



Tasmanian State Service Employee Survey — Department of Premier and Cabinet Results

Total Sample Size: 362 Respondents

SUMMARY INDICES

	Agency Results Mean Index Score	TSS Overall Mean Index Score
	Level of Favourable Response (0-100)	Level of Favourable Response (0-100)
Overall Satisfaction Index (Constructed based on Q21a-b)	70	67
Agency Engagement Index (Constructed based on Q20a-e)	65	65
Workplace Diversity Index (Constructed based on Q18a-d, Q19a-f)	75	72
Wellbeing Index (Constructed based on Q22a-f, Q27)	73	64

REPORT FINDINGS

PART 1 & 6 - WORKFORCE DEMOGRAPHICS & INFORMATION

1. Where is your workplace located?

	Agency Results	TSS Overall
West Coast	1%	1%
North West	9%	16%
North	9%	21%
South	78%	58%
South East	3%	4%
Outside Tasmania	0%	0%

2. Do you work full-time or part-time?

	Agency Results	TSS Overall
Full-time	68%	68%
Part-time	32%	32%

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3. What is your current employment status?

	Agency Results	TSS Overall
Permanent (Ongoing)	82%	84%
Fixed-term	13%	13%
Casual	1%	2%
Sessional	0%	0%
Executive contract	4%	1%
Don't know	0%	0%

4. What is your gross annual salary before tax?

	Agency Results	TSS Overall
Less than \$35,000	5%	4%
\$35,000 - \$44,999	7%	4%
\$45,000 - \$54,999	7%	8%
\$55,000 - \$64,999	14%	15%
\$65,000 - \$74,999	13%	12%
\$75,000 - \$84,999	10%	13%
\$85,000 - \$94,999	11%	13%
\$95,000 - \$104,999	12%	14%
\$105,000 - \$114,999	7%	7%
\$115,000 - \$124,999	7%	4%
\$125,000 - \$134,999	1%	2%
\$135,000 - \$144,999	2%	1%
\$145,000+	3%	3%

Please note that this question was only asked of respondents who were *not* working on a casual or sessional basis



5. Which one of the following best describes the area you work in or the type of work you do?

	Agency Results	TSS Overall
Policy	14%	4%
Research	0%	1%
Program/project design and/or management	9%	6%
Frontline service delivery involving direct contact with the general public	27%	48%
Supporting service delivery work	9%	4%
Exercising regulatory authority	1%	5%
Legal	2%	1%
Corporate services	32%	13%
Administrative support/clerical	5%	11%
Scientific/Technical	1%	7%
Other	1%	1%

6. Are you the manager of one or more employees?

	Agency Results	TSS Overall
Yes	25%	22%
No	75%	78%

7. How many years have you been employed in your current agency?

	Agency Results	TSS Overall
Less than 2 years	23%	17%
2-5 years	27%	21%
6-10 years	20%	20%
11-15 years	13%	16%
16-20 years	10%	10%
21 years or more	7%	16%

8. How many years have you worked in the Tasmanian State Service?

	Agency Results	TSS Overall
Less than 2 years	13%	12%
2-5 years	18%	17%
6-10 years	17%	18%
11-15 years	19%	18%
16-20 years	12%	12%
21 years or more	22%	22%



9. You see your future employment/career in the next three years...

	Agency Results	TSS Overall
Continuing in my current role/agency	54%	64%
Continuing in the Tasmanian State Service in a different role	27%	16%
In the private sector	3%	4%
In the community/non-government sector	0%	1%
Ceasing paid work - returning to study, personal or family reasons	1%	1%
Ceasing paid work - retirement	4%	5%
Don't know	11%	10%

10. If you plan to leave, what major factors are influencing your decision?

	Agency Results	TSS Overall
Opportunity to broaden experience	31%	11%
To seek/take a promotion elsewhere	8%	5%
Lack of flexible work arrangements for managing	8%	7%
Desire to relocate interstate or overseas	8%	7%
Better location/reduce travel time	0%	2%
Limited opportunities to gain further experience at my agency	15%	17%
My interests do not match my job role	23%	6%
My workload is excessive	0%	29%
Lack of future career opportunities at my agency	38%	30%
A lack of recognition for doing a good job	15%	28%
For better remuneration	0%	11%
Poor relationship with my supervisor	0%	11%
End of contract/secondment	8%	6%
Other	15%	14%

Please note that this question was only asked of respondents who saw their future employment/ career in the next three years in the private sector or in the community/ non-government sector

52. What is your gender?

	Agency Results	TSS Overall
Female	60%	68%
Male	35%	30%
Other	0%	0%
Prefer not to say	5%	3%

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53. Do you identify as a member of the LGBTIQ community?

	Agency Results	TSS Overall
Yes	5%	3%
No	93%	93%
Prefer not to say	2%	3%

54. What is your age?

	Agency Results	TSS Overall
15-24 years	2%	3%
25-34 years	18%	14%
35-44 years	28%	23%
45-54 years	28%	33%
55-64 years	22%	25%
65-74 years	1%	2%
75+ years	0%	0%

55. Where were you born?

	Agency Results	TSS Overall
Born in Australia	92%	87%
Born overseas in a mainly English speaking country	5%	8%
Born overseas in other country	3%	5%
Don't know	0%	0%

56. Are you of Aboriginal and/or Torres Strait Islander origin?

	Agency Results	TSS Overall
Yes	3%	3%
No	96%	95%
Prefer not to say	1%	2%

57. Have you informed your agency that you are a person of Aboriginal and/or Torres Strait Islander origin?

	Agency Results	TSS Overall
Yes	30%	54%
No	20%	27%
Not sure	50%	19%

Please note that this question was only asked of respondents who were Aboriginal and/ or Torres Strait Islander

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59. Do you have any sort of disability that restricts you in performing everyday activities and which is long-term (lasting six months or more)?

	Agency Results	TSS Overall
Yes	8%	6%
No	92%	94%

60. Have you informed your agency that you have an ongoing disability?

	Agency Results	TSS Overall
Yes	79%	76%
No	14%	18%
Not sure	7%	5%

Please note that this question was only asked of respondents who indicated they had a disability that restricts them in performing everyday activities and was long-term

62. Do you have a workplace adjustment in place to assist you to do your job?

	Agency Results	TSS Overall
Yes	55%	43%
No	45%	57%

Please note that this question was only asked of respondents who indicated they had a disability that restricts them in performing everyday activities and was long-term

63. Are you a primary care giver for a child/children or an adult/adults?

	Agency Results	TSS Overall
Yes, I am the primary care giver	16%	18%
Yes, I share the primary care giver role	31%	25%
No	53%	57%

64. Do you provide daily care for a person with a disability or chronic illness?

	Agency Results	TSS Overall
Yes - for a child or children	4%	4%
Yes - for an adult or adults	6%	6%
Yes - for a child/children and an adult/adults	1%	1%
No	88%	89%

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65. What is the highest level of formal education you have successfully completed?

	Agency Results	TSS Overall
Doctoral Degree level	1%	2%
Master Degree level	7%	11%
Graduate Diploma or Graduate Certificate level	13%	17%
Bachelor Degree level including honours degrees	27%	30%
Advanced Diploma or Diploma level	12%	13%
Certificate level, including trade	14%	15%
Year 12 or equivalent (VCE/Leaving certificate)	14%	6%
Less than year 12 or equivalent	11%	7%

66. Are you proficient in another language besides English?

	Agency Results	TSS Overall
Yes	8%	8%
No	92%	92%

67. If yes, which language?

	Agency Results	TSS Overall
French	14%	18%
Italian	7%	7%
Cantonese	0%	2%
Mandarin	0%	7%
German	17%	17%
Other	72%	65%

Please note that respondents could provide more than one response to this question, and therefore the percentages reported above may not sum to 100%

PART 2 - WORKPLACE BEHAVIOURS

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People and their jobs

11. Please read each statement and indicate the extent to which you agree or disagree, based upon what you have experienced or observed in your agency in the last 12 months.

	Agency Results	TSS Overall	Agency Results				
	(%)	(%)	Percentages (%)				
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a I believe the work that I do is important	87%	93%	39%	48%	11%	2%	0%
b I enjoy the work in my current job	81%	79%	25%	55%	9%	7%	3%
c I get a sense of accomplishment from my work	77%	79%	23%	53%	13%	9%	2%
d My job allows me to use my skills, knowledge and abilities	80%	83%	28%	52%	10%	8%	1%
e I receive adequate recognition for my contributions and accomplishments	62%	52%	16%	46%	22%	11%	5%
f I clearly understand what I am expected to do in this job	86%	84%	34%	52%	10%	3%	1%
g My work performance is assessed against clear criteria	69%	56%	16%	52%	19%	10%	3%
h In my agency, there are opportunities for me to develop my skills and knowledge	65%	66%	17%	49%	19%	11%	5%
i I feel I make a contribution to achieving the agency's objectives	83%	85%	29%	54%	12%	4%	1%



Workgroups

12. Please read each statement and indicate the extent to which you agree or disagree, based upon what you have experienced or observed in your agency in the last 12 months.

	Agency Results	TSS Overall	Agency Results					
	(%)	(%)	Percentages (%)					
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
a My workgroup strives to achieve client/customer satisfaction	90%	86%	43%	47%	7%	2%	0%	0%
b In my workgroup, work is undertaken using best practice approaches	72%	74%	25%	47%	19%	7%	2%	0%
c People in my workgroup treat each other with respect	82%	75%	35%	47%	10%	6%	2%	0%
d I receive help and support from other people in my workgroup	88%	82%	38%	51%	8%	3%	1%	0%
e I provide help and support to other people in my workgroup	98%	97%	46%	52%	2%	0%	0%	0%
f There is a good team spirit in my workgroup	72%	68%	32%	40%	14%	11%	3%	0%

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Managers/Supervisors

13. Please read each statement and indicate the extent to which you agree or disagree, based upon what you have experienced or observed in your agency in the last 12 months.

	Agency Results	TSS Overall	Agency Results					
	(%)	(%)	Percentages (%)					
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
a My manager keeps me informed about what's going on	75%	67%	35%	41%	13%	7%	4%	0%
b I would be confident in approaching my manager to discuss concerns and grievances	80%	75%	47%	33%	12%	5%	3%	-
c My manager encourages behaviours that are consistent with my agency's values	85%	79%	42%	44%	10%	2%	2%	-
d My manager treats employees with dignity and respect	84%	78%	46%	38%	9%	4%	2%	-
e My manager encourages people in my workgroup to monitor and improve the quality of what we do	80%	74%	37%	43%	12%	7%	2%	-
f My manager expects a high standard of ethical behaviour	90%	85%	47%	43%	7%	1%	2%	0%

Senior Managers

14. Please read each statement and indicate the extent to which you agree or disagree, based upon what you have experienced or observed in your agency in the last 12 months.

	Agency Results	TSS Overall	Agency Results					
	(%)	(%)	Percentages (%)					
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
a Senior managers provide clear strategy and direction	58%	50%	18%	40%	20%	12%	6%	5%
b Senior managers model my agency's values	63%	54%	23%	40%	21%	6%	5%	5%



Agency

15. Please read each statement and indicate the extent to which you agree or disagree, based upon what you have experienced or observed in your agency in the last 12 months.

	Agency Results (%)	TSS Overall (%)	Agency Results Percentages (%)					
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
a In my agency, earning and sustaining a high level of public trust is seen as important	81%	81%	29%	51%	13%	4%	1%	1%
b My agency has policies in place to report improper conduct and behaviour	77%	75%	19%	58%	15%	3%	2%	4%
c Bullying is not tolerated in my agency	67%	60%	27%	40%	18%	10%	3%	2%
d In my agency, there are clear procedures and processes for resolving grievances	70%	63%	15%	55%	16%	5%	2%	6%
e I am confident that I would be protected from reprisal for reporting improper conduct	49%	47%	14%	35%	23%	14%	5%	9%
f In my agency, there are procedures and systems in place to assist employees in avoiding conflicts of interest	74%	67%	22%	52%	17%	4%	1%	4%

16. Do you agree that in your workplace, there are policies designed to support employees affected by family violence?

	Agency Results	TSS Overall
Yes	88%	67%
No	1%	3%
Don't know	11%	30%


17. Please indicate the extent to which you agree or disagree with each statement below:

	Agency Results	TSS Overall	Agency Results				
	(%)	(%)	Percentages (%)				
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a I am confident that I could sensitively communicate with colleagues affected by family violence	83%	83%	22%	61%	14%	3%	1%
b If I was approached directly by a colleague affected by family violence, I am confident in my ability to provide appropriate levels of support	78%	78%	20%	58%	16%	5%	1%
c If I was made aware (e.g. by other colleagues) that family violence was affecting an employee, I am confident that I could respond appropriately	79%	80%	21%	59%	17%	3%	1%

Please note that this question was only asked of respondents who agreed there are policies in their workplace designed to support employees affected by family violence

PART 3 - WORKPLACE DIVERSITY
18. Please indicate the extent of your agreement with the following statements:

	Agency Results	TSS Overall	Agency Results					
	(%)	(%)	Percentages (%)					
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
a In my agency all staff are treated fairly and with respect	69%	64%	24%	44%	16%	11%	1%	3%
b My agency fosters an inclusive work environment	79%	73%	25%	54%	14%	2%	2%	2%
c My manager/supervisor has a positive attitude towards employees with diverse backgrounds	81%	78%	35%	46%	10%	2%	1%	6%
d The people in my work group and colleagues have a positive attitude towards employees with diverse backgrounds	80%	80%	30%	51%	13%	2%	1%	5%


19. Please indicate the extent of your agreement with the following statements:

	Agency Results	TSS Overall	Agency Results					
	(%)	(%)	Percentages (%)					
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
a Gender is not a barrier to success in my agency	75%	72%	29%	46%	13%	6%	2%	3%
b Employees from different cultural backgrounds are welcomed and supported in my agency	69%	74%	20%	49%	13%	2%	1%	15%
c There is a positive attitude within my agency in relation to employees who identify as members of the LGBTIQ community	70%	60%	24%	46%	11%	1%	1%	18%
d Employees with disability are welcomed and supported in my agency	64%	55%	21%	43%	15%	3%	1%	17%
e Age is not a barrier to success in my agency	65%	66%	19%	46%	17%	7%	3%	8%
f Employees of Aboriginal and/or Torres Strait Islander origin are welcomed and supported in my agency	66%	65%	23%	43%	15%	0%	1%	18%
g My agency supports employees who have caring responsibilities	84%	73%	31%	52%	7%	2%	2%	5%
h There is a positive attitude in my agency in relation to employees who use flexible work practices or work part-time	78%	66%	31%	47%	11%	5%	3%	3%

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PART 4 - ENGAGEMENT & JOB SATISFACTION**20. Please indicate your level of agreement with the following statements:**

	Agency Results	TSS Overall	Agency Results				
	(%)	(%)	Percentages (%)				
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a I would recommend my agency as a good place to work	71%	63%	21%	51%	18%	7%	3%
b I am proud to tell others I work for my agency	69%	69%	23%	47%	22%	7%	1%
c I feel a strong personal attachment to my agency	48%	60%	15%	32%	35%	14%	4%
d My agency motivates me to help achieve its objectives	52%	54%	13%	40%	33%	11%	4%
e My agency inspires me to do the best in my job	55%	56%	15%	40%	30%	12%	3%

21. Please indicate your level of satisfaction with the following:

	Agency Results	TSS Overall	Agency Results				
	(%)	(%)	Percentages (%)				
	Total Satisfaction (Satisfied plus Very Satisfied)	Total Satisfaction (Satisfied plus Very Satisfied)	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
a Considering everything, how satisfied are you with your current job?	73%	69%	26%	47%	14%	9%	4%
b Considering everything, how would you rate your overall satisfaction with your agency as an employer?	72%	64%	22%	49%	17%	10%	2%



PART 5 - WORK EXPERIENCES & ORGANISATIONAL SUPPORT

Work and Wellbeing

22. Support from your agency: Please indicate the extent of your agreement with the following statements in the last 12 months.

	Agency Results (%)	TSS Overall (%)	Agency Results Percentages (%)					
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
a My agency provides a safe work environment	90%	77%	36%	54%	7%	2%	1%	0%
b My agency encourages and supports employees to have a good work/life balance	78%	59%	27%	51%	14%	5%	3%	1%
c I am able to effectively manage my workload	77%	65%	21%	56%	13%	8%	2%	0%
d Work health and safety is discussed at regular workgroup meetings	75%	55%	30%	46%	12%	7%	4%	2%
e I have received instruction/training appropriate to my role to address WH&S hazards, incidents and injuries in accordance with my agency's policies	79%	73%	25%	54%	13%	6%	1%	0%
f I have both the opportunities and resources at work to support my health and wellbeing	76%	60%	24%	52%	16%	6%	2%	1%

23. Do you currently have direct team managerial/supervisory responsibility for any employee(s)?

	Agency Results	TSS Overall
Yes	29%	29%
No	70%	70%
Don't know	1%	2%



24. Please indicate the extent of your agreement with the following statements:

	Agency Results (%)	TSS Overall (%)	Agency Results Percentages (%)					
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
a My agency provides me with appropriate training and guidance to manage employees	67%	54%	18%	49%	17%	14%	1%	1%
b My agency has good procedures in place to support managers/supervisors	59%	51%	15%	44%	24%	13%	2%	2%

Please note that this question was only asked of respondents who currently had direct team managerial/ supervisory responsibility for any employee(s)

25. How often do you directly engage or work with members of the public as part of your current job?

	Agency Results	TSS Overall
Daily	32%	59%
Weekly	7%	13%
Monthly	6%	4%
Less frequently	26%	14%
Not at all	28%	10%

26. Based on your personal experience in engaging or working with members of the public, please indicate the extent of your agreement with the following statements:

	Agency Results (%)	TSS Overall (%)	Agency Results Percentages (%)				
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a I have the ability and skills to deal with a wide range of people	96%	96%	49%	48%	2%	1%	0%
b My agency provides me with appropriate training and guidance to work with members of the public	64%	56%	18%	46%	20%	12%	3%
c My agency provides me with appropriate support to assist me in my work with members of the public	72%	61%	20%	52%	16%	10%	1%

Please note that this question was only asked of respondents who directly engage or work with members of the public on at least a monthly basis



Based on your personal experience, please indicate the extent of your agreement with the following statement:

	Agency Results	TSS Overall	Agency Results					
	(%)	(%)	Percentages (%)					
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
27 I am able to manage my work and personal issues in a way that doesn't impact on my stress levels	65%	57%	13%	52%	17%	16%	2%	0%

28. How often do you use each of the following approaches when dealing with stressful situations at work?

	Agency Results	TSS Overall	Agency Results				
	(%)	(%)	Percentages (%)				
	Always/ Often	Always/ Often	Always	Often	Sometimes	Rarely	Never
a Debrief informally with my work colleagues	48%	54%	11%	37%	38%	10%	4%
b Debrief informally with my Manager	35%	28%	7%	28%	40%	17%	8%
c Discuss with my Manager/supervisor/mentor/coach during scheduled activities/meetings	30%	25%	7%	23%	42%	18%	10%
d Employee Assistance Program (EAP)	2%	2%	1%	1%	10%	20%	69%
e Seek support from family/friends	46%	49%	14%	31%	38%	12%	4%
f Use other techniques such as mindfulness, meditation and relaxation	18%	25%	4%	14%	33%	21%	28%

	Agency Results	TSS Overall	Agency Results				
	(%)	(%)	Percentages (%)				
	Total Satisfaction (Satisfied plus Very Satisfied)	Total Satisfaction (Satisfied plus Very Satisfied)	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
29 Considering your work and life priorities, how satisfied are you with the work/life balance in your current job?	69%	57%	16%	53%	17%	9%	4%



Please indicate the extent of your agreement with the following statement:

	Agency Results	TSS Overall	Agency Results				
	(%)	(%)	Percentages (%)				
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
30 My workgroup encourages and supports employees to have a good work/life balance	75%	59%	23%	53%	16%	6%	2%

31. Are you currently using flexible working arrangements, such as changes to your work location, work hours or pattern of work?

	Agency Results	TSS Overall
Yes	49%	36%
No	51%	64%

32. What type(s) of flexible working arrangements are you using?

	Agency Results	TSS Overall
Part-time	36%	45%
Flexible hours of work	58%	49%
Compressed work week	10%	5%
Job sharing	1%	4%
Working remotely/virtual team	2%	3%
Working away from the office on a regular basis	9%	6%
Working away from the office on an ad-hoc basis	19%	12%
Purchasing additional leave	15%	7%
Other	5%	6%

Please note that this question was only asked of respondents using flexible working arrangements

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33. Why are you not using flexible working arrangements?

	Agency Results	TSS Overall
I don't need to	60%	49%
My employment conditions don't provide for this	12%	22%
My agency does not have a flexible working arrangements policy	4%	8%
My agency's culture is not conducive to flexible working arrangements	5%	12%
Lack of technical support	5%	3%
The operational requirements of my role	23%	24%
Management discretion	5%	8%
Resources and staffing limits	21%	19%
Potential impact on my career	4%	7%
Other	5%	3%

Please note that this question was only asked of respondents *not* using flexible working arrangements

34. In the past 12 months, has your current workgroup been directly affected by significant workplace change?

	Agency Results	TSS Overall
Yes	52%	53%
No	48%	47%

Please indicate the extent of your agreement with the following statement:

	Agency Results (%)	TSS Overall (%)	Agency Results Percentages (%)					
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
35 Significant change is managed well in my agency	35%	26%	4%	31%	26%	25%	13%	1%

Please note that this question was only asked of respondents whose current workgroup had been directly affected by significant workplace change in the last 12 months



Learning and Development

36. Please indicate the extent of your agreement with the following statements:

	Agency Results (%)	TSS Overall (%)	Agency Results Percentages (%)				
	Total Agreement (Agree plus Strongly Agree)	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
a My manager encourages and supports my participation in learning and development opportunities	73%	70%	23%	50%	18%	7%	2%
b Working in the agency provides me with the opportunity to maintain or increase my professional knowledge and skills	68%	66%	15%	53%	19%	9%	4%

37. In the last 12 months, have you discussed your learning and development needs with your manager/supervisor? This includes formal and informal discussions?

