



TASMANIAN
STATE
SERVICE

Department of Treasury and Finance

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).

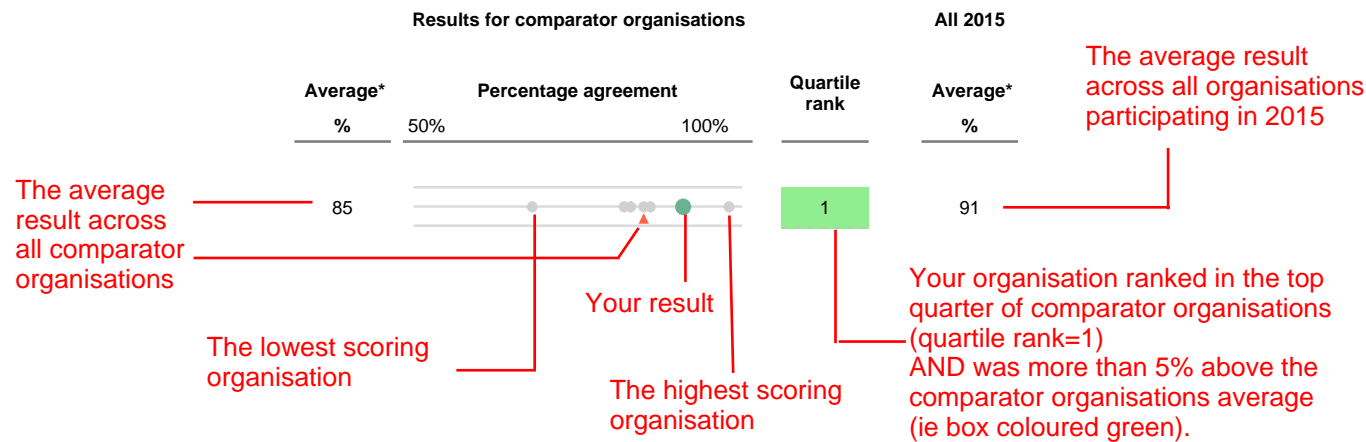
Percentage agreement This line presents the range of results across all comparator organisations on each question. The green dot shows the result for your organisation. Each gray dot represents the result for another organisation in your comparator group. Organisations will only be represented on this 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)

Please contact 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 Justice	✓
Department of Police and Emergency Management	✓
Department of Primary Industries, Parks, Water and Environment	✓
Department of State Growth	✓
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 Treasury and Finance	213	282	76	3 %
Comparator organisations	2,464	5,558	44	
All 2015 participating organisations	8,380	28,072	30	

	Count	%		Count	%		Count	%
Gender			Working arrangements			Country of birth		
Female	117	55	Full-time	156	73	Born in Australia	193	91
Male	92	43	Part-time	57	27	Born overseas in a country where English is a primary language	12	6
Undisclosed	4	2				Born overseas in other country	8	4
Age			Length of service in organisation			Language other than English spoken at home		
15-24 years	10	5	2 years or less	41	19	No	203	95
25-34 years	51	24	3-5 years	33	15	Yes	10	5
35-44 years	68	32	6-10 years	63	30	Which language		
45-54 years	54	25	11-20 years	56	26	Cantonese	1	10
55-64 years	29	14	21 years or more	20	9	French	1	10
65-74 years	1	0	Length of service in Tasmania State Service			Italian	2	20
Gross base salary			2 years or less	28	13	Mandarin	1	10
Less than \$35,000	4	2	3-5 years	28	13	Other	5	50
\$35,000 - \$44,999	10	5	6-10 years	54	25	Highest formal level of education completed		
\$45,000 - \$54,999	18	8	11-20 years	63	30	Doctoral Degree level	4	2
\$55,000 - \$64,999	25	12	21 years or more	40	19	Master Degree level	17	8
\$65,000 - \$74,999	37	17	Management responsibilities			Graduate Diploma or Graduate Certificate level	34	16
\$75,000 - \$84,999	31	15	Manager	67	31	Bachelor Degree level incl. honours degrees	77	36
\$85,000 - \$94,999	28	13	Not Manager	146	69	Advanced Diploma or Diploma level	17	8
\$95,000 - \$104,999	30	14	Manage other managers			Certificate level, including trade	22	10
\$105,000 - \$114,999	7	3	No	185	87	Year 12 or equivalent (VCE/Leaving certificate)	26	12
\$115,000 - \$124,999	10	5	Yes	28	13	Less than year 12 or equivalent	16	8
\$125,000 - \$134,999	1	0						
\$135,000+	12	6						

