TASMANIAN STATE SERVICE

Department of Justice

People Matter Survey 2016 Benchmark Report

August 2016

State Service Management Office
Department of Premier and Cabinet

Tasmanian Government

Introduction

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

This report outlines the 2016 People Matter Survey results for Department of Justice.

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

How to use the information in this report

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

Important information

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

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

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

• All percentages have been rounded to whole numbers.

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

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

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

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Response rate

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

	Your survey
Number of responses	450
Response rate	37%

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

What the survey measures

State Service Values

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

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

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

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

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

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

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

Employment principles

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

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

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

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

Supporting measures

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

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

Feedback
The level of informal and formal performance feedback.

Supporting measures

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

Leading change
How well senior managers lead change.

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

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

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

Discrimination
The incidence of discriminatory behaviours.

Bullying
The incidence of bullying behaviours.

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

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

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

Response profile

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

Survey responses: 450

	Count	%
Gender		
Female	258	57
Male	186	41
Other	1	0
Prefer not to say	5	1
Age		
15-24 years	5	1
25-34 years	80	18
35-44 years	107	24
45-54 years	167	37
55-64 years	81	18
65-74 years	10	2
Gross base salary		
Less than $35,000	9	2
$35,000 - $44,999	4	1
$45,000 - $54,999	22	5
$55,000 - $64,999	70	16
$65,000 - $74,999	80	18
$75,000 - $84,999	85	19
$85,000 - $94,999	63	14
$95,000 - $104,999	53	12
$105,000 - $114,999	27	6
$115,000 - $124,999	15	3
$125,000 - $134,999	4	1
$135,000+	16	4

	Count	%
Working arrangements		
Full-time	355	79
Part-time	95	21
Length of service in organisation		
2 years or less	116	26
3-5 years	71	16
6-10 years	117	26
11-20 years	112	25
21 years or more	34	8
Length of service in Tasmania State Service		
2 years or less	63	14
3-5 years	50	11
6-10 years	117	26
11-20 years	144	32
21 years or more	76	17
Management responsibilities		
Manager	116	26
Not Manager	334	74
Manage other managers		
No	416	92
Yes	34	8

	Count	%
Country of birth		
Born in Australia	384	85
Born overseas in a country where English is a primary language	45	10
Born overseas in other country	20	4
Don’t know	1	0
Language other than English spoken at home		
No	437	97
Yes	13	3
Which language		
Cantonese	1	8
German	2	15
Other	10	77
Highest formal level of education completed		
Doctoral Degree level	2	0
Master Degree level	30	7
Graduate Diploma or Graduate Certificate level	102	23
Bachelor Degree level incl. honours degrees	92	20
Advanced Diploma or Diploma level	71	16
Certificate level, including trade	72	16
Year 12 or equivalent (VCE/Leaving certificate)	36	8
Less than year 12 or equivalent	45	10

Response profile continued

	Count	%
Disability		
Yes	21	5
No	429	95
Formally disclosed disability		
Yes	17	81
No	4	19
Adjustments or other accommodations		
Yes	14	82
No	3	18
Type of adjustment required		
Furniture	7	26
Software	1	4
Working arrangements	10	37
Other	3	11
Other equipment	6	22
Experience of reasonable adjustments		
The adjustments I needed were made and the process was satisfactory	7	50
The adjustments I needed were made but the process was unsatisfactory	3	21
The adjustments I needed were not made	4	29
Area or type of work		
Administrative support/clerical	86	19
Corporate Services	40	9
Exercising regulatory authority	59	13
Legal	76	17
Other	47	10
Other service delivery work	13	3
Policy	21	5
Program design and/or management	25	6
Research	2	0
Scientific/ Technical	6	1
Service delivery involving direct contact with the general public	75	17

	Count	%
Division		
Community Corrections/Parole Board/Safe at Home	43	10
Consumer, Building and Occupational Services	42	9
Corporate Support and Strategy	39	9
Crown Law/Office of the DPP	22	5
Equal Opportunity Tasmania/Guardianship and Administration Board/Mental Health Tribunal/Office of the Public Guardian/Victims support services	17	4
Legal Aid Commission of Tasmania	47	10
Magistrates Court of Tasmania	21	5
Monetary Penalties Enforcement Service	9	2
Office of the Secretary/ Strategic Legislation and Policy	17	4
Ombudsman, including Energy Ombudsman and Health Complaints Commissioner	11	2
Resource Management & Planning Appeals Tribunal /Workers Rehab & Comp Tribunal/Tasmanian Industrial Comm/ Library Services/ Births Deaths & Marriages	12	3
Supreme Court of Tasmania	21	5
Tasmania Prison Service	89	20
Tasmanian Electoral Commission	1	0
Tasmanian Planning Commission	7	2
Worksafe Tasmania	52	12
Future career		
Continuing in the State Service	324	72
Don't know	82	18
Outside the labour market .e.g (returning to study, retiring, personal reasons)	23	5
The community/non-government sector	6	1
The private sector	15	3

	Count	%
Aboriginal and/or Torres Strait Islander		
Yes	11	2
No	433	96
Prefer not to say	6	1
Primary daily carer		
Not applicable	263	57
Yes, Child or children	176	38
Yes, Elderly relatives	9	2
Yes, Other person	10	2
Skills to work in other TSS agencies		
No	10	2
Yes	440	98
Aware of opportunities in other TSS agencies		
No	159	35
Yes	291	65
Employment type		
Casual	2	0
Don't Know	2	0
Executive contract	10	2
Fixed Term	49	11
Permanent	387	86
Workplace location		
North	54	12
North West	34	8
South	352	78
South East	10	2

Headline benchmarks

Areas of strength, concern and uncertainty

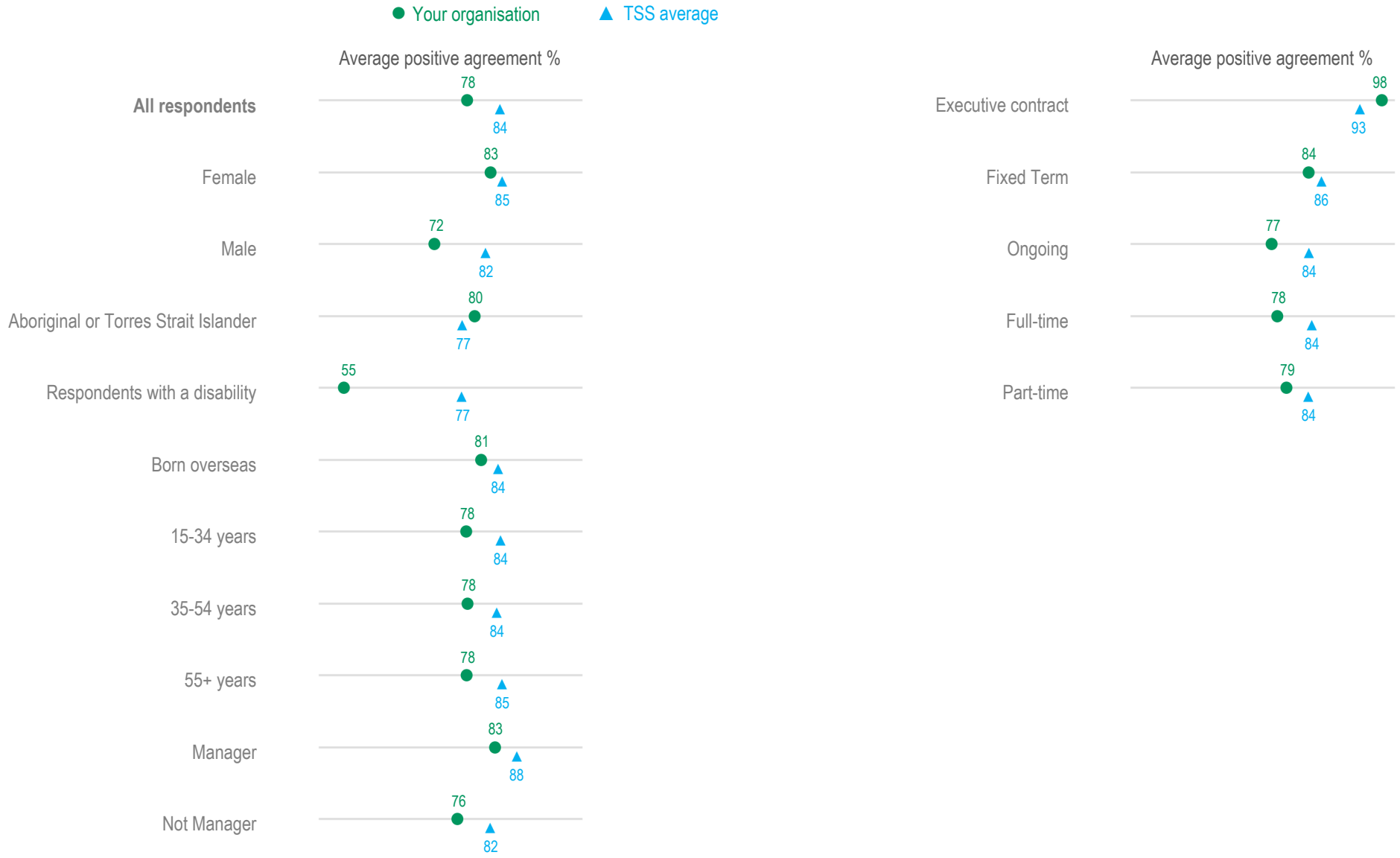
Strengths Positive statements with the most positive responses	Agree or strongly agree
I provide help and support to other people in my workgroup (Employee engagement)	96 %
I believe the work that I do is important (Intrinsic reward)	94 %
I have a clear understanding of how my own job contributes to my workgroup's role (Role clarity)	90 %
In my organisation, earning and sustaining a high level of public trust is seen as important (Integrity)	88 %
I clearly understand what I am expected to do in this job (Role clarity)	85 %
I enjoy the work in my current job (Intrinsic reward)	83 %
My manager actively expects a high standard of ethical behaviour (Integrity)	83 %
My organisation provides high quality services to the Tasmanian community (Responsiveness)	82 %
I have a clear understanding of how my workgroup's role contributes to my organisation's stated outcomes (Role clarity)	82 %
I receive help and support from other people in my workgroup (Employee engagement)	82 %

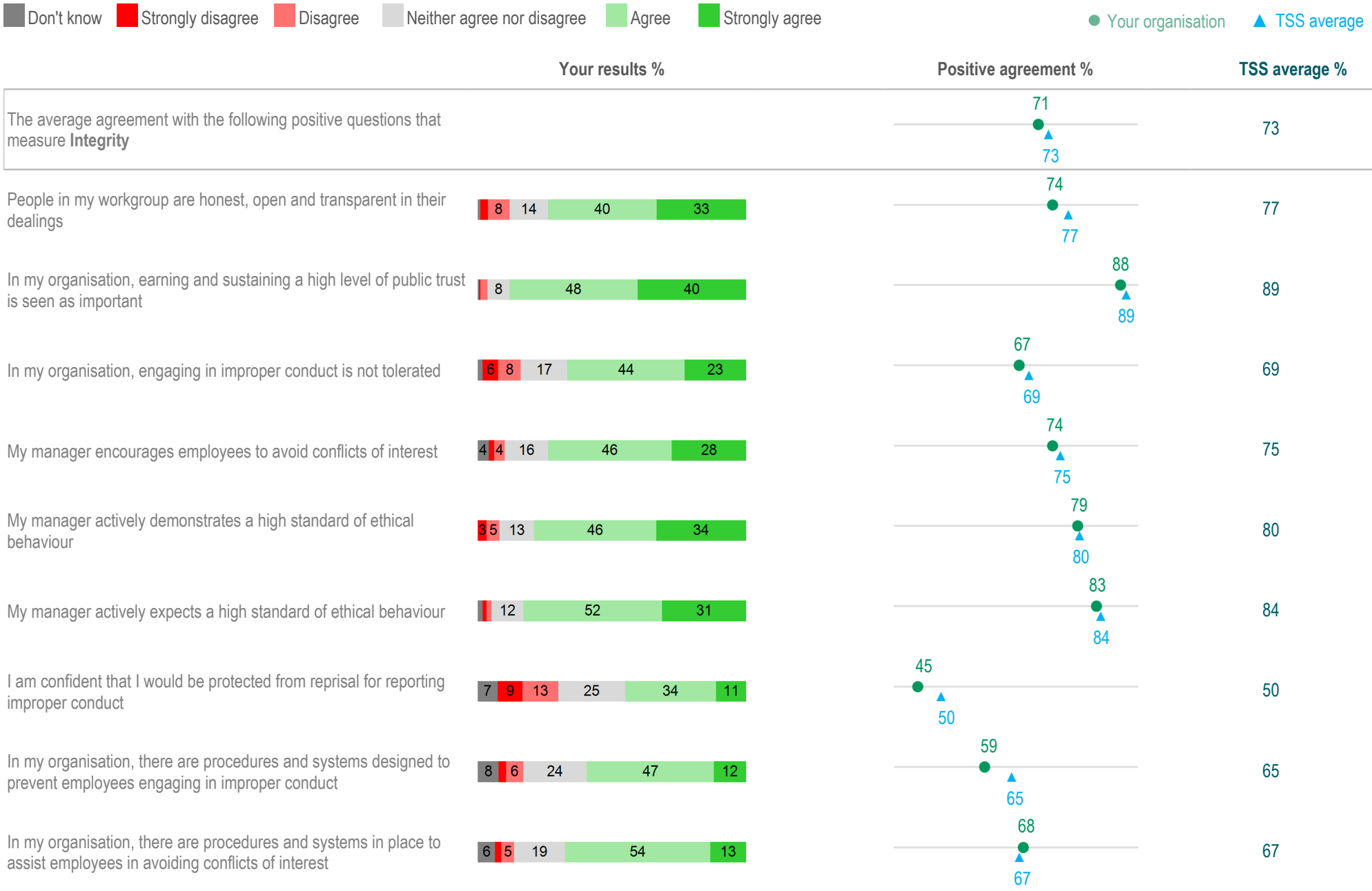
Concern Positive statements with the most negative responses	Disagree or strongly disagree
Communications about change from senior managers are timely (Leading change)	30 %
In times of change, senior managers provide sufficient information about the purpose of the change (Leading change)	29 %
Senior managers demonstrate effective leadership (Leadership)	29 %
Senior managers provide clear strategy and direction (Accountability)	28 %
Senior managers keep us informed about how we are tracking against our priorities (Accountability)	27 %
In my organisation, there are opportunities for me to develop my skills and knowledge (Fair and reasonable treatment)	27 %
I receive adequate recognition for my contributions and accomplishments (Intrinsic reward)	24 %
My organisation fosters an environment where all staff are treated fairly and with respect (Workforce diversity)	24 %
I actively seek feedback about my performance at work (Feedback)	23 %
I am confident that I would be protected from reprisal for reporting improper conduct (Integrity)	23 %

Uncertainty Positive statements with the most neutral responses	Neither agree nor disagree
There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander (Workforce diversity)	32 %
There is a positive culture within my organisation in relation to employees with a disability (Workforce diversity)	31 %
I actively seek feedback about my performance at work (Feedback)	31 %
My organisation is committed to creating a diverse workforce (e.g. age, gender, disability, cultural background) (Workforce diversity)	28 %
My work performance is assessed against clear criteria (Merit)	28 %
In times of change, senior managers provide sufficient information about the purpose of the change (Leading change)	26 %
Communications about change from senior managers are timely (Leading change)	26 %
My organisation fosters an environment of inclusiveness (Workforce diversity)	26 %
Senior managers keep us informed about how we are tracking against our priorities (Accountability)	26 %
My organisation inspires me to do the best in my job (Engagement)	26 %