	Agency Results	TSS Overall
Yes	86%	81%
No	14%	19%

	Agency Results (%)	TSS Overall (%)	Agency Results Percentages (%)					
	Total Satisfaction (Satisfied plus Very Satisfied)	Total Satisfaction (Satisfied plus Very Satisfied)	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	Don't know
38 How satisfied are you with the learning and development opportunities in your agency?	57%	53%	16%	41%	26%	10%	5%	2%



Performance

Please indicate which of the following you have experienced within your agency in the last 12 months.

39. How often do you have conversations with your manager/supervisor about your work performance?

	Agency Results	TSS Overall
At least monthly	32%	18%
Around 3 monthly	16%	12%
Around 6 monthly	22%	19%
Yearly or about yearly	22%	27%
Infrequently	6%	15%
Not at all	1%	9%
Don't know	2%	2%

40. Do you and/or your manager/supervisor document these meetings?

	Agency Results	TSS Overall
Yes	77%	68%
No	17%	21%
Don't know	6%	11%

Please note that this question was only asked of respondents who had conversations with their manager/ supervisor about their work performance

41. Do these meetings help you to identify your work priorities and training and development needs?

	Agency Results	TSS Overall
Yes	79%	73%
No	14%	19%
Don't know	7%	8%

Please note that this question was only asked of respondents who had conversations with their manager/ supervisor about their work performance

Workplace Conduct and Behaviour

42. Have you personally experienced workplace bullying at work in the last 12 months?

	Agency Results	TSS Overall
Yes	13%	23%
No	83%	73%
Unsure	4%	4%

①

43. Thinking about when you experienced bullying at work, who were you bullied by?

	Agency Results	TSS Overall
A senior manager	32%	27%
Your immediate manager/supervisor	30%	30%
A fellow worker	30%	43%
A group of fellow workers	9%	13%
A person that reports to you	9%	7%
A client/customer	9%	9%
A member of the public	0%	7%
Prefer not to say	9%	6%

Please note that this question was only asked of respondents who personally experienced workplace bullying in the last 12 months

44. What types of bullying did you experience?

	Agency Results	TSS Overall
Verbal abuse	32%	38%
Exclusion/isolation	55%	49%
Psychological harassment	38%	40%
Intimidation	47%	55%
Being assigned meaningless tasks unrelated to the job	13%	14%
Given impossible assignments	13%	10%
Deliberately changing work rosters to inconvenience you	6%	7%
Deliberately withholding information vital to your effective work performance	32%	31%
Other	0%	6%
Prefer not to say	4%	3%

Please note that this question was only asked of respondents who personally experienced workplace bullying in the last 12 months

45. Did you report the bullying?

	Agency Results	TSS Overall
Yes	28%	39%
No	72%	61%

Please note that this question was only asked of respondents who personally experienced workplace bullying in the last 12 months

①

46. Why didn't you report the bullying?

	Agency Results	TSS Overall
I did not want to upset relationships in the workplace	29%	38%
I did not have enough evidence	32%	21%
It could affect my career	35%	36%
I did not think any action would be taken	56%	53%
The matter was resolved informally	9%	8%
I did not think the bullying was serious enough	21%	18%
Managers accepted the behaviour	32%	33%
I did not think it was worth the hassle of going through the report process	50%	36%
I did not know how to report it	9%	9%
Prefer not to say	6%	4%
Other	9%	7%

Please note that this question was only asked of respondents who personally experienced workplace bullying in the last 12 months and did not report the bullying

47. Have you personally experienced sexual harassment at work in the last 12 months?

	Agency Results	TSS Overall
Yes	0%	2%
No	99%	98%
Unsure	0%	0%

48. Thinking about when you experienced sexual harassment at work, who were you sexually harassed by?

	Agency Results	TSS Overall
A senior manager	*	12%
Your immediate manager/supervisor	*	7%
A fellow worker	*	43%
A group of fellow workers	*	6%
A person that reports to you	*	4%
A client/customer	*	22%
A member of the public	*	9%
A consultant/service provider	*	3%
A representative of another agency	*	2%
Other	*	1%
Prefer not to say	*	7%

Please note that this question was only asked of respondents who personally experienced sexual harassment at work in the last 12 months

①

49. What type of sexual harassment did you experience?

	Agency Results	TSS Overall
Physical behaviour	*	31%
Verbal abuse	*	66%
Initiations or pranks	*	9%
Interference with your personal property or work equipment	*	3%
Inappropriate and unfair application of work policies or rules	*	4%
Cyber harassment	*	10%
Prefer not to say	*	9%
Other	*	3%

Please note that this question was only asked of respondents who personally experienced sexual harassment at work in the last 12 months

50. Did you report the sexual harassment?

	Agency Results	TSS Overall
Yes	*	26%
No	*	74%

Please note that this question was only asked of respondents who personally experienced sexual harassment at work in the last 12 months

51. Why didn't you report the sexual harassment?

	Agency Results	TSS Overall
I did not want to upset relationships in the workplace	*	36%
I did not have enough evidence	*	21%
It could affect my career	*	28%
I did not think any action would be taken	*	49%
The matter was resolved informally	*	16%
I did not think the sexual harassment was serious enough	*	40%
Managers accepted the behaviour	*	18%
I did not think it was worth the hassle of going through the report process	*	34%
I did not know how to report it	*	8%
Prefer not to say	*	1%
Other	*	6%

Please note that this question was only asked of respondents who personally experienced sexual harassment at work in the last 12 months and did not report it



PART 7 - REWARDS & SUPPORT

73. What are the three most rewarding things about working in your agency that helps you to do your best in your job?

	Agency Results	TSS Overall
Serving the Tasmanian community and making a difference to it	37%	45%
Working in a good team environment	53%	47%
Having varied job roles	18%	19%
Job Security	33%	32%
Using the skills I have	28%	38%
Being able to access learning and development opportunities	6%	8%
The range of people with whom I work	23%	26%
Having a good manager	22%	18%
The level of salary	15%	10%
Leave entitlements	4%	8%
Flexible work	22%	13%
Work-life balance	26%	17%
Other	3%	3%

Please note that respondents could provide up to three responses to this question, and therefore the percentages reported above may not sum to 100%

74. To support your workplace, in what areas would you like to see improvements?

	Agency Results	TSS Overall
Teamwork/team relationships	22%	27%
Training and development opportunities	38%	36%
Work-life balance/flexible work provisions	25%	28%
Communication on organisational objectives/activities	34%	27%
Management/leadership	30%	34%
Work health safety and wellbeing training and awareness	8%	9%
Recognition/rewards	27%	25%
Remuneration	23%	27%
Focus on positive work behaviours/cultures	31%	31%
Other	9%	7%

Please note that respondents could provide up to three responses to this question, and therefore the percentages reported above may not sum to 100%

①

CUSTOM AGENCY QUESTIONS

69. Please indicate your level of agreement with each of the following statements.

	Agency Results	Agency Results					
	(%)	Percentages (%)					
	Total Agreement (Agree plus Strongly Agree)	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
a I have access to support and resources at work to assist me to maintain my mental health	74%	20%	54%	19%	4%	1%	2%
b Senior managers in DPAC consider employee safety at work at least as important as the delivery of our services	68%	20%	48%	17%	7%	2%	6%
c Senior managers in DPAC involve staff in decision making that affects their work	44%	11%	33%	28%	18%	5%	5%
d Senior managers in DPAC communicate with their teams in a timely manner	56%	12%	43%	23%	14%	3%	5%
e I feel comfortable discussing with my manager/supervisor what I need to achieve work-life balance (e.g. flexible work arrangements, leave, adjustment to work patterns)	83%	34%	49%	9%	7%	1%	0%



Department of Premier and Cabinet Results

SUMMARY INDICES

	2020 sample size	Level of Satisfaction/Agreement Mean Index Score (0 - 100)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
Overall Satisfaction (Constructed based on Q21a-b)	n=242	65	70	67
Agency Engagement (Constructed based on Q20a-e)	n=242	62	65	65
Wellbeing (Constructed based on Q22a-f, Q27)	n=242	71	73	65
Workplace Diversity (Constructed based on Q18a-d, Q19a-f)	n=242	74	75	73

2

REPORT FINDINGS

PART 1 & 6 – WORKFORCE DEMOGRAPHICS & INFORMATION

1. Where is your workplace located?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
West Coast		1	1	1
North West		14	9	16
North		13	9	21
South		69	78	58
South East		2	3	5
Outside Tasmania		0	0	0

2. Do you work full-time or part-time?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Full-time		57	68	66
Part-time		43	32	34

3. What is your current employment status?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Permanent (Ongoing)		85	82	85
Fixed-term		12	13	12
Casual		2	1	2
Sessional		0	0	0
Executive contract		1	4	1
Don't know		0	0	0

4. What is your gross annual salary before tax?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 237			
Less than \$35,000	6	5	4
\$35,000 - \$44,999	8	7	4
\$45,000 - \$54,999	7	7	6
\$55,000 - \$64,999	18	14	14
\$65,000 - \$74,999	13	13	13
\$75,000 - \$84,999	11	10	12
\$85,000 - \$94,999	8	11	13
\$95,000 - \$104,999	11	12	16
\$105,000 - \$114,999	8	7	8
\$115,000 - \$124,999	4	7	3
\$125,000 - \$134,999	5	1	2
\$135,000 - \$144,999	0	2	1
\$145,000+	1	3	2

Please note that this question was only asked of respondents who were *not* working on a casual or sessional basis

5. Which one of the following best describes the area you work in or the type of work you do?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242			
Policy	12	14	4
Research	0	0	1
Program/project design and/or management	8	9	6
Frontline service delivery involving direct contact with the general public	36	27	48
Supporting service delivery work	7	9	5
Exercising regulatory authority	2	1	5
Legal	2	2	1
Corporate services	26	32	13
Administrative support/clerical	6	5	10
Scientific/Technical	0	1	7
Other	2	1	1

2

6. Are you the manager of one or more employees?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Yes		17	25	20
No		83	75	80

7. How many years have you been employed in your current agency?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Less than 2 years		21	23	17
2-5 years		32	27	24
6-10 years		17	20	17
11-15 years		12	13	15
16-20 years		8	10	12
21 years or more		10	7	16

8. How many years have you worked in the Tasmanian State Service?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Less than 2 years		14	13	12
2-5 years		24	18	20
6-10 years		16	17	16
11-15 years		13	19	17
16-20 years		14	12	13
21 years or more		20	22	22

2

9. You see your future employment/career in the next three years...

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242			
Continuing in my current role/agency	50	54	65
Continuing in the Tasmanian State Service in a different role	29	27	16
In the private sector	4	3	3
In the community/non-government sector	1	0	1
Ceasing paid work - returning to study, personal or family reasons	0	1	1
Ceasing paid work - retirement	4	4	5
Don't know	12	11	9

10. If you plan to leave, what major factors are influencing your decision?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 13			
Opportunity to broaden experience	8	31	14
To seek/take a promotion elsewhere	0	8	4
Lack of flexible work arrangements for managing	0	8	5
Desire to relocate interstate or overseas	0	8	7
Better location/reduce travel time	0	0	2
Limited opportunities to gain further experience at my agency	31	15	19
My interests do not match my job role	15	23	11
My workload is excessive	8	0	21
Lack of future career opportunities at my agency	54	38	27
A lack of recognition for doing a good job	15	15	27
For better remuneration	8	0	14
Poor relationship with my supervisor	8	0	9
End of contract/secondment	15	8	8
Other	8	15	13

Please note that this question was only asked of respondents who saw their future employment/ career in the next three years in the private sector or in the community/ non-government sector

52. What is your gender?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Male		28	35	30
Female		65	60	67
Other/ Prefer not to say		7	5	3

53. Do you identify as a member of the LGBTIQ community?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Yes		4	5	4
No		90	93	93
Prefer not to say		6	2	3

54. What is your age?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
15-24 years		3	2	2
25-34 years		21	18	14
35-44 years		23	28	23
45-54 years		32	28	32
55-64 years		19	22	26
65+ years		2	1	3

55. Where were you born?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Born in Australia		92	92	87
Born overseas in a mainly English speaking country		5	5	8
Born overseas in other country		2	3	5
Don't know		1	0	0

2

56. Are you of Aboriginal and/or Torres Strait Islander origin?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Yes		5	3	3
No / Prefer not to say		95	97	97

57. Have you informed your agency that you are a person of Aboriginal and/or Torres Strait Islander origin?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 11				
Yes		45	30	60
No		27	20	26
Not sure		27	50	14

Please note that this question was only asked of respondents who were Aboriginal and/ or Torres Strait Islander

59. Do you have any sort of disability that restricts you in performing everyday activities and which is long-term (lasting six months or more)?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Yes		6	8	6
No		94	92	94

60. Have you informed your agency that you have an ongoing disability?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 14				
Yes		79	79	81
No		21	14	12
Not sure		0	7	6

Please note that this question was only asked of respondents who indicated they had a disability that restricts them in performing everyday activities and was long-term

2

62. Do you have a workplace adjustment in place to assist you to do your job?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 14			
Yes	57	55	41
No	43	45	59

Please note that this question was only asked of respondents who indicated they had a disability that restricts them in performing everyday activities and was long-term

63. Are you a primary care giver for a child/children or an adult/adults?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242			
Yes, I am the primary care giver	14	16	17
Yes, I share the primary care giver role	33	31	25
No	52	53	58

64. Do you provide daily care for a person with a disability or chronic illness?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242			
Yes - for a child or children	5	4	4
Yes - for an adult or adults	4	6	6
Yes - for a child/children and an adult/adults	2	1	1
No	88	88	90

2

65. What is the highest level of formal education you have successfully completed?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Doctoral Degree level		2	1	3
Master Degree level		7	7	12
Graduate Diploma or Graduate Certificate level		14	13	17
Bachelor Degree level including honours degrees		24	27	29
Advanced Diploma or Diploma level		10	12	13
Certificate level, including trade		17	14	15
Year 12 or equivalent (VCE/Leaving certificate)		14	14	5
Less than year 12 or equivalent		13	11	7

66. Are you proficient in another language besides English?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Yes		7	8	9
No		93	92	91

67. If yes, which language?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 17				
French		24	14	16
Italian		0	7	6
Cantonese		0	0	4
Mandarin		0	0	7
German		6	17	14
Other		71	72	69

PART 2 – WORKPLACE BEHAVIOURS

2

People and their jobs

11. Please indicate your level of agreement with the following statements:

	Total Agreement (%)			Agency Results (%)				
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
2020 sample size: 242								
a I believe the work that I do is important	87	87	93	33	55	11	1	1
b My job allows me to use my skills, knowledge and abilities	77	80	84	20	57	15	6	2
c I receive adequate recognition for my contributions and accomplishments	56	62	55	12	45	26	14	4
d I feel I make a contribution to achieving the agency's objectives	80	83	88	26	54	15	4	1

Workgroups

12. Please indicate your level of agreement with the following statements:

	Total Agreement (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
2020 sample size: 242									
a My workgroup strives to achieve client/customer satisfaction	91	90	88	52	39	6	2	1	0
b People in my workgroup treat each other with respect	82	82	77	44	38	11	6	1	0
c I receive help and support from other people in my workgroup	87	88	84	43	44	10	2	0	0

2

Managers/Supervisors

13. Please indicate your level of agreement with the following statements:

	Total Agreement (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
2020 sample size: 242									
a My manager keeps me informed about what's going on	70	75	69	35	35	18	7	4	0
b I would be confident in approaching my manager to discuss concerns and grievances	77	80	76	45	32	14	6	3	0
c My manager encourages behaviours that are consistent with my agency's values	82	85	80	41	41	10	5	3	0
d My manager treats employees with dignity and respect	81	84	79	45	36	14	3	2	0
e My manager encourages people in my workgroup to monitor and improve the quality of what we do	77	80	76	31	45	16	4	3	0
f My manager expects a high standard of ethical behaviour	84	90	85	41	43	11	2	2	2

Senior Managers

14. Please indicate your level of agreement with the following statements:

	Total Agreement (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
2020 sample size: 242									
a Senior managers provide clear strategy and direction	45	58	53	10	35	24	15	12	3
b Senior managers model my agency's values	50	63	57	14	36	24	12	10	4

2

Agency

15. Please indicate your level of agreement with the following statements:

	Total Agreement (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
2020 sample size: 242									
a In my agency, earning and sustaining a high level of public trust is seen as important	79	81	82	21	57	15	5	1	0
b My agency has policies in place to report improper conduct and behaviour	77	77	75	20	57	11	5	2	6
c Bullying is not tolerated in my agency	62	67	62	24	38	20	12	5	1
d In my agency, there are clear procedures and processes for resolving grievances	65	70	64	13	52	20	6	3	5
e I am confident that I would be protected from reprisal for reporting improper conduct	45	49	48	10	35	27	19	5	4
f In my agency, there are procedures and systems in place to assist employees in avoiding conflicts of interest	75	74	69	19	57	15	3	1	5

PART 3 - WORKPLACE DIVERSITY

18. Please indicate the extent of your agreement with the following statements:

	Total Agreement (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
2020 sample size: 242									
a In my agency all staff are treated fairly and with respect	64	69	65	19	45	18	13	4	2
b My agency fosters an inclusive work environment	77	79	75	21	56	17	5	1	1
c My manager/supervisor has a positive attitude towards employees with diverse backgrounds	84	81	80	33	51	10	2	1	2
d The people in my work group and colleagues have a positive attitude towards employees with diverse backgrounds	83	80	81	30	54	12	2	0	2

19. Please indicate the extent of your agreement with the following statements:

2020 sample size: 242

	Total Agreement (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
a Gender is not a barrier to success in my agency	77	75	73	30	47	12	5	1	4
b Employees from different cultural backgrounds are welcomed and supported in my agency	71	69	75	19	52	17	3	0	9
c There is a positive attitude within my agency in relation to employees who identify as members of the LGBTIQ community	68	70	63	24	45	17	0	0	14
d Employees with disability are welcomed and supported in my agency	62	64	55	17	45	21	3	1	14
e Age is not a barrier to success in my agency	64	65	67	21	43	24	7	1	5
f Employees of Aboriginal and/or Torres Strait Islander origin are welcomed and supported in my agency	58	66	65	18	40	22	1	0	19
g My agency supports employees who have caring responsibilities	77	84	75	27	50	12	3	2	5
h There is a positive attitude in my agency in relation to employees who use flexible work practices or work part-time	71	78	66	28	44	15	10	2	1

PART 4 – ENGAGEMENT & JOB SATISFACTION

20. Please indicate your level of agreement with the following statements:

	Total Agreement (%)			Agency Results (%)				
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
2020 sample size: 242								
a I would recommend my agency as a good place to work	61	71	63	16	45	25	9	5
b I am proud to tell others I work for my agency	64	69	69	18	46	26	7	3
c I feel a strong personal attachment to my agency	47	48	61	14	33	32	16	5
d My agency motivates me to help achieve its objectives	52	52	56	12	40	31	12	5
e My agency inspires me to do the best in my job	52	55	58	13	39	30	14	4

21. Please indicate your level of satisfaction with the following:

	Total Satisfaction (%)			Agency Results (%)				
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
2020 sample size: 242								
a Considering everything, how satisfied are you with your current job?	63	73	68	19	43	20	13	4
b Considering everything, how would you rate your overall satisfaction with your agency as an employer?	62	72	66	19	43	21	12	4

2

PART 5 – WORK EXPERIENCES & ORGANISATIONAL SUPPORT

Work and Wellbeing

22. Support from your agency:
Please indicate the extent of your agreement with the following statements in the last 12 months.

	Total Agreement (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
2020 sample size: 242									
a My agency provides a safe work environment	84	90	75	26	58	9	5	2	0
b My agency encourages and supports employees to have a good work/life balance	71	78	61	24	47	17	9	2	2
c I am able to effectively manage my workload	78	77	65	20	58	10	11	2	0
d Work health and safety is discussed at regular workgroup meetings	69	75	58	26	43	17	9	2	3
e I have received instruction/training appropriate to my role to address WH&S hazards, incidents and injuries in accordance with my agency's policies	85	79	73	22	63	10	3	1	0
f I have both the opportunities and resources at work to support my health and wellbeing	73	76	61	19	53	17	8	2	1

23. Do you currently have direct team managerial/supervisory responsibility for any employee(s)?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242			
Yes	21	29	26
No	79	70	73
Don't know	1	1	2

2

24. Please indicate the extent of your agreement with the following statements:

	Total Agreement (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
2020 sample size: 50									
a My agency provides me with appropriate training and guidance to manage employees	68	67	52	16	52	14	16	0	2
b My agency has good procedures in place to support managers/supervisors	50	59	51	14	36	24	16	4	6

Please note that this question was only asked of respondents who currently had direct team managerial/ supervisory responsibility for any employee(s)

27. Based on your personal experience, please indicate the extent of your agreement with the following statement:

	Total Agreement (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
2020 sample size: 242									
a I am able to manage my work and personal issues in a way that doesn't impact on my stress levels	62	65	56	12	50	17	17	3	0

	Total Satisfaction (%)			Agency Results (%)				
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
2020 sample size: 242								
29 Considering your work and life priorities, how satisfied are you with the work/life balance in your current job?	70	69	60	19	50	18	9	3

2

31. Are you currently using flexible working arrangements, such as changes to your work location, work hours or pattern of work?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Yes		44	49	34
No		56	51	66

34. In the past 12 months, has your current workgroup been directly affected by significant workplace change?

		Results (%)		
		Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242				
Yes		57	52	49
No		43	48	51

35. Please indicate the extent of your agreement with the following statement:

	Total Agreement (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
2020 sample size: 139									
a Significant change is managed well in my agency	21	35	26	5	16	27	32	20	1

Please note that this question was only asked of respondents whose current workgroup had been directly affected by significant workplace change in the last 12 months

2

Learning and Development

36. Please indicate the extent of your agreement with the following statements:

	Total Agreement (%)			Agency Results (%)				
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
2020 sample size: 242								
a My manager encourages and supports my participation in learning and development opportunities	66	73	71	18	48	24	7	2
b Working in the agency provides me with the opportunity to maintain or increase my professional knowledge and skills	56	68	65	10	46	27	12	4

37. In the last 12 months, have you discussed your learning and development needs with your manager/supervisor? This includes formal and informal discussions.