Profile of respondents continued

	Count	%		Count	%		Count	%
Disability			Workplace location			Aboriginal and/or Torres Strait Islander		
No	202	95	North	4	2	Aboriginal or Torres Strait Islander	1	0
Yes	11	5	South	206	97	Non ATSI	209	98
			South East	3	1	Prefer not to say	3	1
Formally disclosed disability			Area or type of work			Primary daily carer		
No	2	18	Administrative support/clerical	31	15	Not applicable	119	55
Yes	9	82	Corporate Services	59	28	Yes, Child or children	90	41
Adjustments or other accommodations			Exercising regulatory authority	25	12	Yes, Elderly relatives	8	4
No	2	22	Legal	2	1	Yes, Other person	1	0
Yes	7	78	Other	10	5	Skills to work in other TSS agencies		
Type of adjustment required			Other service delivery work	6	3	No	1	0
Furniture	7	70	Policy	48	23	Yes	212	100
Working arrangements	2	20	Program design and/or management	12	6	Aware of opportunities in other TSS agencies		
Other equipment	1	10	Research	4	2	No	103	48
Experience of reasonable adjustments			Scientific/ Technical	3	1	Yes	110	52
The adjustments I needed were made and the process was satisfactory	7	100	Service delivery involving direct contact with the general public	13	6	Employment type		
			Future career			Executive contract	11	5
			Continuing in the State Service	155	73	Fixed Term	22	10
			Don't know	37	17	Permanent	180	85
			Outside the labour market .e.g (returning to study, retiring, personal reasons)	8	4			
			The community/non-government sector	1	0			
			The private sector	12	6			

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* %	Average percentage agreement			Quartile rank
			50%	100%		
Values						
Providing the best standards of service and advice (Responsiveness)	96	90		1	91	
Earning and sustaining public trust (Integrity)	95	84		1	86	
Acting objectively (Impartiality)	93	79		1	81	
Accepting responsibility for decisions and actions (Accountability)	89	76		1	79	
Treating others fairly and objectively (Respect)	93	80		1	81	
Actively implementing, promoting and supporting the values (Leadership)	92	76		1	79	
Employment Principles						
Choosing people for the right reasons (Merit)	92	72		1	77	
Respecting and balancing people's needs (Fair and reasonable treatment)	91	80		1	82	
Providing a fair go for all (Equal employment opportunity)	93	85		1	90	
Resolving issues fairly (Avenues of redress)	90	74		1	77	
Developing a career in the Public Service (Development of a career Public Service is fostered)	92	86		1	86	
Work Environment						
Workplace wellbeing	92	80		1	82	
Change management	80	55		1	63	

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

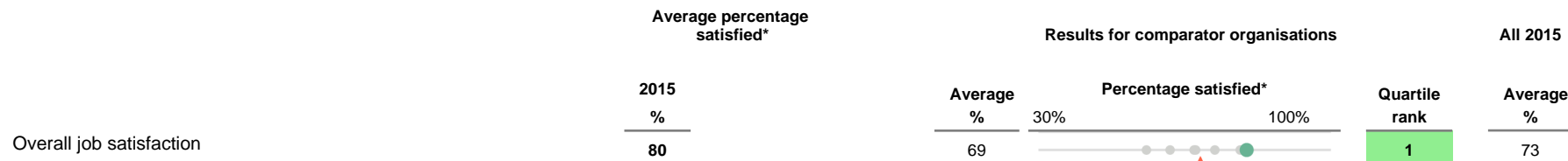
Management indices

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.