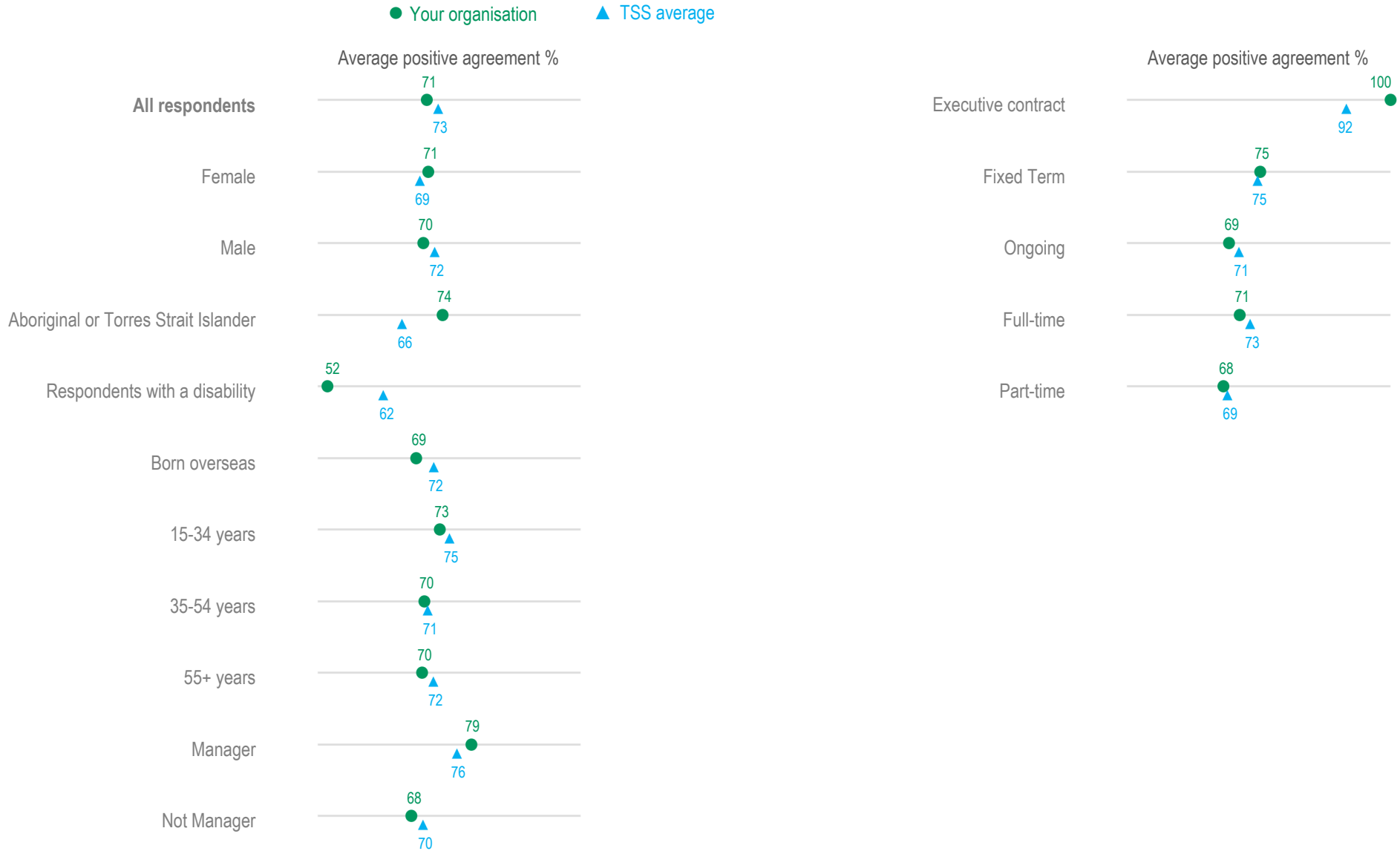
	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Responsiveness**		78 / 84	84
My workgroup strives to achieve customer satisfaction	5 14 43 36	79 / 90	90
My manager is committed to ensuring customers receive a high standard of service	5 14 50 27	77 / 84	84
In my workgroup, work is undertaken using best practice approaches	8 15 50 24	74 / 77	77
My organisation provides high quality services to the Tasmanian community	4 12 49 33	82 / 87	87

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



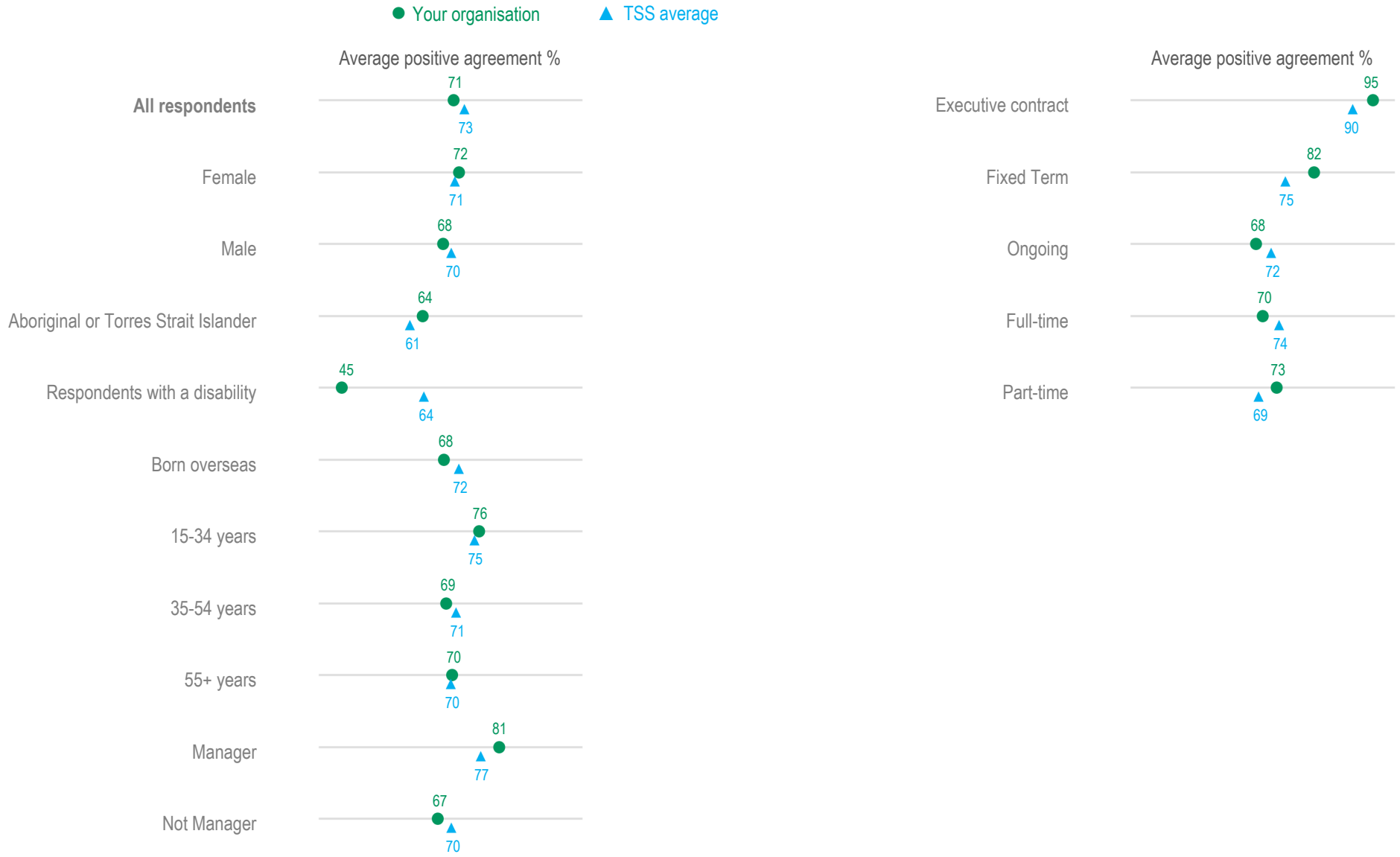

Don't know
Strongly disagree
Disagree
Neither agree nor disagree
Agree
Strongly agree
Your organisation
TSS average
Your results %
Positive agreement %
TSS average %
The average agreement with the following positive questions that measure Integrity
71
73
73
People in my workgroup are honest, open and transparent in their dealings
8 14 40 33
74
77
77
In my organisation, earning and sustaining a high level of public trust is seen as important
8 48 40
88
89
89
In my organisation, engaging in improper conduct is not tolerated
6 8 17 44 23
67
69
69
My manager encourages employees to avoid conflicts of interest
4 4 16 46 28
74
75
75
My manager actively demonstrates a high standard of ethical behaviour
3 5 13 46 34
79
80
80
My manager actively expects a high standard of ethical behaviour
12 52 31
83
84
84
I am confident that I would be protected from reprisal for reporting improper conduct
7 9 13 25 34 11
45
50
50
In my organisation, there are procedures and systems designed to prevent employees engaging in improper conduct
8 6 24 47 12
59
65
65
In my organisation, there are procedures and systems in place to assist employees in avoiding conflicts of interest
6 5 19 54 13
68
67
67

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



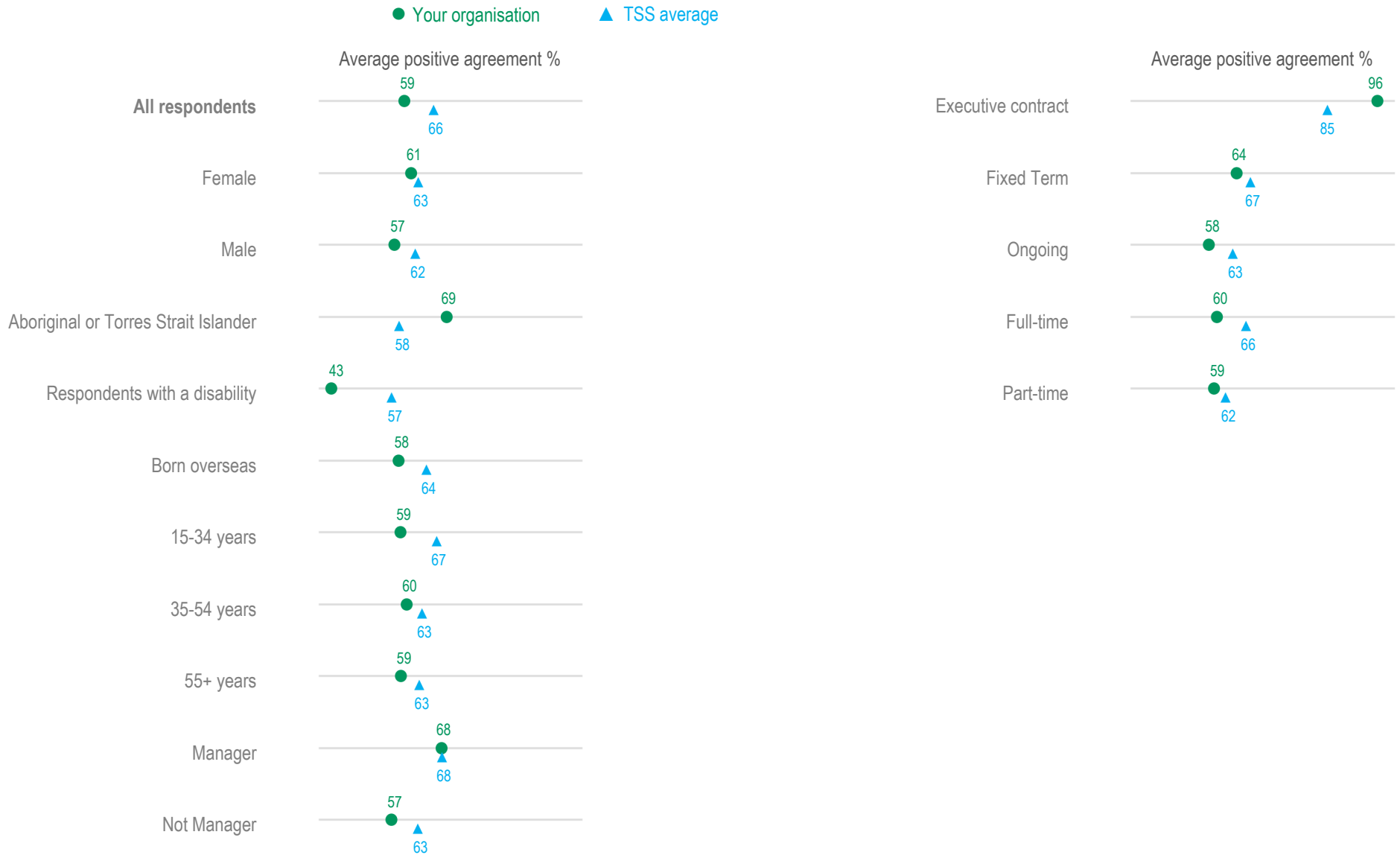
	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Impartiality**		71 / 73	73
My manager demonstrates objectivity in decision-making	3 5 9 15 41 27	68 / 71	71
People in my workgroup demonstrate objectivity in decision-making	9 15 46 28	73 / 75	75

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



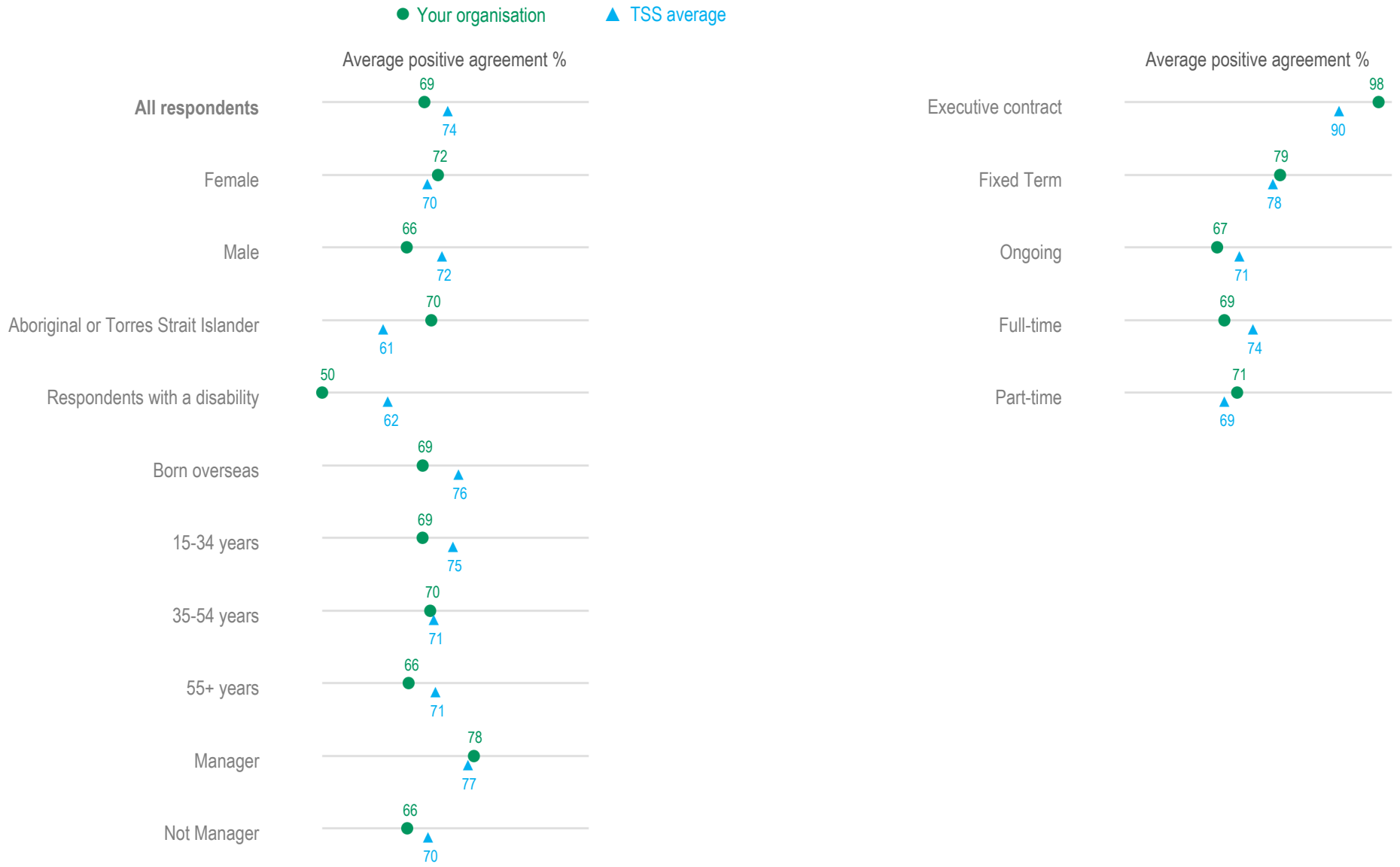
	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Accountability**		59 / 66	66
My workgroup always tries to improve its performance	7 19 43 28	71 / 80	80
Senior managers provide clear strategy and direction	3 8 20 22 37 10	47 / 53	53
People in my workgroup use their time and resources efficiently	4 9 19 42 24	66 / 69	69
My manager encourages people in my workgroup to monitor and improve the quality of what we do	6 20 46 25	71 / 78	78
Senior managers keep us informed about how we are tracking against our priorities	5 9 18 26 33 9	42 / 50	50

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



	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Respect**		69 / 74	74
People in my workgroup treat each other with respect	4 8 13 42 32	75 / 78	78
Bullying is not tolerated in my organisation	8 12 19 39 19	58 / 65	65
My manager listens to what I have to say	4 7 10 48 30	78 / 79	79
My manager keeps me informed about what's going on	6 10 18 42 24	66 / 72	72

