

TASMANIAN  
STATE  
SERVICE

Department of Justice

People Matter Survey  
2015 Benchmark Report

June 2015

State Service Management Office  
Department of Premier and Cabinet



## Chart descriptors

The chart below shows where your organisation's score for each question sits in comparison with the scores of your comparator group.

**Average %** Is the average percentage agreement for each question for your comparator organisations (excluding your own result).

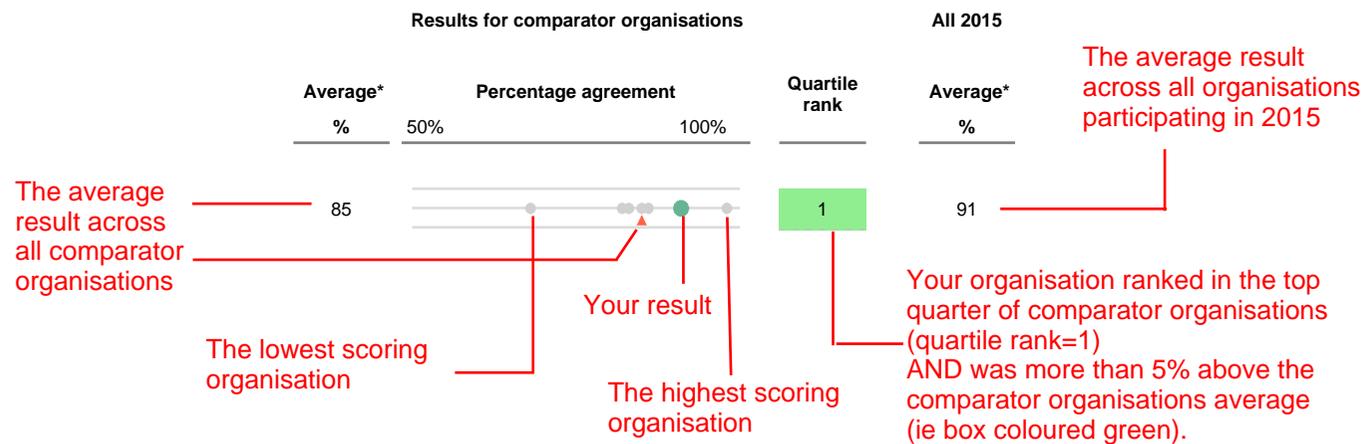
**Percentage agreement** This line presents the range of results across all comparator organisations on each question. The green dot shows the result for your organisation. Each gray dot represents the result for another organisation in your comparator group. Organisations will only be represented on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

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

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

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

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



# People Matter



## Executive Summary

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

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

### Contents of this report

The report is divided into two sections:

Summary – contains workforce profile and summary results for key indices and your highest and lowest scoring results.

Detailed results – contains results for each of the questions in the survey.

Appendices provide additional information and explanatory notes.

### More information and assistance

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

Please contact [people.matter@dpac.tas.gov.au](mailto:people.matter@dpac.tas.gov.au) for further information or to provide feedback on this report.

## Reading the results

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

### Yes/No

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

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

### Agreement 1 (including don't know)

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

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

### Agreement 2 (including neither agree nor disagree)

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

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

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

## Engagement index

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

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

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

## Satisfaction

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

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

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

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

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

## Organisations included in your organisation's comparator group

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

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

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

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

## Profile of respondents

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

	Questionnaires returned	Questionnaires distributed	Response rate %	Margin of error
Department of Justice	464	1,182	39	4 %
Comparator organisations	2,213	4,658	48	
All 2015 participating organisations	8,380	28,072	30	