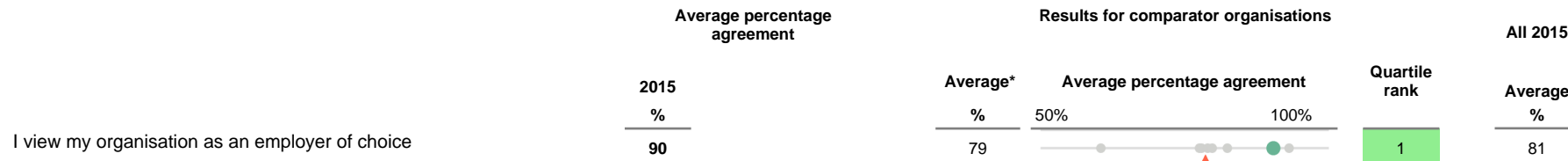
	Average percentage agreement	Results for comparator organisations			All 2015
	2015 %	Average %	Average percentage agreement	Quartile rank	Average %
Leadership and change management	77	48		1	57
My manager	92	80		1	82
My workgroup	93	83		1	84
My contribution	93	90		1	91

Job Satisfaction and Engagement

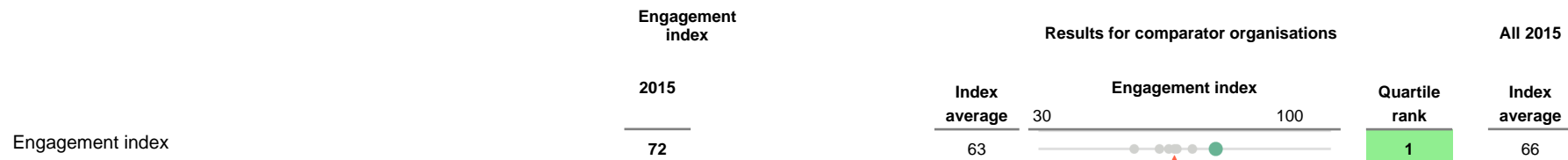
Research has indicated that job satisfaction may be positively linked to an organisation's performance and negatively linked to absenteeism and employee turnover.



* 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:	8	30				1	29
Personally <u>experienced</u> bullying at work in the last 12 months:	7	21				1	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%		%	
Feedback							
Effective - Both formal and informal feedback or informal only	89	77				1	80
Other - Formal only or no feedback	11						

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 am encouraged to report health and safety incidents and injuries	Workplace wellbeing	100
I have received instruction/training appropriate to my role to address WH&S hazards, incidents and injuries in accordance with my org	Workplace wellbeing	100
In my organisation, earning and sustaining a high level of public trust is seen as important	Integrity	99
My manager actively expects a high standard of ethical behaviour	Leadership	99
My manager is committed to ensuring customers receive a high standard of service	Responsiveness	98
My workgroup strives to achieve customer satisfaction	Responsiveness	98
I feel I make a contribution to achieving the organisation's objectives	Workplace wellbeing	98
I have both the opportunities and resources at work to support my health and wellbeing	Workplace wellbeing	98
My workgroup always tries to improve its performance	Accountability	97

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	67
I feel that workplace stress does not have a negative impact on my wellbeing	Workplace wellbeing	74
I am provided with the opportunity to work to my full potential	Workplace wellbeing	75
There is a clear consultation process when change in my organisation is proposed	Change management	75
Communications about change from senior managers are timely and relevant	Change management	80
In times of change, senior managers provide sufficient information about the purpose of the changes	Change management	81
Senior managers provide clear strategy and direction	Accountability	82
People in my workgroup use their time and resources efficiently	Accountability	85
Senior managers keep us informed about how we are tracking against our priorities	Leadership	86
Employee safety is discussed at regular workgroup meetings	Workplace wellbeing	86