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242			
Yes	81	86	78
No	19	14	22

	Total Satisfaction (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	Don't know
2020 sample size: 242									
38 How satisfied are you with the learning and development opportunities in your agency?	45	57	52	8	38	32	12	7	3

2

Performance

Please indicate which of the following you have experienced within your agency in the last 12 months.

39. How often do you have conversations with your manager/supervisor about your work performance?

2020 sample size: 242

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
At least monthly	26	32	20
Around 3 monthly	15	16	12
Around 6 monthly	25	22	17
Yearly or about yearly	18	22	24
Infrequently	10	6	16
Not at all	3	1	9
Don't know	3	2	2

41. Do these meetings help you to identify your work priorities and training and development needs?

2020 sample size: 228

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
Yes	67	79	70
No	22	14	21
Don't know	11	7	10

Please note that this question was only asked of respondents who had conversations with their manager/ supervisor about their work performance

Workplace Conduct and Behaviour

42. Have you personally experienced workplace bullying at work in the last 12 months?

2020 sample size: 242

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
Yes	12	13	21
No	84	83	74
Unsure	4	4	5

2

43. Thinking about when you experienced bullying at work, who were you bullied by?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 28			
A senior manager	36	32	25
Your immediate manager/supervisor	25	30	30
A fellow worker	57	30	45
A group of fellow workers	11	9	14
A person that reports to you	4	9	6
A client/customer	7	9	10
A member of the public	4	0	6
Prefer not to say	0	9	5

Please note that this question was only asked of respondents who personally experienced workplace bullying in the last 12 months

44. What types of bullying did you experience?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 28			
Verbal abuse	36	32	39
Exclusion/isolation	36	55	46
Psychological harassment	39	38	39
Intimidation	54	47	54
Being assigned meaningless tasks unrelated to the job	14	13	16
Given impossible assignments	14	13	10
Deliberately changing work rosters to inconvenience you	7	6	7
Deliberately withholding information vital to your effective work performance	25	32	31
Other	4	0	10
Prefer not to say	7	4	3

Please note that this question was only asked of respondents who personally experienced workplace bullying in the last 12 months

2

45. Did you report the bullying?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 28			
Yes	36	28	39
No	64	72	61

Please note that this question was only asked of respondents who personally experienced workplace bullying in the last 12 months

46. Why didn't you report the bullying?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 18			
I did not want to upset relationships in the workplace	39	29	40
I did not have enough evidence	33	32	22
It could affect my career	56	35	38
I did not think any action would be taken	56	56	58
The matter was resolved informally	6	9	8
I did not think the bullying was serious enough	22	21	15
Managers accepted the behaviour	28	32	33
I did not think it was worth the hassle of going through the report process	50	50	37
I did not know how to report it	17	9	8
Prefer not to say	6	6	3
Other	11	9	10

Please note that this question was only asked of respondents who personally experienced workplace bullying in the last 12 months and did not report the bullying

47. Have you personally experienced sexual harassment at work in the last 12 months?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: 242			
Yes	1	0	2
No	98	99	98
Unsure	1	0	0

48. Thinking about when you experienced sexual harassment at work, who were you sexually harassed by?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: < 10			
A senior manager	*	*	12
Your immediate manager/supervisor	*	*	6
A fellow worker	*	*	47
A group of fellow workers	*	*	5
A person that reports to you	*	*	2
A client/customer	*	*	35
A member of the public	*	*	13
A consultant/service provider	*	*	1
A representative of another agency	*	*	0
Other	*	*	1
Prefer not to say	*	*	5

Please note that this question was only asked of respondents who personally experienced sexual harassment at work in the last 12 months

49. What type of sexual harassment did you experience?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: < 10			
Physical behaviour	*	*	29
Verbal abuse	*	*	73
Initiations or pranks	*	*	16
Interference with your personal property or work equipment	*	*	5
Inappropriate and unfair application of work policies or rules	*	*	7
Cyber harassment	*	*	8
Prefer not to say	*	*	7
Other	*	*	2

Please note that this question was only asked of respondents who personally experienced sexual harassment at work in the last 12 months

2

50. Did you report the sexual harassment?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: < 10			
Yes	*	*	22
No	*	*	78

Please note that this question was only asked of respondents who personally experienced sexual harassment at work in the last 12 months

51. Why didn't you report the sexual harassment?

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
2020 sample size: < 10			
I did not want to upset relationships in the workplace	*	*	30
I did not have enough evidence	*	*	19
It could affect my career	*	*	27
I did not think any action would be taken	*	*	53
The matter was resolved informally	*	*	15
I did not think the sexual harassment was serious enough	*	*	24
Managers accepted the behaviour	*	*	25
I did not think it was worth the hassle of going through the report process	*	*	43
I did not know how to report it	*	*	12
Prefer not to say	*	*	4
Other	*	*	6

Please note that this question was only asked of respondents who personally experienced sexual harassment at work in the last 12 months and did not report it

2

PART 7 – REWARDS & SUPPORT

68. What are the three most rewarding things about working in your agency that helps you to do your best in your job?

2020 sample size: 239

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
Serving the Tasmanian community and making a difference to it	39	37	46
Working in a good team environment	55	53	47
Having varied job roles	17	18	17
Job Security	40	33	37
Using the skills I have	21	28	36
Being able to access learning and development opportunities	4	6	7
The range of people with whom I work	19	23	24
Having a good manager	23	22	20
The level of salary	17	15	11
Leave entitlements	4	4	8
Flexible work	23	22	14
Work-life balance	26	26	17
Other	2	3	3

Please note that respondents could provide up to three responses to this question, and therefore the percentages reported above may not sum to 100%

69. To support your workplace, in what areas would you like to see improvements?

2020 sample size: 233

	Results (%)		
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020
Teamwork/team relationships	16	22	26
Training and development opportunities	38	38	38
Work-life balance/flexible work provisions	25	25	28
Communication on organisational objectives/activities	42	34	28
Management/leadership	38	30	33
Work health safety and wellbeing training and awareness	4	8	10
Recognition/rewards	30	27	23
Remuneration	13	23	22
Focus on positive work behaviours/cultures	36	31	32
Other	4	9	8

Please note that respondents could provide up to three responses to this question, and therefore the percentages reported above may not sum to 100%

2

CUSTOM AGENCY QUESTIONS

	Total Agreement (%)			Agency Results (%)					
	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2020	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't know
2020 sample size: 242									
a In my workplace, employee safety at work is considered at least as important as the delivery of services.	72	-	-	19	53	17	6	3	1
b I am provided with both time and support to undertake learning and development opportunities.	52	-	-	12	40	28	12	6	1
c I feel confident my manager would address any bullying and harassment concerns I raised.	77	-	-	34	43	11	7	4	2
d I have effective performance and development conversations with my manager.	67	-	-	22	45	19	11	3	0
e Other than my manager and human resources, I am aware of other supports available where I can raise a workplace behaviour concern.	77	-	-	19	59	14	6	1	2

Please note:

- Percentages for response categories of each single-response question may not sum up to 100% due to rounding.
- Percentages for response categories of each multiple-response question will not sum up to 100% as respondents could provide more than one response to these questions.
- Results for categories with fewer than 10 responses are replaced with an asterisk (*).
- Results for categories without any responses are marked with a dash (-).

DPAC.

Cultural Enablement Project
Review Executive Summary

August 2021



Why Review?

“Culture Eats Strategy for Breakfast”

Quote: by Peter Drucker

Why Bring in Hill Consulting?

- DPAC and TSS have had a big year. a challenging and hectic year in 2020 as the agency responded to the pandemic and also implemented some significant internal changes and office moves in later 2020.
- Other past surveys indicated problems
- Recently high turnover of staff
- Whispers in the corridor
- Project kicked off by DLG
- Neutral, Independent review

Ten Measures of a Great Culture

Measure	Definition / What does good look like?
Communication	In companies with strong communication, employees are able to communicate their thoughts and suggestions to leadership, while leadership effectively communicates necessary information to employees. Assess if your current channels of communication are effective at helping everyone in the company send, receive, and understand information.
Innovation	Innovation is often closely related to communication because it comes down to whether employees have the ability to move ideas through the organisation and how much your company is open to new ideas. When measuring innovation, remember that it comes in many forms, such as resources, processes, behaviours, and the product itself.
Agility	Agility is key to staying competitive in the market. While leadership might feel that they are adapting well to internal and external changes, other employees will be the ones to feel the effects of whatever falls through the cracks. Therefore, keep tabs on your company's agility by regularly soliciting feedback from employees at all levels.
Wellness	Workplace wellness encompasses the mental and physical health of employees. Not only does wellness lead to happier and more productive employees but this metric also has an important ripple effect. According to a study in Health Affairs , medical costs and absentee costs fall respectively for every dollar spent on wellness programs.
Work Environment	While it is certainly exciting, you don't need to have a trendy or themed office to have an effective work environment. What is most important is that the workplace provides for comfortable, productive employees. For instance, small details, such as the temperature of the office, or working on different floors could be resulting in big losses in productivity. Focus on employee comments related to the workplace, and you will find some of the easiest and fastest ways to improve their performance.
Collaboration	Collaboration has many layers, and once again, employee feedback is the key to getting to the bottom of them. Your marketing team might work splendidly together but struggle working with other departments. To fully measure your company's collaboration, look for collaboration within teams, as well as collaboration between teams.

Ten Measures of a Great Culture Cont.

Measure	Definition / What this can look like
Support	Employees should feel supported by the overall company, their manager and peers. According to a study in Harvard Business Review, middle managers are the most disgruntled group in the workforce , possibly because they are lacking the support they need to be successful. By digging into this metric on an individual and group level, you are able to expose important trends in engagement.
Performance Focused	Everyone should understand what determines success in their role, and they should be rewarded or recognized accordingly. Larger rewards do not necessarily make for a stronger culture. Instead, take time to understand <i>if</i> employees feel they are appreciated and <i>how</i> they would like to be recognized.
Mission and Values Alignment	The first step is having a mission statement and company values, and that's the easy part. You should also keep regular tabs on if employees <i>know</i> your mission and values, <i>understand</i> them, and <i>live</i> by them. This process starts during recruitment, so don't let this metric fall to the wayside during periods of high growth.
Responsibility	Responsibility encompasses employee accountability for actions and results, as well as the ability to make decisions regarding their work. While it seems like an individual metric, these behaviours should be promoted and assessed on a company-wide level. You'll find that employees are eager to report back on their experience in this area.

Cultural Areas Considered in Research

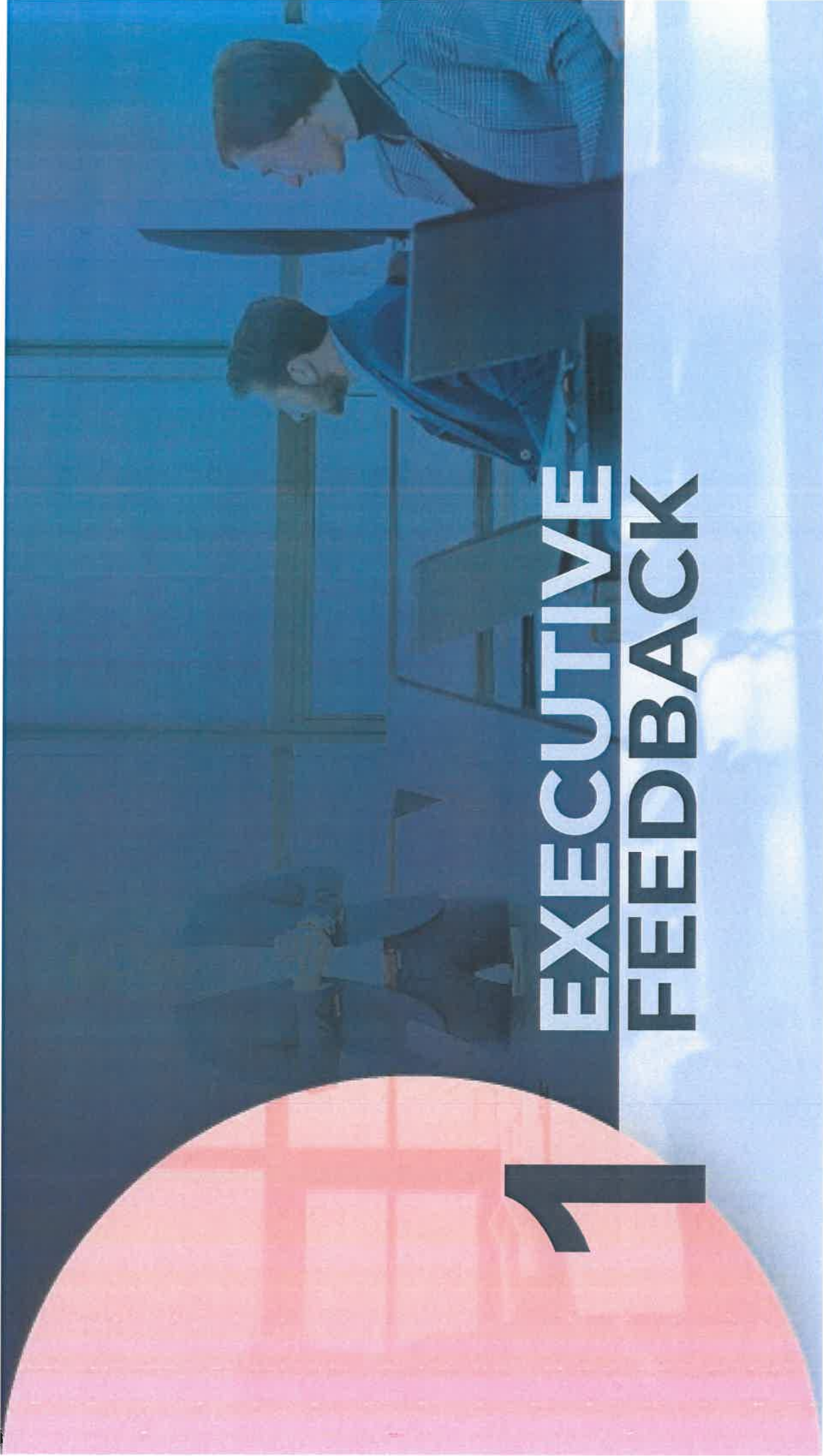
The Ten Measures of Culture we examined:

- ✓ Communication
- ✓ Innovation
- ✓ Agility
- ✓ Wellness
- ✓ Work Environment
- ✓ Collaboration
- ✓ Support
- ✓ Performance Focused
- ✓ Mission and Values Alignment
- ✓ Responsibility

Cultural Enablement Project

Other deep dive areas also covered in the staff survey (following the Focus Group input):

- ✓ Leadership,
- ✓ Flexible working,
- ✓ Change Management,
- ✓ Cross Functional Teams,
- ✓ Strategic Goals,
- ✓ Divisional Differences,
- ✓ Health and Wellbeing,
- ✓ Growth and Career Development
- ✓ Values
- ✓ Trust and Respect
- ✓ Listening
- ✓ Enjoyment
- ✓ Importance of role and work
- ✓ Values



1

EXECUTIVE FEEDBACK

Executive Feedback Summary

The following slides are from several stakeholder one on one interviews with the Executive team.

Key Themes	Summary
Workload	DPAC is challenging, demanding, fast paced and interesting all at the same time, there are plenty of opportunities to do interesting and important work.
Purpose	The Agency brings with it, a strong sense of public purpose; being at the centre of government. Government and the broader Tasmanian community. The Agency is committed to the goals to which we aspire, serving the Tasmanian people We have the opportunity to influence big issues here at DPAC to lead government. Exciting times.
Silos	We are working hard to create one DPAC. Some people don't consider themselves in DPAC. They see themselves in their division not DPAC. There are Silos.
Trust	We've got to building trust through this and get past "People get in way and are not going to help" we need to remember how to work together effectively without silos. We need to be moving to collaborative, empowering, coaching and respectful workplace. Jenny is a strong and authentic leader. Exec are now working together well.
Social	Socially we have the PAC now, it helps the team spirit of people in the department to engage with community and others.
Careers	There is a huge amount of interesting work here, why leave? Lots of people left. We've focused on this but need to focus on people who stayed and on the positives. Great career opportunities here.
Systems	We need better systems in place, so can manage the system not chasing people. We better systems and processes in place to enable change.
Delivery	We need to be more outcomes based. Some think it's our roles to keep agencies honest, criticise other agencies, rather than help agencies to deliver. People are not collectively accountability (me not we). Need to be more customer focused.
Change Resistant	We've had huge push back. Staff are change resistant and change fatigue. Risk appetite is low. Decision-making is low -how does DPAC bring this into our culture? Identify 5-6 things that are very important to deliver on



CURRENT EMPLOYEES FOCUS GROUPS

2

Focus Group – What DPAC is not?

Groups asked to list three words that best describe what DPAC is not (regarding Culture)



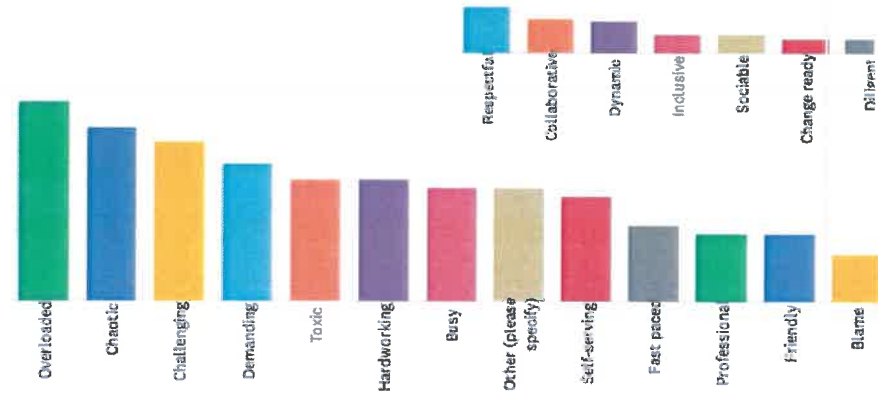
3

EMPLOYEE FEEDBACK SURVEY INSIGHTS



Survey Q2: What three words would you use to describe the current culture at DPAC (pick three)

Answers: 222 Skipped: 0



Of the three descriptive words chosen by respondents to describe the current culture at DPAC, the four top words chosen were:

Overloaded 33% (74), Chaotic 29% (64), Challenging 27% (59), Demanding 23% (51)

These were followed by:

Toxic 20% (45), Hard working 20% (45), Busy 19% (42)

Descriptive words ranked by less than 17 people were :

Respectful 8% (17), Collaborative 6% (13), Dynamic 5% (12), Inclusive 3% (7), Sociable 3% (7), Change Ready 2% (5), Diligent 2% (5)

Less than 2% of respondents chose the descriptor words:

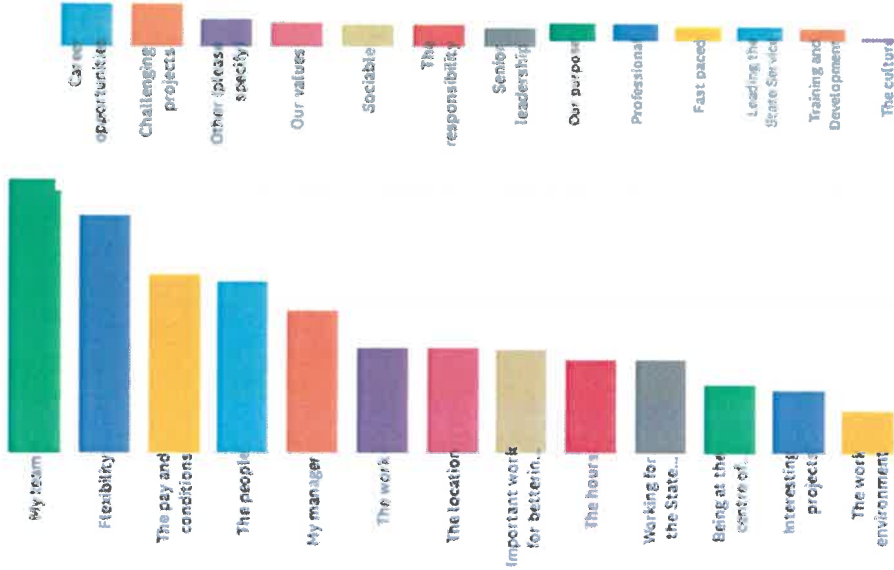
Efficient, Exciting, Kind, Informed, Agile, Open, Caring, Fun, Creative, Proactive, Happy, Connected.

No one selected, *Innovative.*

The above descriptors are obviously concerning and describes a challenging, demanding, hard working environment, that lacks fun, creativity, proactivity, agility, care and happiness!

Survey Q3: What are the three best things about working at DPAC?

Answered: 221 Skipped: 1



Of the three best things about working at DPAC chosen by respondents, top ranked answers included:

My team 47% (104), Flexibility 36% (79), Pay and Conditions 27% (59)

These were followed by:

The People 26% (57), My Manager 21% (47), The Work 16% (35)

Bottom ranked things (where 6% or fewer scored) included:

Career opportunities, Challenging projects, Our values, Sociable, Responsibility, Leadership, Purpose, Professionalism

Only one person selected *Culture*.

The above descriptors show that people are generally enjoying their immediate work environments, their job, their team, the work tasks, their colleagues and their direct manager. However, there are less positive feelings towards senior leadership, overall purpose, overall professionalism, the fast paced nature of the work environment, State Service leadership, training and development, and the culture.

Survey Q13: Does the current culture at DPAC live up to your expectations?

