 30.87 |
|  | d3 - Good ideas are recognised by my Direct Manager | 69.48 | 48.91 | 50.83 |
|  | d4 - Good performance is recognised by my Direct Manager | 69.34 | 48.26 | 48.06 |
| Leadership | d5 - My Organisation's executive team provide effective leadership | 53.70 | 40.22 | 35.67 |
| Workplace Behaviour | d6 - Professional workplace behaviour is expected and exhibited in my Organisation by my Organisation's Executive | 65.66 | 53.48 | 47.50 |
|  | d7 - Professional workplace behaviour is expected and exhibited in my Organisation by my Direct Manager | 72.81 | 52.61 | 53.60 |
| 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' | 78.94 | 58.48 | 61.74 |
|  | a2 - I would say that I am proud to work for the Tasmanian State Service and happy to tell people that I do | 70.69 | 50.22 | 50.83 |

## 

## 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 | 64.21 | 47.64 | 44.54 |
| Achievement & Recognition | c2/e1 - My direct manager encourages me and recognises the contribution that I make | 70.67 | 46.69 | 42.86 |
| Capability & Development | c1 - I have the required knowledge, skills and capabilities to do my job well | 82.49 | 56.28 | 45.38 |
| Attraction & Retention | b1 - The Tasmanian State Service is an attractive place to work | 68.95 | 62.09 | 56.30 |
| Employment Processes | b2 - Current employment processes ensure the Tasmanian State Service attracts people with the right capabilities | 49.64 | 33.99 | 40.34 |
|  | b3 - Current employment processes ensure the Tasmanian State Service assist in retaining people with the right capabilities | 43.32 | 25.88 | 30.25 |
| Management & Innovation | d1 - Good ideas are recognised by my Organisation's Executive | 53.84 | 35.14 | 39.50 |
|  | d2 - Good performance is recognised by my Organisation's Executive | 52.51 | 33.72 | 37.82 |
|  | d3 - Good ideas are recognised by my Direct Manager | 69.48 | 51.55 | 52.94 |
|  | d4 - Good performance is recognised by my Direct Manager | 69.34 | 49.59 | 52.94 |
| Leadership | d5 - My Organisation's executive team provide effective leadership | 53.70 | 37.57 | 31.93 |
| Workplace Behaviour | d6 - Professional workplace behaviour is expected and exhibited in my Organisation by my Organisation's Executive | 65.66 | 50.95 | 48.74 |
|  | d7 - Professional workplace behaviour is expected and exhibited in my Organisation by my Direct Manager | 72.81 | 53.92 | 47.90 |
| 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' | 78.94 | 61.96 | 55.46 |
|  | a2 - I would say that I am proud to work for the Tasmanian State Service and happy to tell people that I do | 70.69 | 50.74 | 47.06 |

## 

## 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 | 64.21 | 44.97 | 20.00 | 54.76 | 48.67 |
| Achievement & Recognition | c2/e1 - My direct manager encourages me and recognises the contribution that I make | 70.67 | 44.97 | 42.70 | 52.38 | 47.33 |
| Capability & Development | c1 - I have the required knowledge, skills and capabilities to do my job well | 82.49 | 48.32 | 55.68 | 60.12 | 51.33 |
| Attraction & Retention | b1 - The Tasmanian State Service is an attractive place to work | 68.95 | 58.72 | 60.54 | 66.07 | 66.00 |
| Employment Processes | b2 - Current employment processes ensure the Tasmanian State Service attracts people with the right capabilities | 49.64 | 38.26 | 35.68 | 35.12 | 40.00 |
|  | b3 - Current employment processes ensure the Tasmanian State Service assist in retaining people with the right capabilities | 43.32 | 26.85 | 28.65 | 35.12 | 17.33 |
| Management & Innovation | d1 - Good ideas are recognised by my Organisation's Executive | 53.84 | 39.26 | 40.00 | 48.81 | 22.67 |
|  | d2 - Good performance is recognised by my Organisation's Executive | 52.91 | 36.24 | 41.62 | 41.67 | 20.00 |
|  | d3 - Good ideas are recognised by my Direct Manager | 69.48 | 48.99 | 51.35 | 49.40 | 52.00 |
|  | d4 - Good performance is recognised by my Direct Manager | 69.34 | 46.64 | 50.27 | 49.40 | 48.67 |
| Leadership | d5 - My Organisation's executive team provide effective leadership | 53.70 | 41.95 | 44.86 | 47.02 | 26.00 |
| Workplace Behaviour | d6 - Professional workplace behaviour is expected and exhibited in my Organisation by my Organisation's Executive | 65.66 | 52.01 | 55.68 | 55.36 | 49.33 |
|  | d7 - Professional workplace behaviour is expected and exhibited in my Organisation by my Direct Manager | 72.81 | 46.64 | 57.84 | 55.95 | 53.33 |
| 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' | 78.94 | 58.05 | 63.24 | 57.74 | 62.67 |
|  | a2 - I would say that I am proud to work for the Tasmanian State Service and happy to tell people that I do | 70.69 | 46.31 | 52.43 | 55.36 | 51.33 |