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					% 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							
Values												
Responsiveness												
My workgroup strives to achieve customer satisfaction	0	1	39	59	0	98	95		2	95		
My manager is committed to ensuring customers receive a high standard of service	0	1	39	59	0	98	90		1	92		
My organisation provides high quality services to the Tasmanian community	1	2	36	61	0	97	90		1	92		
In my workgroup, work is undertaken using best practice approaches	1	8	40	48	2	90	84		1	87		
Integrity												
People in my workgroup are honest, open and transparent in their dealings	0	4	49	46	1	95	84		1	85		
In my organisation, there are procedures and systems in place to assist in avoiding conflicts of interest	0	3	50	38	9	97	85		1	88		
In my organisation, there are procedures and systems designed to prevent employees engaging in improper conduct	0	5	49	42	4	95	87		1	89		
My manager encourages employees to avoid conflicts of interest	0	5	46	37	12	95	87		1	88		
I am confident that I would be protected from reprisal for reporting improper conduct	3	8	40	34	15	87	64		1	71		
In my organisation, earning and sustaining a high level of public trust is seen as important	0	1	40	57	1	99	92		1	93		
Impartiality												
In my organisation there are procedures and systems that promote objective decision-making	0	8	55	33	4	92	75		1	80		
My manager demonstrates objectivity in decision-making	0	4	56	37	3	96	79		1	81		
Government policies and programs affecting the community are implemented equitably by my organisation	0	3	46	36	15	96	85		1	87		
People in my workgroup do not show bias in their decision-making	0	9	51	36	3	90	75		1	76		

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

Values

Accountability

My workgroup always tries to improve its performance	0	3	53	44	1	97	90		1	90
I actively seek feedback about my performance at work	0	9	52	38	0	91	80		1	84
Senior managers provide clear strategy and direction	2	15	52	29	2	82	54		1	62
People in my workgroup use their time and resources efficiently	1	14	57	26	3	85	79		2	81

Respect

People in my workgroup treat each other with respect	1	4	52	43	0	95	84		1	84
Bullying is not tolerated in my organisation	1	5	48	43	3	94	75		1	78
My manager listens to what I have to say	0	5	52	41	1	94	85		1	85
My manager keeps me informed about what's going on	1	9	59	30	0	89	75		1	78

Leadership

Senior managers demonstrate effective leadership	2	10	51	33	4	87	59		1	65
My manager encourages people in my workgroup to monitor and improve the quality of what we do	0	7	58	35	0	93	82		1	83
My manager actively demonstrates a high standard of ethical behaviour	0	5	49	43	3	95	85		1	86
My manager actively expects a high standard of ethical behaviour	0	1	52	44	2	99	93		1	93
My manager translates organisational messages in a way that is meaningful to me	1	7	58	32	2	92	77		1	80
Senior managers keep us informed about how we are tracking against our priorities	2	12	54	28	5	86	57		1	65

Employment Principles

Merit

	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%		
My organisation has policies that require recruitment of employees on the basis of merit	0	5	49	41	5	94	79		1	83	
In my workgroup, decisions about access to development opportunities are made on the basis of merit	2	9	47	31	11	87	66		1	71	
My performance is assessed against clear criteria	0	5	61	31	3	95	72		1	77	

Fair and reasonable treatment

My manager involves me in decisions about my work	0	8	57	34	0	92	80		1	81
In my organisation, there are opportunities for me to develop my skills and knowledge	2	8	64	25	1	90	71		1	76
My manager treats employees with dignity and respect	0	4	51	43	1	96	87		1	87
In my organisation, employment arrangements are available to help employees achieve a work-life balance	2	12	47	37	2	86	84		2	85

Equal employment opportunity

Gender is not a barrier to success in my organisation	0	8	46	39	7	91	85		1	90
Disability is not a barrier to success in my organisation	0	3	49	30	18	97	82		1	87
Age is not a barrier to success in my organisation	0	8	52	30	10	90	83		1	87
Cultural background is not a barrier to success in my organisation	0	4	53	33	10	95	92		1	95
My organisation is committed to creating a diverse workforce (eg age, gender, cultural background)	0	5	51	28	15	93	83		1	88