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

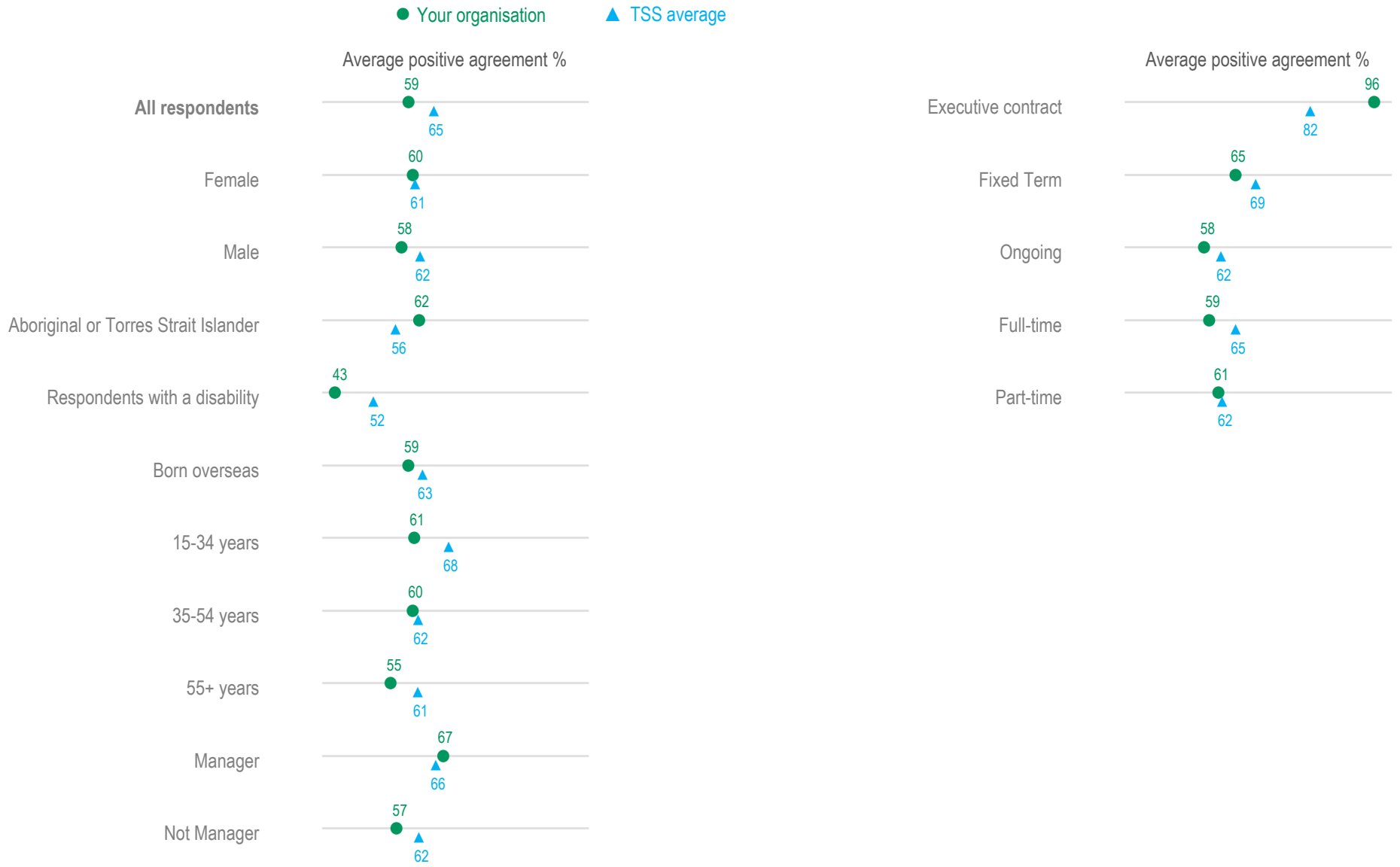


Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

● Your organisation ▲ TSS average

	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Leadership**		59 ▲ 65	65
My manager encourages behaviours that are consistent with my organisation's values	3 4 15 45 33	78 ▲ 80	80
My manager translates organisational messages in a way that is meaningful to me	5 8 21 42 22	64 ▲ 71	71
Senior managers model my organisation's values	6 6 15 22 38 13	51 ▲ 56	56
Senior managers demonstrate effective leadership	3 12 17 22 33 13	46 ▲ 53	53
In my organisation, behaviour consistent with the State Service Principles is acknowledged	4 11 25 39 18	57 ▲ 66	66

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



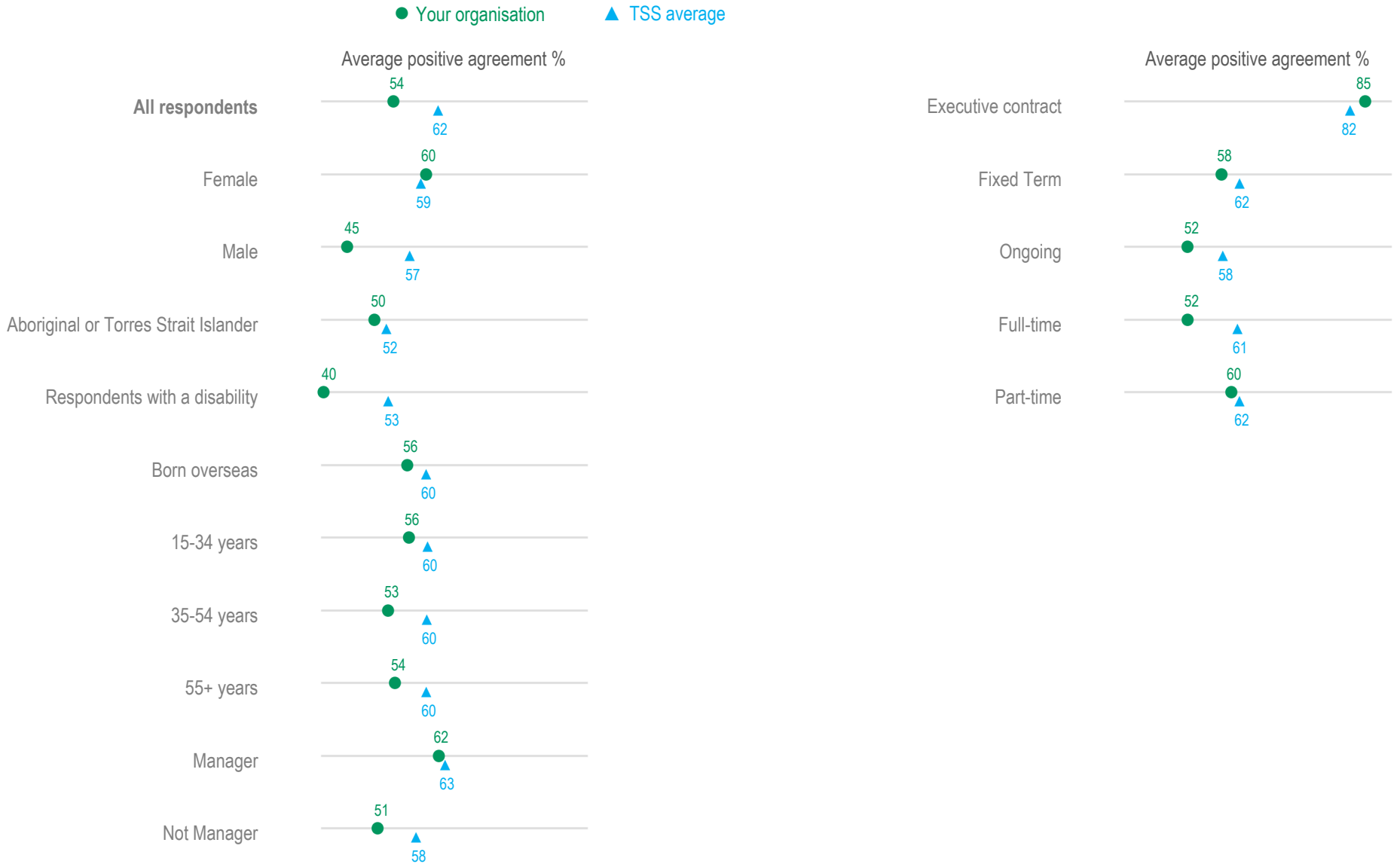
Employment principles — Merit — Question benchmarks

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

● Your organisation ▲ TSS average

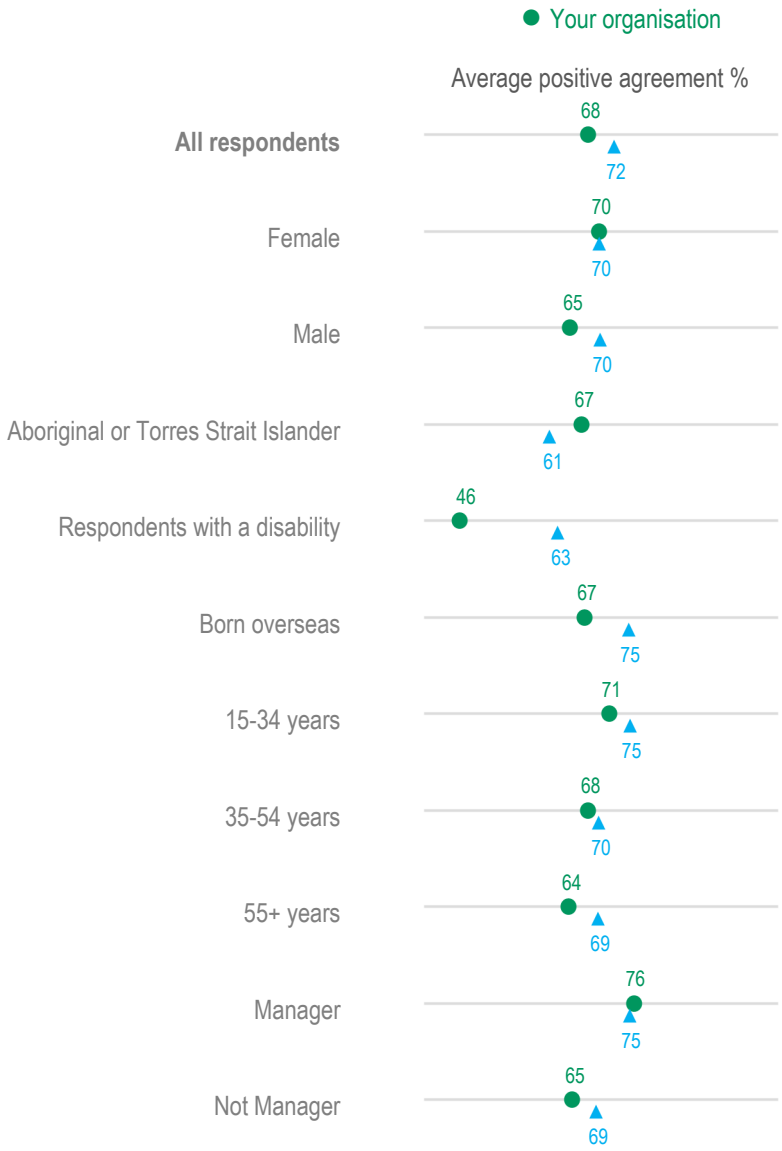
	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Merit**		54 ▲ 62	62
My work performance is assessed against clear criteria	7 14 28 38 13	51 ▲ 62	62
People recruited to my organisation seem to have the right skills for the job	5 13 23 41 16	56 ▲ 62	62

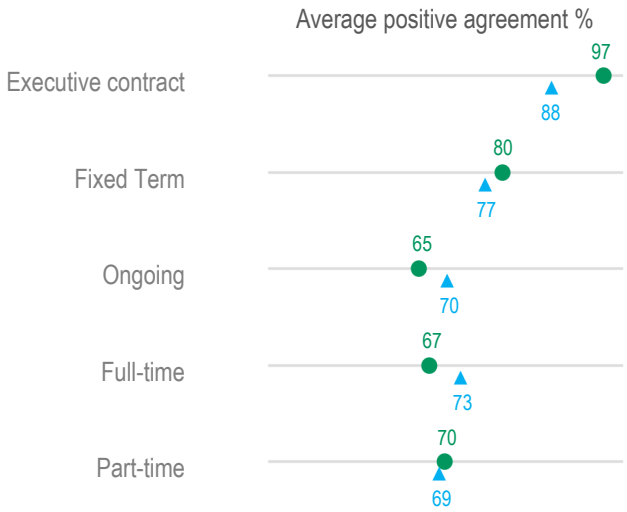
This page provides the average level of agreement with positive statements on the merit principle reported by specific groups of employees.



	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Fair and reasonable treatment**		68 / 72	72
My manager involves me in decisions about my work	6 10 15 43 26	70 / 76	76
In my organisation, there are opportunities for me to develop my skills and knowledge	10 17 17 40 16	56 / 61	61
My manager treats employees with dignity and respect	3 4 14 43 35	78 / 80	80

This page provides the average level of agreement with positive statements on fair and reasonable treatment reported by specific groups of employees.