Legend   
1- Admin & Clerical Regional, 2 –Admin & Clerical Corporate Services, 3 - Management,   
4 – Scientific/Professional

## 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 2012).

|  |  |  |
| --- | --- | --- |
| Characteristics | Workforce profile | Survey respondents |
| Gender  Female  Male | 69% 31% | 50% 50% |
| Age  <25 years  25-34 years  35-44 years  45-54 years  55-64 years  Over 65 | 3% 16% 24% 34% 21%  2% | 2% 16% 28% 34% 19%  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% | 5% 11% 12% 24% 18%  9% 21% |
| Employment Type  Permanent  Fixed Term | 87% 13% | 92%  8% |

### Diversity of sample size

|  |  |  |  |
| --- | --- | --- | --- |
| Diversity of sample size (identifying questions) | 2010 Survey respondents | 2011 Survey respondents | 2012 Survey respondents |
| Is English your first language? | 98% | 98% | 98% |
| Do you identify as an Aboriginal or Torres Strait Islander? | 2% | 2% | 3% |
| Do you have a Disability? | 4% | 4% | 5% |
| Do you have caring responsibilities for another person?  Child  Elderly relatives  Other | 41%  7%  5% | 43%  8%  5% | 45% 7% 3% |

## 

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  |  | | --- | --- | --- | |  | APPENDIX 2: SURVEY INSTRUMENT |  | |  | **Delivering Quality Services for Tasmanians** |  | | |
| [Click here to view the definitions](http://www.peoplepulse.com.au/definitions-ppldir.htm) |  |
| |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **Welcome to the People Directions Survey**  Welcome to the People Directions Survey and thank you for your participation. Information collected will be aggregated, evaluated and be available at both the whole of Service and individual Organisation levels. This is to give us a picture of what is being said at all levels.  ***How to complete the survey***   * Be honest in your views. We want to know what you think. * Generally, the survey should take you no more than 10 minutes. For those of you who like to spend more time on each question it will take a little longer. * Give one response to each statement. Where statements have more than one part, answer all parts. * You will have the choice of a six point rating scale to indicate your responses, please choose one only for each statement.   ***Anonymity, Confidentiality and Security***  Survey responses will be anonymous and utmost confidentiality will be maintained with regard to all data.  As with other surveys conducted across the Service and within Organisations, results will be aggregated and reported in a way that makes it impossible to identify individuals.  ***Definitions***  Please use the following definitions when completing the survey:   |  |  | | --- | --- | | **Organisation** | Agency/Department, Authority, Hospital etc in which you are employed. | | **My Organisation's Executive** | The Head of the Organisation, Deputies and the Executive Team. | | **My Direct Manager** | The person in your workplace or team to whom you report. If you work for more than one team/work unit think of the manager or supervisor with whom you work most frequently. | | **My Branch Head** | The person responsible for managing your Branch. | | **Division Head** | The person responsible for managing the Division / Output Area in which your Branch and particular team sits. | | **Team** | The immediate team where you spend the largest proportion of your time. If you work for/with more than one team, think of the one with whom you spend the most time. | | **Workplace** | The immediate workplace, office, work unit where you spend the largest proportion of your time. | | | | |  | | --- | |  | | | | | | | |  |  |  | | --- | --- | --- | | \* | **Please confirm the Organisation in which you work:** |  | | |  |  |  | |  | |  |  |  | |  | ο Premier and Cabinet ο Treasury and Finance ο Economic Development, Tourism and the Arts ο Police and Emergency Management ο Education ο Justice ο Health and Human Services ο Primary Industries, Parks, Water and Environment ο Infrastructure, Energy and Resources ο Tasmania Fire Service ο Tasmanian Audit Office ο Port Arthur Historic Site Management Authority ο Skills Institute ο Integrity Commission ο Public Trustee |  |  |  | | |  | | --- | |  | | | | | | |  | |  |  |  | |  |  |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | | \* | **Please confirm which division you belong to:** |  | | |  |  |  | |  | |  |  |  | |  | |  |  |  | |  | | | | | |  | |  |  |  | |  | |  |  |  | | |  | | --- | |  | | | | | | |  | |  |  |  | | *Divisional structure lists are included here* | |  |  |  | |  | |  |  |  | |  | |  |  |  | |  | |  |  |  | |  | |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | | \* | **Please confirm the occupational category that most closely describes your work in the State Service:** |  | | |  |  |  | |  | |  |  |  | |  | ο Admin/Clerical - General/Regional ο Admin/Clerical - Corporate Services ο Allied Health Professional ο Cadet/Trainee/Graduate/Apprentice ο Client Service ο Custodial ο Emergency Services ο Education/Training/Teaching ο Economics/Accounting/Finance ο Engineering ο Health Services Officer ο Auditing/Investigation/Regulation/Compliance ο Judicial Officers/Legal Practioners ο Management ο Medical ο Natural Resources  ο Nursing ο Operational ο Policy Analyst/Research Analyst ο Project Management ο Scientific/Professional ο Senior Executive Service ο Technical/Trades, Qualified |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | | \* | **Please confirm which age range you belong to:** |  | | |  |  |  | |  | |  |  |  | |  | ο 15-24 ο 25-34 ο 35-44 ο 45-54 ο 55-64 ο +65 |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | | \* | **Please confirm your length of service:** |  | | |  |  |  | |  | |  |  |  | |  | ο Less than 1 year ο 1 to less than 3 ο 3 to less than 5 ο 5 to less than 10 ο 10 to less than 15 ο 15 to less 20 ο +20 years |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | | \* | **Please confirm your gender:** |  | | |  |  |  | |  | |  |  |  | |  | ο Male ο Female ο Other |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | | \* | **Please confirm the employment category you belong to:** |  | | |  |  |  | |  | |  |  |  | |  | ο Permanent ο Fixed Term ο Casual/Sessional |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | | \* | **Is English your first language?** |  | | |  |  |  | |  | |  |  |  | |  | ο Yes ο No |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | | \* | **Do you identify as an Aboriginal or Torres Strait Islander?