	Count	%		Count	%		Count	%
<b>Gender</b>			<b>Working arrangements</b>			<b>Country of birth</b>		
Female	281	61	Full-time	359	77	Born in Australia	404	87
Male	178	38	Part-time	105	23	Born overseas in a country where English is a primary language	49	11
Undisclosed	5	1				Born overseas in other country	11	2
<b>Age</b>			<b>Length of service in organisation</b>			<b>Language other than English spoken at home</b>		
15-24 years	7	2	2 years or less	97	21	No	454	98
25-34 years	78	17	3-5 years	92	20	Yes	10	2
35-44 years	120	26	6-10 years	130	28	<b>Which language</b>		
45-54 years	161	35	11-20 years	119	26	German	2	20
55-64 years	87	19	21 years or more	26	6	Other	8	80
65-74 years	11	2	<b>Length of service in Tasmania State Service</b>			<b>Highest formal level of education completed</b>		
<b>Gross base salary</b>			2 years or less	65	14	Master Degree level	27	6
Less than \$35,000	11	2	3-5 years	63	14	Graduate Diploma or Graduate Certificate level	70	15
\$35,000 - \$44,999	6	1	6-10 years	118	25	Bachelor Degree level incl. honours degrees	104	22
\$45,000 - \$54,999	55	12	11-20 years	148	32	Advanced Diploma or Diploma level	83	18
\$55,000 - \$64,999	78	17	21 years or more	70	15	Certificate level, including trade	67	14
\$65,000 - \$74,999	95	21	<b>Management responsibilities</b>			Year 12 or equivalent (VCE/Leaving certificate)	50	11
\$75,000 - \$84,999	59	13	Manager	110	24	Less than year 12 or equivalent	63	14
\$85,000 - \$94,999	72	16	Not Manager	354	76			
\$95,000 - \$104,999	43	9	<b>Manage other managers</b>					
\$105,000 - \$114,999	12	3	No	437	94			
\$115,000 - \$124,999	10	2	Yes	27	6			
\$125,000 - \$134,999	6	1						
\$135,000+	15	3						

## Profile of respondents continued

	Count	%		Count	%		Count	%
<b>Disability</b>			<b>Workplace location</b>			<b>Aboriginal and/or Torres Strait Islander</b>		
No	440	95	North	49	11	Aboriginal or Torres Strait Islander	9	2
Yes	24	5	North West	35	8	Non ATSI	450	97
<b>Formally disclosed disability</b>			South	372	80	Prefer not to say	5	1
No	6	25	South East	8	2	<b>Primary daily carer</b>		
Yes	18	75	<b>Area or type of work</b>			Not applicable	256	54
<b>Adjustments or other accommodations</b>			Administrative support/clerical	92	20	Yes, Child or children	197	42
No	3	17	Corporate Services	46	10	Yes, Elderly relatives	13	3
Yes	15	83	Exercising regulatory authority	60	13	Yes, Other person	8	2
<b>Type of adjustment required</b>			Legal	79	17	<b>Skills to work in other TSS agencies</b>		
Furniture	8	35	Other	42	9	No	14	3
Software	2	9	Other service delivery work	11	2	Yes	450	97
Working arrangements	6	26	Policy	11	2	<b>Aware of opportunities in other TSS agencies</b>		
Other	2	9	Program design and/or management	19	4	No	237	51
Other equipment	5	22	Research	2	0	Yes	227	49
<b>Experience of reasonable adjustments</b>			Scientific/ Technical	6	1	<b>Employment type</b>		
The adjustments I needed were made and the process was satisfactory	10	67	Service delivery involving direct contact with the general public	96	21	Casual	2	0
The adjustments I needed were made but the process was unsatisfactory	5	33	<b>Future career</b>			Executive contract	7	2
			Continuing in the State Service	350	75	Fixed Term	24	5
			Don't know	77	17	Permanent	431	93
			Outside the labour market .e.g (returning to study, retiring, personal reasons)	27	6			
			The community/non-government sector	5	1			
			The private sector	5	1			

## Summary Results

This section uses a number of summary measures (or indices) to provide you with a snapshot of your results over time and against comparator organisations. It lets you see at a glance how your organisation is tracking on key measures such as perceptions of the public sector values and employment principles, workplace wellbeing and managers, leaders and workgroups.

The indices provide a summary measure (average percentage agreement) of all the questions within that group. The indices of the public sector values, the employment principles, workplace wellbeing and change management are constructed from the questions that have been designed to measure that concept. The results of the individual questions are shown in the Detailed Results section.