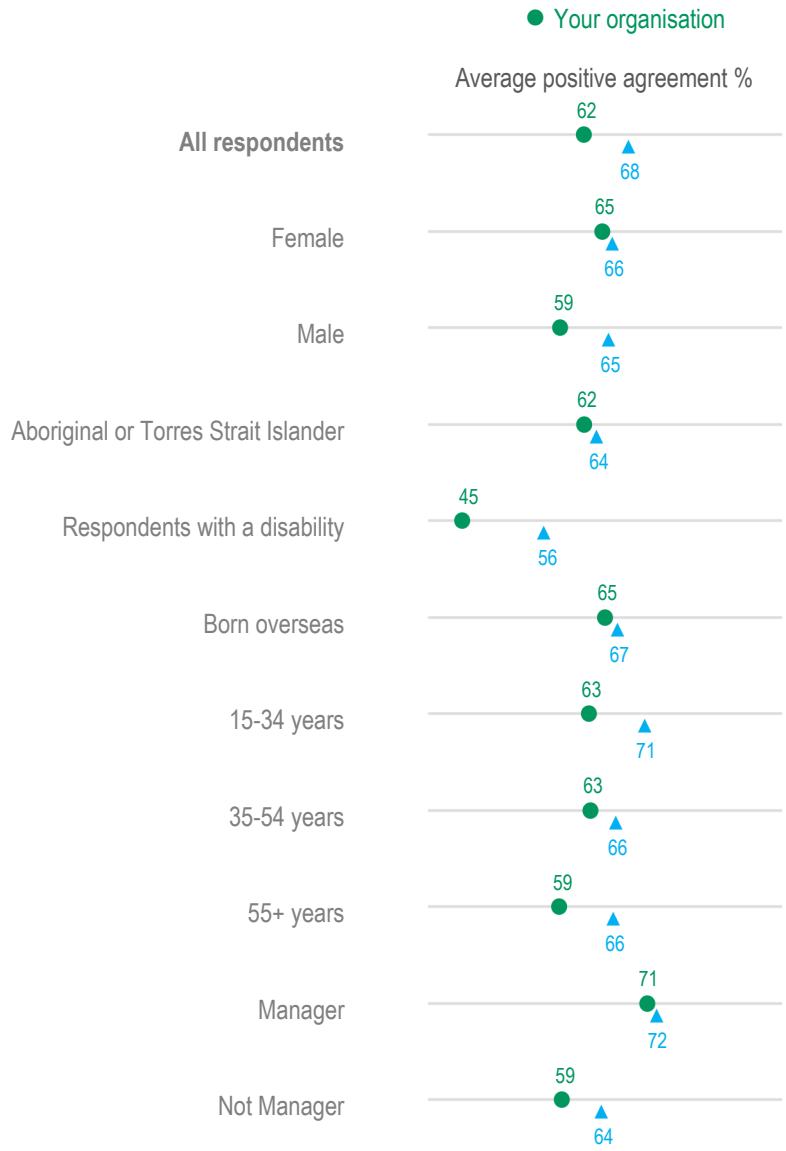


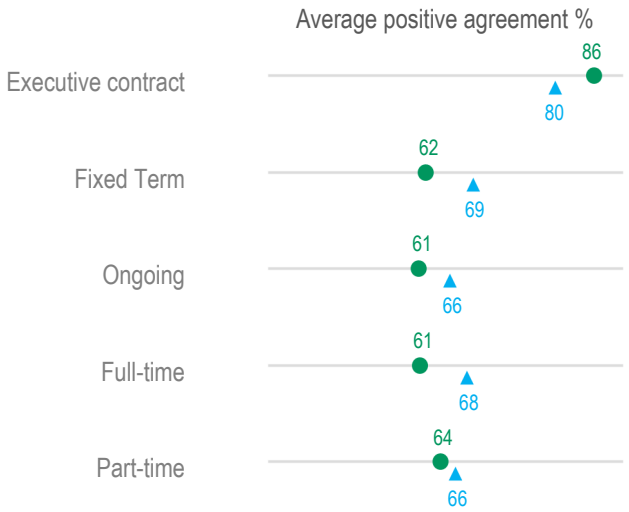


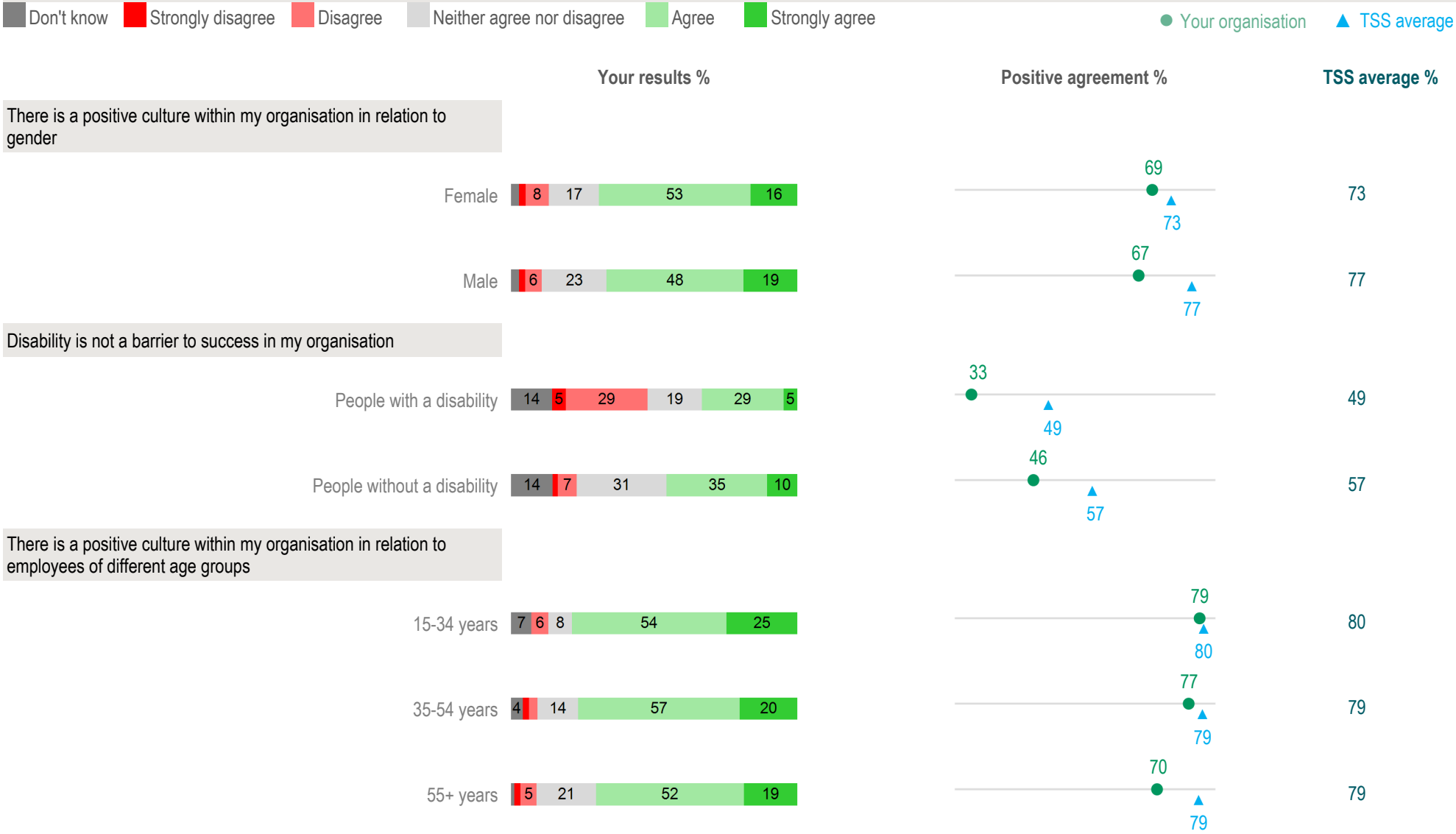
	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Workforce diversity**		62 / 68	68
My organisation is committed to creating a diverse workforce (e.g. age, gender, disability, cultural background)	5 8 28 41 14	56 / 65	65
My organisation fosters an environment where all staff are treated fairly and with respect	8 16 18 45 13	58 / 65	65
My organisation fosters an environment of inclusiveness	6 13 26 42 12	54 / 62	62
Senior managers actively support diversity in the workplace	11 4 8 25 40 12	52 / 60	60
My supervisor works effectively with people from diverse backgrounds	11 17 49 19	68 / 73	73
My supervisor actively supports diversity in the workplace	10 4 20 46 18	63 / 68	68
My work colleagues actively support diversity in the workplace	8 20 50 17	68 / 73	73
The people in my work group and colleagues have a positive attitude towards employees with diverse backgrounds	6 17 53 20	73 / 78	78

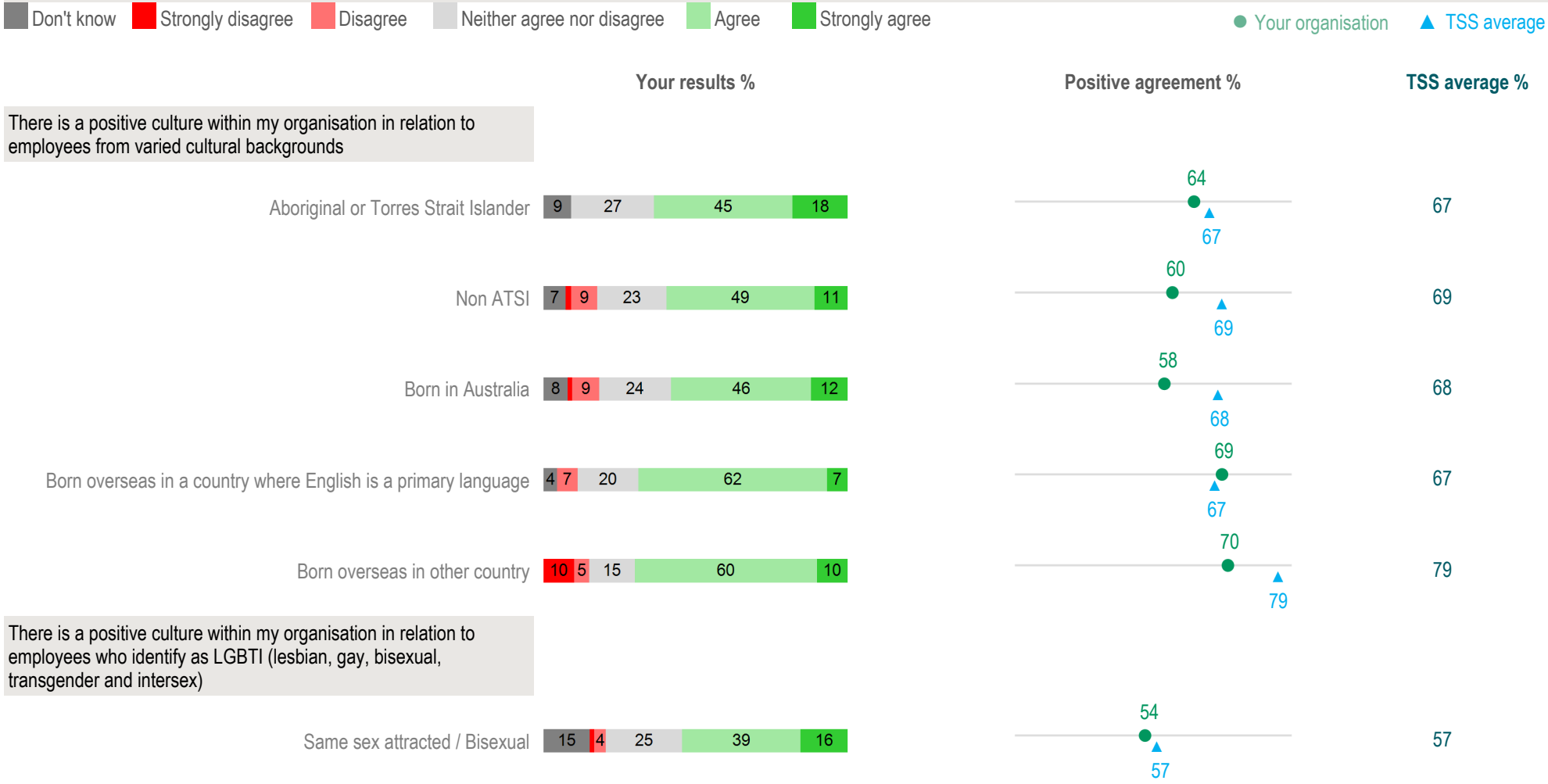
	Your results %	Positive agreement %	TSS average %
There is a positive culture within my organisation in relation to employees with a disability	14, 8, 31, 35, 10	45 / 57	57
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds	7, 8, 23, 48, 11	60 / 69	69
There is a positive culture within my organisation in relation to gender	7, 20, 51, 17	68 / 77	77
There is a positive culture within my organisation in relation to employees who are Aboriginal and/or Torres Strait Islander	19, 3, 32, 34, 10	44 / 52	52
There is a positive culture within my organisation in relation to employees who identify as LGBTI (lesbian, gay, bisexual, transgender and intersex)	15, 4, 25, 39, 16	54 / 57	57
There is a positive culture within my organisation in relation to employees who have caring responsibilities	6, 4, 18, 51, 20	71 / 75	75
There is a positive culture within my organisation in relation to employees who work part-time	6, 6, 13, 51, 22	74 / 79	79
There is a positive culture within my organisation in relation to employees who use flexible work practices	8, 7, 13, 48, 22	70 / 71	71
There is a positive culture within my organisation in relation to employees of different age groups	4, 4, 14, 55, 21	76 / 81	81

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






Don't know
Strongly disagree
Disagree
Neither agree nor disagree
Agree
Strongly agree
Your organisation
TSS average
Your results %
Positive agreement %
TSS average %
There is a positive culture within my organisation in relation to gender
Female
8
17
53
16
69
73
73
Male
6
23
48
19
67
77
77
Disability is not a barrier to success in my organisation
People with a disability
14
5
29
19
29
5
33
49
49
People without a disability
14
7
31
35
10
46
57
57
There is a positive culture within my organisation in relation to employees of different age groups
15-34 years
7
6
8
54
25
79
80
80
35-54 years
4
14
57
20
77
79
79
55+ years
5
21
52
19
70
79
79

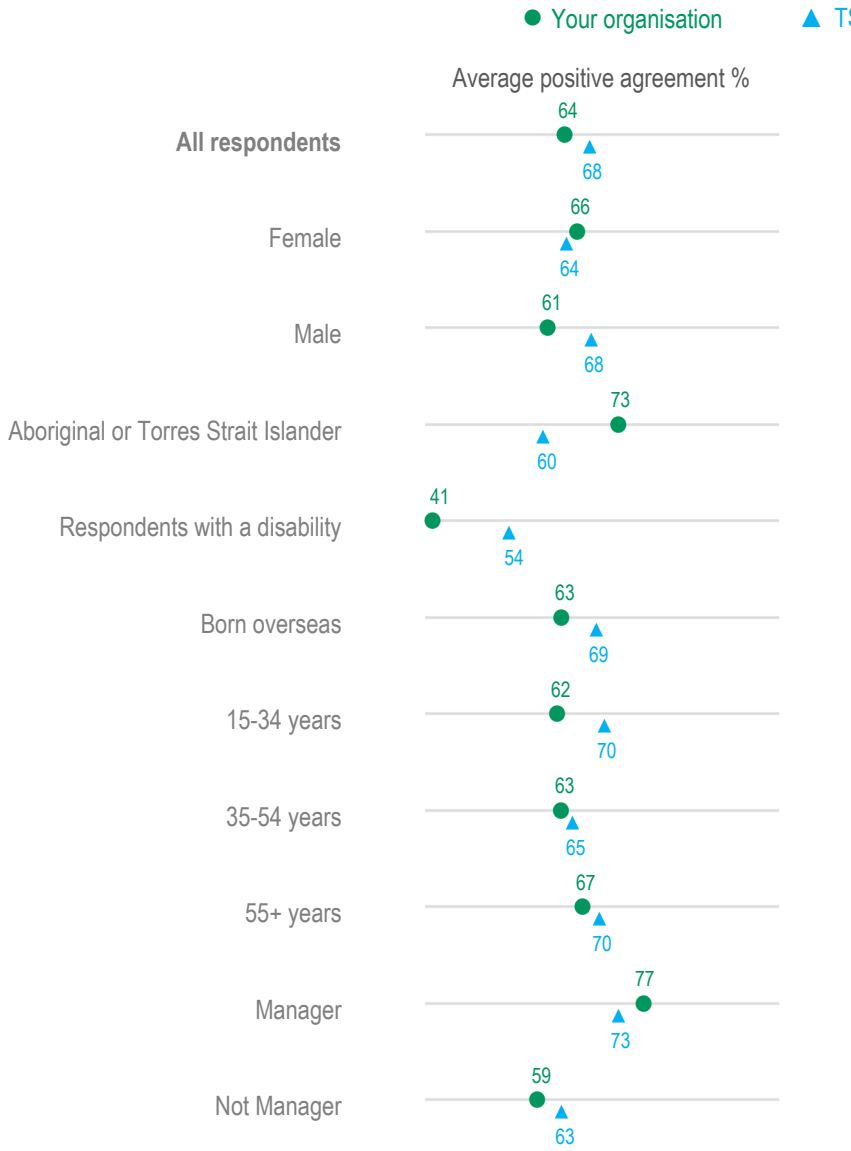

Don't know
Strongly disagree
Disagree
Neither agree nor disagree
Agree
Strongly agree
Your organisation
TSS average
Your results %
Positive agreement %
TSS average %
There is a positive culture within my organisation in relation to employees from varied cultural backgrounds
Aboriginal or Torres Strait Islander
9 27 45 18
64
67
67
Non ATSI
7 9 23 49 11
60
69
69
Born in Australia
8 9 24 46 12
58
68
68
Born overseas in a country where English is a primary language
4 7 20 62 7
69
67
67
Born overseas in other country
10 5 15 60 10
70
79
79
There is a positive culture within my organisation in relation to employees who identify as LGBTI (lesbian, gay, bisexual, transgender and intersex)
Same sex attracted / Bisexual
15 4 25 39 16
54
57
57

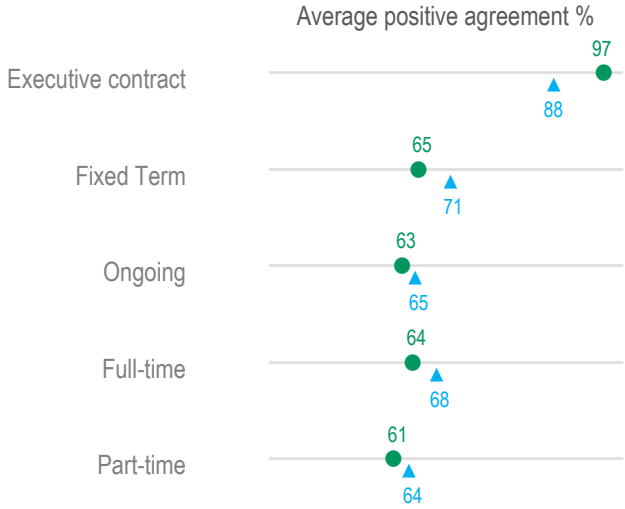
Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

● Your organisation ▲ TSS average

	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Avenues of redress**		64 ▲ 68	68
In my organisation, there are clear procedures and processes for resolving grievances	5 3 7 20 51 14	65 ▲ 69	69
I would be confident in approaching my manager to discuss concerns and grievances	5 10 10 40 35	75 ▲ 78	78
I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	6 8 11 23 38 14	51 ▲ 56	56

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





Supporting measures | Feedback | Question benchmarks

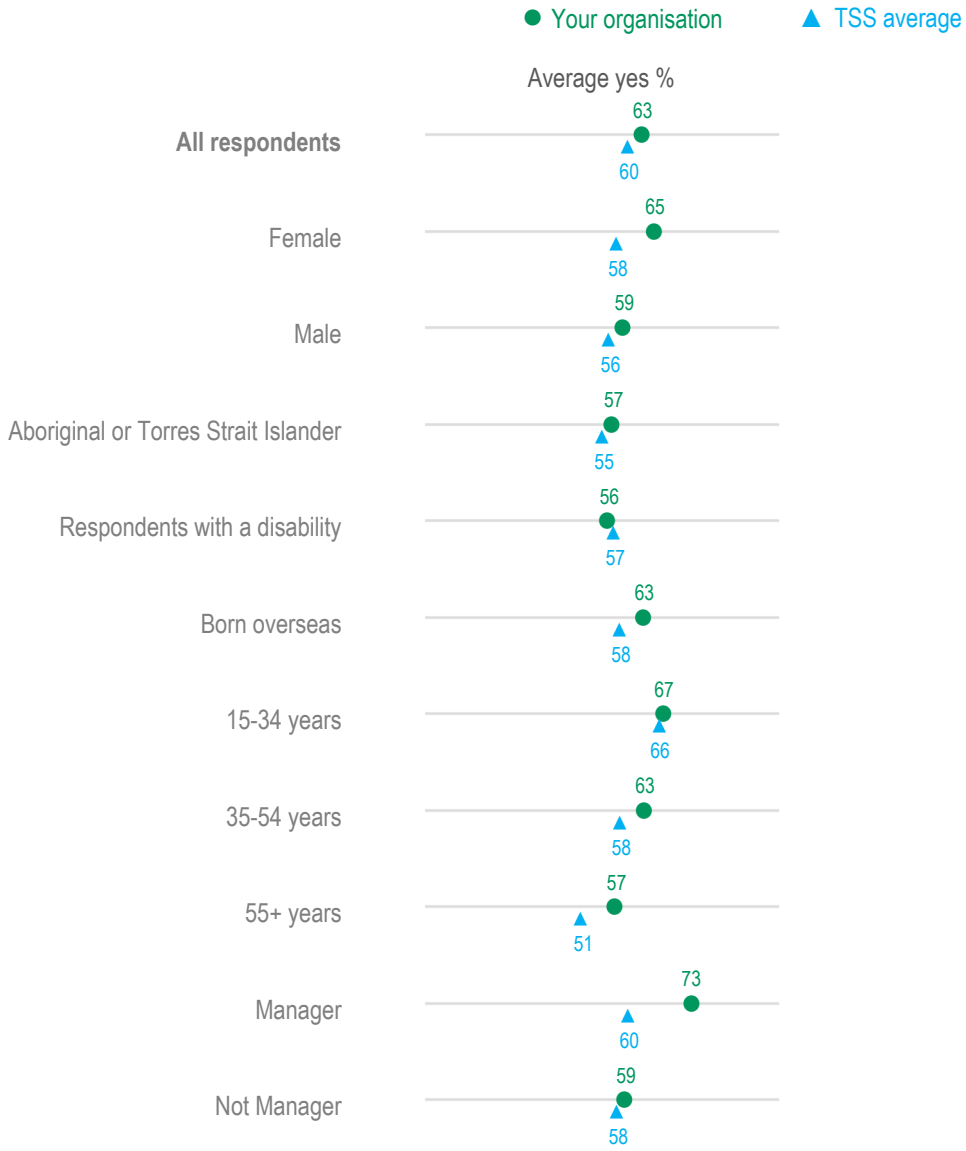
	Your results %	Yes %	TSS average %
The average agreement with the following positive questions that measure **Feedback**		63 / 60	60
I have received formal feedback on individual performance	41 / 59	59 / 65	65
I have received informal feedback on individual performance	21 / 79	79 / 81	81
The performance management process helps me to identify and understand my work priorities	41 / 59	59 / 68	68
There is a strong link between the content of my performance plan and what I actually do/experience during the year	47 / 53	53 / 62	62