**  *An Aborigine or Torres Strait Islander is a person of Aboriginal or Torres Strait Island descent, who identifies as an Aboriginal or Torres Strait Islander and is accepted as such by the community in which he or she lives or has lived* |  | | |  |  |  | |  | |  |  |  | |  | ο Yes ο No |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | | \* | **Do you have a disability?**  *Note for the purposes of this survey a disability is any physical, intellectual, neurological or physiological condition or impairment that may or not impact on an employee's ability to perform their work-related activities. Condition or impairment may include an ongoing injury or illness.* |  | | |  |  |  | |  | |  |  |  | |  | ο Yes ο No |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | | \* | **Do you have caring responsibilities for another person?** (this includes having children living with you, elderly parents etc.)  (Select ALL that apply) |  | | |  |  |  | |  | |  |  |  | |  | ❐ Yes - Child or children ❐ Yes - Elderly relatives ❐ Yes - Other person ❐ Not applicable |  |  |  | | |  | | --- | |  | | | | | | |  | |  |  |  | | |  |  | | --- | --- | |  | **Tier 1: Whole of Service Statements** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | **Please indicate your level of agreement with the following statements:** | | |  |  |  | |  | |  |  |  | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Don't Know | | |  |  |  | | --- | --- | --- | | \* | **1)** The Tasmanian State Service is an attractive place to work. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2a)** Current employment processes ensure the Tasmanian State Service *attracts people* with the right capabilities. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2b)** Current employment processes ensure the Tasmanian State Service *assist in retaining people* with the right capabilities. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3)** I have the required knowledge, skills and capabilities to do my job well. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4)** My direct manager encourages me and recognises the contribution I make. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **5)** Performance reviews are focussed on individual and business outcomes within my Organisation. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **6a)** Good *ideas* are recognised by my *Organisation's Executive*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **6b)** Good *performance* is recognised by my *Organisation's Executive*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **6c)** Good *ideas* are recognised by my *Direct Manager*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **6d)** Good *performance* is recognised by my *Direct Manager*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **7)** My Organisation's executive team provide effective leadership. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **8a)** Professional workplace behaviour is expected and exhibited in my Organisation by my *Organisation's Executive*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **8b)** Professional workplace behaviour is expected and exhibited in my Organisation by my *Direct Manager*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **9)** I know what the role of the Tasmanian State Service is and understand its purpose is 'delivering quality services for Tasmanians'. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **10)** I would say that I am proud to work for the Tasmanian State Service and happy to tell people that I do. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | |  | | --- | |  | | | | | | |  | |  |  |  | | |  |  | | --- | --- | |  | **Tier 2: Theme Statements** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | ***Knowing Who We Are, What We Do, Why We Do It and How We Do It*** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | **Please indicate your level of agreement with the following statements:** | | |  |  |  | |  | |  |  |  | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Don't Know | | |  |  |  | | --- | --- | --- | | \* | **1)** I understand what my Organisation does and the part we play in the wider Tasmanian State Service. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2)** I have a clear understanding of the Tasmanian State Service and how it works |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3a)** I strongly associate *my Organisation with making a positive difference to the lives of Tasmanians*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3b)** I strongly associate *the Tasmanian State Service as a whole with making a positive difference to the lives of Tasmanians*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4a)** My Organisation demonstrates *high performance*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4b)** My Organisation demonstrates a *shared vision*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4c)** My Organisation demonstrates a *team approach*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4d)** My Organisation demonstrates *collaboration across other Organisations*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4e)** My Organisation demonstrates *integrity*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4f)** My Organisation demonstrates *customer focus*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4g)** My Organisation demonstrates *passion*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **5)** I understand my Organisation's core purpose. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **6)** I understand my Organisation's core values. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | |  | **Do you have any comments or suggestions for improvement in these areas?** |  | | |  |  |  | |  | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | **Tier 2: Theme Statements** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | ***Attracting and Retaining the Right People*** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | **Please indicate your level of agreement with the following statements:** | | |  |  |  | |  | |  |  |  | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Don't Know | | |  |  |  | | --- | --- | --- | | \* | **1)** The reputation of my Organisation as an employer makes it an attractive place to work. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2a)** The Tasmanian State Service is an attractive place to work because of the *career options*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2b)** The Tasmanian State Service is an attractive place to work because of the *opportunities to serve the community*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2c)** The Tasmanian State Service is an attractive place to work because of the *learning and development opportunities.