	Avg.* 2015 %	Results for comparator organisations			All 2015
		Average*	Average percentage agreement		Average*
		%	50%	100%	%
<b>Values</b>					
Providing the best standards of service and advice (Responsiveness)	89	91		3	91
Earning and sustaining public trust (Integrity)	84	85		2	86
Acting objectively (Impartiality)	78	81		3	81
Accepting responsibility for decisions and actions (Accountability)	72	78		4	79
Treating others fairly and objectively (Respect)	78	82		3	81
Actively implementing, promoting and supporting the values (Leadership)	75	78		3	79
<b>Employment Principles</b>					
Choosing people for the right reasons (Merit)	72	75		3	77
Respecting and balancing people's needs (Fair and reasonable treatment)	80	82		3	82
Providing a fair go for all (Equal employment opportunity)	87	86		2	90
Resolving issues fairly (Avenues of redress)	72	76		4	77
Developing a career in the Public Service (Development of a career Public Service is fostered)	91	87		1	86
<b>Work Environment</b>					
Workplace wellbeing	80	82		3	82
Change management	56	59		3	63

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

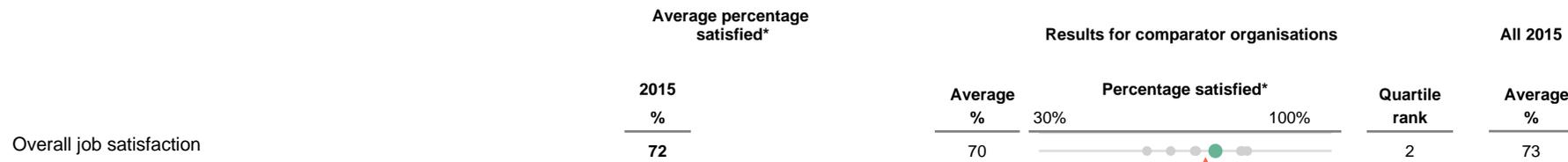
## Management indices

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

	Average percentage agreement	Results for comparator organisations			All 2015
	2015 %	Average %	Average percentage agreement	Quartile rank	Average %
Leadership and change management	48	52		2	57
My manager	80	82		3	82
My workgroup	80	84		3	84
My contribution	90	90		2	91

## Job Satisfaction and Engagement

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



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



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



## Bullying

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

	Percent 'yes' of total respondents		Results for comparator organisations			All 2015	
	2015	Average	Average percentage bullying		Quartile rank*	Average	
	%	%	0%	50%		%	
Total <u>witnessed</u> bullying at work in the last 12 months:	<b>33</b>	27				3	29
Personally <u>experienced</u> bullying at work in the last 12 months:	<b>22</b>	19				3	19

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

## Feedback

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

	Percent 'yes' of total respondents		Results for comparator organisations			All 2015	
	2015	Average	Average percentage feedback and talking performance		Quartile rank	Average	
	%	%	0%	100%		%	
<b>Feedback</b>							
<b>Effective</b> - Both formal and informal feedback or informal only	<b>73</b>	80				<b>4</b>	80
<b>Other</b> - Formal only or no feedback	<b>27</b>						

## Your highest scoring results

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

Question Text	Question Group	Percentage agreement
I provide help and support to other people in my workgroup	Workplace wellbeing	100
I feel I make a contribution to achieving the organisation's objectives	Workplace wellbeing	97
I am committed to working in the Tasmanian State Service for much of my career	Development of a career Public Service is fostered	94
My workgroup strives to achieve customer satisfaction	Responsiveness	94
I receive help and support from other people in my workgroup	Workplace wellbeing	94
My manager actively expects a high standard of ethical behaviour	Leadership	94
In my organisation, earning and sustaining a high level of public trust is seen as important	Integrity	93
I am proud to work in the Tasmanian State Service	Development of a career Public Service is fostered	93
Cultural background is not a barrier to success in my organisation	Equal employment opportunity	92
I am encouraged to report health and safety incidents and injuries	Workplace wellbeing	92

## Your lowest scoring results

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

Question Text	Question Group	Percentage agreement
I am provided with the opportunity to influence changes in my organisation	Change management	46
There is a clear consultation process when change in my organisation is proposed	Change management	47
Communications about change from senior managers are timely and relevant	Change management	48
In times of change, senior managers provide sufficient information about the purpose of the changes	Change management	49
Senior managers provide clear strategy and direction	Accountability	51
Senior managers keep us informed about how we are tracking against our priorities	Leadership	54
I feel that workplace stress does not have a negative impact on my wellbeing	Workplace wellbeing	56
Senior managers demonstrate effective leadership	Leadership	60
I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	Avenues of redress	61
Employee safety is discussed at regular workgroup meetings	Workplace wellbeing	62