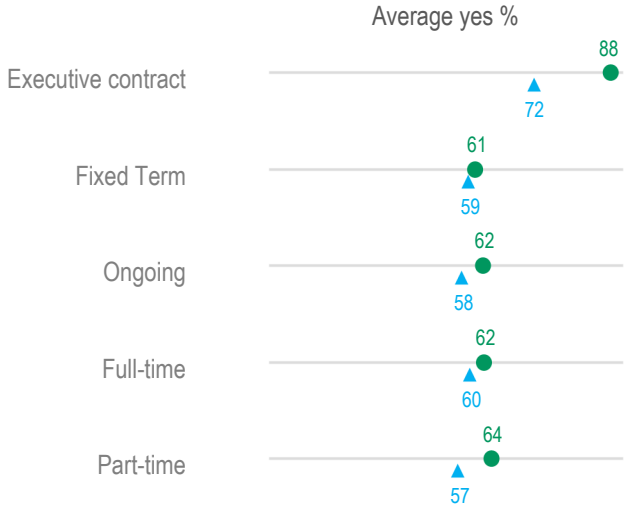
	Your results %	Positive agreement %	TSS average %
I actively seek feedback about my performance at work	21 / 31 / 39 / 8	47 / 51	51

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

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

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





Supporting measures

Effective promotion of policies and process

Question benchmarks

No | Not applicable | Yes

● Your organisation ▲ TSS average

	Your results %	Yes, have seen or heard communications or information in the last 12 months %	TSS average %
Effective promotion of policies and process – the average level of respondents that have seen or heard communications or info about the following policies or processes in the last 12 months		79 / 78	78
The Code of Conduct	19 / 81	81 / 81	81
The State Service Principles	23 / 77	77 / 72	72
My organisation's values	22 / 78	78 / 82	82
My organisation's processes for reporting improper employee conduct	35 / 65	65 / 69	69
My organisation's policy regarding the giving and receiving of gifts or benefits	13 / 87	87 / 85	85
My organisation's policies and procedures to assist employees avoid conflicts of interest	29 / 71	71 / 72	72
My organisation's programs to support employee wellbeing (i.e. Employee Assistance Program or health and wellbeing initiatives)	9 / 91	91 / 84	84

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

● Your organisation ▲ TSS average

My organisation is supportive of employees experiencing family violence	28 / 24 / 30 / 16	46 / 52	52
My organisation provides special leave entitlements, workplace flexibility and support to employees experiencing family violence	25 / 22 / 33 / 17	50 / 52	52

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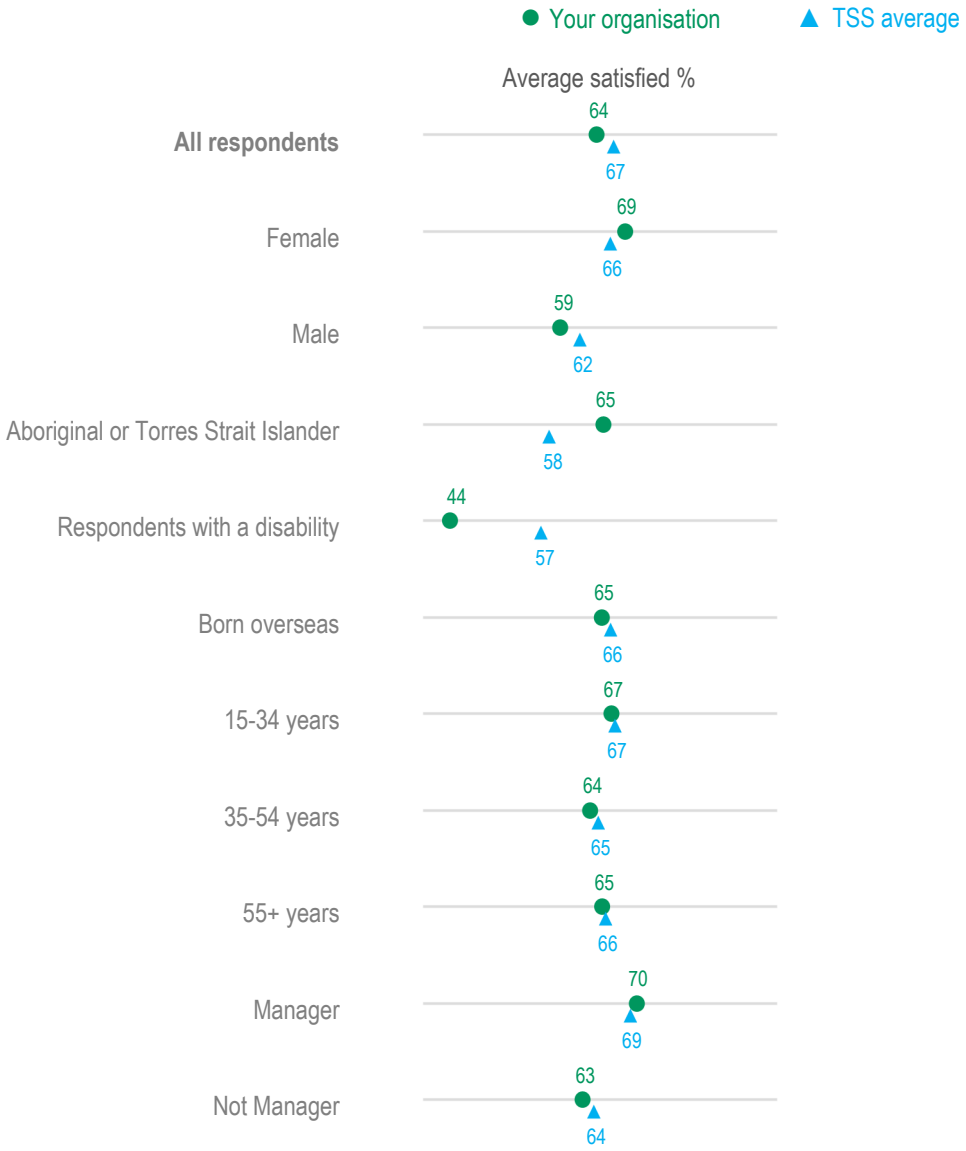
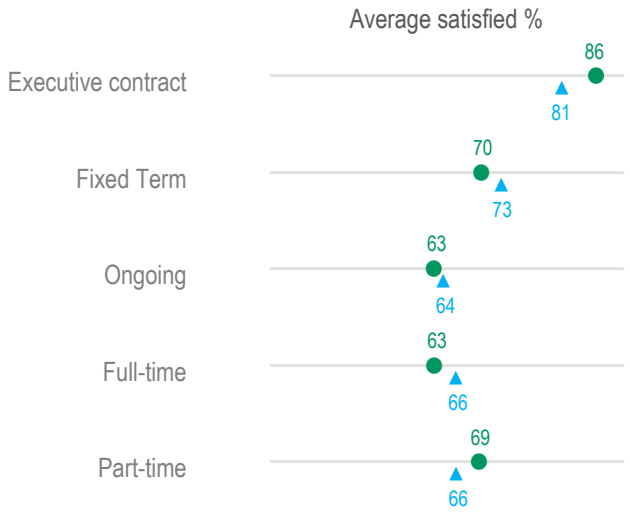
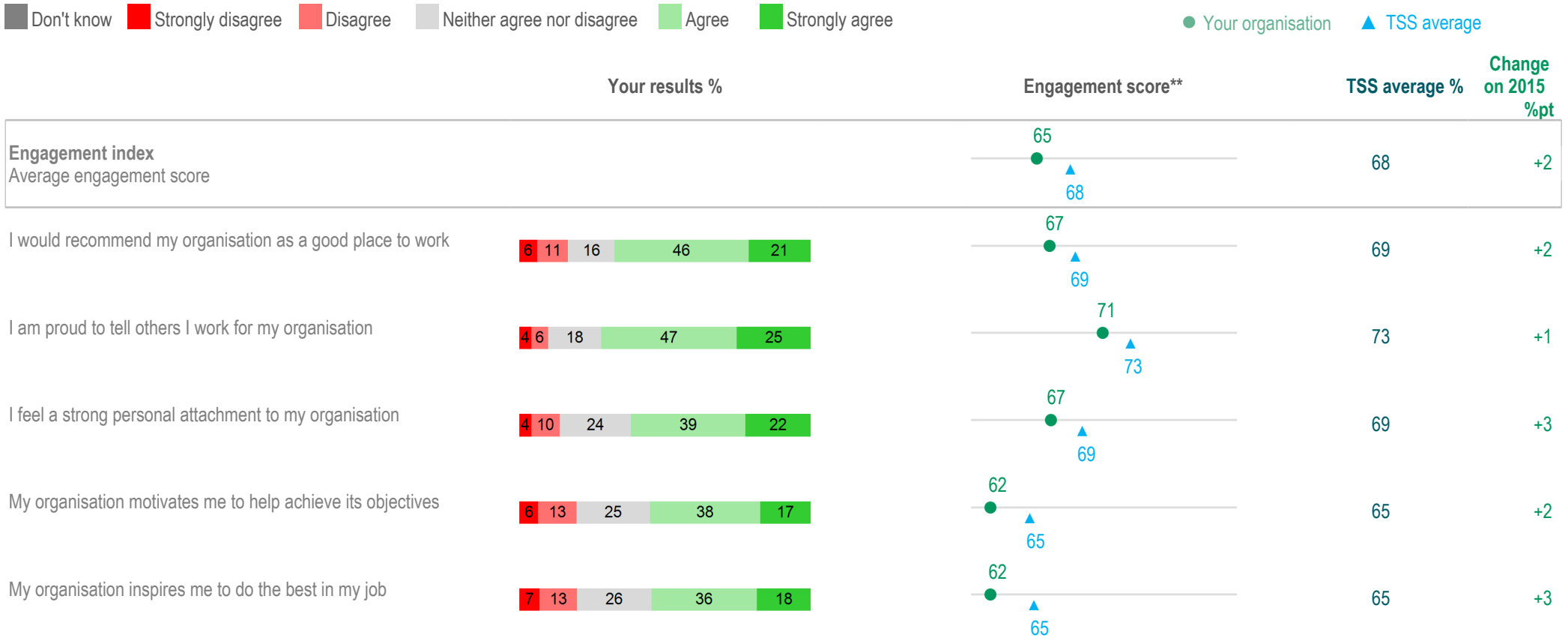
	Your results %	Satisfied %	TSS average %	Change on 2015 %pt
Regular feedback/recognition for effort	10 15 22 40 13	52 / 56	56	
Level of autonomy in my job	3 7 14 55 21	76 / 75	75	
Chance to be creative/ innovative	6 13 24 41 16	57 / 62	62	
Considering everything, how satisfied are you with your current job	5 10 15 50 20	70 / 71	71	-2
Considering everything, how would you rate your overall satisfaction with your organisation as an employer?	7 11 15 50 17	67 / 70	70	

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



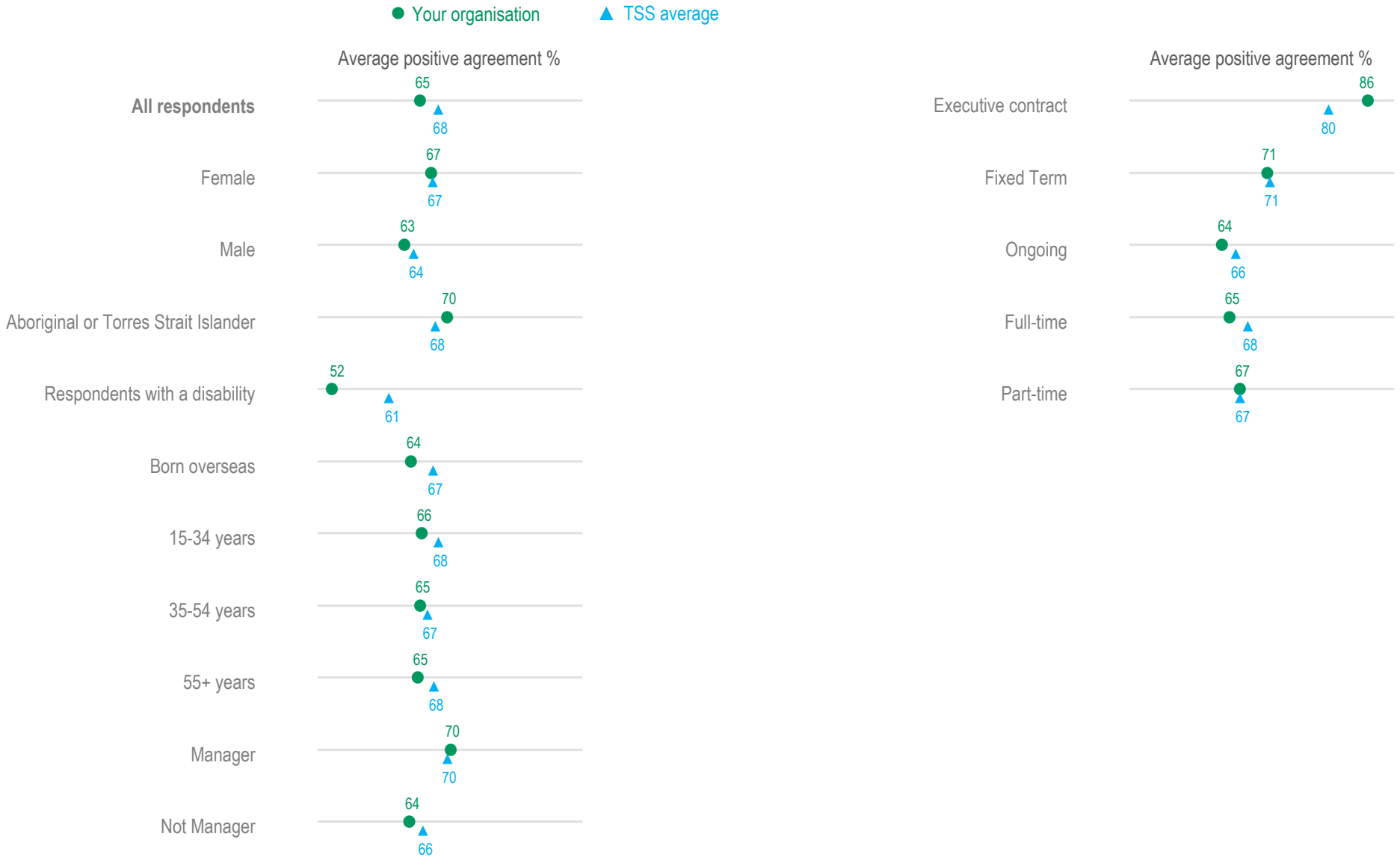




	Your results %	Engagement score**	TSS average %	Change on 2015 %pt
Engagement index Average engagement score		65 / 68	68	+2
I would recommend my organisation as a good place to work	6 11 16 46 21	67 / 69	69	+2
I am proud to tell others I work for my organisation	4 6 18 47 25	71 / 73	73	+1
I feel a strong personal attachment to my organisation	4 10 24 39 22	67 / 69	69	+3
My organisation motivates me to help achieve its objectives	6 13 25 38 17	62 / 65	65	+2
My organisation inspires me to do the best in my job	7 13 26 36 18	62 / 65	65	+3