Avenues of redress

In my organisation there are clear procedures and processes for resolving grievances	0	6	58	27	8	93	80		1	84
I would be confident in approaching my manager to discuss concerns and grievances	2	10	51	33	4	87	78		1	79
I am confident that if I lodge a grievance in my organisation, it would be investigated in a thorough and objective manner	3	7	47	29	15	88	63		1	69

Development of a career Public Service is fostered

I am proud to work in the Tasmanian State Service	0	6	52	38	3	94	89		1	90
I am committed to working in the Tasmanian State Service for much of my career	2	5	45	35	12	91	91		3	88
I would recommend the Tasmanian State Service as a good place to work	2	6	53	36	4	92	79		1	81

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

Work Environment

Workplace wellbeing

I receive help and support from other people in my workgroup	0	3	54	43	0	97	94		1	95
I provide help and support to other people in my workgroup	0	0	46	53	0	100	99		1	99
I feel I make a contribution to achieving the organisation's objectives	0	2	52	45	1	98	96		1	96
I am provided with the opportunity to work to my full potential	3	22	47	27	1	75	70		2	74
There is a good team spirit in my workgroup	1	8	55	35	2	91	76		1	79
I am encouraged to report health and safety incidents and injuries	0	0	46	54	0	100	93		1	94
I am recognised for the contribution I make	1	12	59	26	1	87	69		1	72
I am able to effectively manage my workload	1	5	58	36	0	94	84		1	84
My manager takes a positive interest in my well-being	1	8	57	30	4	91	78		1	79
My organisation is committed to employee wellbeing	1	6	57	32	3	92	71		1	75
In my job, I am clear what is expected of me	0	5	54	40	1	95	84		1	86
I feel that workplace stress does not have a negative impact on my wellbeing	4	22	49	23	2	74	54		1	58
Employee safety is discussed at regular workgroup meetings	1	12	52	31	4	86	67		1	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	0	0	50	49	1	100	86		1	89
I have both the opportunities and resources at work to support my health and wellbeing	0	2	59	34	5	98	77		1	80

Employee commitment

I view my organisation as an employer of choice	1	8	51	33	7	90	79		1	81
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Change management

There is a clear consultation process when change in my organisation is proposed	5	19	51	20	6	75	47		1	56
Communications about change from senior managers are timely and relevant	4	15	58	19	4	80	47		1	56
In times of change, senior managers provide sufficient information about the purpose of the changes	3	15	55	22	5	81	49		1	58
I am provided with the opportunity to influence changes in my organisation	8	23	47	15	7	67	44		1	53
In times of change, I have an obligation to help my work colleagues understand and adapt to the new ways of working	0	5	62	30	3	95	90		1	92

	Your results for 2015					2015 %	Results for comparator organisations			All 2015 Average %
	Response distribution						Average %	Percentage satisfied 30% 100%	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	4	17	24	46	9	55	40		1	48
Pay/remuneration	2	11	16	56	15	71	64		2	66
Job security	3	8	15	55	19	75	55		1	63
Relationship with people in my workgroup	2	3	8	54	33	86	80		1	81
Relationship with manager	1	4	12	51	32	84	71		1	74
Ability to work on own initiative	1	4	8	58	29	86	83		1	85
Interesting/challenging work provided	2	8	14	54	22	76	73		2	76
Working environment	1	4	12	62	21	83	67		1	70
Work-life balance	1	8	16	52	23	75	68		1	69
Overall job satisfaction	1	6	14	62	17	80	69		1	73
Engagement										
	Strongly disagree %	Disagree %	Neither agree nor disagree %	Agree %	Strongly agree %	2015 %	Average Score	Engagement score* 30 100	Quartile rank	Score*
I would recommend my organisation as a good place to work	2	3	14	51	31	76	63		1	67
I am proud to tell others I work for my organisation	1	5	17	46	31	75	70		1	72
I feel a strong personal attachment to my organisation	1	7	30	37	25	69	65		1	68
My organisation motivates me to help achieve its objectives	2	5	25	44	23	70	57		1	62
My organisation inspires me to do the best in my job	2	8	23	43	25	71	58		1	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							
Your experiences										
I have received formal feedback on individual performance	96	3	0	96	62		1	70		
I have received informal feedback on individual performance	89	10	0	89	77		1	80		
The performance management process helps me to identify and understand my work priorities	82	16	2	82	56		1	63		
There is a strong link between the content of my performance plan and what I actually do/experience during the year	78	17	5	78	49		1	57		
I am aware of suitable opportunities for me available in other agencies within the Tasmanian State Service	52	48	0	52	47		1	48		
I believe I have the skills to work in another agency within the Tasmanian State Service	100	0	0	100	92		1	93		