# People Matter



## Detailed results

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

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

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

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

## Detailed results

	Your results for 2015					% Agt mt 2015 %	Results for comparator organisations			All 2015 Average %	
	Response distribution						Average %	Percentage agreement			Quartile rank
	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %			50%	100%		
<b>Values</b>											
<b>Responsiveness</b>											
My workgroup strives to achieve customer satisfaction	2	4	47	45	2	94	96		3	95	
My manager is committed to ensuring customers receive a high standard of service	3	7	44	43	4	90	91		3	92	
My organisation provides high quality services to the Tasmanian community	2	8	45	42	3	89	91		3	92	
In my workgroup, work is undertaken using best practice approaches	4	13	45	35	3	82	86		3	87	
<b>Integrity</b>											
People in my workgroup are honest, open and transparent in their dealings	4	15	48	30	3	80	86		4	85	
In my organisation, there are procedures and systems in place to assist in avoiding conflicts of interest	2	10	58	22	8	87	87		2	88	
In my organisation, there are procedures and systems designed to prevent employees engaging in improper conduct	3	10	59	23	6	87	88		3	89	
My manager encourages employees to avoid conflicts of interest	2	7	52	29	9	90	87		1	88	
I am confident that I would be protected from reprisal for reporting improper conduct	9	20	36	19	16	65	67		3	71	
In my organisation, earning and sustaining a high level of public trust is seen as important	1	5	47	43	4	93	93		2	93	
<b>Impartiality</b>											
In my organisation there are procedures and systems that promote objective decision-making	4	16	54	17	9	78	77		2	80	
My manager demonstrates objectivity in decision-making	5	16	48	27	5	79	81		3	81	
Government policies and programs affecting the community are implemented equitably by my organisation	2	12	50	22	15	84	87		3	87	
People in my workgroup do not show bias in their decision-making	5	22	45	24	4	72	77		3	76	

Your results for 2015					Ag't mt	Results for comparator organisations			All 2015	
Response distribution						2015	Average	Percentage agreement	Quartile	Average
Strongly disagree	Disagree	Agree	Strongly agree	Don't know	%	%	50%	100%	rank	%

## Values

### Accountability

My workgroup always tries to improve its performance	2	12	53	31	2	86	91		4	90
I actively seek feedback about my performance at work	2	23	50	23	2	74	82		4	84
Senior managers provide clear strategy and direction	15	33	37	12	3	51	58		3	62
People in my workgroup use their time and resources efficiently	4	18	51	23	3	77	80		3	81

### Respect

People in my workgroup treat each other with respect	4	15	50	31	1	81	86		3	84
Bullying is not tolerated in my organisation	8	19	42	27	4	71	78		4	78
My manager listens to what I have to say	5	11	48	33	3	84	86		3	85
My manager keeps me informed about what's going on	8	17	45	28	3	74	77		3	78

### Leadership

Senior managers demonstrate effective leadership	13	25	45	12	5	60	63		3	65
My manager encourages people in my workgroup to monitor and improve the quality of what we do	4	16	56	22	3	80	83		3	83
My manager actively demonstrates a high standard of ethical behaviour	4	9	48	36	4	87	87		2	86
My manager actively expects a high standard of ethical behaviour	2	5	52	38	4	94	94		3	93
My manager translates organisational messages in a way that is meaningful to me	4	19	49	24	5	76	79		3	80
Senior managers keep us informed about how we are tracking against our priorities	11	32	37	13	7	54	61		3	65

## Employment Principles

### Merit

	Your results for 2015					% Agt mt	Results for comparator organisations			All 2015			
	Response distribution						2015 %	Average %	Percentage agreement		Quartile rank	Average %	
	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %				50%				100%
My organisation has policies that require recruitment of employees on the basis of merit	6	12	50	24	8	81	81		3	83			
In my workgroup, decisions about access to development opportunities are made on the basis of merit	7	23	37	17	16	64	69		3	71			
My performance is assessed against clear criteria	8	19	46	17	11	70	75		3	77			