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

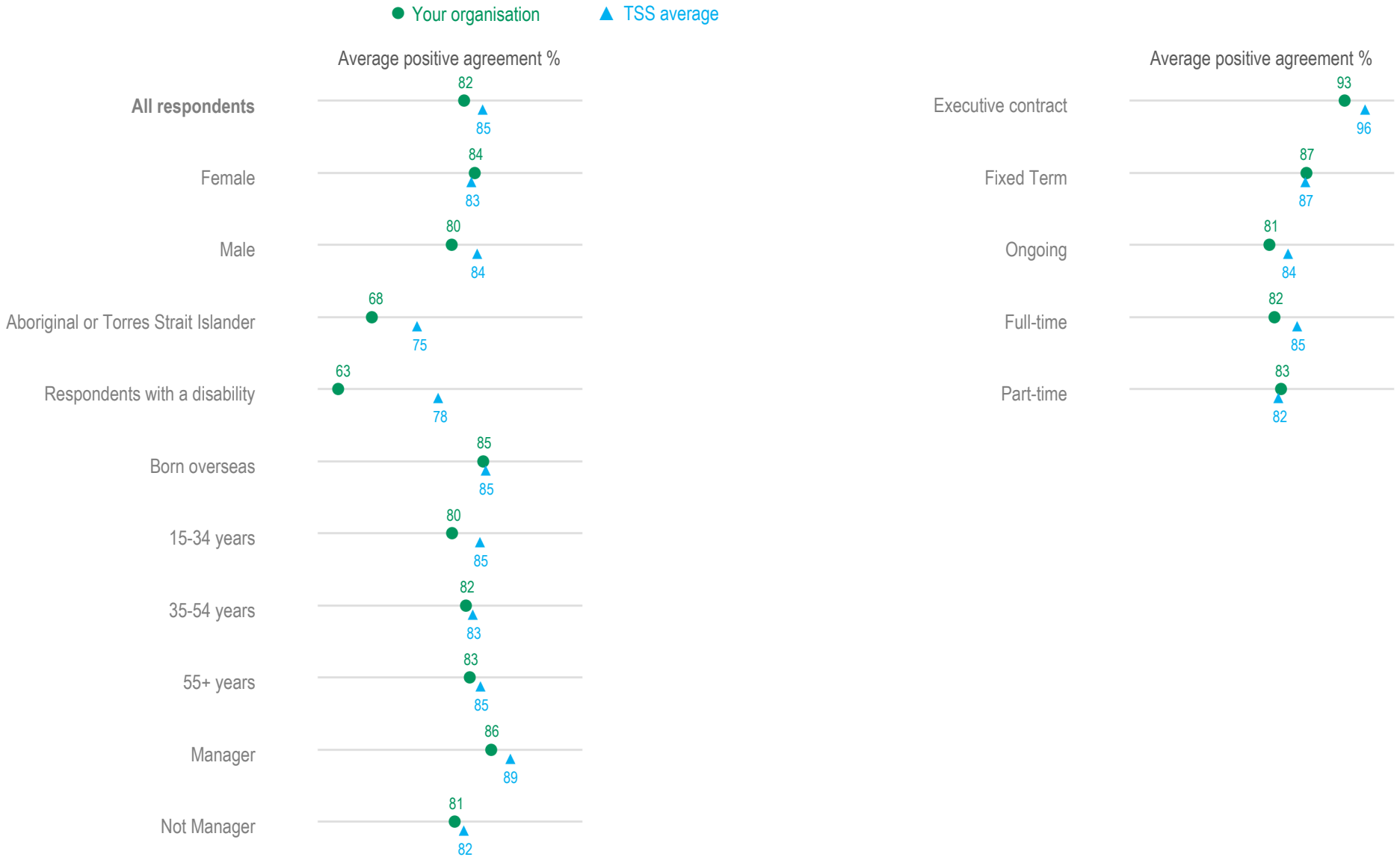
This page provides the engagement index for specific groups of employees.



Supporting measures | Employee engagement | Question benchmarks

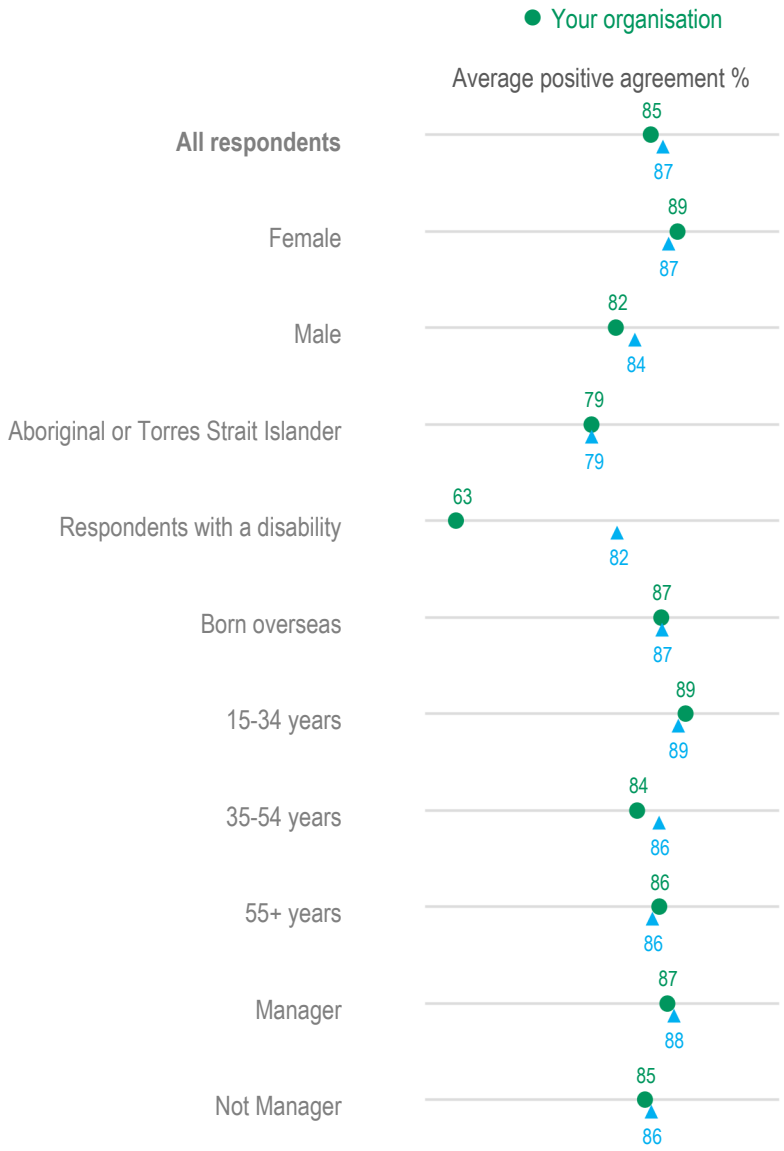
	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Employee engagement**		82 / 85	85
I receive help and support from other people in my workgroup	4 14 48 34	82 / 86	86
I provide help and support to other people in my workgroup	54 42	96 / 97	97
I feel I make a contribution to achieving the organisation's objectives	16 50 30	80 / 84	84
There is a good team spirit in my workgroup	4 8 16 40 31	71 / 73	73

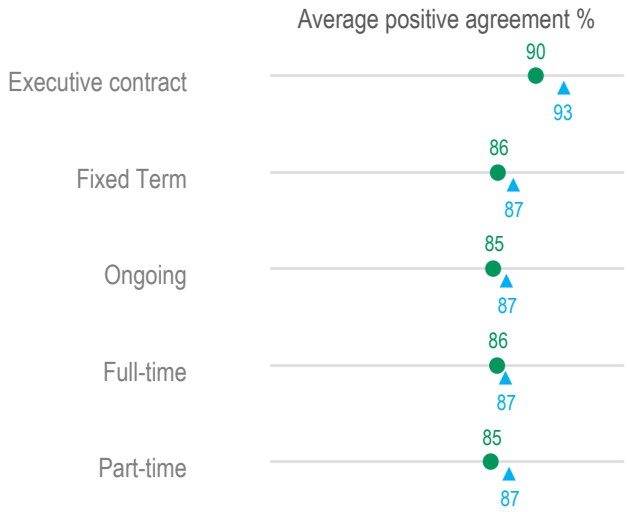
This page provides the average level of agreement with positive statements on employee engagement reported by specific groups of employees.



	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Role clarity**		85 / 87	87
I have a clear understanding of how my own job contributes to my workgroup's role	3 7 56 34	90 / 90	90
I have a clear understanding of how my workgroup's role contributes to my organisation's stated outcomes	5 12 55 26	82 / 86	86
I clearly understand what I am expected to do in this job	6 8 54 31	85 / 85	85

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



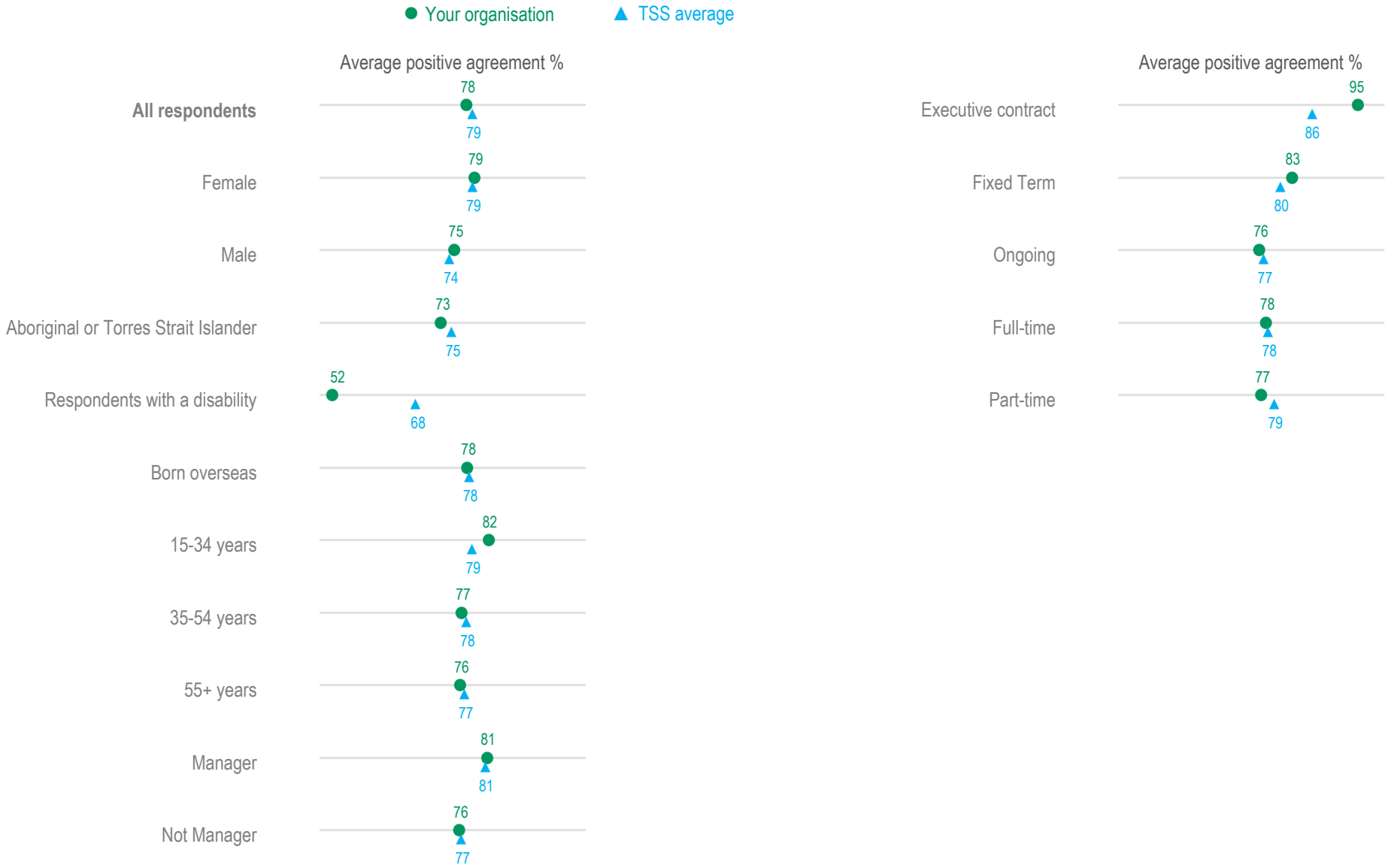


Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

● Your organisation ▲ TSS average

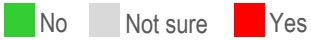
	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Role enablers**		78 ▲ 79	79
I have the authority to do my job effectively (e.g. the necessary delegation(s), autonomy, level of responsibility)	8 | 14 | 51 | 24	76 ▲ 74	74
My job allows me to use my skills, knowledge and abilities	3 | 8 | 9 | 49 | 30	80 ▲ 83	83

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



	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Intrinsic reward**		78 / 79	79
I believe the work that I do is important	4 / 42 / 52	94 / 95	95
I enjoy the work in my current job	4 / 10 / 51 / 33	83 / 84	84
I get a sense of accomplishment from my work	3 5 / 12 / 50 / 30	80 / 81	81
I receive adequate recognition for my contributions and accomplishments	8 / 17 / 20 / 41 / 14	55 / 58	58

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



	Your results %	Yes %	TSS average %	Change on 2015 %pt
Personally experienced bullying at work in the last 12 months	74 / 5 / 21	21 / 18	18	0
Yes and currently experiencing it	8	8 / 6	6	+2
Yes but not currently experiencing it	13	13 / 14	14	-2
Witnessed bullying at work in the last 12 months	68 / 32	32 / 28	28	0

	Your results %	Yes %	TSS average %	Change on 2015 %pt
Personally experienced bullying and submitted a formal complaint	90 / 10	10 / 17	17	-8
Were you satisfied with the way your formal complaint was handled?	40 / 50 / 10	10 / 32	32	-12

If bullied in last 12 months:

Who were you bullied by	Percent of bullied staff %
A senior manager	30
Your immediate manager/supervisor	22
A fellow worker	43
A group of fellow workers	16
A subordinate	7
A client/customer	3
A member of the public	1
Prefer not to specify	8

Description of the nature of bullying experienced	Percent of bullied staff %
Verbal abuse	46
Exclusion/isolation	48
Psychological harassment	39
Intimidation	40
Being assigned meaningless tasks unrelated to the job	8
Given impossible assignments	7
Deliberately changing work rosters to inconvenience you	3
Deliberately withholding information vital to your effective work performance	29
Other	16
Prefer not to specify	4

Action taken after witnessing bullying:

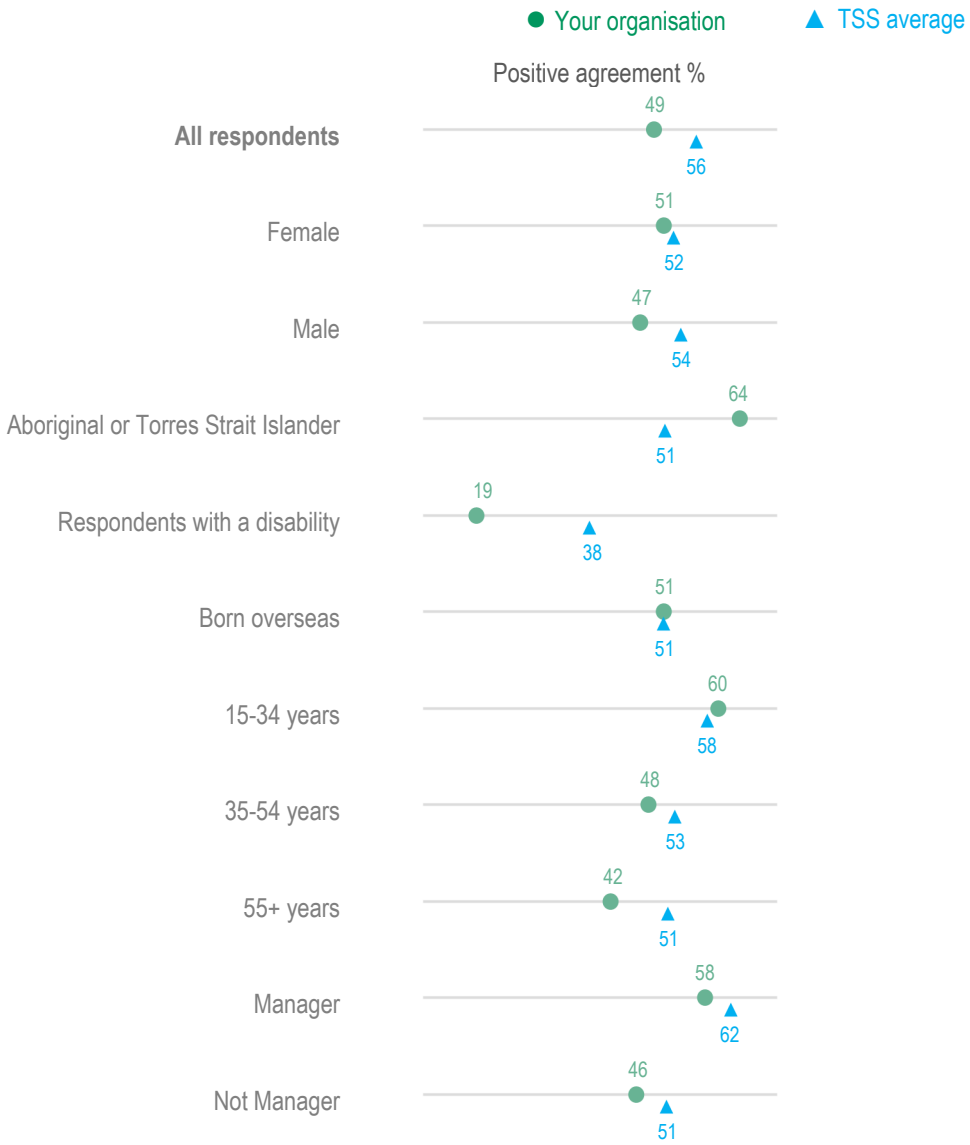
	Percent of staff that witnessed bullying %
Spoke about the matter to the person perceived to be the bully	29
Spoke about the matter to the person perceived to have been bullied	58
Reported the matter to a manager or human resources	0
Reported the matter formally or informally	40
Made a note of the occurrence but took no action	22
Took no action	8
Other	10