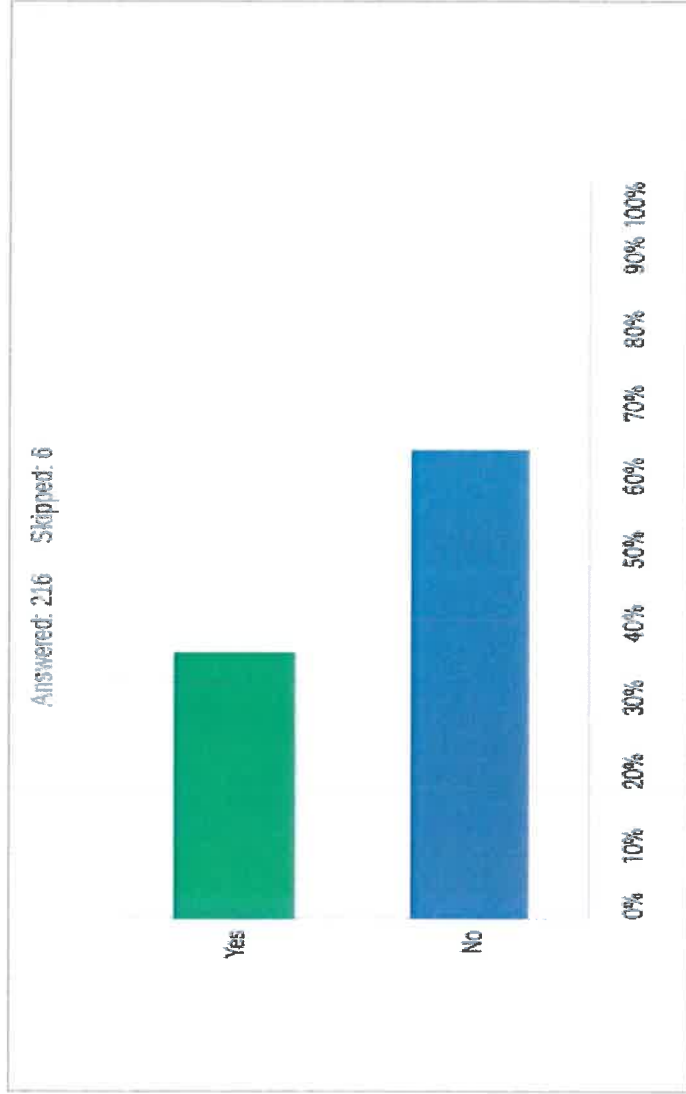
Most employees (64%) stated that they thought the culture at DPAC did not live up to their expectations. This is somewhat alarming. It is backed-up by the descriptive words describing culture in Question 2 (See separate report) and clarified in the verbatim comments.

Only 36% agreed that the culture was at an acceptable level.

The following eight slides with verbatim comments brings these views to life.

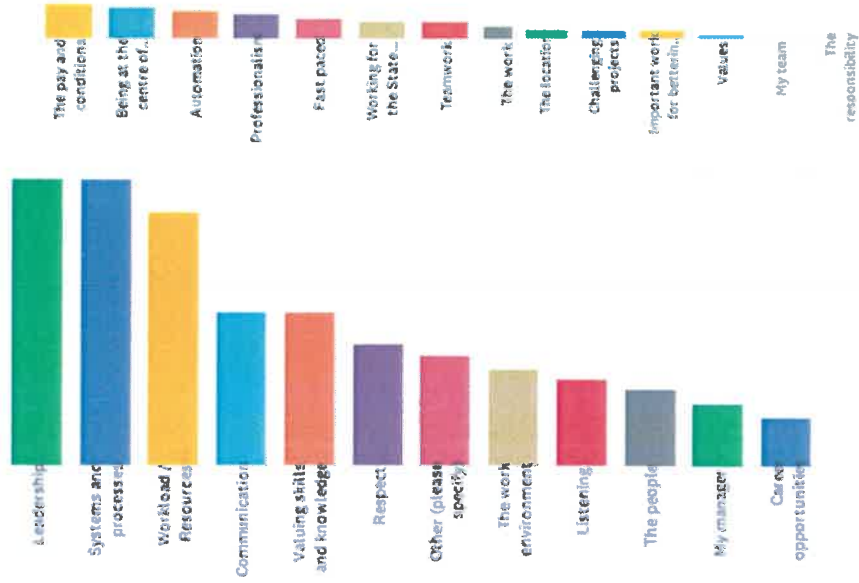
In other leading engagement surveys (i.e., Aon / Hewitt Best Employer) a score of less than 44% is a red flag indicating a level of dis-engagement that may encourage employees to actively work against their organisation and its success, potentially even acting as saboteurs within the organisation. Although this survey was not strictly an engagement pulse survey, it does quite clearly flag a concerning culture within DPAC for most staff across several divisions.

Source: Hewitt Best Employers
<https://www.aon.com.au/australia/default.jsp>



Survey Q4: What are the three biggest challenges / barriers to change to enable DPAC to improve on its current culture (pick three)

ANSWERED: 221 Skipped: 1



Of the three biggest challenges/barriers to culture chosen by respondents, top ranked answers were:

Leadership 44% (97), Systems and Processes 44% (97), Workload & Resources 39% (86), Communication 23.5% (52), Valuing Skills and Knowledge 23.5% (52), Respect 19% (41), Other 17% (37) (see 'other' verbatim comments later)

The lowest ranked barriers (3% or less) were:

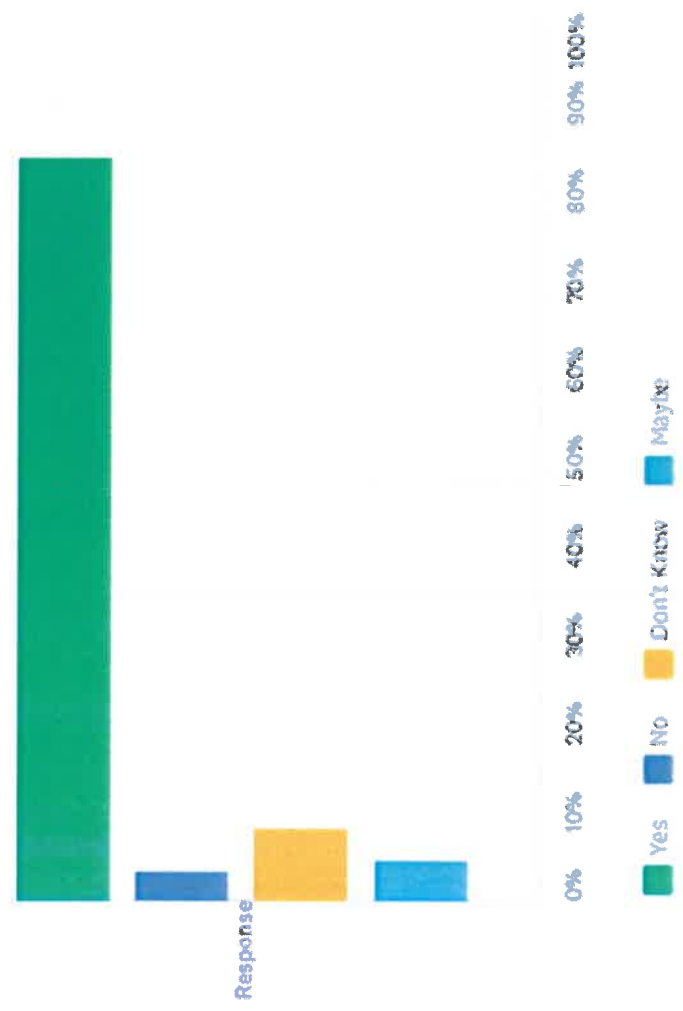
Teamwork, The work, The location, Challenging projects, Important work, Values

No one selected My team or Responsibility.

Survey Q9: Do you see differences in culture between different divisions and teams at DPAC?

Answered: 219 Skipped: 3

Overwhelmingly, some 84% of respondents stated that they see differences in culture between different divisions and teams at DPAC. Some 13% were ambiguous and only 3% saw no differences.



Key Insights – From Survey

Attraction – People are attracted to DPAC because of the work (job role), wishing to work for the State Service, flexibility and the impact they can have on the Tasmanian community.

Current Culture – The current culture is described as Overloaded, Chaotic, Challenging, Demanding with up to 19% - 20% of respondents also describing the environment as Toxic, and Hard working, and Busy. Few people described the culture (less than 2%) as: Efficient, Exciting, Kind, Informed, Agile, Open, Caring, Fun, Creative, Proactive, Happy, or Connected.

The Best Things – The best things about working at DPAC are: My team, Flexibility, Pay and Conditions followed by The People, My Manager and the Work.

The Worst Things – Very few people chose the following as positives: Career opportunities, Challenging projects, Our values, Sociable, Responsibility, Leadership, Purpose, Professionalism and Culture.

Barriers to Change – The three biggest barriers to change were: Leadership, Systems and Processes, Workload & Resources, followed by Communication, Valuing Skills and Knowledge, and Respect.

Executive Leadership – Poor leadership or behaviours were often mentioned in the verbatim comments.

Weaknesses - Areas of weakness include communication, leadership, innovation and agility, change management and cross team communication.

Positives – Areas with positive scores included wellness, the type of work (individual job satisfaction), Collaboration and Support and Responsibility.

Ownership - Everyone being responsible for culture came out as a very strong theme. Mission and Value alignment could be stronger.

Customer Focused – People felt DPAC could be more customer focused and aligned with its strategic goals.

Remote Working – was a very strong theme with over 70% of people wanting flexible working arrangements to become more established.

Key Insights – From Survey Cont.

Cultural Differences – Overwhelmingly (87%) respondents said they did see differences between divisions

Health & Wellbeing – Scored a positive response overall

Career and Development - got mixed reviews, the quantitative scores indicated that career development was average to good. However 34% reported poor or very poor and within over 70 verbatim comments, there were comments for concern around favouritism, or lack of opportunities.

Values and Respect – Although people seem to enjoy the work, the work environment and their job roles and teams, low scoring items included living the values and receiving respect, or appreciation for their skills and their experience being appreciated.

Living the Values – employees are engaged with the DPAC values, and are frustrated that they are not seeing them in others.

Collaboration and Shared Purpose - scored low, and the majority of people felt that leadership set the tone for their division.

Innovation and Agility – the majority of people felt innovation and agility was low.

Pockets – low cultural moral appears to be in some divisions and some teams but not all.

Change Ready – Staff and managers appear to be actively asking for change. They recognise DPAC's shortcomings (technology and innovation, agility and change management; but also acknowledged that without this DPAC will never become a Leader in government and provide the way for other Agencies respect and admiration.

Divisional Differences - Pockets

Both in the Focus groups and from the staff survey divisional differences were observed and spoken about. Those areas that describes leaders as "good" and living the values, also reported better work environments and a more engaged and enjoyable experience and culture. Those that criticized the Leadership and described the work environment as a more "toxic" culture or had more complaints in the verbatim comments, tended to have lower "engagement and cultural" scores. Overwhelmingly (87%) respondents said they did see differences between divisions.

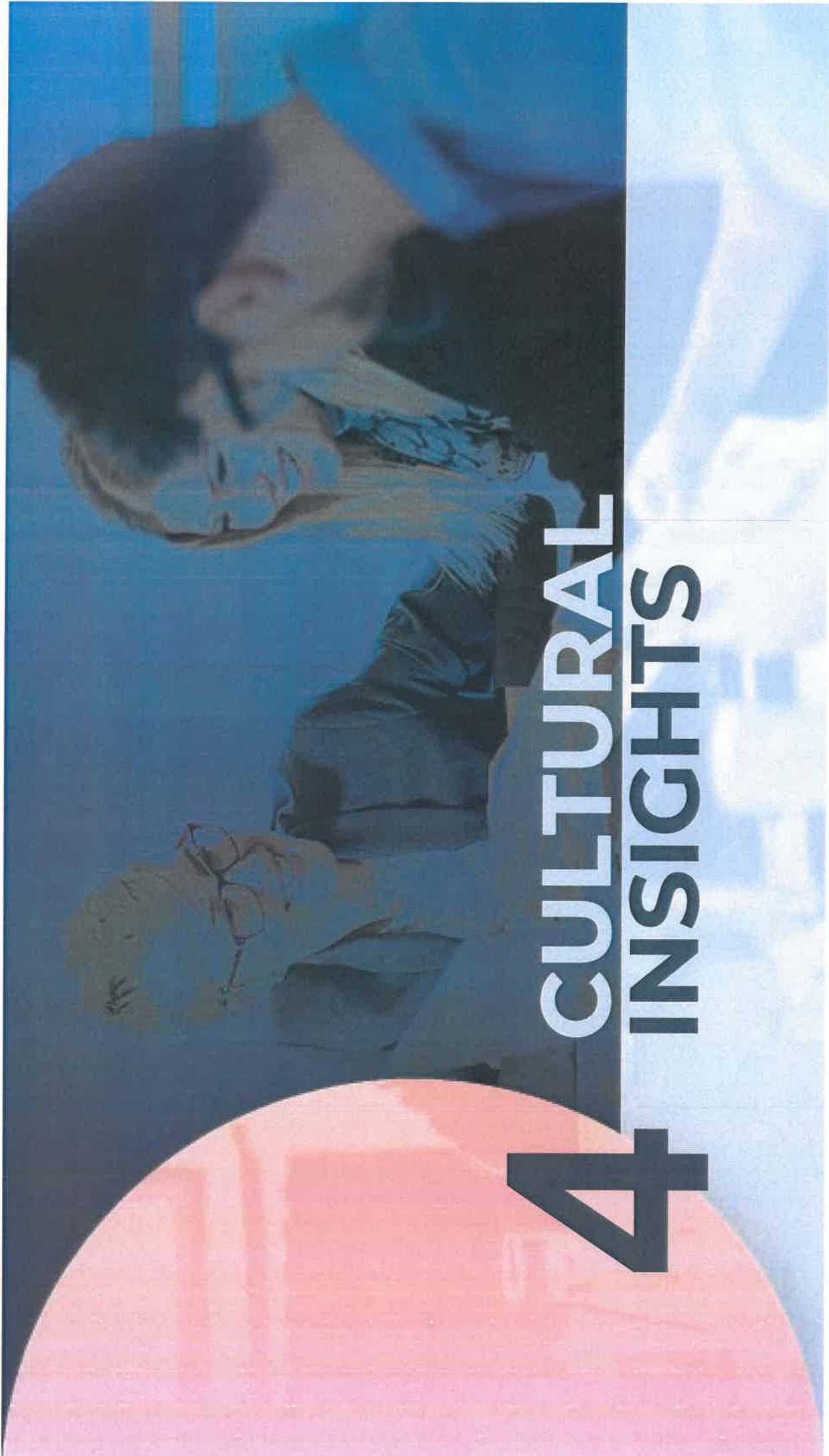
Divisional differences can be seen when the survey results were analysed at depth. Question answers were turned into scores e.g. 1 = Strongly disagree, 3 = somewhat agree, 5 = strongly agree etc.

This analysis was available on individual questions and scores by Division. Highest and lowest scoring question areas have been highlighted in green and red.

Averages By Division to Key Questions below. Green indicates top scoring division per question. Red Lowest Scoring per question.

Division	No.	Leaders All				Collabo				Highest	Lowest			
		Expertise	Live Values Listened	Trust & set Respect	Import work	Enjoy work people	Innovative	Innovative	Support			Rate		
DNA	29	3.17	2.72	2.66	3.72	3.72	3.68	2.96	2.52	2.62	2.31	3.28		
Office of Parliamentary Counsel	2	4.00	4.00	4.50	4.50	4.00	4.50	3.50	2.00	1.50	3.00	4.50		
Government Services (DSS and Service Tas)	72	3.46	3.06	3.25	3.40	3.89	3.96	3.46	2.76	2.78	2.64	3.29	10	0
People, Performance and Government	64	2.91	2.58	2.70	2.80	3.33	3.77	3.03	2.56	3.03	2.52	2.88	1	6
Policy and Inter-Government Relations (including OSEM, Climate Change, Policy and Local Govt)	40	3.05	2.68	2.95	3.00	3.55	3.60	3.00	2.48	2.60	2.54	3.15	0	5
SSMO	14	3.07	2.86	3.00	3.14	3.86	3.43	3.36	2.93	2.71	2.29	3.07	2	3
Grand Total	221	3.17	2.80	2.95	3.06	3.64	3.77	3.18	2.62	2.78	2.52	3.14		

Divisional differences certainly exist. Different divisions showing different strengths and weaknesses. **Government Services (DSS and Service Tas)** Division got the top scoring marks across 10 question areas from Values to Listening. Where as **PPG scored lowest across 6 question areas** from Trust to Respect, Listening, Values, and Expertise recognised. **Policy and Inter Government Relations score lowest on 5 question areas** such as Work Environment, Innovation and Support. **SSMO scored top** on Responsibility and Innovation, however scored lowest against other divisions on the Important work, Enjoying the people, and Shared purpose.



Positive Aspects of the Culture

Coming out of the focus groups, surveys and senior interviews were views which expressed the benefits and positive strengths of working at DPAC by current employees.

These comments, or key words, should be examined and considered for key messages within any communications.

- | | | | |
|---------------------|---|--------------------------------|-----------------------|
| • The People | Serving Tasmanian Community | whole of government | • Behaviours rewarded |
| • My Colleagues | Careers in Public Service, | • Chance to lead Best Practice | • Love the work |
| • Strong Work Ethic | Exciting Times, opportunities on projects | • The PAC | • My team |
| • We Care | Opportunities for Change | • Want more Social | • My Manager |
| • Professional | A Chance to lead | • Want more Fun | |
| • Responsive | | • Want more performance | |
| • Hard Working | | • Appreciate Flexibility | |
| • Dedicated to the | | | |

Opportunities for Improvement

Coming out of the focus groups, surveys and interviews were some views which expressed the challenges currently perceived by employees at DPAC.

These comments, or key words, should be examined and considered as opportunities to improve the DPAC employment experience, wherever possible:

• Communication	• Values not demonstrated	• More Listening and less telling,
• Leadership	• Behaviours	• One DPAC
• Change Management	• Career Opportunities	• More Social Events
• Reduce Micromanagement & Blame Culture	• Innovation and Agility	• Access to the Secretary,
• Psychological Safety	• Coaching & Training	• Linking Culture to Strategy
• Better Performance Management	• Innovation, Automation	• Promotion based on behaviours
• Manager Capability	• More Customer Focus	• Recognise my experience
• More Resources	• More Performance Focus	
	• Respect,	

Cultural Tensions – Across The Organisation

Coming out of the focus groups, senior interviews and the survey results several tensions were identified between the senior Executive Leaders, versus the DLG (mid-level leaders) and the staff at DPAC. A “them and us” mentality or status quo appears to exist. There was also mention of those “in the clique” (favourites) and those who are not, indicating some have a say and input on projects and change and job opportunities, others did not. These may not be true realities but definite perceptions exist.

These comments, or key words have been capture between the too different groups and were considered when examining key themes to exploration or as potentially change management levers for cultural enablement within DPAC. **Listening and lack of respect was a very common theme as was resources, overloaded and demanding work. People described being fatigued with the workload and with the culture, lacking energy.**

Senior Leaders

Busy, Varied, Interesting, Flexible
Intense, Staff change resistant
Challenging, Complex, Fast

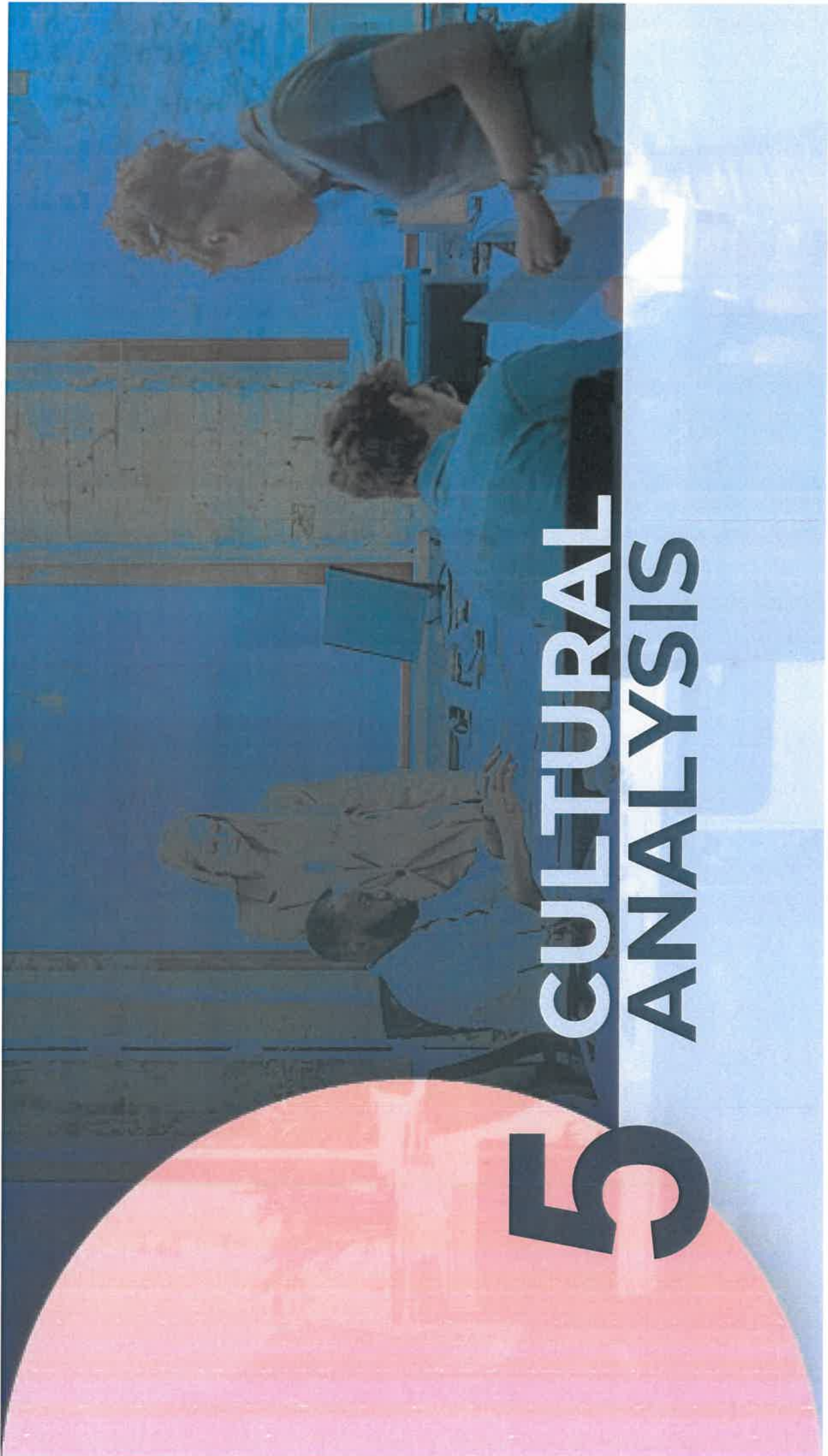
Necessarily chaotic at times, Demanding, Responsive
Staff want a say in everything

Let them go, Sour grapes didn't like the change or get the job

DLG and Staff

Respect, Trust
Not listening, Expertise not recognised
Need change, Need automation
Divisional silos, No career opportunities
Poor communication, No more spin / lip service
Overloaded, Demanding

Executive leadership
Poor performance management, Poor behaviours
Values not displayed, Disingenuous
Dismissive, Toxic
Don't speak up (Career limiting)
Don't mind the changes but way they are delivered
Little thought on human impact



5

CULTURAL ANALYSIS

Cultural Analysis – DPAC Traffic Light Scores





Themes	Concerns and Comments	Red, Amber, Green?
Work Environment	<ul style="list-style-type: none"> The work environment was described as Overloaded, Chaotic, Challenging, Demanding It was also described as Hard working and Busy people felt under resourced and under pressure Common mention of vacancies not being back filled Up to 20% of people surveyed described the culture as "Toxic" DPAC does not appear to be a fun environment. A blame culture or fear of retribution was described. The current culture at DPAC did not live up to their expectations (64%) See slide 33. Different cultures were perceived in different divisions (Divisional differences existed) 84%. 	 64%
Communication	<ul style="list-style-type: none"> Based on Survey feedback communication would appear poor. People mistrusting current management communications as lip service. There was also talk of poor communications between divisions or other teams Silos exist. Communication was described as poor (39%) in the staff surveys. People said they didn't know other divisions or people on other floors / teams Many felt their ideas or expertise was not being listened to or advise taken 	 39%
Innovation & Agility	<ul style="list-style-type: none"> There is currently a lack of trust and respect and this is potentially stifling innovation and agility. People feared speaking up or making a mistakes as a blame culture and retribution was described Staff described being penalised for speaking out, as being "Career limiting" Many staff and managers wanted innovation, agility and change, especially around automation and better systems and processes. And were actively asking for this. Lowest scores were against innovation, with 40% disagreeing that DPAC was innovative. 	 40%
Executive Leadership	<ul style="list-style-type: none"> Executive Leadership in particular was called out as not living the values and displaying poor behaviours Some were described as controlling and micro-managers or intimidating Culture was seen as different in the different divisions (84% agreement) Others mainly Executives or senior managers (and Divisions) was described in a good light, and that things had improved recently with new leaders, and seen as living the values. A "them and us" culture appeared to exist between the Senior leadership (Executive) versus middle management and staff. 	 39%
Job Role / Team & Wellness	<ul style="list-style-type: none"> Despite the above work environment and talk of fatigue employees enjoyed their job role The also enjoyed their team, co-workers and their immediate boss, feeling supported at this level Staff also enjoyed working for the public service, and contributing to the Tasmanian community The also really appreciated the flexibility the state service gives to employees Health and well-being score was 79% (rated average to good) in the survey 	 79%

Source: Percentage figures relate to survey results and relevant question to the negative (disagree) or positive (agree) on the question 5- DPAC is good-at? See Appendix Five for Figures

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Cultural Analysis – DPAC Traffic Light Scores




The traffic lights colours represent the researchers overall analysis based on a combination of interviews, focus groups inputs and survey results.