Awareness of organisational policies and processes

I am aware of:

My responsibilities under the State Service Act Code of Conduct	97	1	2	97	95		2	96
the State Service Principles with regards to my conduct and employment	97	1	2	97	94		1	95
My organisation's processes for reporting improper officer/employee conduct	89	5	6	89	81		1	84
My organisation's policy regarding the giving and receiving of gifts or benefits	94	3	2	94	89		1	89
My organisation's programs to support employee wellbeing (i.e. Employee Assistance Program or health and wellbeing initiatives)	98	1	1	98	85		1	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.

	Percent 'yes' of total respondents		Percent of total respondents	Percent of bullied staff	
	2015		%	%	
	%				
Total <u>witnessed</u> bullying at work in the last 12 months:	8	If bullied in last 12 months:			
Personally <u>experienced</u> bullying at work in the last 12 months:		Who were you bullied by			
Total Yes - personally experienced bullying at work in the last 12 months	7	A senior manager	0	7	
<i>yes - but <u>not</u> currently experiencing this behaviour</i>	6	Your immediate manager/supervisor	2	29	
<i>yes - is currently experiencing this behaviour</i>	1	A fellow worker	3	50	
No	90	A group of fellow workers	0	7	
Not Sure	3	A subordinate	0	0	
		A client/customer	0	7	
Submitted a formal complaint	1	A member of the public	0	0	
		Prefer not to specify	1	21	
		Description of the nature of bullying experienced			
	Percent of total respondents				
	%				
		Percent of staff that witnessed bullying			
		%			
Action taken after witnessing bullying					
Spoke about the matter to the person perceived to be the bully	1	18	Verbal abuse	1	14
Spoke about the matter to the person perceived to have been bullied	3	35	Exclusion/isolation	3	50
Reported the matter to a manager or human resources	5	59	Psychological harassment	2	29
Made a note of the occurrence but took no action	0	0	Intimidation	1	21
Took no action	1	12	Being assigned meaningless tasks unrelated to the job	0	7
Other	0	6	Given impossible assignments	1	14
			Deliberately changing work rosters to inconvenience you	0	0
			Deliberately withholding information vital to your effective work performance	3	43
			Other	2	29
			Prefer not to specify	1	14

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
	%	%	%	%	%	%	%	%	%	%
Values										
Responsiveness	96	96	-	97	96	92	96	95	95	97
Integrity	96	94	-	96	95	89	94	98	93	99
Impartiality	94	94	-	97	93	86	93	94	91	98
Accountability	90	88	-	92	89	82	88	93	87	93
Respect	92	95	-	95	93	88	93	97	92	96
Leadership	93	91	-	95	92	85	91	97	91	95
Employment Principles										
Merit	92	93	-	96	92	86	92	94	90	96
Fair and reasonable treatment	91	91	-	91	91	91	91	93	89	95
Equal employment opportunity	92	95	-	95	94	87	93	93	91	97
Avenues of redress	90	90	-	92	91	81	89	94	87	96
Development of a career Public Service is fostered	95	89	-	89	94	91	93	85	90	98
Work Environment										
Workplace wellbeing	92	91	-	91	92	92	91	95	90	96
Change management	80	79	-	78	82	73	79	89	75	89
Number of respondents*	117	92	4	61	122	30	191	22	146	67