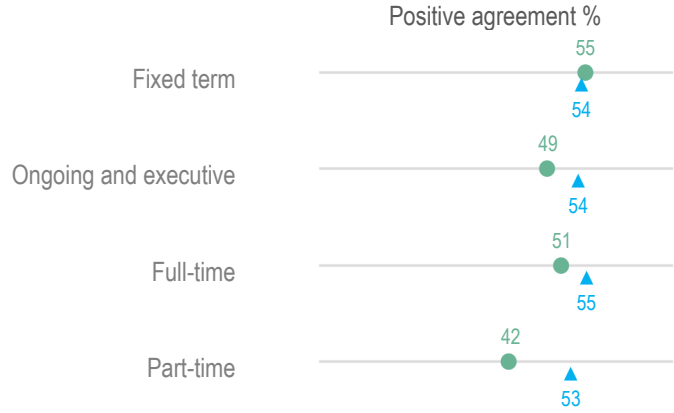
Career expectations and support

	Your results %	Positive agreement %	TSS average %
Career expectations			
To date, my career progression within my organisation has met my expectations	10 16 26 41 8	49 / 56	56
Support			
I have the opportunity to progress my career goals within my organisation	12 22 27 31 7	38 / 40	40
There are adequate opportunities for me to develop skills and experience in my current job	8 19 27 37 9	45 / 50	50

Career expectation met by demographic group

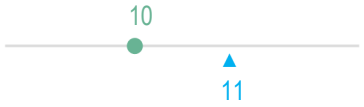
To date, my career progression within my organisation has met my expectations





Intention to stay or leave

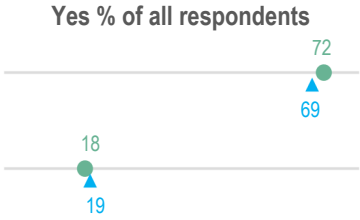
	Your results %	Leave %	TSS average %
Do you foresee your future employment/career in the next five years in:	18 / 10 / 72	10	11



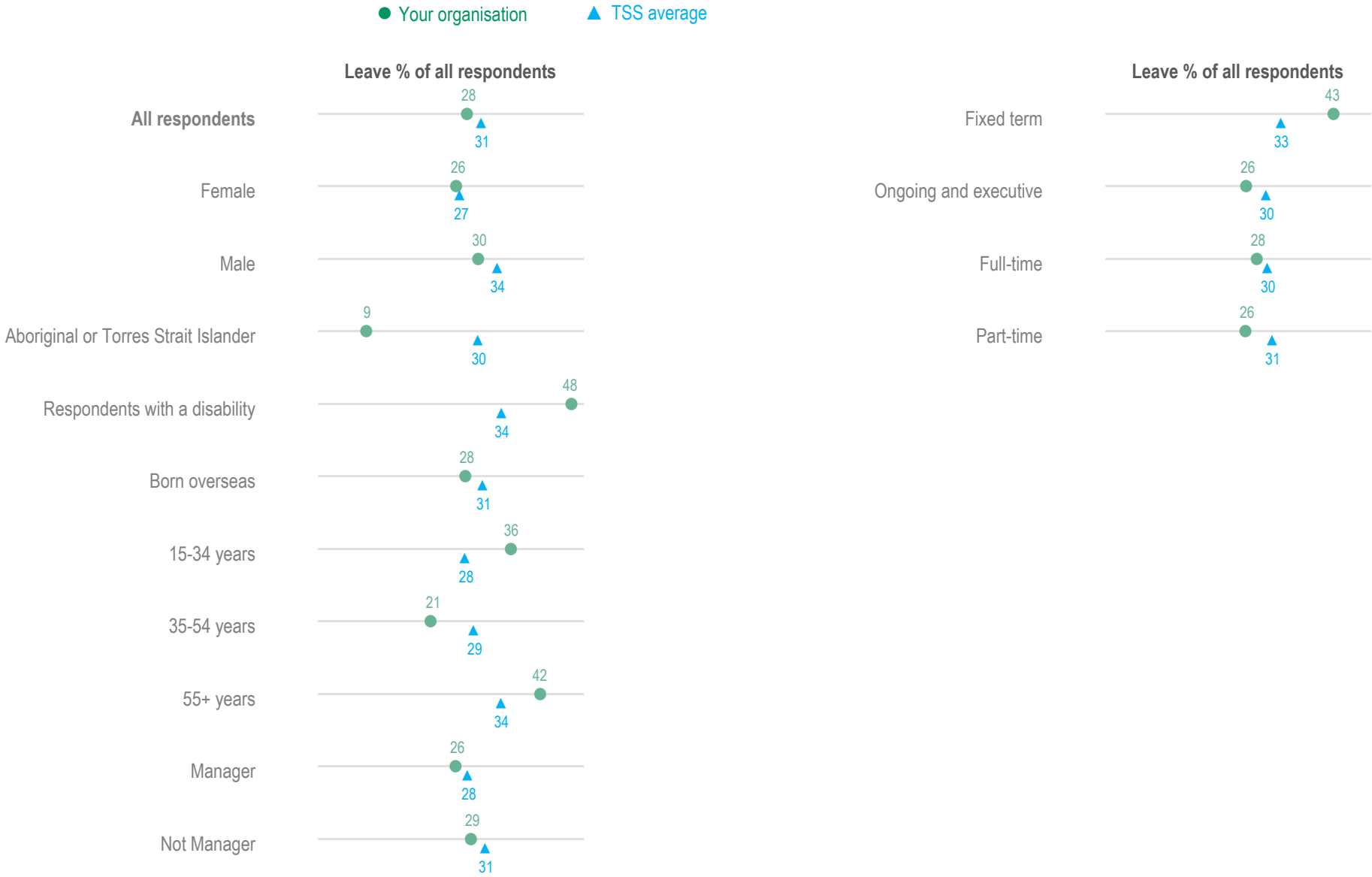
Breakdown of intentions

Leave

Stay

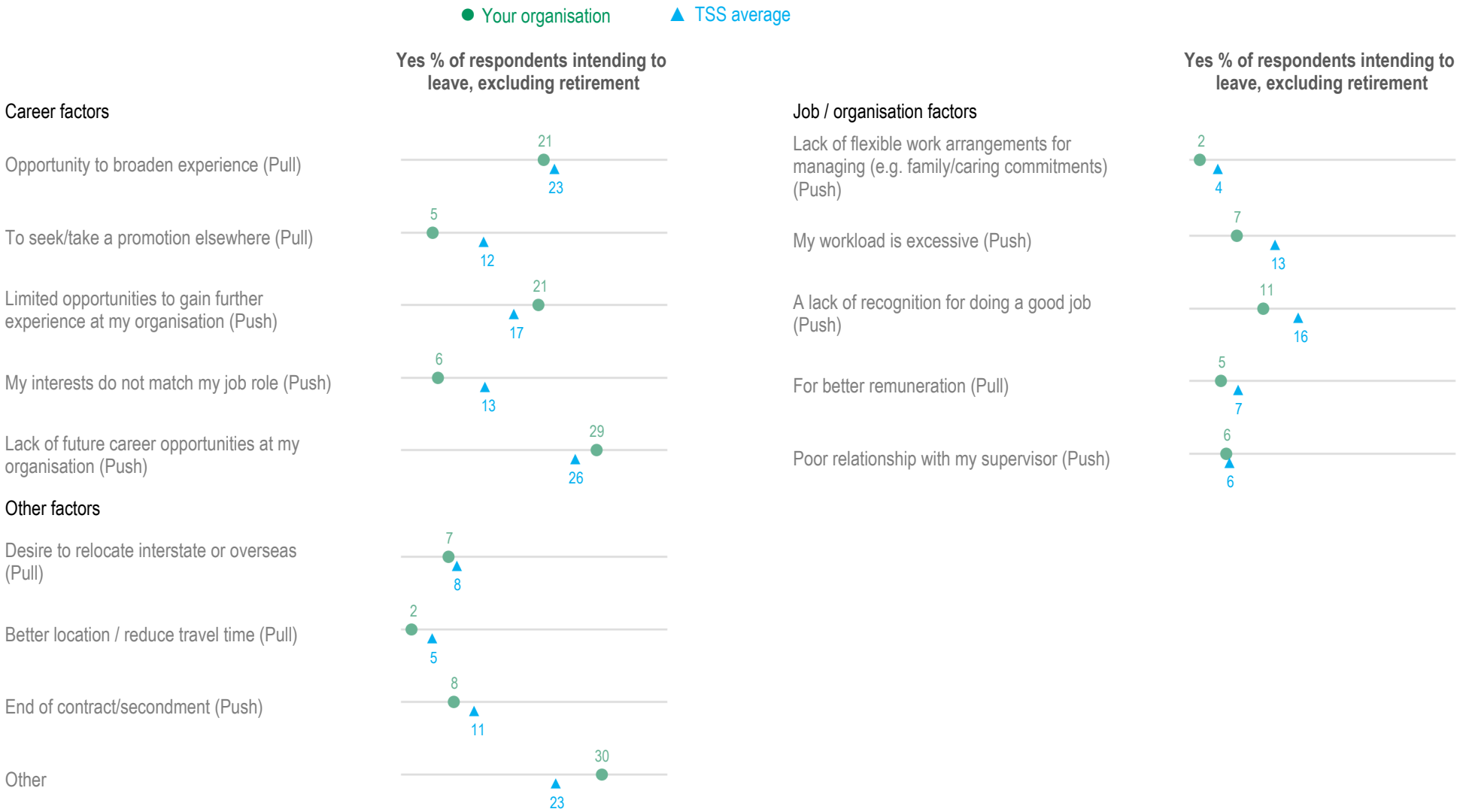


Intention to leave by demographic group

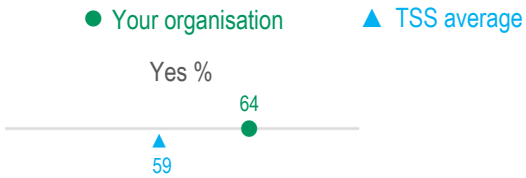


Factors influencing intention to leave

A respondent could pick up to two factors.



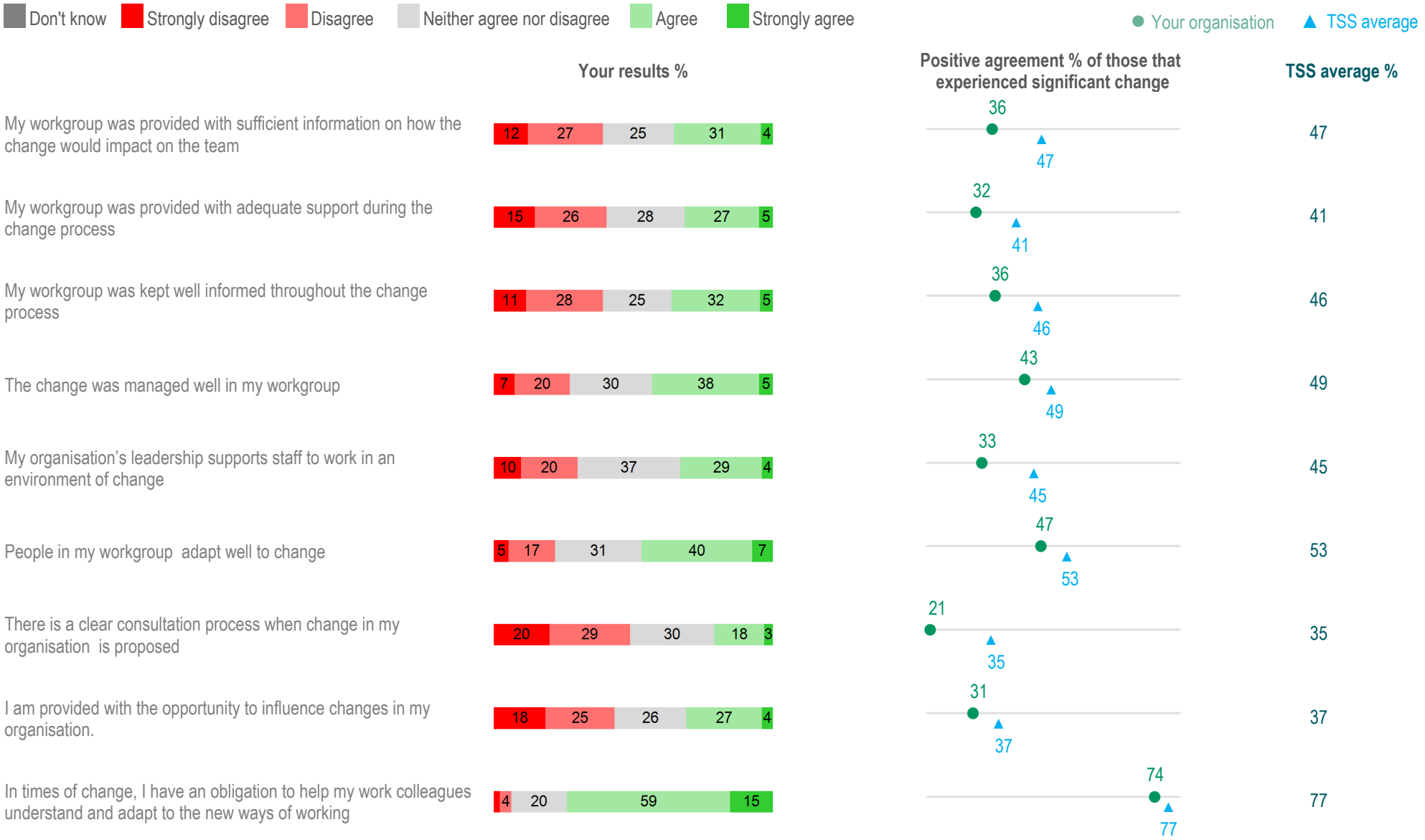
Change experienced



Change experienced

A respondent could select all that applied.