### Fair and reasonable treatment

My manager involves me in decisions about my work	7	13	50	27	3	79	81		3	81
In my organisation, there are opportunities for me to develop my skills and knowledge	9	21	48	20	3	69	74		3	76
My manager treats employees with dignity and respect	5	7	50	36	3	88	88		2	87
In my organisation, employment arrangements are available to help employees achieve a work-life balance	5	9	53	30	4	85	84		2	85

### Equal employment opportunity

Gender is not a barrier to success in my organisation	4	7	50	33	6	89	86		2	90
Disability is not a barrier to success in my organisation	2	10	45	24	19	85	84		3	87
Age is not a barrier to success in my organisation	3	9	53	26	10	87	83		2	87
Cultural background is not a barrier to success in my organisation	1	5	53	25	16	92	93		3	95
My organisation is committed to creating a diverse workforce (eg age, gender, cultural background)	3	11	49	19	18	83	85		3	88

### Avenues of redress

In my organisation there are clear procedures and processes for resolving grievances	4	16	56	16	8	78	82		3	84
I would be confident in approaching my manager to discuss concerns and grievances	9	14	48	26	3	76	79		3	79
I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	14	19	36	17	14	61	67		3	69

### Development of a career Public Service is fostered

I am proud to work in the Tasmanian State Service	2	5	57	32	4	93	89		2	90
I am committed to working in the Tasmanian State Service for much of my career	1	4	47	36	13	94	91		1	88
I would recommend the Tasmanian State Service as a good place to work	2	11	52	26	8	86	80		2	81

Your results for 2015						%	Results for comparator organisations			All 2015	
Response distribution						Ag't	Average	Percentage agreement		Quartile rank	Average
Strongly disagree	Disagree	Agree	Strongly agree	Don't know	2015	%		50%	100%		

## Work Environment

### Workplace wellbeing

I receive help and support from other people in my workgroup	1	5	56	38	0	94	94		3	95
I provide help and support to other people in my workgroup	0	0	50	49	0	100	99		3	99
I feel I make a contribution to achieving the organisation's objectives	1	2	53	43	2	97	96		1	96
I am provided with the opportunity to work to my full potential	6	22	44	24	3	71	71		2	74
There is a good team spirit in my workgroup	6	17	48	28	1	77	78		2	79
I am encouraged to report health and safety incidents and injuries	1	7	56	34	2	92	94		3	94
I am recognised for the contribution I make	8	24	42	23	3	67	72		3	72
I am able to effectively manage my workload	1	13	55	29	1	85	85		3	84
My manager takes a positive interest in my well-being	5	18	50	23	5	77	80		3	79
My organisation is committed to employee wellbeing	7	20	48	18	6	71	74		3	75
In my job, I am clear what is expected of me	2	13	54	31	1	85	86		2	86
I feel that workplace stress does not have a negative impact on my wellbeing	14	29	39	16	2	56	56		2	58
Employee safety is discussed at regular workgroup meetings	8	28	42	17	4	62	71		3	71
I have received instruction/training appropriate to my role to address WH&S hazards, incidents and injuries in accordance with my organisation's policies	5	12	59	21	4	82	89		4	89
I have both the opportunities and resources at work to support my health and wellbeing	4	19	54	17	6	75	80		3	80

### Employee commitment

I view my organisation as an employer of choice	5	14	49	22	10	79	80		3	81
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### Change management

There is a clear consultation process when change in my organisation is proposed	19	32	36	8	5	47	51		3	56
Communications about change from senior managers are timely and relevant	17	32	38	8	5	48	52		2	56
In times of change, senior managers provide sufficient information about the purpose of the changes	17	32	39	8	5	49	53		2	58
I am provided with the opportunity to influence changes in my organisation	16	34	35	9	5	46	47		2	53
In times of change, I have an obligation to help my work colleagues understand and adapt to the new ways of working	3	6	62	23	6	90	91		3	92

	Your results for 2015					2015 %	Results for comparator organisations			All 2015 Average %
	Response distribution						Average %	Percentage satisfied	Quartile rank	
	Very dis satisfied %	Dis satisfied %	Neither sat. or dis sat. %	Satisfied %	Very satisfied %					