*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

PM response text

% Responses

	Corporate Support (incl OTS)	22
	Budget and Finance	28
	Economic and Financial Policy	22
	Revenue, Gaming and Licensing	27
	CMG	2
Please select your section	OTS	3
	HR	5
	CIS	5
	ISB	8
	PPB	8
	BMB	8
	GFAB	12
	BIMS	1
	SPM	6
	IGFP	6
	EcoPol	5
	OTTER	5
	Rev	16
	L&G	11
	CMG members	2

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	Results for comparator organisations			All 2015		
	Response distribution						2015 %	Average %	Percentage agreement 50% 100%		Quartile rank	Average %
	Strongly disagree %	Disagree %	Agree %	Strongly agree %	Don't know %							
Leadership and change management												
Senior managers provide clear strategy and direction	2	15	52	29	2	82	54		1	62		
There is a clear consultation process when change in my organisation is proposed	5	19	51	20	6	75	47		1	56		
Communications about change from senior managers are timely and relevant	4	15	58	19	4	80	47		1	56		
In times of change, senior managers provide sufficient information about the purpose of the changes	3	15	55	22	5	81	49		1	58		
I am provided with the opportunity to influence changes in my organisation	8	23	47	15	7	67	44		1	53		
My manager												
My manager involves me in decisions about my work	0	8	57	34	0	92	80		1	81		
In my organisation, there are opportunities for me to develop my skills and knowledge	2	8	64	25	1	90	71		1	76		
My manager demonstrates objectivity in decision-making	0	4	56	37	3	96	79		1	81		
I would be confident in approaching my manager to discuss concerns and grievances	2	10	51	33	4	87	78		1	79		
My manager encourages employees to avoid conflicts of interest	0	5	46	37	12	95	87		1	88		
My manager listens to what I have to say	0	5	52	41	1	94	85		1	85		
My manager keeps me informed about what's going on	1	9	59	30	0	89	75		1	78		
My manager treats employees with dignity and respect	0	4	51	43	1	96	87		1	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%
My workgroup													
People in my workgroup are honest, open and transparent in their dealings	0	4	49	46	1	95	84			1	85		
People in my workgroup treat each other with respect	1	4	52	43	0	95	84			1	84		
My workgroup always tries to improve its performance	0	3	53	44	1	97	90			1	90		
People in my workgroup use their time and resources efficiently	1	14	57	26	3	85	79			2	81		
There is a good team spirit in my workgroup	1	8	55	35	2	91	76			1	79		
My contribution													
I receive help and support from other people in my workgroup	0	3	54	43	0	97	94			1	95		
I provide help and support to other people in my workgroup	0	0	46	53	0	100	99			1	99		
I feel I make a contribution to achieving the organisation's objectives	0	2	52	45	1	98	96			1	96		
I am provided with the opportunity to work to my full potential	3	22	47	27	1	75	70			2	74		
In times of change, I have an obligation to help my work colleagues understand and adapt to the new ways of working	0	5	62	30	3	95	90			1	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
All 2015	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
Average percentage agreement	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
Comparator group	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"> • The size of your organisation
Engagement index	The engagement index is calculated from the average score of the five engagement questions.
Engagement score	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.
Feedback	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.
Margin of error	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 213 responses, it is highly likely (95 times out of 100) the 'true result' may be up to plus or minus 3% . This means that if your result for a question was 73%, it is probable that your true result is somewhere between 76% and 70%.
Missing values	Missing values (those where the respondent has not answered a particular question) are excluded from all analyses.
Percentage agreement	The percentage agreement sums the 'Agree' and 'Strongly agree' responses as a percentage of all responses, excluding 'Don't know' responses.
Percentage satisfaction	The percentage satisfaction sums the 'Satisfied' and 'Very Satisfied' responses as a percentage of all responses.
Percentage yes	The percentage yes is the 'yes' responses as a percentage of all responses.
Quartile rank	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.
Question group	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
Respondent profile	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.
Response rate	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%.
Rounding	All percentages have been rounded throughout the report. This may mean that some percentage breakdowns do not add to exactly 100 per cent.
Sample size	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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