Measure	DPAC Current Status	Red, Amber, Green
Collaboration & Support	<ul style="list-style-type: none"> Despite people describing Silos, and not knowing other teams, collaboration and support by peers, within the team and across functions was described as good. 32% agreed or strongly agreed. And up to 71% agreement if “somewhat agreed” taken into consideration. 	 71%
Performance Focused & Careers	<ul style="list-style-type: none"> Many felt that performance focus and career opportunities were somewhat lacking at DPAC On the question of Performance Management 49% disagreed or strongly disagreed that this was good. Several said they had not had a performance review in years. In the employee survey many people felt career opportunities were limited Others described some placements as unfair and that favouritism. It was perceived that cliques existed, that allowed for unfair promotions happened with some appointments Others described that some (middle managers) did not have the skills and capability for the job. More rigour and fairness around job selection was required. Those in remote locations felt they never got to opportunity to progress, and more senior roles could be done remotely. There were up to 70 verbatim comments on careers, a passionate topic. See separate Survey Deep Dive Report. 	 49%
Mission and Values Alignment	<ul style="list-style-type: none"> Almost 28% of people felt (disagreed or strongly disagreed) that DPAC was good at aligning with its Mission and Values. However 30% agreed. So the sentiment on this was split. Many staff were disappointed that the values were not being displayed in the workplace Those Leaders that displayed the values were highly praised (Focus Groups) and engagement was high. There was very little talk of the DPAC strategy and the customer in most comments, however staff did feel a strong alliance to serving the Tasmanian community and playing an important role for the State Service. Many felt their role was important but there was no common shared purpose. 	 28%
Responsibility	<ul style="list-style-type: none"> Many felt that DPAC were not delivering on its Strategic Goals. Or that DPAC was not performance or customer focus enough. Staff were asking for more (better) performance management conversations and outcomes When asked who is responsible for culture 75% of staff and managers agreed with this statement 	 75%

Source: Percentage figures relate to survey results and relevant question to the negative (disagree) or positive (agree) on the question 5. DPAC is good at? See Appendix Five for Figures

Cultural Analysis – DPAC Traffic Light Scores

The traffic lights colours represent the researchers overall analysis based on a combination of interviews, focus groups inputs and survey results.

Measure	DPAC Current Status	Red, Amber, Green
Trust & Respect & Listening	<ul style="list-style-type: none"> • There was lots of talk of lack of trust or little respect within the Focus Groups. • Many staff (with long public service and DPAC tenures) felt their skills and experience was not recognised. • This was backed up by the surveys. Although the majority felt trust and respect, 27% of staff did not. 32% did not feel listened to and 21% did not feel their skills were recognised. • Many complained that their experience was not recognised and also did not like the move to “everyone becoming a generalist” was not the reason for joining the Department. 	 27%
Remote Working	<ul style="list-style-type: none"> • When asked, that post Covid some remote working be become more established a huge 76% agreed with the statement. • Employee expectations have change considerably in the past 12 months and this maybe something the State Service need to consider seriously as a flexible option. The war for talent (employment market place) is particularly tight at present and “best employers” are offering and promoting (advertising) remote working options to attract candidates. 	 76%
Change Management	<ul style="list-style-type: none"> • When asked most employees felt that DPAC was poor at changed management, with 57% disagreeing that DPAC was good at this. • This could be a contributing factor as to why DPAC is not seen as Agile or innovative. However another contributing factor could be that everyone is busy, under resourced and pressurised to deliver on the day to day. Leaving little time to explore new projects, technologies or innovation to assist with change. • Improved resourcing, backfilling positions quickly could assist this process to allow resources to be freed up for change projects. 	 57%

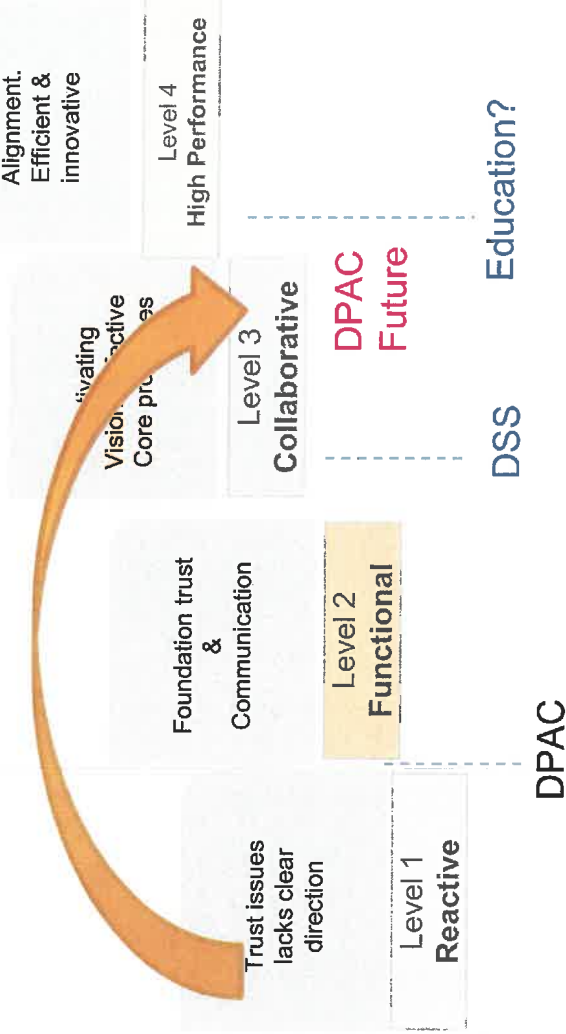
Source: Percentage figures relate to survey results and relevant question to the negative (disagree) or positive (agree) on the question 5. DPAC is good at? See Appendix Five for Figures

Cultural Maturity Model

Benchmarking: How does DPAC Compare?



	Culture Level 1 Reactive	Culture Level 2 Functional	Culture Level 3 Collaborative	Culture Level 4 High Performance
Strategic & Financial Alignment	<ul style="list-style-type: none"> Lack of clear priorities / goals & system for managing status & plans. 	<ul style="list-style-type: none"> Clear strategic priorities / goals & adequate system for managing status & plans. 	<ul style="list-style-type: none"> A motivating vision is effectively supported by collaborative priorities crossing functions or boundaries. All levels understand financial drivers & supporting measures 	<ul style="list-style-type: none"> Full Strategic Alignment with individuals, teams & the organization continually optimizing & innovating. Financial drivers fully understood & clearly supported by relevant measures & goals at all levels.
Core Process Improvement	<ul style="list-style-type: none"> Major pain managing many core processes. Negative impact on employees & customers. 	<ul style="list-style-type: none"> Substantial pain managing some core processes. Improvement clearly needed to reduce frustrations. 	<ul style="list-style-type: none"> Effective core processes but streamlining opportunities remain. Effective application of lean and/or other improvement tools. 	<ul style="list-style-type: none"> Efficient, innovative & market-leading core processes are continuously improved. Advanced application of lean or other progressive improvement tools.
Motivation	<ul style="list-style-type: none"> Major trust issues & a break-down of communication. 	<ul style="list-style-type: none"> Foundation of trust & communication. Basic management recognition but improvement needed. 	<ul style="list-style-type: none"> Solid trust & communication systems. Strong management recognition, incentives at individual, team & organization levels. 	<ul style="list-style-type: none"> Deep trust & open communication exists at all levels. Motivation & enthusiasm evident at all levels. Employees know they make an impact.
Talent Management	<ul style="list-style-type: none"> Ineffective or limited talent management systems. 	<ul style="list-style-type: none"> Limited application of effective team structures. Basic competency development & performance management. 	<ul style="list-style-type: none"> A hierarchy of teams exists. Clear performance management with feedback from multiple sources. Solid competency development aligned with priorities / goals. 	<ul style="list-style-type: none"> Effective collaboration & teams at all levels. New hire fit assessed through teams & other approaches. Fully aligned talent management systems with progressive development for competencies, leadership & succession.



It is worth considering the **Cultural Maturity Model**: Where DPAC is now, to where DPAC wishes to be? Other TSS departments are performing ahead of DPAC on the same or similar systems and policies. We believe we can leapfrog them all into Level 3.



6

CHANGE READY?

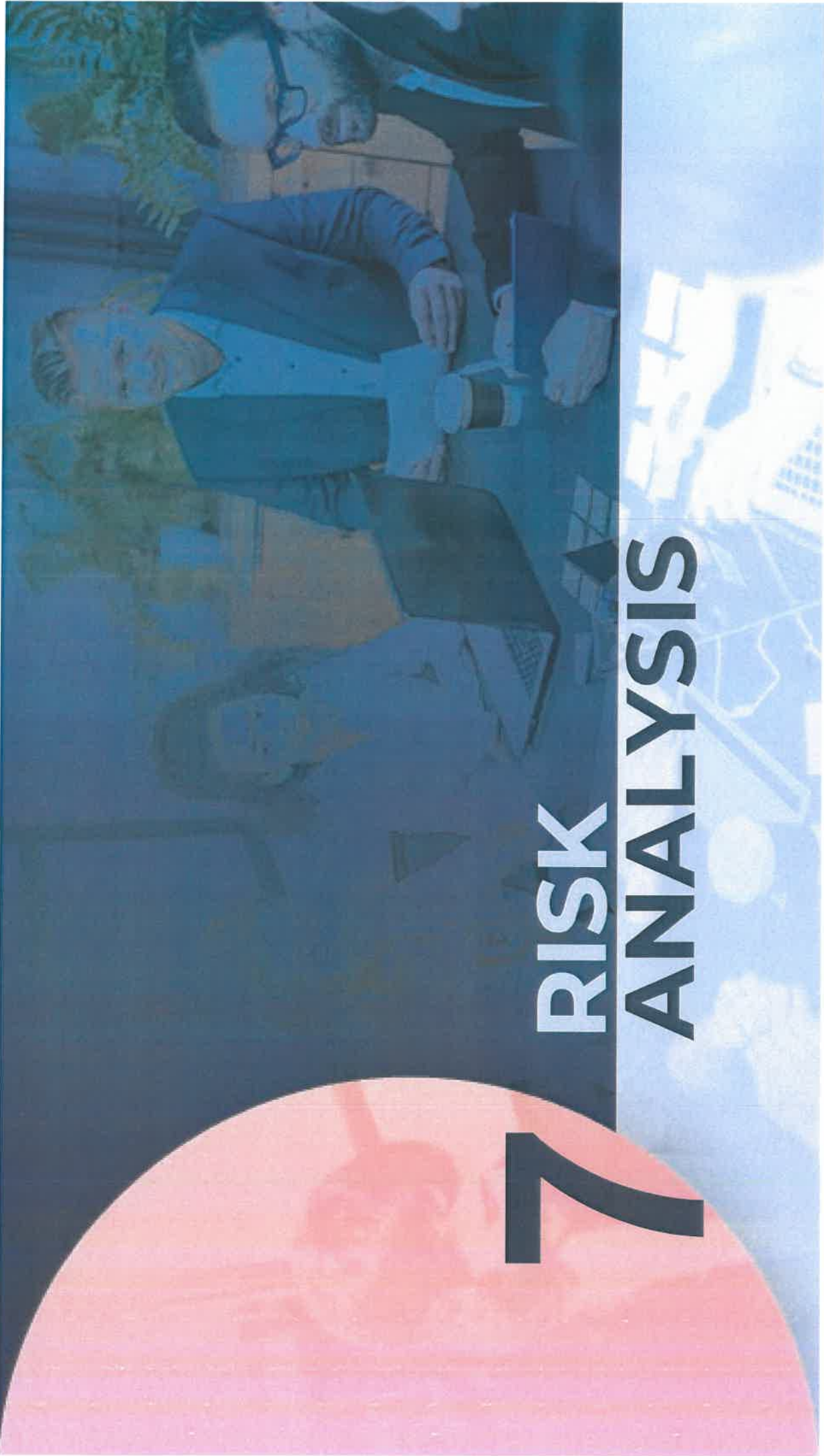
In Summary - Levers For Cultural Change?

Key Considerations for Change:

- Communication
 - Resources
 - Systems & Processes
 - Automation
 - Innovation & Agility
 - Wellness
 - Work Environment
 - Collaboration
 - Support
 - Performance Focus
 - Mission & Values Alignment
 - Responsibility
- Appoint appropriate Leaders (Values and Behaviours matter)
 - Model the behaviour you wish to see. Talk about expectations daily.
 - Buy v Build. Invest time money and energy into staff development and culture. Throw Money at the Problem!
 - Train your Middle Managers & Exec Team on Performance Metrics and enable Development Conversations
 - Utilise Internal Communications and Middle Managers as key change agents
 - Immerse your team in the Desired Culture. Measure behaviours and values, seek regular feedback.
 - Look for opportunities to have fun, and celebrate success
 - Emphasise Everyone is responsible for Culture

7

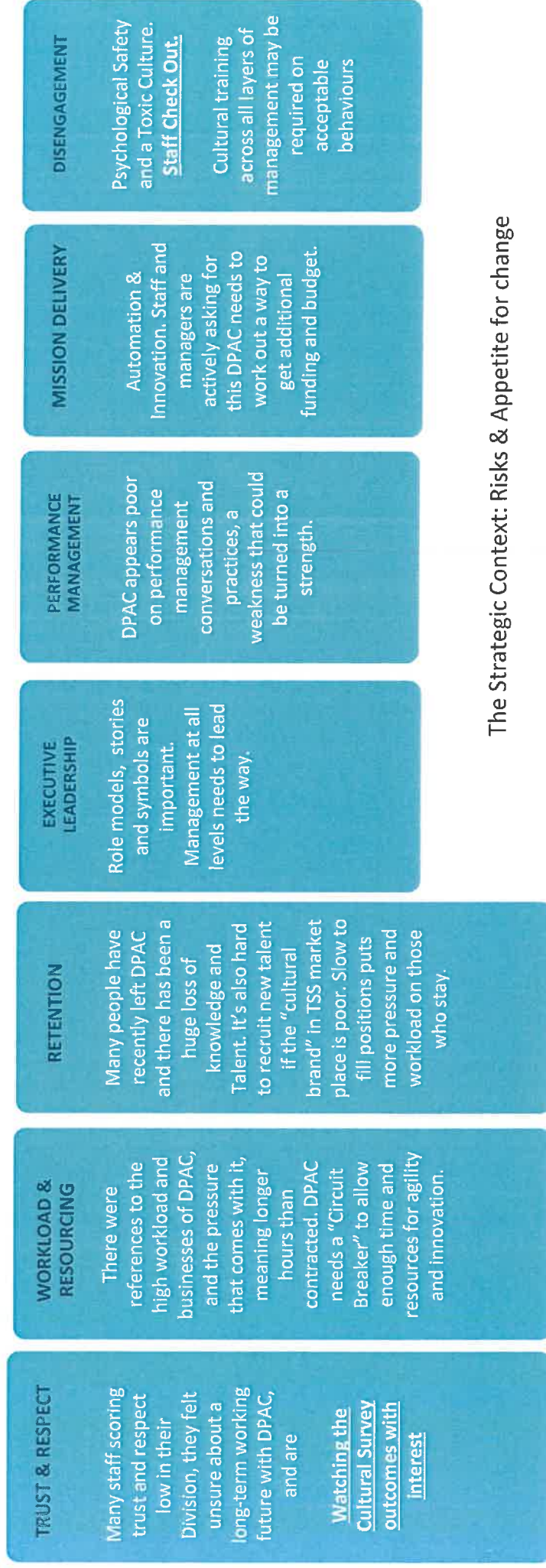
RISK ANALYSIS



Risk Analysis - Addressing the Downsides of Culture

In any Cultural research project or staff poll, there will be points which arise on the less positive side of the working experience. Whilst these topics are not for inclusion in all post-analysis communications, they do need to be addressed internally. They have to be acknowledged to the staff in general, even when there is no immediate or practical solution.

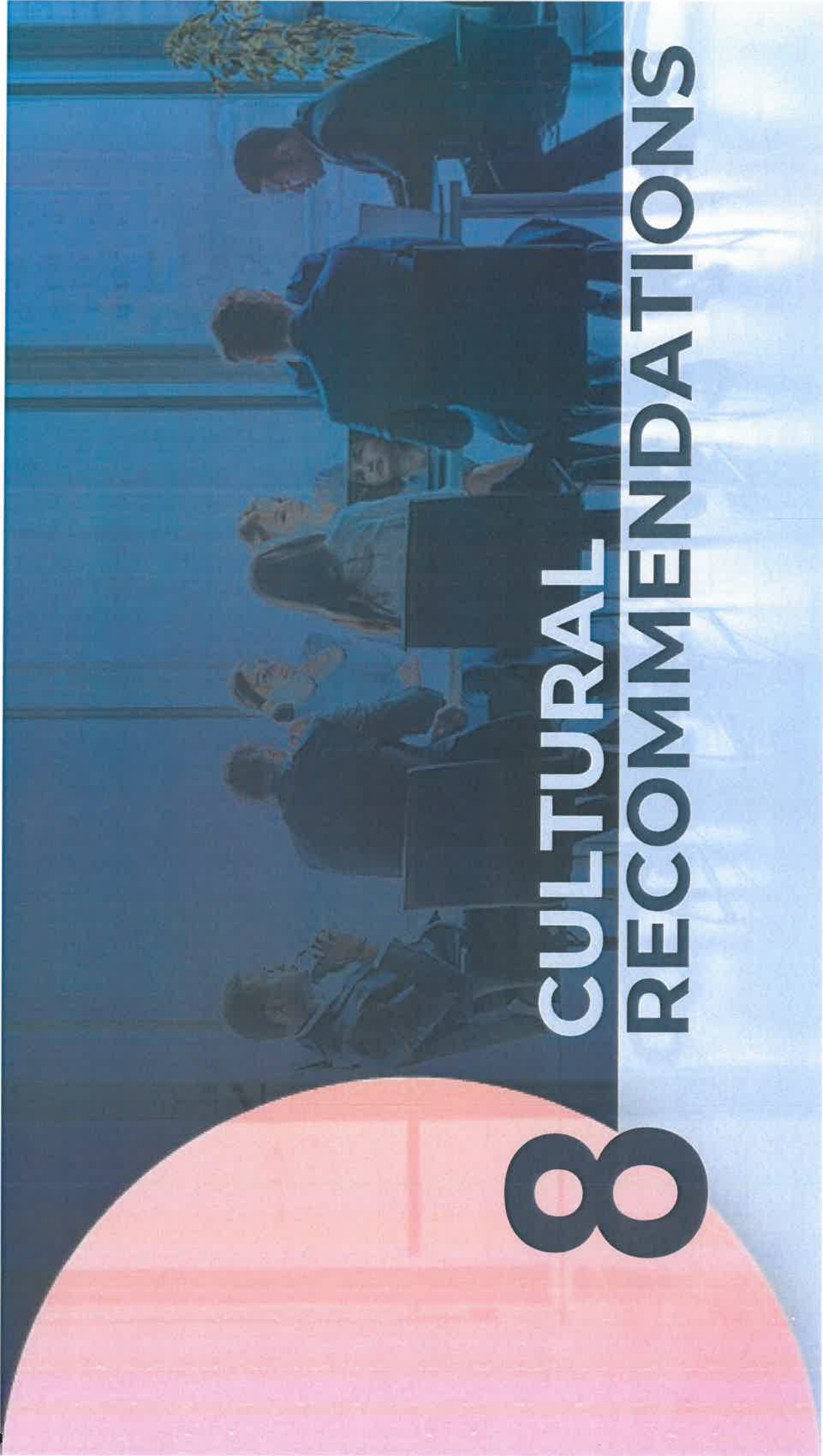
In the DPAC's review, cultural findings raise the following risks:



The Strategic Context: Risks & Appetite for change

8

CULTURAL RECOMMENDATIONS



Main Recommendations - 6 Big impact items

Workload

Findings

DPAC staff and managers are tired, overworked and fatigued. Too much change coupled with Covid demands in 2020 and 2021. They can't keep doing more with less. This also applies to Leaders.