## Job Satisfaction and Engagement

### Level of satisfaction

Opportunities for development	9	19	28	36	7	43	42		2	48
Pay/remuneration	4	16	18	51	11	62	65		3	66
Job security	6	11	17	50	15	66	57		2	63
Relationship with people in my workgroup	2	6	13	52	27	79	81		3	81
Relationship with manager	5	7	17	42	28	71	73		3	74
Ability to work on own initiative	2	5	11	47	36	82	83		3	85
Interesting/challenging work provided	4	7	16	47	27	74	73		2	76
Working environment	4	13	19	49	15	64	70		3	70
Work-life balance	3	10	20	47	19	66	69		3	69
Overall job satisfaction	4	9	14	51	21	72	70		2	73

	Response distribution					2015 %	Average Score	Engagement score*	Quartile rank	Score*
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %					
	30	100								

### Engagement

I would recommend my organisation as a good place to work	5	10	24	46	16	64	65		2	67
I am proud to tell others I work for my organisation	3	6	23	46	22	70	70		3	72
I feel a strong personal attachment to my organisation	5	9	31	38	18	64	66		4	68
My organisation motivates me to help achieve its objectives	5	15	32	34	14	60	59		2	62
My organisation inspires me to do the best in my job	7	14	31	33	15	59	59		2	62

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

	Your results for 2015			%	Results for comparator organisations				All 2015	
	Response distribution				2015	Average	Percentage yes	Quartile rank		Average
	Yes	No	Don't know							
I have received formal feedback on individual performance	56	42	2	56	68		4	70		
I have received informal feedback on individual performance	73	25	2	73	80		4	80		
The performance management process helps me to identify and understand my work priorities	49	32	19	49	60		4	63		
There is a strong link between the content of my performance plan and what I actually do/experience during the year	42	33	25	42	54		3	57		
I am aware of suitable opportunities for me available in other agencies within the Tasmanian State Service	49	51	0	49	47		2	48		
I believe I have the skills to work in another agency within the Tasmanian State Service	97	3	0	97	93		2	93		

### Awareness of organisational policies and processes

I am aware of:

My responsibilities under the State Service Act Code of Conduct	96	2	2	96	95		2	96
the State Service Principles with regards to my conduct and employment	95	3	2	95	95		2	95
My organisation's processes for reporting improper officer/employee conduct	81	14	5	81	82		3	84
My organisation's policy regarding the giving and receiving of gifts or benefits	96	3	1	96	89		1	89
My organisation's programs to support employee wellbeing (i.e. Employee Assistance Program or health and wellbeing initiatives)	89	7	4	89	86		2	88

## Bullying

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

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

	Percent 'yes' of total respondents		Percent of total respondents	Percent of bullied staff
	2015		%	%
	%			
<b>Total <u>witnessed</u> bullying at work in the last 12 months:</b>	<b>33</b>	<b>If bullied in last 12 months:</b>		
<b>Personally <u>experienced</u> bullying at work in the last 12 months:</b>		<b>Who were you bullied by</b>		
Total Yes - personally experienced bullying at work in the last 12 months	22	A senior manager	7	32
<i>yes - but <u>not</u> currently experiencing this behaviour</i>	15	Your immediate manager/supervisor	6	27
<i>yes - is currently experiencing this behaviour</i>	6	A fellow worker	7	31
No	75	A group of fellow workers	4	17
Not Sure	3	A subordinate	2	7
		A client/customer	1	5
<b>Submitted a formal complaint</b>	<b>4</b>	A member of the public	0	2
		Prefer not to specify	2	10
		<b>Description of the nature of bullying experienced</b>		
	Percent of total respondents			
		Verbal abuse	9	41
	Percent of staff that witnessed bullying	Exclusion/isolation	9	42
	%	Psychological harassment	6	30
Spoke about the matter to the person perceived to be the bully	8	Intimidation	11	53
Spoke about the matter to the person perceived to have been bullied	16	Being assigned meaningless tasks unrelated to the job	2	8
Reported the matter to a manager or human resources	12	Given impossible assignments	1	5
Made a note of the occurrence but took no action	7	Deliberately changing work rosters to inconvenience you	1	4
Took no action	2	Deliberately withholding information vital to your effective work performance	6	26
Other	5	Other	3	12
		Prefer not to specify	1	6