* |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3)** I would recommend my Organisation as a great place to work to others. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4a)** I have a lot of variety at work. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4b)** I enjoy the role I currently undertake. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **5)** My Organisation provides rewarding career pathways through supporting and mentoring employees. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | |  | **Do you have any comments or suggestions for improvement in these areas?** |  | | |  |  |  | |  | |  |  |  | |  |  |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | **Tier 2: Theme Statements** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | ***Developing and Recognising Our People Capability*** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | **Please indicate your level of agreement with the following statements:** | | |  |  |  | |  | |  |  |  | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Don't Know | | |  |  |  | | --- | --- | --- | | \* | **1)** I understand the: knowledge; skills and; behaviour (capabilities) required for my role. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2a)** There is adequate opportunity to develop the required capabilities within my Organisation *for my role*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2b)** There is adequate opportunity to develop the required capabilities within my Organisation for *being a leader*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2c)** There is adequate opportunity to develop the required capabilities within my Organisation for *being a manager*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2d)** There is adequate opportunity to develop the required capabilities within my Organisation to coach other people. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2e)** There is adequate opportunity to develop the required capabilities within my Organisation to *mentor other people*. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3)** Opportunities are offered which are relevant to support me in my role within the Organisation. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4)** I am adequately recognised for the contribution I make within my Organisation. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **5)** My Organisation encourages and supports good ideas within the workplace. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | |  | **Do you have any comments or suggestions for improvement in these areas?** |  | | |  |  |  | |  | |  |  |  | |  |  |  |  |  | | |  | | --- | |  | | | | | | |  | |  |  |  | | |  |  | | --- | --- | |  | **Tier 2: Theme Statements** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | ***Leading and Managing for the Future*** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | **Please indicate your level of agreement with the following statements:** | | |  |  |  | |  | |  |  |  | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Don't Know | | |  |  |  | | --- | --- | --- | | \* | **1)** My direct manager promotes growth of new ideas and concepts. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2)** Employees are recognised and supported in providing high quality services for the Organisation's clients. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3)** Managers communicate the goals and priorities of my Organisation. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4)** My direct manager supports and encourages me to achieve high standards. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **5)** The Executive leads the Organisation by encouraging the application of the Organisation's Values. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **6)** My direct manager leads my team by encouraging the Organisation's Values. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **7)** My direct manager provides adequate resources to support the implementation of new ideas and concepts |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **8)** My direct manager enables me to understand the strategic direction of my team. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | |  | **Do you have any comments or suggestions for improvement regarding leadership and management within the Organisation?** |  | | |  |  |  | |  | |  |  |  | |  |  |  |  |  | | |  | | --- | |  | | | | | | |  | |  |  |  | | |  |  | | --- | --- | |  | **Tier 2: Theme Statements** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | ***Shaping Our Workforce and Performance*** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | **Please indicate your level of agreement with the following statements:** | | |  |  |  | |  | |  |  |  | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Don't Know | | |  |  |  | | --- | --- | --- | | \* | **1)** I feel supported by the team that I work with and can ask for advice. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2)** Development opportunities are available to perform at a high level in my role. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3)** My Organisation expects a high level of performance. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4)** As a team, we are accountable for the outcomes of our Organisation. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **5)** There is a high value put on health and wellbeing within the workplace. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | |  | **Do you have any comments or suggestions for improvement in these areas?** |  | | |  |  |  | |  | |  |  |  | |  |  |  |  |  | |  | |  |  |  | |  | | | | | |  | |  |  |  | | |  |  | | --- | --- | |  | **Tier 3: Project Statements** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | ***Performance Management*** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | **Please indicate your level of agreement with the following statements:** | | |  |  |  | |  | |  |  |  | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Don't Know | | |  |  |  | | --- | --- | --- | | \* | **1a i)** Performance Management is aligned to and supports the level of performance required to deliver services expected by Government. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **1a ii)** Performance Management within the Organisation is linked to Organisational and team planning. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **1b i)** Performance Management within the Organisation reinforces employees' expected behaviours in relation to [State Service Principles](http://www.ossc.tas.gov.au/legislation/state_service_principles). |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **1b ii)** Performance Management within the Organisation reinforces employees' expected behaviours in relation to the [Code of Conduct](http://www.ossc.tas.gov.au/legislation/state_service_code_of_conduct). |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **1c i)** Performance Management Reinforces the Organisation's values. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **1c ii)** Performance Management is conducted according to the Organisation's values. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | |  | **Do you have any comments or suggestions for improvement regarding alignment of employment practices within the Organisation?** |  | | |  |  |  | |  | |  |  |  | |  |  |  |  |  | | |  | | --- | |  | | | | | | |  | |  |  |  | | |  |  | | --- | --- | |  | **Tier 3: Project Statements** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | ***Performance Management*** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | **Please indicate your level of agreement with the following statements:**   (TIP: Hover over underlined words to view the definition) | | |  |  |  | |  | |  |  |  | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Don't Know | | |  |  |  | | --- | --- | --- | | \* | **2a i)** The Organisation's Performance Management System is effective and makes a positive difference to overall Organisational productivity to meet its business goals, objectives and services. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2a ii)** The Organisation's Performance Management System is effective and makes a positive difference to the productivity of my team to meet team and Organisational business goals, objectives and services. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2b i)** Overall, the Organisation's Performance Management System is easy to use. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2b ii)** Overall, the Organisation's Performance Management System is easy to understand. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2c i)** Overall the Organisation's Performance Management System provides the appropriate level of support to managers to be prepared for and conduct performance management activities. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2c ii)** Overall the Organisation's Performance Management System provides the appropriate level of support for individual employees to perform to the standard required. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2d i)** The Performance Management System within my Organisation is fair and objective in how it operates overall within the Organisation. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2d ii)** The Performance Management System within my Organisation is implemented fairly within my team. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2e i)** The Performance Management System within the Organisation is transparent in how it operates overall within the Organisation. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2e ii)** The Performance Management System within the Organisation operates transparently in my team. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2f i)** I receive regular feedback from my manager on how I am performing and what I am expected to achieve. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2f ii)** I have the opportunity to give feedback to my manager on their performance. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **2f iii)** The performance management conversations I have with my manager are constructive and effective. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | |  | **2g)** How could the department improve the current PMR procedures, templates, and supporting information that are available on the intranet? |  | | |  |  |  | |  | |  |  |  | |  |  |  |  |  | |  | |  |  |  | | |  |  |  | | --- | --- | --- | |  | **Do you have any comments or suggestions for improvement regarding operation and credibility within the Organisation?** |  | | |  |  |  | |  | |  |  |  | |  |  |  |  |  | | |  | | --- | |  | | | | | | |  | |  |  |  | | |  |  | | --- | --- | |  | **Tier 3: Project Statements** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | ***Performance Management*** | | |  |  |  | |  | |  |  |  | | |  |  | | --- | --- | |  | **Please indicate your level of agreement with the following statements:** | | |  |  |  | |  | |  |  |  | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Don't Know | | |  |  |  | | --- | --- | --- | | \* | **3a)** I view Performance Management as important to the achievement of my own performance. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3b i)** I understand how Performance Management is linked to Organisational objectives. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3b ii)** I understand how Performance Management is linked to Divisional objectives. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3b iii)** I understand how Performance Management is linked to Team objectives. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3c i)** I have responsibility for my own performance. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3c ii)** I am accountable for my own performance. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **3d i)** My workmates are held accountable for their performance. |  | | ο | ο | ο | ο | ο | ο | | |  |  | | --- | --- | | **3d ii)** My manager is held accountable for their performance. |  | | ο | ο | ο | ο | ο | ο | |  |  |  |  |  |  |  | | |  |  |  | |  | |  |  |  | | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | |  | Strongly Agree | Agree | Neither Agree or Disagree | Disagree | Strongly Disagree | Don't Know | | |  |  |  | | --- | --- | --- | | \* | **4a i)** The Organisation's Performance Management System is utilised as an important element of the Organisation's overall people management strategy and direction by the Executive. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4a ii)** The Organisation's Performance Management System is utilised as an important element of the Organisation's overall people management strategy and direction by managers. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  | | --- | --- | --- | | \* | **4a iii)** The Organisation's Performance Management System is utilised as an important element of the Organisation's overall people management strategy and direction by employees. |  | | ο | ο | ο | ο | ο | ο | | |  |  |  |  |  | | --- | |  | | |