Teams feel under resourced. They know they have systems and processes that don't work. Vacancies are not backfilled quick enough. High turnover and loss of skills and people have had an impact. Plus years of downsizing.

Staff value good governance and cost control, however, they cite the current technology and process as 'disempowering' and it is a common uniting theme for staff and Leadership want to see change.

Everyone wants DPAC to be more Innovative and Agile. The organisation is change ready.

This supports the Strategic Plan and DPAC to become High Performing, Fresh Thinking and having Effective Partnerships.

Recommendation

We suggest allowing increased investment or innovative initiatives and budgets or allowing additional Resources to work on change initiatives and innovation to enable change to occur. **Coupled with a LEAN program of work across the Agency.**

This relies on:

- More FTE & Budget (Investment)
- Seeking out best practice systems and practices (in TSS)
- DPAC ensuring its first to test and apply best practice and new tech
- Allowing time for current SME to lead these change programs (back filling)

Main Recommendations - 6 Big impact items

We Are Listening & Social

Findings

Another common complaint was that staff felt they were not being listened to. Despite many DPAC employees having long tenure in government, many also felt their skills and experience were being overlooked. Middle managers also complained around this. Their advice ignored and or lips service on changes. If they did speak up it was "career limiting" and people not classed as a team player.

Recommendations: Invest time in cultural activities

Quickly following the survey results it is recommended that **the Secretary do the following:**

- Have a **"We are listening week"** and invite several people for coffee. Talk to and ask for their input across all levels.
- **Hold town hall meetings** (with every Division) to personally cascade the survey results back, admit mistakes, take pride in the positives and **keep it real** (Don't hide all of the feedback).
- **Organise regular lunches** with staff (monthly) to meet them directly without Executives or Managers in the room.
- Thank middle managers for doing an excellent job
- Middle Managers are liked and respected - use them and DLG as agents for change. Get them to lead and drive many change initiatives.
- Equip them with new skills and tools to drive innovation and change
- **Get overtly social** – Get someone to organise a new Sports and Social Club. Approach individuals to establish and energise (run by staff members) in addition to the PAC.
- **Encourage fun back into the workplace**, morning teas, lunches, cinema trips, Friday night drinks etc. Insist senior leaders attend.

High Level Recommendations - 6 Big impact items

Executive Leadership

Findings

Criticism of leadership was common, especially at the Executive Team. Staff felt that some of their leaders did not display the appropriate behaviours and values they expected.

Divisional differences were also identified and feedback was that the Leadership impacts the culture of the division and the whole of DPAC.

Recommendations:

- Introduce formal Coaching Panel for Executive Leaders
- Introduce new Leadership Capability Matrix for all leadership levels and monitor
- **Appoint a new Executive Leadership Position to the Executive Driving People and Performance** (Not to be confused with PPG division Dep Sec) to drive several new HR initiatives home and call out poor behaviours (e.g. Senior OD Manger, Hire from industry – Best Employers, not from Government).
- Introduce 360 feedback mechanisms on **all leaders**
- Introduce KPI's and metrics on Behaviours and Values into Performance Reviews

High Level Recommendations - 6 Big impact items

Create a New Performance Management & Capability Framework

Findings

Staff provided feedback that Performance Reviews and performance management was lacking. With potentially the wrong people being appointed to positions.

There was also feedback that career opportunities were lacking and or favourites were appointed.

There also seemed to be a disconnect between a common purpose for DPAC, goals and strategy linking to people's individual positions.

Recommendations

- Train all staff and managers and in a new **Performance Management** program.
- Introduce new Balance Score Card, KPI's and measures which include Culture, Behaviours and Values. Measured six monthly (all Leaders)
- Introduce new **360 degree feedback in performance reviews** for all leaders, to Team Leader level (6 monthly).
- Provide a DPAC wide Leadership Development Program (all leaders) with focus on values and behaviours
- **Introduce a new Capability Framework**, enhance Position Descriptions and link to performance targets
- Ensure new hires have the Capabilities and the Behaviours, and right fit for DPAC culture.
- Align everyone's role to the DPAC strategy and Customer. Help them connect with purpose and how they contribute towards this.
- Put the customer at the centre in everything you do.
- All managers to allow time in diaries for performance discussions and coaching
- When things go wrong, don't blame. Coach and develop. Mistakes are allowed.
- Improve the capability of the Recruitment team
- Roll out a new (automated) onboarding program to all new starter. Ensuring key messages about DPAC's mission and Goals.
- Meet all new recruits and explain expectations to them.

Main Recommendations - 6 Big impact items

Innovation & Agility Upgrade Existing, & New Technology

Findings

Manager and staff felt that DPAC was not innovative or agile enough. And links were missing to core goals and mission statement. This also impacts on DPAC to deliver on its core strategy.

Recommendations

- Allow time, money and resources for innovation and agility
- Let staff know they are supported for ideas and suggestions. Run a whole of agency innovation campaign. Let innovation be measured in performance reviews.
- **DPAC wide LEAN review** (and skills training)
- Seek out best practice within the State Service (who's doing it best) and copy or get them to introduce for DPAC. Lead the way in best practice or most innovative and show case to other Agencies. Let DPAC lead the way.
- Use the relationship with DSS to let DPAC have the best of breed on all technology solutions, and assistance with implementation
- Link innovation and agility to individual performance targets
- Link team and individual goals to DPAC's strategic goals

Main Recommendations - 6 Big impact items

Role Model Values & Behaviours + Cultural Workshops

Findings

Poor examples of behaviours seen in some leaders.

All hiring managers and senior leaders will benefit from training and coaching to build capability across the board on best practice cultural behaviours (Cultural Safety).

Recommendation – Cultural Change program, Lead by DLG

- All leaders role model behaviours
- Hold managers and staff accountable for behaviours
- Talk about Mission and Values everyday
- Link Values and Behaviours to Performance Reviews and everyday metrics.
- Metrics that matter - let people see the link between their role and Mission / Strategy (See Appendix 3)
- Link all work activity back to either the customer and or Mission, and leading the State Service as best practice
- Allow for mechanisms to call out bad behaviours (lunches, feedback forms, **Exit Interviews**).
- Secretary to see all Exit interviews (mandatory to be done by HR)
- Jenny to meet all new starters!

As part of the cultural step-change we are recommending, line managers and DLG as change agents. Cultural Workshops is also an area of one-off investment that may be required.

Main Recommendations - Six Big Impact Items



Work Load



DPAC staff and managers are tired, overworked and fatigued.

This also applies to Leaders
Need: Increased Investment & innovation



Performance Management & Capability Frameworks

Enhance Performance Management capability across the organisation

Listening & Social



Have a "We are listening week" and invite several people for coffee. Talk to and ask for their input across all levels.
Hold town hall meetings



Innovation & Agility

Allow time, money and resources for innovation and agility
Let staff know they are supported for ideas and suggestions. Run a whole of agency innovation campaign

Executive Leadership



Executive Coaching, Leadership Capability Matrix
P&P Executive Appointment
360 Degree feedback tools



Role Models – Values & Behaviours (Psychological Safety)

Poor examples of behaviours seen in some leaders.
All leaders role model behaviours
Hold managers and staff accountable for behaviours

People Are Asking - What Next?

Since the survey DLG members are already reporting to Hill Consulting visits from staff members asking if DPAC is serious about cultural change?

Staff are asking what next?

- “Was this just another PR exercise or was this a real attempt at resetting the culture of the organisation?”
- “What will happen next – will the report be released / spoken about with the staff or will it just be swept under the carpet like previous “pulse checks”, “state service surveys”, etc?”
- “Is Jenny serious about changing the culture of the organisation?”

Last chance to change?

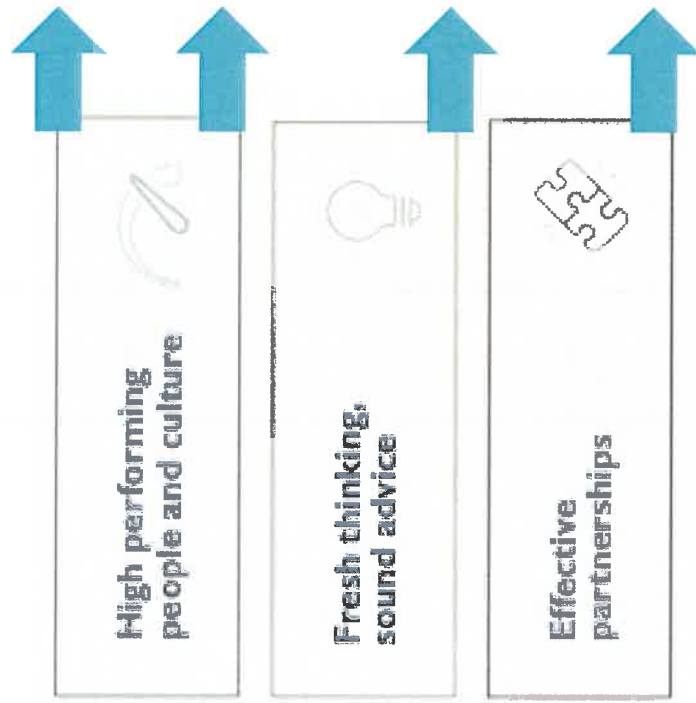
- “If nothing concrete or visible comes out of this exercise then it will be the last straw.”
- “How many times can staff be asked about the culture and it be ignored and nothing happen?”
- “If nothing happens this time then there will be another wave of staff leaving the Department.”
- “For some staff this is the last chance to see meaningful change. If nothing happens people will leave.”

Executive Leaders will need to act swiftly on both sharing the survey results, acknowledging current poor experiences, and that change must occur whilst also outlining **the program of change**.

Actions speak louder than words – The next few weeks and months will be critical for DPAC to “turn” the cultural ship. Key actions by leadership now, will be watched and regarded closely by staff to a cultural shift or that change is happening (or not).

Linking Culture – To DPAC’s Strategic Plan

In Summary



Exec Leadership Coaching & Appointments

The Strategic Plan reflects the continually changing environment that DPAC, and the State Service more generally, is working within. The expectations of the community, industry and non-government organisations for government to drive tangible outcomes highlight the importance of having our role as a central agency and service deliverer clearly defined. The continued focus and investment in developing not only our people, but the culture and behaviours within our workforce, and taking an innovative approach to our policy development and advice, will position us to provide value to our partners and the community we serve.

Interestingly most of the recommendations in this report will fundamentally support DPAC’s strategic plans. Culture becoming an enabler of performance.

New Performance Management & Capability Framework

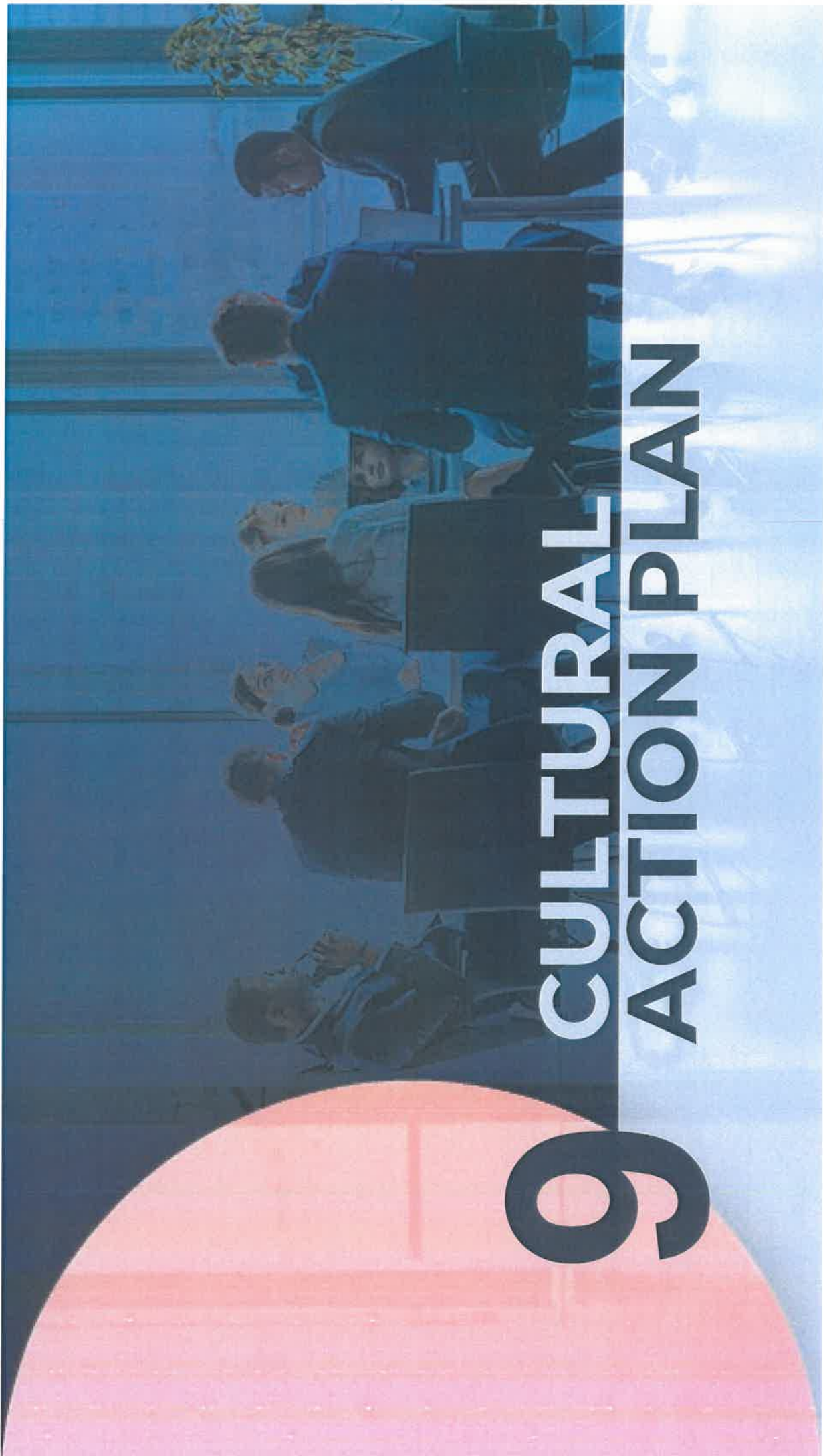
Better Quicker Recruitment & Hiring Decisions

More Resources on innovative projects and technology

Active Listening and more socials

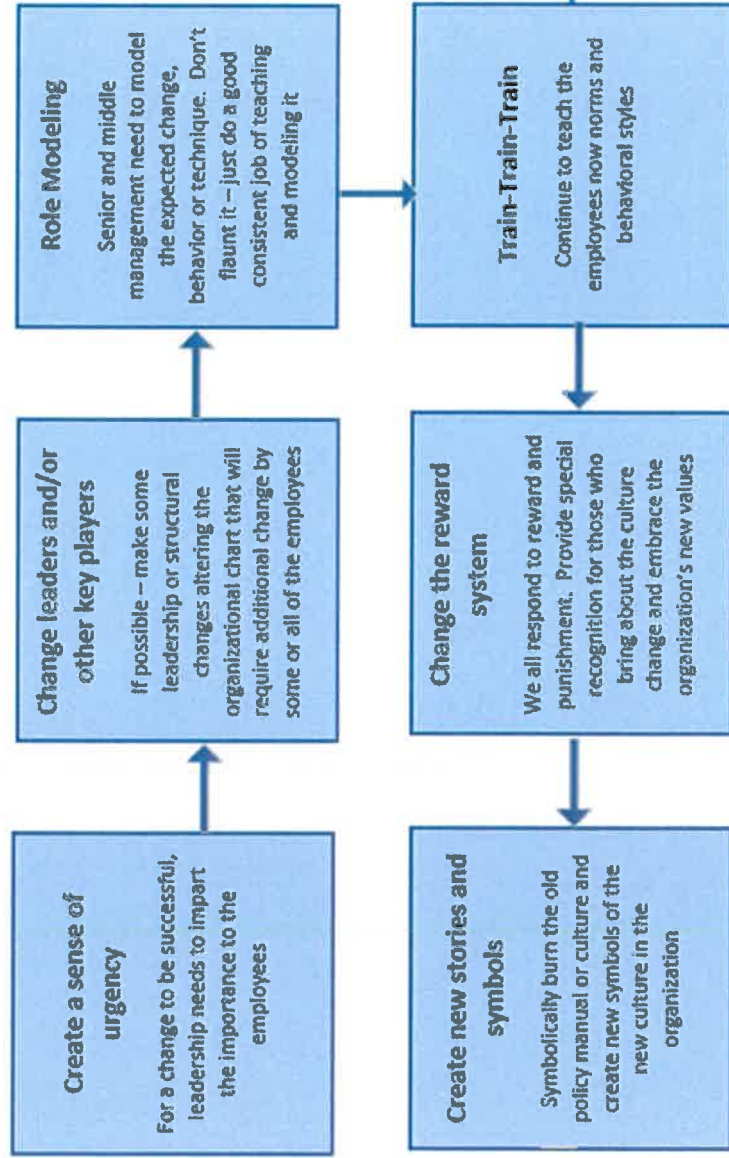
Use DSS to “Leap frog” & get ahead

Increase HR Capability and give HR a Seat at the Executive table



9 CULTURAL ACTION PLAN

How Do We Change A Culture?



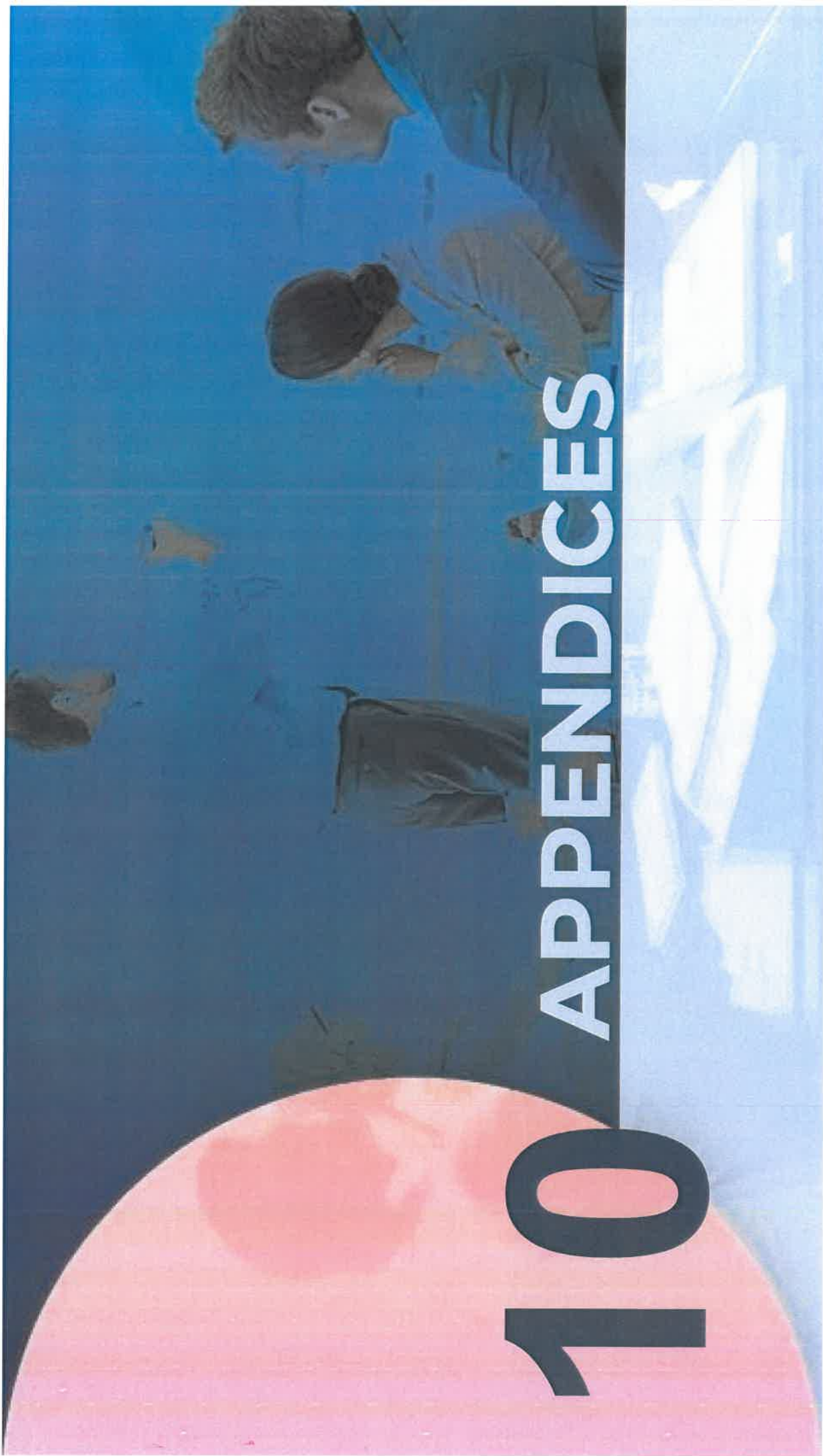
Flowchart of Creating Organizational Culture Change

Use your positive strengths to assist with change:

- ✓ Trusted DLG and Middle Managers
- ✓ Job Roles & Innovative Projects
- ✓ Core mission to serve Tasmania Community and be Customer Focus
- ✓ Social Events
- ✓ Innovation and Change requested
- ✓ Requesting better performance Management & Careers
- ✓ Access to the Secretary

Quick Wins – 2021 Immediate Actions

- **Town Hall Meetings** to every Division run By Jenny – survey feedback addressed
- **Appoint a Senior Executive HR Leader** to the Executive Team (new additional position)
- **Behaviours Matter** – poor behaviours not tolerated, and or people retained or promoted. Performance management built around this.
- Ensure that any senior or middle management appointments meet capability requirements and behavioural metrics
- **Introduce 360 degree feedback** mechanisms in performance reviews
- **Use the DLG as key influences** – allow for them to control the narrative (other than the Executive). Use the DLG to be agents of change.
- **Recruitment Review** - Provide the resources, fill vacancies quickly, backfill, ask what is the resource they most need.
- **More Resources - Release staff** to work on more innovative approaches
- Invest in **new Induction program** (For One DPAC) and better training & development for new starters or those moving roles
- **More access to Jenny** – Monthly lunches with staff, open dialogue, access to direct feedback. Divisional visits. A day in the life.
- Ask each department **what is the "one thing"**, automation or innovation we could change now, which would save us hours.
- Who's doing it best in government?
- **Leap Frog** – become the best in government
- **LEAN** – consider a program of LEAN across the Organisation
Values live on the wall and are aspirational. Develop new Mantras for everyday work.
- **Ensure Psychological Safety**. Call out bad behaviour when seen. Lead by example. Consider workshops.
- **Leadership styles and role modelling matter**. At all levels. Lack of trust, respect and blame - ironically lead to stifling agility, innovation and flexibility in staff.
- Link all individual performance and goals back to mission, customer and behaviours.