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

## Results by employee characteristics

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

	Percentage agreement									
	Gender			Age			Employment type		Management responsibility	
	Female	Male	Undisclosed	15-34 years	35-54 years	55+ years	Ongoing	Non-ongoing	Not Manager	Manager
	%	%	%	%	%	%	%	%	%	%
<b>Values</b>										
Responsiveness	91	86	-	90	88	91	88	97	88	91
Integrity	86	81	-	86	84	83	83	95	83	88
Impartiality	81	74	-	82	76	79	77	87	76	83
Accountability	75	69	-	74	71	76	71	88	70	81
Respect	80	75	-	82	76	80	77	90	76	83
Leadership	76	75	-	79	73	77	74	89	73	81
<b>Employment Principles</b>										
Merit	77	65	-	81	69	73	71	81	69	79
Fair and reasonable treatment	81	79	-	85	79	81	80	91	79	85
Equal employment opportunity	88	86	-	90	87	86	87	98	86	90
Avenues of redress	73	72	-	73	71	74	71	88	69	81
Development of a career Public Service is fostered	91	90	-	91	91	91	91	94	90	94
<b>Work Environment</b>										
Workplace wellbeing	81	78	-	84	78	81	79	87	79	83
Change management	56	56	-	63	53	58	56	65	52	67
Number of respondents*	281	178	5	85	281	98	438	26	354	110

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

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

## Organisation specific questions results

**Custom question text**

Please select your division

<b>PM response text</b>	<b>% Responses</b>
Community Corrections/Parole Board/Safe at Home	10
Consumer Affairs and Fair Trading	2
Office of the Secretary/ Strategic Legislation and Policy	2
Corporate Support and Strategy	9
Crown Law	6
Office of the Anti-Discrimination Commissioner/Guardianship and Administration Board/Mental Health Tribunal/Office of the Public Guardian	5
Resource Management & Planning Appeals Tribunal /Workers Rehab & Comp Tribunal/Tasmanian Industrial Comm/ Library Services/ Births Deaths & Marriages	3
Legal Aid Commission of Tasmania	7
Magistrates Court of Tasmania	5
Monetary Penalties Enforcement Service	4
Ombudsman, including Energy Ombudsman and Health Complaints Commissioner	2
Supreme Court of Tasmania	6
Tasmania Prison Service	21
Tasmanian Electoral Commission	0
Tasmanian Planning Commission	2
Victims Support Services	2
Worksafe Tasmania	12
Poppy Advisory and Control Board	0
Building Standards and Occupational Licensing	4

## Appendix A: Management indices

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

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

	Your results for 2015					Ag't mt 2015 %	Results for comparator organisations			All 2015 Average %	
	Response distribution						Average %	Percentage agreement			Quartile rank
	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %			50%	100%		
<b>Leadership and change management</b>											
Senior managers provide clear strategy and direction	15	33	37	12	3	51	58		3	62	
There is a clear consultation process when change in my organisation is proposed	19	32	36	8	5	47	51		3	56	
Communications about change from senior managers are timely and relevant	17	32	38	8	5	48	52		2	56	
In times of change, senior managers provide sufficient information about the purpose of the changes	17	32	39	8	5	49	53		2	58	
I am provided with the opportunity to influence changes in my organisation	16	34	35	9	5	46	47		2	53	
<b>My manager</b>											
My manager involves me in decisions about my work	7	13	50	27	3	79	81		3	81	
In my organisation, there are opportunities for me to develop my skills and knowledge	9	21	48	20	3	69	74		3	76	
My manager demonstrates objectivity in decision-making	5	16	48	27	5	79	81		3	81	
I would be confident in approaching my manager to discuss concerns and grievances	9	14	48	26	3	76	79		3	79	
My manager encourages employees to avoid conflicts of interest	2	7	52	29	9	90	87		1	88	
My manager listens to what I have to say	5	11	48	33	3	84	86		3	85	
My manager keeps me informed about what's going on	8	17	45	28	3	74	77		3	78	
My manager treats employees with dignity and respect	5	7	50	36	3	88	88		2	87	