Support, consultation and change management



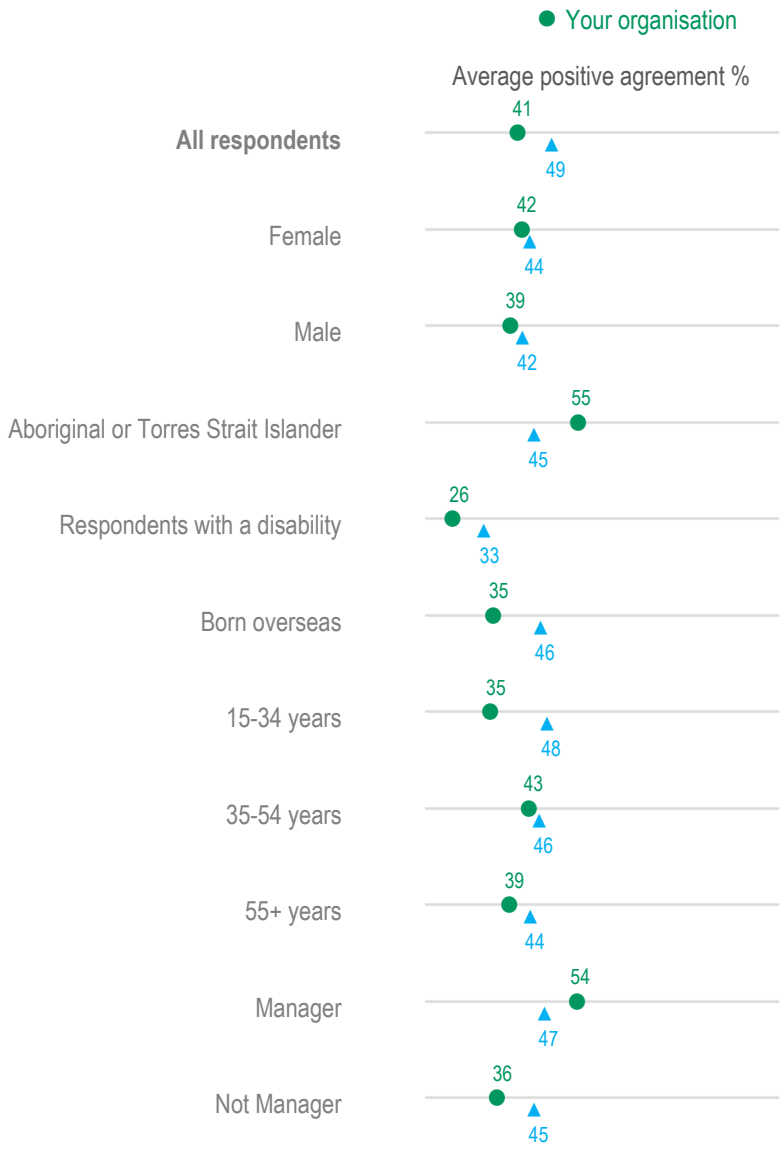
Supporting measures | Leading change | Question benchmarks

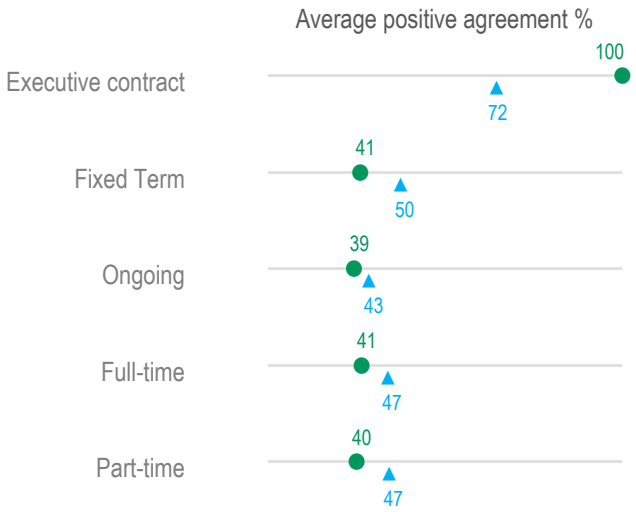
Don't know | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

● Your organisation ▲ TSS average

	Your results %	Positive agreement %	TSS average %
The average agreement with the following positive questions that measure **Leading change**		41 ● ▲ 49	49
Communications about change from senior managers are timely	3 9 20 26 33 8	41 ● ▲ 47	47
In times of change, senior managers provide sufficient information about the purpose of the change	4 10 19 26 30 10	41 ● ▲ 50	50

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



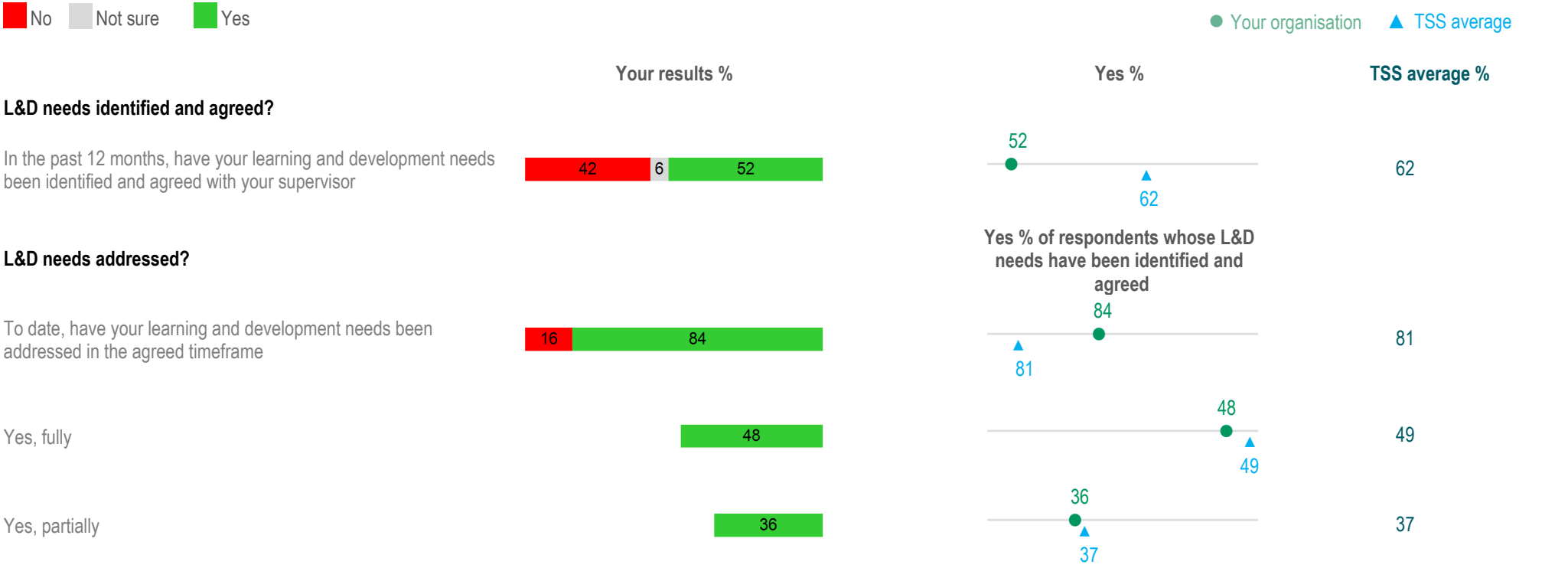


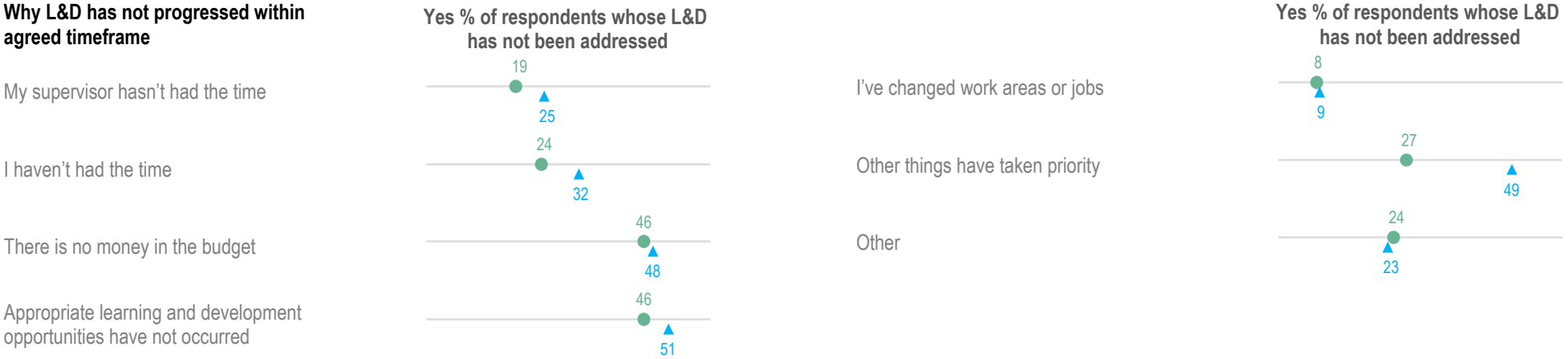
Satisfaction with L&D opportunities

Satisfaction with L&D opportunities by demographic group

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

Implementation of L&D plans





Implementation of L&D plans by demographic group

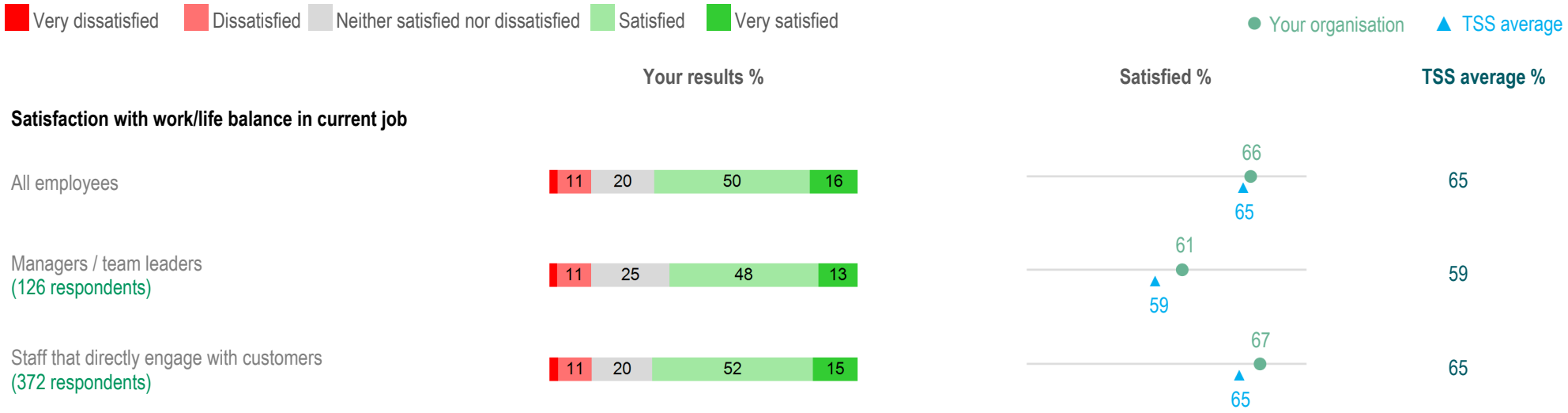
In the past 12 months, have your learning and development needs been identified and agreed with your supervisor?

Implementation of skills development activities

Incidence of skills development activities by demographic group

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

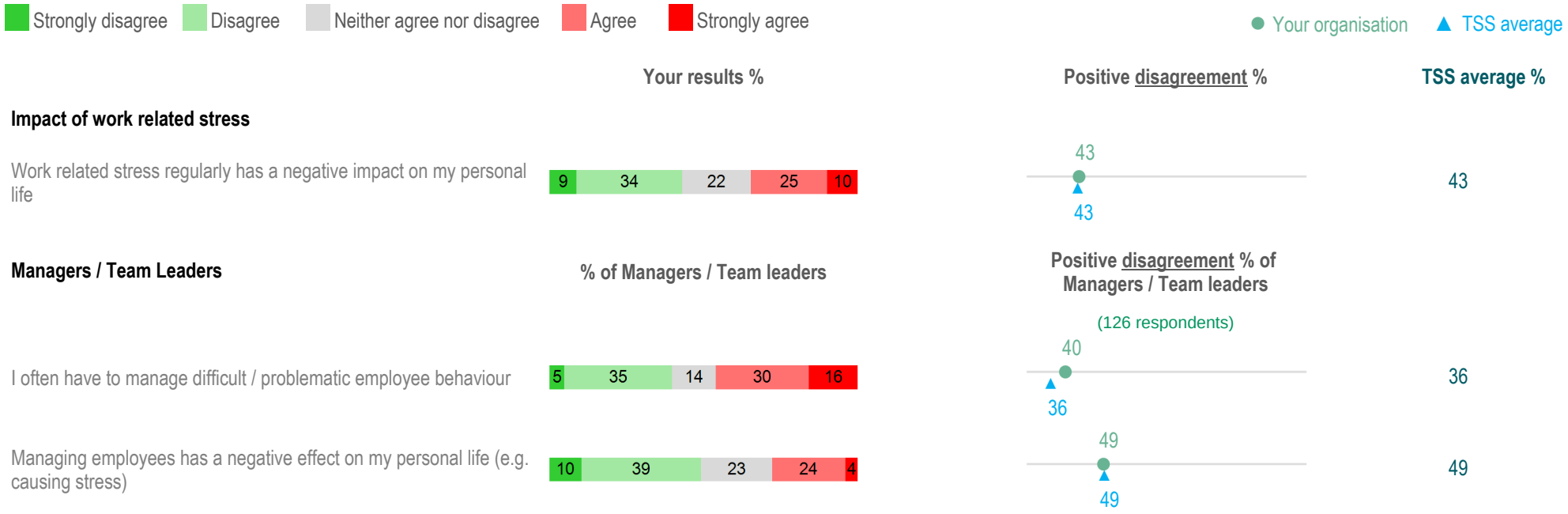
Work life balance



Satisfaction with work/life balance by demographic group

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

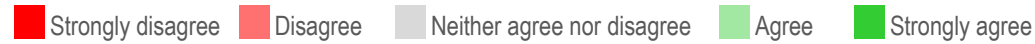
Impact of work related stress



Control of workplace issues and workload

	Your results %	Positive agreement % of all staff	TSS average %
Control of issues that cause stress			
I have control over the workplace issues that cause me stress	11 28 25 31 5	36 / 40	40

	Your results %	Positive disagreement %	TSS average %
Ability to manage workload			
I am often unable to take breaks during work hours due to my workload	8 33 18 29 11	41 / 44	44



	Your results %	Positive agreement %	TSS average %
The workload I have is appropriate for the job that I do	3 17 21 50 9	58 / 62	62
In times of high workload, my manager provides the support I need to get the job done	6 14 29 38 13	51 / 57	57

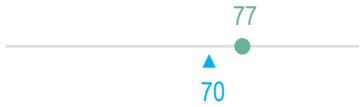
Response to work related stress

Non-work related / personal stress

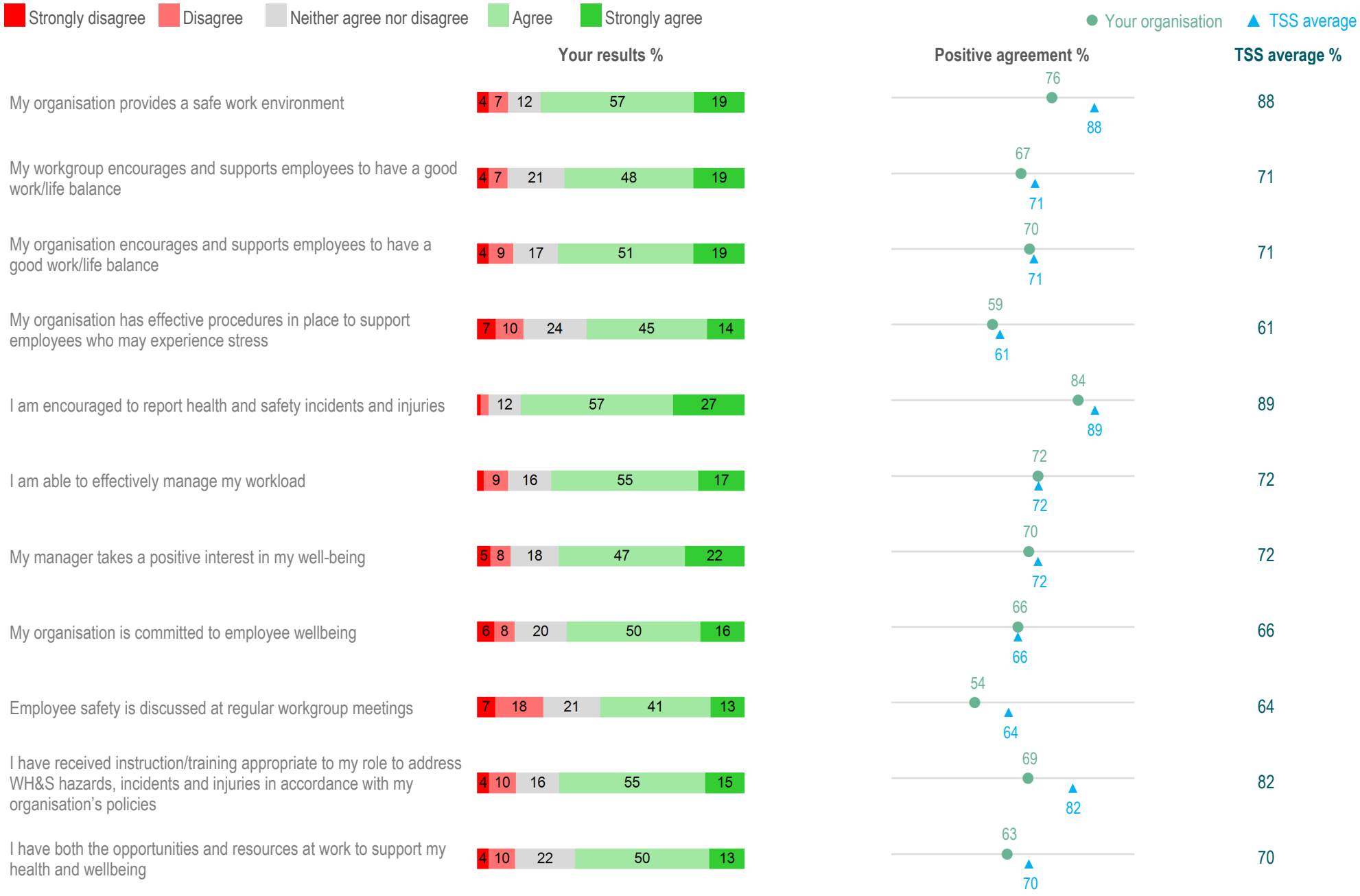
Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree

Control of issues that cause stress

		Positive agreement %	TSS average %
I have control over the personal issues that cause me stress	5 17 61 16	77	70



Employee support – 1 of 2



Employee support – 2 of 2