10

APPENDICES

people feedback

Please see employee survey deep
dive report for full details

Employees are engaged
around change and
want to see Innovation
and Resources.

Current rating out of 5

2.7

Positives include, the
people, the work,
immediate managers,
flexibility and Public
Service.

Internal mobility,
communications and
careers were regarded
as poor to average.

20% of employees
described the culture as
Toxic or Busy .



DPAC leaders want the
organisation to become
agile and innovative and
lead government.

Senior leaders exhibit
concerns about **change**
resistance and staff
wanting a say in
everything.

64% of staff and
managers said the
culture did not live up to
their expectations.

84% said they could see
Divisional differences in
Culture.

The current culture was
described as overloaded,
chaotic, challenging.

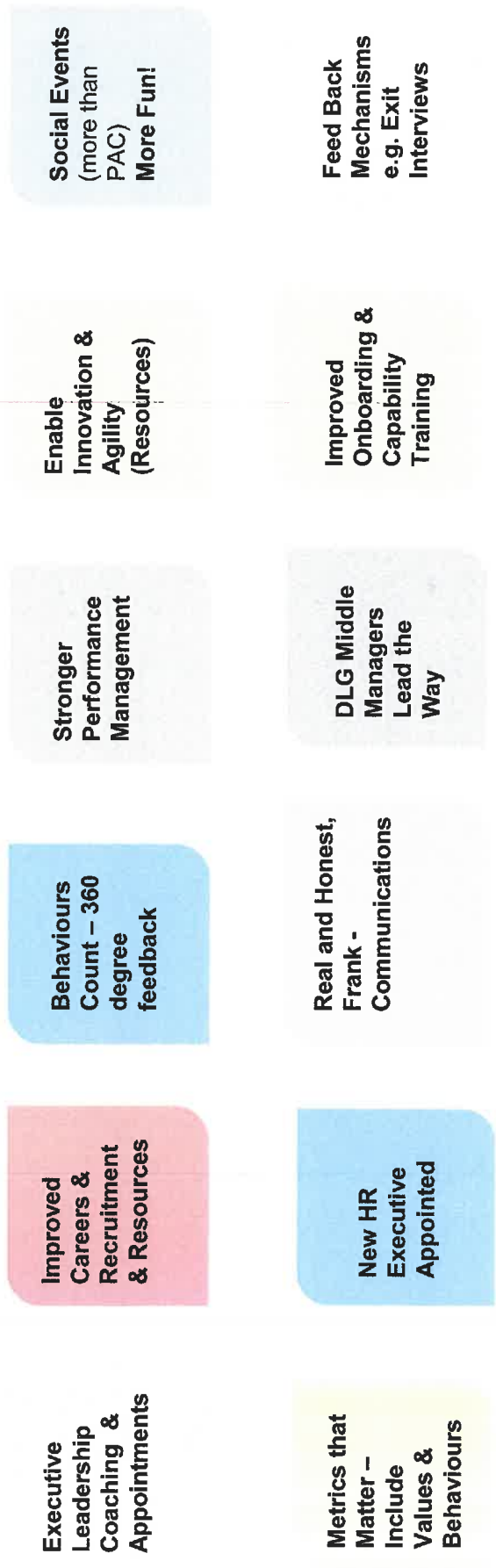
Overall Summary – Culture SWOT Analysis

<p>STRENGTHS</p> <p>The People, My Colleagues, Strong Work Ethic, Professional, Responsive, Hard Working, Dedicated to the Tasmanian Community, Careers in Public Service, Exciting Times, Opportunities on projects, Opportunities for Change, A Chance to lead whole of government Lead Best Practice</p>	<p>WEAKNESSES</p> <p>Communication, Leadership, Resistance to change, Change Management, Micromanagement, Blame Culture, Psychological Safety, Staff turnover, Onboarding, Performance Management, Manager Capability, Resources, Values not demonstrated, Careers, Executive leadership, Innovation and Agility</p>
<p>OPPORTUNITIES</p> <p>Coaching & Training for Leaders, Innovation, Automation, Customer Focus, Performance Focus, Communication, Management Style, Respect, More Listening and less telling, Resources, Collaboration, One DPAC, More Social Events, Access to the Secretary, Linking Culture to Strategy Promotion based on Behaviours</p>	<p>THREATS</p> <p>Turnover, Reputation and Brand, Resource Gaps, Loss of key skills and experience, Capability gaps, Delivery on strategic promises, Dis-engagement, Productivity, Change Ready, Lack of Innovation and Agility, Staff Complaints, Unions, Fair Work Commission</p>

Two Year Road Map – Building Blocks for Change

Once established you'll need new methods and action plan for developing and energising your Culture:

Biggest Barriers to Change were seen as: Leadership 44% (97), Systems and Processes 44% (97), Workload & Resources 39% (86), Communication 23.5% (52), Valuing Skills and Knowledge 23.5% (52), Respect 19% (41).



Psychological Safety

Focus Groups - Feedback Summary

Key Themes	Summary
Workload	DPAC is challenging, demanding, we are overworked and under resourced. Everyone is tired. Fatigued and tired of this culture. Can't get to the strategic or innovative stuff as busy keeping the lights on. Poor old systems and processes in place. Lots of manual work arounds. We have some of the worst systems in government.
Purpose	Confused. Are we trying to lead the other Agencies, advise them? or just here to make Jenny / Government look good? What is our purpose. Seems like lots of spin and lip service. People making decisions based on their career (looking good) not on what is needed or best for the Tasmanian community. Serving the Tasmanian community. We need to be more customer focused.
Silos	There are Silos. Would like to know or work with people in other Divisions more. Need to be one DPAC. We don't feel we belong to DPAC. Just a mash of departments that don't fit anywhere else. We are not connected.
Trust	Very low trust. People afraid to speak up. Career limiting move if you speak up in meetings (will be moved team or off the project, or uninvited to meetings). Executive Leadership is the problem. They do not model the departments values or behaviours. Our advice or expertise is not listened too. Culture is Toxic. Decisions are made but not explanation as to why. Communication is poor. We can see through the spin.
Social	There are no social events. Don't seem to Socialise any more. There is the PAC, but only just started doing things again. We've been told that morning teas are cancelled and birthdays are cancelled!
Careers	Lots of people left. Its been a huge loss of skills and experience. People are "sold careers opportunities" but just moving them into roles they don't want to do. Often thrown in the deep end as a career opportunity but no training or guidance provided. Sink or swim. Induction is poor. Said people left for career move, but left because didn't like the leadership. Depends who you are - career opportunities for some and not others. Lack of career opportunities for remote locations, and we can do the work remotely so should be considered.
Systems	We need better systems in place. We want automation. Too much time spent on manual systems and things that don't talk to each other. We need better systems and processes in place to enable change and allow agility (free up time).
Capability	Need better performance management systems in place and capability in hiring. Lots of people (managers) appointed to roles well beyond their capability. We know more than they do - but they don't listen to us. Leaders making poor decisions.
Change Management	Change management is poor. People informed their job role, team or office had changed via email! Concern that there is no recognition on the human impact of some of the changes e.g. your job or team has gone. Not disagreeing with the changes - but how it was done. We are not consulted (listened too). Poor decision making not listening to staff.

Focus Groups Suggestions – What Can We Change?

Change Agents

Staff Comments

Careers

- New projects: promotions, new skills
- Want more Career opportunities. Fairness in who's hired. Better onboarding and training.

Flexible Work Arrangements

- Flexible working arrangements are good, keep doing it, we appreciate them

More Social Events

- PACK, embed deeper, we need more social events.
- We did more social things, several years ago. Then squeezed into a corporate box. Now less so.

Managerial Support

- Managers to be supportive, give more time, more listening
- Always too pressured and busy for time for each other or managers to see staff

Executive Leaders

- Poor Behaviours and management style to be called out
- A good leader does not notice, no hierarchy or barrier, will talk and engage at any level
- Ability to "call out poor behaviours" that aren't acceptable

Communication

- Recognition of toxic culture
- Keep it real. Less spin. Just tell us.
- Need to be kind, respectful and listening.

Recognition

- More people orientated. Feel catered for and valued then we will climb mountains for DPAC
- Recognise - whos' doing a great job. People's experience and expertise. Some leaders live the Values, others don't.

Change Ready

- We need more resources, better systems and technology. Back fill the vacancies quicker.

Values & Behaviours

- Lets bring back our values. Beyond professional work, there is no culture here, "its all talk". E.g. talk about the values on SoD but its not seen as important by some Leaders. "General vibe" is off. We need to start living our values. We need a culture, "without fear of retribution"

High Level Recommendations

Primary Recommendations

High Level Summary

Work Load

- Review current Resourcing levels per department, and see if adequately resourced (ask) Where are the bottle necks and high workloads?
- Consider providing additional Resources to free up an SME in each team to work on innovative projects and introduce new technology agility and automation (back fill for 6 months)
- Backfill roles (vacancies) quicker - Consider a new Recruitment team with increased Capabilities.
- Resolve the issue of fixed term v permanent positions available to attract more qualified candidates
- Consider and plan time in Executive and Middle Managers diaries for staff and performance discussions (get additional Resource if required to assist workload?)
- Hire an experienced, commercial LEAN consultant & BA to work with departments on innovation and change for 6 months to 1 year across all of DPAC.
- Look for excuses to have Social and Fun events in the work place. Morning teas, movies nights, Friday Night drinks, new sports and Social club. Allow time for these activities and make sure senior managers attend.

Middle Managers

- Use the Middle Managers and DLG as agents for Change
- Equip them with new skills and tools to drive innovation and change
- Break down Silos with cross functional events and teams,
- Create an internal communication team, with fun newsletter, Slack Channel, Facebook page etc. for all DPAC staff
- Use middle managers more as Communicators of change (verbal) less written communications. Actively encourage weekly team meetings etc.
- Ensure people get to know other divisions and teams, lunches, a day in the life stories
- Ensure Middle managers get a voice and are heard in their ideas and suggestions, and or concerns or frustrations if things not working
- Introduce formal Performance Management Training, measures and KPI's linking everyone and team back to Strategy and **One Mission, One DPAC.**

Leadership

- Introduce a formal Leadership Coaching Program (and Panel) for all Executive level Leaders
- Include coaching assignments (measures and metrics assigned and goal agreed). Start sessions with a Triad (Leader in the room).
- Check in on Coaches and progress
- Ensure robustness and panel of coaches. Similar programs but Execs still get some choice in Coach (from Panel)
- Introduce new Leadership Capability Matrix
- Appoint a new Executive Leadership Position Driving People and Performance (Not to be confused with PPG division) to drive these initiatives home and call out poor behaviours (OD Manger - Hire from industry - Best Employers, not from Government).

Performance Management & Strategic Goals

- Introduce new Balance Score card, KPI's and measures which include Culture, Behaviours and Values. Measured Quarterly (all Leaders)
- Introduce new 360 degree feedback in performance reviews for all leaders, to Team Leader level (6 monthly).
- Provide a DPAC wide Leadership development program (all leaders) with focus on values and behaviours
- Invite middle management "into the room" more often for decision making and input sessions
- Encourage managers to cascade news and information via weekly team meetings
- Use existing Capability Frameworks, but enhance Position Descriptions and Performance targets
- Ensure new hires have the Capabilities and the Behaviours, and right fit for DPAC culture.
- Align everyone's role to the DPAC strategy and Customer. Help them connect with purpose and how they contribute towards this.
- Put the customer at the centre in everything you do.
- All managers allow time in diaries for performance discussions and coaching
- When things go wrong, don't blame. Coach and develop. Mistakes are allowed.

High Level Recommendations

DPAC Current Status	
Innovation & Agility	<ul style="list-style-type: none"> • Allow time and budget and resources for innovation and agility • Let staff know they are supported for ideas and suggestions. Run a whole of agency innovation campaign. Let innovation be measured in performance reviews. • Seek out best practice within the State Service (who's doing it best) and copy or get them to introduce for DPAC. Lead the way in best practice or most innovative and show case to other Agencies. Let DPAC lead the way.
Collaboration, Support & Social	<ul style="list-style-type: none"> • Try and breakdown Silos with cross functional events and projects. Get the DLG to seem themselves as one team with regular briefings. • Organise heaps more social events. • Look for excuses to have Social and Fun events in the work place. Morning teas, movies nights, Friday night drinks, new sports and Social club. Consider diversity and inclusion (Not just the footy but Ballet as well!) Allow time for these activities and make sure senior managers attend. • Enlist the most social and networked person from each team to help you with this (Form a new Sports and Social committee broader than the PAC)
Careers & Recruitment	<ul style="list-style-type: none"> • Improve Recruitment & Selection Capabilities (time to hire, attraction and interview rigor). Recruitment System usage. • Ensure all Middle managers have the skills and capability for the job. • Ensure All managers have good recruitment skills • Introduce a New Capability Framework (and score people against it) • Ensure all roles are advertised and the best applicants appointed against the Capability Framework • More rigour and fairness around job selection needs to be seen. • Those in remote locations felt they never got to opportunity to progress. Consider which team leader or senior roles could be done remotely. • Lead the way in Recruitment & Selection and Induction at the State Service. • Over hall Onboarding and Induction of staff (automate) and ensure there is one process for whole of DPAC
Mission and Values Alignment	<ul style="list-style-type: none"> • Talk about Mission and Values everyday • Link Values and Behaviours to Performance Reviews and everyday metrics. Let people see the link between their role and Mission / Strategy (See Appendix 3) • Link all work activity back to either the customer and or Leading the State Service • Allow for mechanisms to call out bad behaviours (lunches). Executive to see all Exit interviews (to be done by HR) • Jenny to meet all new starters!
Responsibility	<ul style="list-style-type: none"> • Enable people to see how their role links directly to Strategic Goals. • Each Department to have a "Plan on a Page" linking 2021 goals to DPAC Strategy. • Instill a passion for Leading the State Service in Best Practice • Reward & Recognition, call out best behaviour and hard work regularly. Recognise and Reward performance in simple ways (Promotion) • Celebrate Success • Challenge Relentlessness • Remind everyone is responsible for culture.

11

**PSYCHOLOGICAL
SAFETY**

What is Psychological Safety?

DPAC's results showed fear and low trust in the work environment. People seemed afraid to speak up in fear of retribution or blame. Innovation and Agility will not flourish while a blame culture exists or people don't feel safe to bring their whole self to work.

Psychological safety is being able to show and employ one's self without fear of negative consequences of self-image, status or career. It can be defined as a shared belief that the team is safe for interpersonal risk taking. In psychologically safe teams, team members feel accepted and respected.

An environment of rewarded vulnerability.

When our vulnerability is rewarded, we engage, contribute meaningfully, and enter an offensive mode of performance. We give of our discretionary effort and spend our time creating value.

Where you have Psychological Safety you have high performing & inclusive cultures.

What it's not.....

- Psychological Safety isn't about being nice.
- It's not about being politically correct.
- It's not about coddling people who want to play victim.
- It's not about absolving ourselves of accountability in pursuit of not hurting feelings.
- It's not about being soft, permissive, indulgent, or about singing Kumbaya

Humans yearn for inclusion and belonging. They want to learn, they want to contribute, and they want to make a difference. However employees must feel safe at work to contribute, speak up and challenge poor behaviours.

The 4 Stages is the roadmap for individuals and organizations to achieve and maintain high levels of psychological safety.

Why it Matters?

BLEED OUT YOUR
BEST TALENT



FAIL TO INNOVATE



HOSTILE WORK
ENVIRONMENT



POOR CUSTOMER
EXPERIENCE

<https://www.leaderfactor.com/psychological-safety?>

Four Stages of Psychological Safety



Dr. Timothy R Clark, (PHD Oxford University) author of The 4 Stages of #PsychologicalSafety, author How To Fix A Toxic #Culture.

Agenda:

1. Find the Toxic Source
2. **Remove or Coach**
3. Communicate Psychological Safety as a Human Right
4. Apply a Worth Test, Not a Worthiness Test
5. Model & Patrol the Boundaries of Respect
6. Incorporate Psychological Safety as a *Promotion Requirement for Management*

<https://www.leaderfactor.com/psychological-safety/>

Healthy / Productive

Culture Continuum

Unhealthy Destructive

Toxic =
 Infighting
 Drama
 Abuse
 Immoral or illegal behaviour

“Most organisations are dysfunctional its only a matter of degree”

Dr. Timothy R Clark, (PHD Oxford University) author of The 4 Stages of #PsychologicalSafety,

TINYpulse Q8 – ‘Engage’ series of questions

Rationale: to create of benchmark dataset

There were 20 questions in total that covered off on all TINYpulse categories.

June 16, 2022

1

Agenda

- Session's goals
- About the survey
- Participation
- Index/Outcome score
- Key Driver Analysis
- Recommendations
- Results
- Group comparison
- Next Steps
- Annex

Goals for the Session

1. Review
2. Identify
3. Plan



**Review
results**



**Identify
areas of
opportunity**



**Define next
steps**

TINYpulse Q8 'Engage' benchmark series of questions

Why do we care about it?

Since PPG has started to use TINYpulse we have garnered the impressions from our people across various categories ranging from 'Organisation' to 'Health and Wellbeing'. We created our own questions that were informed by the work undertaken by Hill Consulting.

To help us dive a little deeper and to create a benchmark of where PPG sits across all TINYpulse criteria we needed to deliver a TINYpulse survey that had been designed to generate the dataset we need. The 'Engage' series of questions was chosen as it generates the benchmark dataset we need. 'Engage' also provides us with comparison figures against other organisations and our industry specifically.

The data we now have will help inform future questions through analytics provided by TINYpulse. The intent is we distribute the 'Engage' series of questions in six months time to gather data that will tell us where we have improved, and where we need to concentrate our efforts.

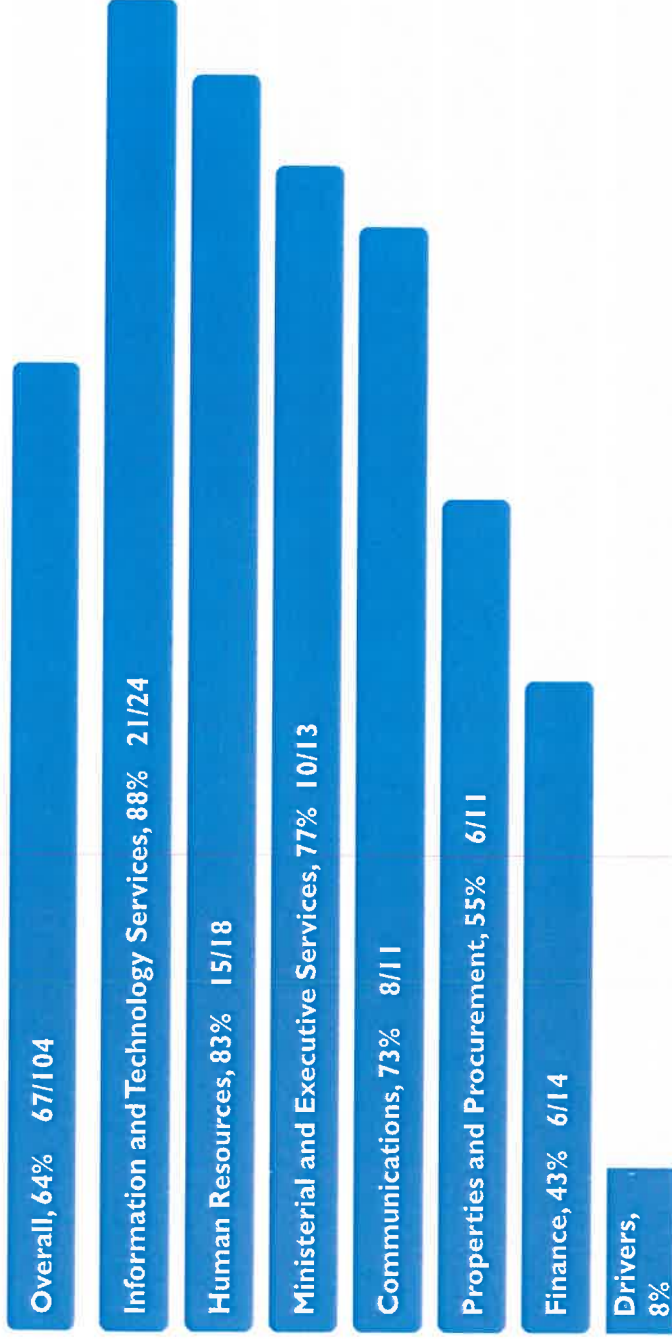
Our approach will help us to continually improve our workplace culture within PPG.