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## APPENDIX 3: EVALUATION MODEL DIAGRAM 528314APPENDIX 4: WORKFORCE SCORECARD RELATIONSHIP

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The Workforce Scorecard Relationship Model   
is 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. COAG, National Disability Strategy 2010–2020, Commonwealth of Australia, Canberra, <[www.coag.gov.au](http://www.coag.gov.au)>. [↑](#footnote-ref-2)
3. ABS, Census 2011 [4913.0 - Pregnancy and Employment Transitions, Australia, Nov 2011](http://www.abs.gov.au/AUSSTATS/abs@.nsf/productsbyCatalogue/FF16E659A7EBD2C7CA25720F007D9193?OpenDocument)  [↑](#footnote-ref-3)
4. Tasmanian State Service Workforce Profile 2012, pp 31 [↑](#footnote-ref-4)
5. <http://www.accenture.com/au-en/Pages/insight-australia-government-profile.aspx> [↑](#footnote-ref-5)
6. <http://www.accenture.com/au-en/Pages/insight-australia-government-profile.aspx> [↑](#footnote-ref-6)
7. <http://www.media.utas.edu.au/general-news/all-news/economic-development-architect-to-drive-senset-project> [↑](#footnote-ref-7)
8. <http://www.tas.ipaa.org.au/awards> [↑](#footnote-ref-8)
9. <http://www.iawards.com.au/winners/2012-winners/tas-state-iawards-winners-merit-recipients.aspx> [↑](#footnote-ref-9)
10. Greenhalgh, K, *Attracting a new Generation to the Tasmanian State Service*, 2010 [↑](#footnote-ref-10)
11. [www.theaustralian.com.au](http://www.theaustralian.com.au), 31 October 2012 [↑](#footnote-ref-11)
12. Hewitt Best Employer Survey 2012 [↑](#footnote-ref-12)