	Your results for 2015					% Ag't mt	Results for comparator organisations			All 2015			
	Response distribution						2015	Average	Percentage agreement		Quartile rank	Average	
	Strongly disagree	Disagree	Agree	Strongly agree	Don't know				%				50%
<b>My workgroup</b>													
People in my workgroup are honest, open and transparent in their dealings	4	15	48	30	3	80	86		4	85			
People in my workgroup treat each other with respect	4	15	50	31	1	81	86		3	84			
My workgroup always tries to improve its performance	2	12	53	31	2	86	91		4	90			
People in my workgroup use their time and resources efficiently	4	18	51	23	3	77	80		3	81			
There is a good team spirit in my workgroup	6	17	48	28	1	77	78		2	79			
<b>My contribution</b>													
I receive help and support from other people in my workgroup	1	5	56	38	0	94	94		3	95			
I provide help and support to other people in my workgroup	0	0	50	49	0	100	99		3	99			
I feel I make a contribution to achieving the organisation's objectives	1	2	53	43	2	97	96		1	96			
I am provided with the opportunity to work to my full potential	6	22	44	24	3	71	71		2	74			
In times of change, I have an obligation to help my work colleagues understand and adapt to the new ways of working	3	6	62	23	6	90	91		3	92			

The management indices were developed using Exploratory Factor Analysis (EFA). EFA is a statistical technique that explores the underlying structure of survey questions based on the analysis of responses to these questions. Questions identified as being strongly related with each other are grouped together. These question groupings are called factors. In this report, these factors are called 'indices'. This appendix shows results for the individual questions grouped under each index.

## Appendix B: Glossary of terms used throughout the report

Concept	Definition and comments
<b>All 2015</b>	Refers to all organisations who participated in the People Matter Survey in 2015. Provides an additional point of reference to your organisation's comparator group
<b>Average percentage agreement</b>	Measures average responses for each of the values, principles, and work environment sections of the survey. For example, the summary measure for the integrity value is the average percentage agreement of all the five statements measuring employee perceptions of the application of the integrity value
<b>Comparator group</b>	The organisations that you have been compared against are listed on page 6. Where possible, selection of your comparator organisations has been done taking into account the following characteristics: <ul style="list-style-type: none"> <li>• The size of your organisation</li> </ul>
<b>Engagement index</b>	The engagement index is calculated from the average score of the five engagement questions.
<b>Engagement score</b>	The engagement score is calculated for each engagement question where strongly disagree has been assigned a score of 0, disagree a score of 25, neither agree nor disagree a score of 50, agree a score of 75 and strongly agree a score of 100.
<b>Feedback</b>	Effective feedback, for the purposes of this report, is the sum of the 'yes' responses to the informal feedback question divided by the total number of responses to the informal feedback question. 'Other' feedback is the sum of the 'no' and 'don't know' responses to the informal feedback question divided by the total number of responses to that question.
<b>Margin of error</b>	The results from this Survey are based on a sample of employees from your organisation and are subject to a margin of error due to sample size.  For your results, based on a total sample of <b>464</b> responses, it is highly likely (95 times out of 100) the 'true result' may be up to plus or minus <b>4%</b> . This means that if your result for a question was 73%, it is probable that your true result is somewhere between 77% and 69%.
<b>Missing values</b>	Missing values (those where the respondent has not answered a particular question) are excluded from all analyses.
<b>Percentage agreement</b>	The percentage agreement sums the 'Agree' and 'Strongly agree' responses as a percentage of all responses, excluding 'Don't know' responses.
<b>Percentage satisfaction</b>	The percentage satisfaction sums the 'Satisfied' and 'Very Satisfied' responses as a percentage of all responses.
<b>Percentage yes</b>	The percentage yes is the 'yes' responses as a percentage of all responses.
<b>Quartile rank</b>	The quartile ranking provides an indication of your results in comparison to other like organisations (your comparator group). If your quartile rank is 1, this indicates that your results for that measure put you into the top 25% of organisations in your benchmark group. A quartile ranking of 4 indicates that you are in the bottom 25% in your comparator group.
<b>Question group</b>	Based on the headings from the People Matter Survey relating to the values, employment principles, work environment. The values and employment principles are listed in Appendix E.

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

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