About the Survey

- 20 Questions
- Sent to all Groups
- May 25 to Jun 15
- Anonymous

Participation – overall



Overall Participation Rate

64%

Responses: 67 out of 104



Participation across areas of business

This style of survey is a little different therefore so are the reporting measures.

Participation was generally positive and consistent with past questions. The number of questions did take more time for people to complete but the number of text responses indicates that are people engage with, and took time, to complete Q8.

Each area of business can create a progress plan specifically for their team and this is something we should explore.

The **Text analytics** function is especially interesting from a sentiment point of view and another way to gauge staff sentiment. This function picks up words used in comments and aligns them with themes and associated with negative, positive or neutral sentiment. This function allows us to search key themes to further understand how our people feel. See screen shot on the next page for an impression of this function.

All managers can see Text analytics and can interact with the quadrant to find what you are looking for.



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**Overall Participation
Rate**

64%

Responses: 67 out of 104

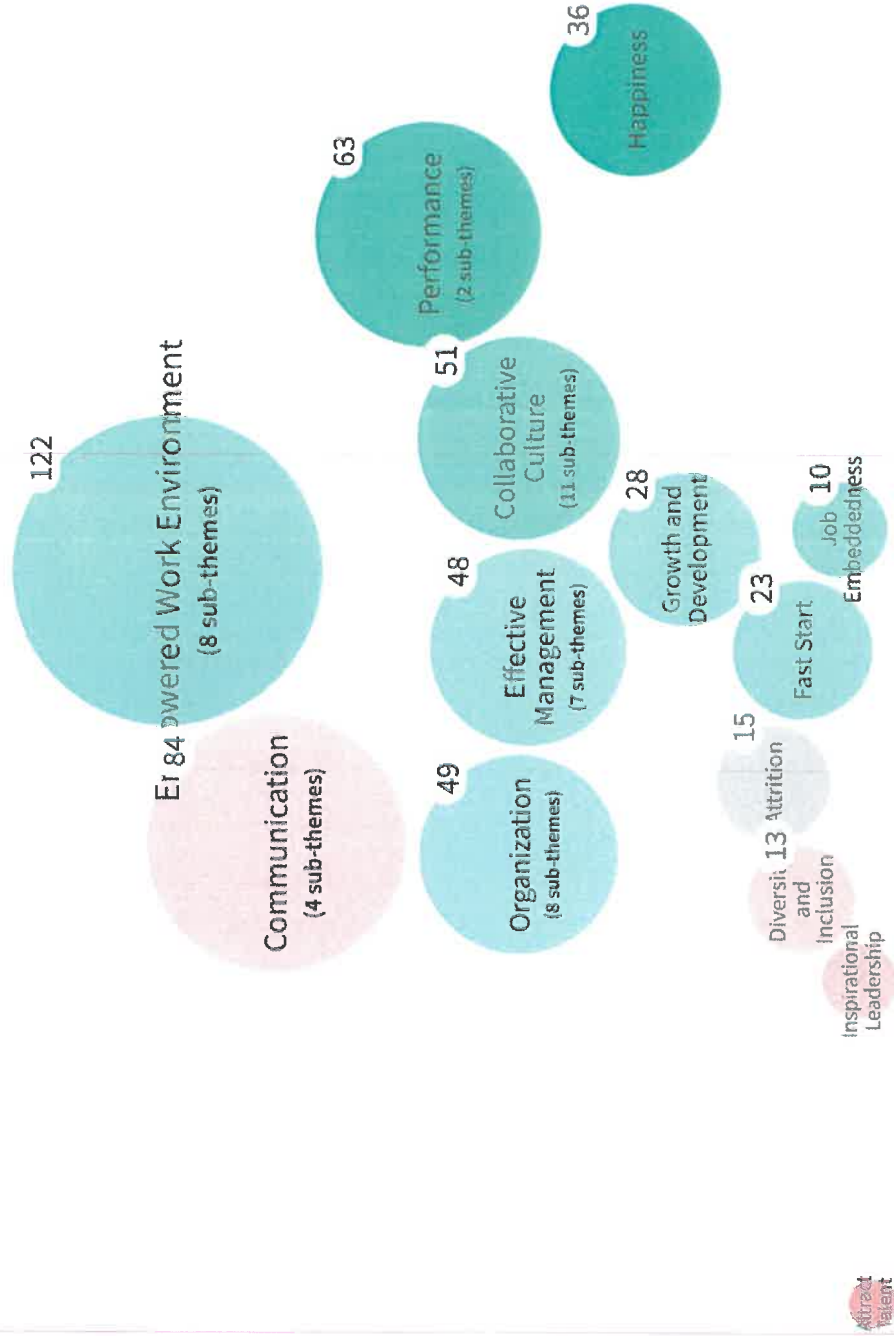
239

Text responses



Themes and Sentiment Analysis

[All Questions](#)
[All Dates](#)
[All Themes](#)
[All Sentiments](#)



Negative

Neutral

Positive



Engagement index

Index/outcome questions breakdown

1. How happy are you at work?	3.9	--
2. I feel energised when I am working.	3.5	Previously Asked (--)
3. I care about the work I do.	4.7	--
4. I speak positively of PPG to others.	4.2	Overall Benchmark (--)
5. I am likely to stay with PPG for the next year.	4.1	--
		Industry Benchmark (--)



Org. Score



Key Driver Analysis

Key Driver Analysis helps to invest in the areas that will potentially give the highest return on our investment, that is, where we should focus out attention.

How is the Engagement Index calculated?

The Index Score is computed using the average of the Index/Outcome questions. These questions focus on the emotional, cognitive, and behavioral components of engagement.

What are driver questions?

Driver questions measure more defined areas within the topic your survey is intended to measure that can potentially impact the Index/Outcome Score.

Driver questions are actionable and give you specific areas to focus on.

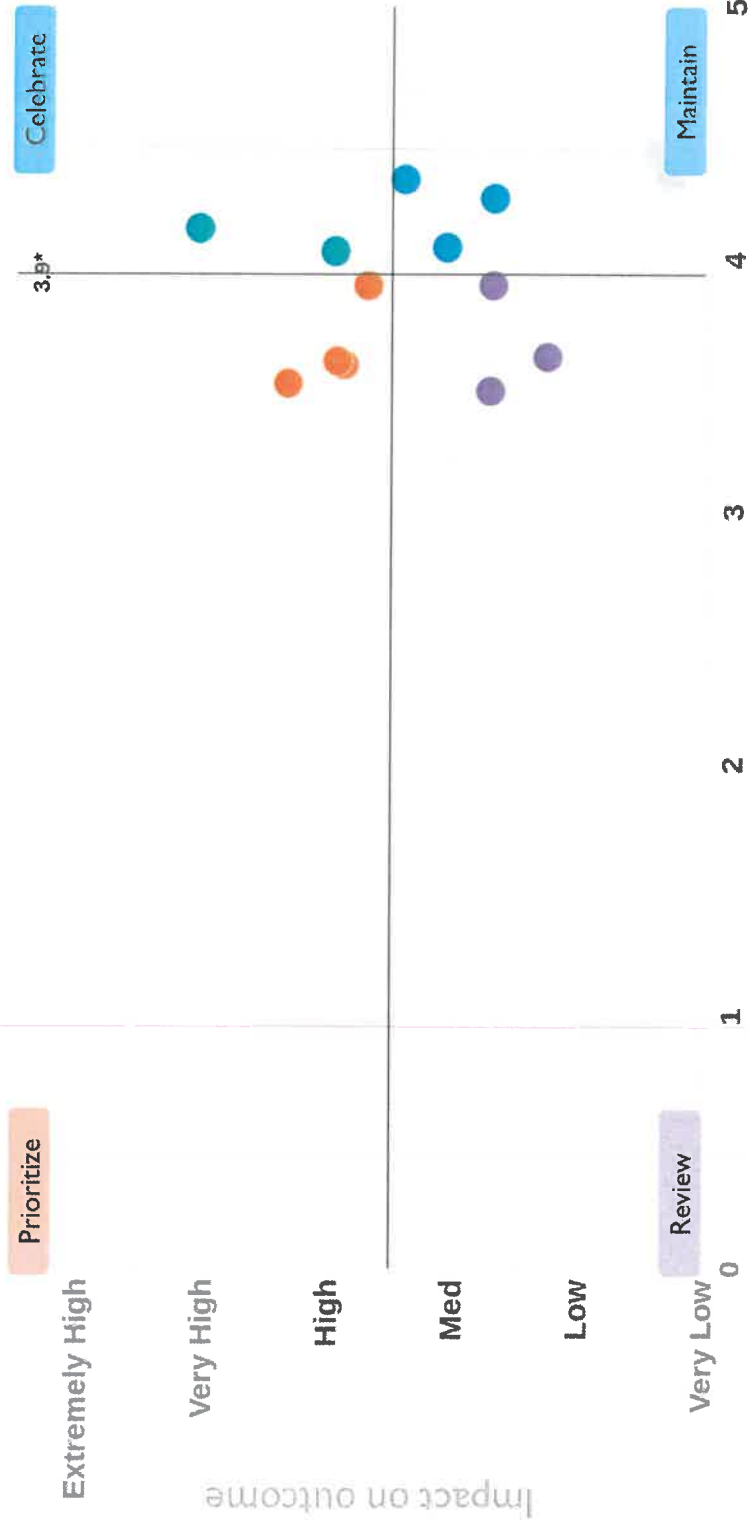


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Driver Questions

- 20 questions
- 10 categories

Key driver quadrant



(*) 3.9 = Driver Score Median

10 Non-Significant questions are plotted in gray

Celebrate

Recommendations



Questions	Categories	Score	Industry benchmark	Impact
My manager provides clear goals for our team.	Effective Management	4.0	▲ 2.6%	High
I am well recognised when I do great work.	Effective Management	4.0	▼ -7%	High
PPG cares about my well-being.	Health and Wellness	4.1	▼ -4.7%	Very High

High Score - High Impact

We are doing very well in these important areas.

We should celebrate and continue what you are doing.

Prioritise

Recommendations



Questions	Categories	Score	Industry benchmark	Impact
My job allows me to make multiple decisions on my own.	Empowered Work Environment	3.9	0%	High
I am satisfied with the number of developmental opportunities available at work.	Growth and Development	3.6	▼ -2.7%	High
PPG provides adequate information about important changes.	Communication	3.6	0%	High
PPG uses a fair system to allocate resources.	Growth and Development	3.5	▼ -5.4%	High

Low Score - High Impact

These crucial areas will deserve our attention first, we will want to focus on these items to have the highest impact on our team's engagement and return on our investment (ROI) for our initiatives.



Maintain

Recommendations



Questions	Categories	Score	Industry Benchmark	Impact
My manager offers useful feedback regularly.	Effective Management	4.0	▼ -9.1%	Medium
I have the ability to easily adapt to new situations.	Personal Resources	4.3	▼ -4.4%	Non-Significant
I have the ability to complete challenging tasks.	Personal Resources	4.4	▼ -6.4%	Non-Significant
My job involves completing tasks that are meaningful.	Empowered Work Environment	4.2	▼ -2.3%	Medium
PPG effectively maintains a safe work environment.	Health and Wellness	4.3	▼ -2.3%	Medium

High Score - Low Impact

We are doing well in these essential areas and should continue to sustain them even though they are not as impactful in comparison to other drivers.



Review

Recommendations



Questions	Categories	Score	Industry Benchmark	Impact
I am satisfied with the benefits offered by my employer.	Benefits & Pay Satisfaction	3.9	▼ -4.9%	Medium
I am satisfied with the salary I receive based on the work that I do.	Benefits & Pay Satisfaction	3.6	▼ -2.7%	Low
My workload at PPG is manageable.	Health and Wellness	3.5	▼ -12.5%	Medium

Low Score - Low Impact

We are not doing well in these areas. But since they have less effect on our intended outcome, we should look into making small improvements on these and divert most of our resources to more impactful activities.



Results



Questions

1. How happy are you at work?
2. I feel energised when I am working.
3. I care about the work I do.
4. I speak positively of PPG to others.
5. I am likely to stay with PPG for the next year.
6. I have the ability to easily adapt to new situations.
7. I have the ability to complete challenging tasks.
8. My job allows me to make multiple decisions on my own.

Categories	Score	Previously Asked	Industry Benchmark
Happiness	3.9		▲ 5%
Engagement	3.5		▼ -10%
Engagement	4.7		▲ 2%
Engagement	4.2		▼ -9%
Attrition	4.1		▼ -2%
Personal Resources	4.3		▼ -4%
Personal Resources	4.4		▼ -6%
Empowered Work Environment	3.9		0%

Overview

- N/A until this series of questions is distributed again.



Results

Questions

9. My job involves completing tasks that are meaningful.

10. PPG provides adequate information about important changes.

11. My manager provides clear goals for our team.

12. My manager offers useful feedback regularly.

13. I am well recognised when I do great work.

14. I am satisfied with the salary I receive based on the work that I do.

15. I am satisfied with the benefits offered by my employer.

Categories	Score	Previously Asked	Industry Benchmark
Empowered Work Environment	4.2		▼ -2%
Communication	3.6		0%
Effective Management	4.0		▲ 3%
Effective Management	4.0		▼ -9%
Effective Management	4.0		▼ -7%
Benefits & Pay Satisfaction	3.6		▼ -3%
Benefits & Pay Satisfaction	3.9		▼ -5%

Overview

- N/A



Results

Questions

- 16. I am satisfied with the number of developmental opportunities available at work.
- 17. PPG uses a fair system to allocate resources.
- 18. PPG effectively maintains a safe work environment.
- 19. PPG cares about my well-being.
- 20. My workload at PPG is manageable.

Categories	Score	Previously Asked	Industry Benchmark
Growth and Development	3.6		▼ -3%
Growth and Development	3.5		▼ -5%
Health and Wellness	4.3		▼ -2%
Health and Wellness	4.1		▼ -5%
Health and Wellness	3.5		▼ -13%



Overview

- N/A



Group Comparison by categories



	Organization Score	Communications	Drivers	Finance	Human Resources	Information and Technology Services	Ministerial and Executive Services	PPG Leaders	Properties and Procurement	Strategic Projects and Programs
		8/11 (73%)	1/13 (8%)	6/14 (43%)	15/18 (83%)	21/24 (88%)	10/13 (77%)	-/0 (N/A%)	6/11 (55%)	-/0 (N/A%)
Participation <i>(Response Rate)</i>	67/104 (64%)									
Attrition	4.1	0%	-3%	-3%	+9%	-5%	-10%		+16%	
Communication	3.6	+4%	-17%	-17%	-4%	+2%	+3%		+11%	
Effective Management	4.0	-6%	-17%	-20%	+2%	+3%	-1%		+10%	
Empowered Work Environment	4.1	+3%	-14%	-2%	0%	+2%	-8%		+7%	
Growth and Development	3.5	0%	-15%	-6%	-1%	+7%	-10%		+3%	
Happiness	3.9	-6%	+3%	-14%	+7%	+1%	-4%		+8%	
Health and Wellness	4.0	+5%	-8%	-16%	0%	+5%	-7%		+6%	
Personal Resources	4.4	0%	-9%	-5%	0%	+1%	+2%		-1%	
Engagement	4.1	0%	-3%	-7%	0%	+1%	+1%		+4%	
Benefits & Pay Satisfaction	3.8	+5%	-20%	-5%	+1%	+1%	-4%		+2%	



Group Comparison by categories

	Organisation Score	Super Admins
Participation (Response Rate)	67/104 (64%)	-10 (N/A%)
Attrition	4.1	-
Communication	3.6	-
Effective Management	4.0	-
Empowered Work Environment	4.1	-
Growth and Development	3.5	-
Happiness	3.9	-
Health and Wellness	4.0	-
Personal Resources	4.4	-
Engagement	4.1	-
Benefits & Pay Satisfaction	3.8	-



Strengths

- Attrition
- Effective management
- Empowered work environment
- Health and wellbeing
- Engagement

Opportunities

- Communication
- Growth and development
- Benefits – not necessarily pay.



Next Steps

Key things we need to consider and discuss

Next Steps

Here are a few thought starters:

- 1) Distill TINYpulse findings from our Together Day.
- 2) Agree as a working group on the structure of the new PPG working group.
- 3) Agree on what we want the new group to do and achieve.
- 4) Look at other ways we can use TINYpulse as teams or to decide on culture building activities or celebrations.
- 5) Decide if TINYpulse has a part to play in inducting new staff into PPG – this could be something managers could do.
- 6) Turn on other function to enable more two-way communication as well as accountability.



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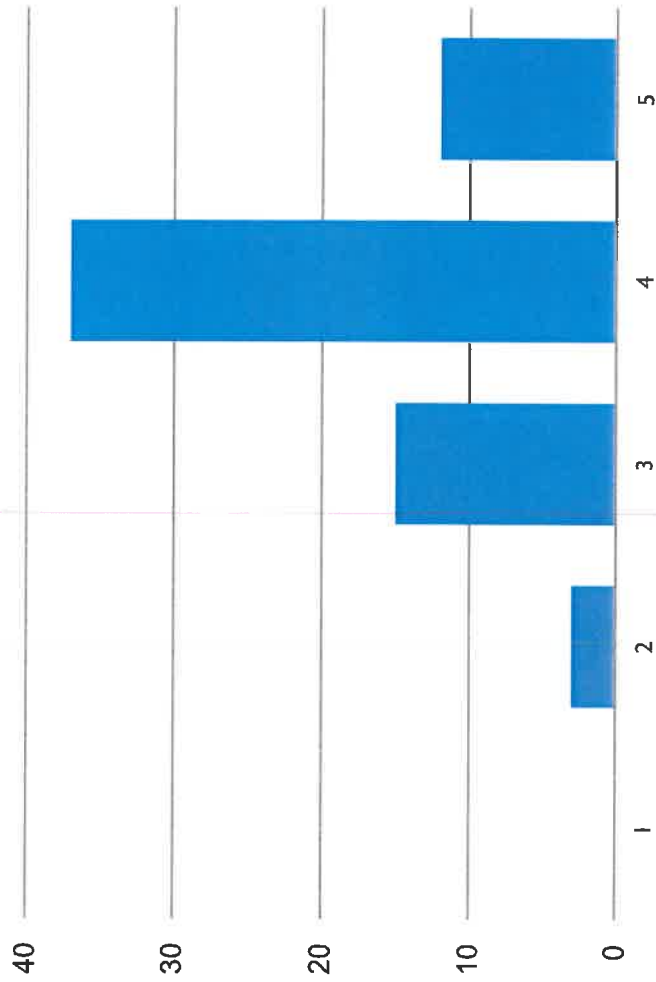
Take Action

Annex

Individual question details

I. How happy are you at work?

Happiness



0%

Overall Benchmark (3.9)

▲ 5%

Industry Benchmark (3.7)

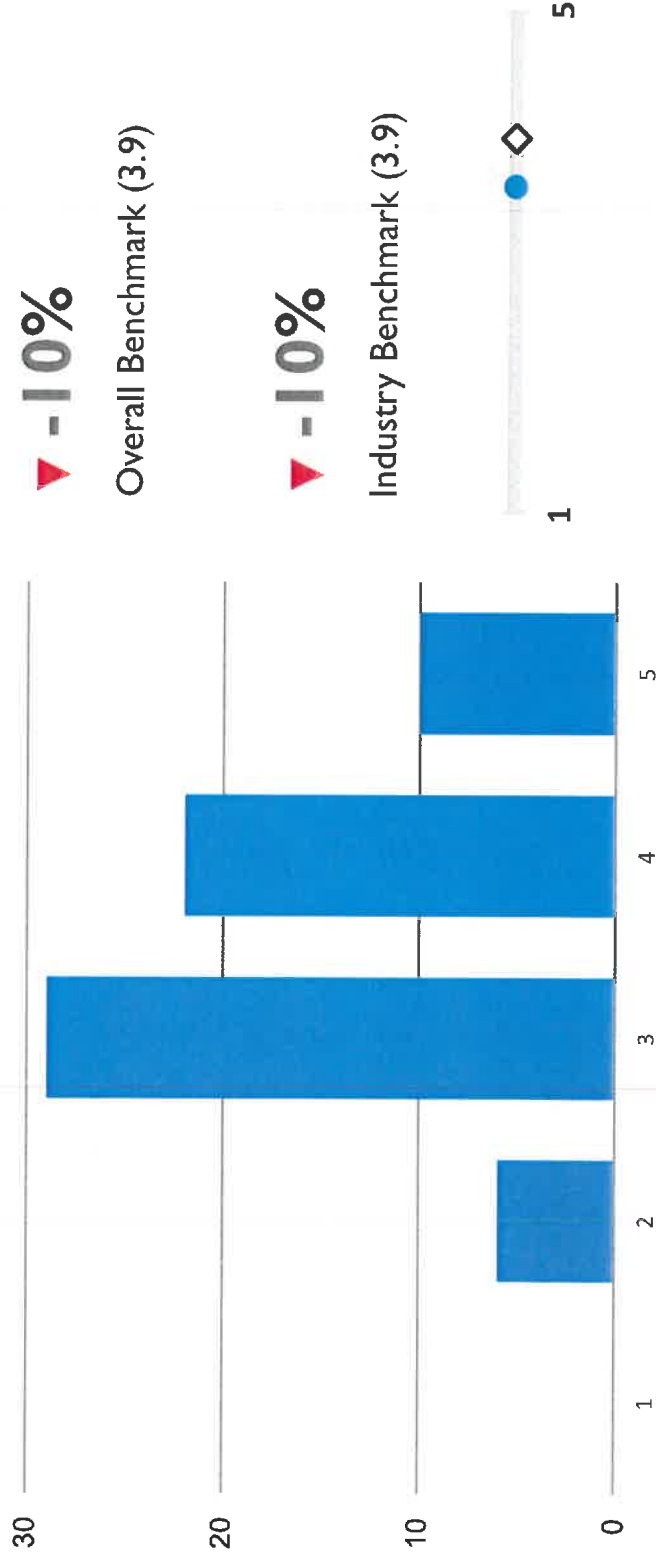


Org. Score



2. I feel energised when I am working.

Engagement

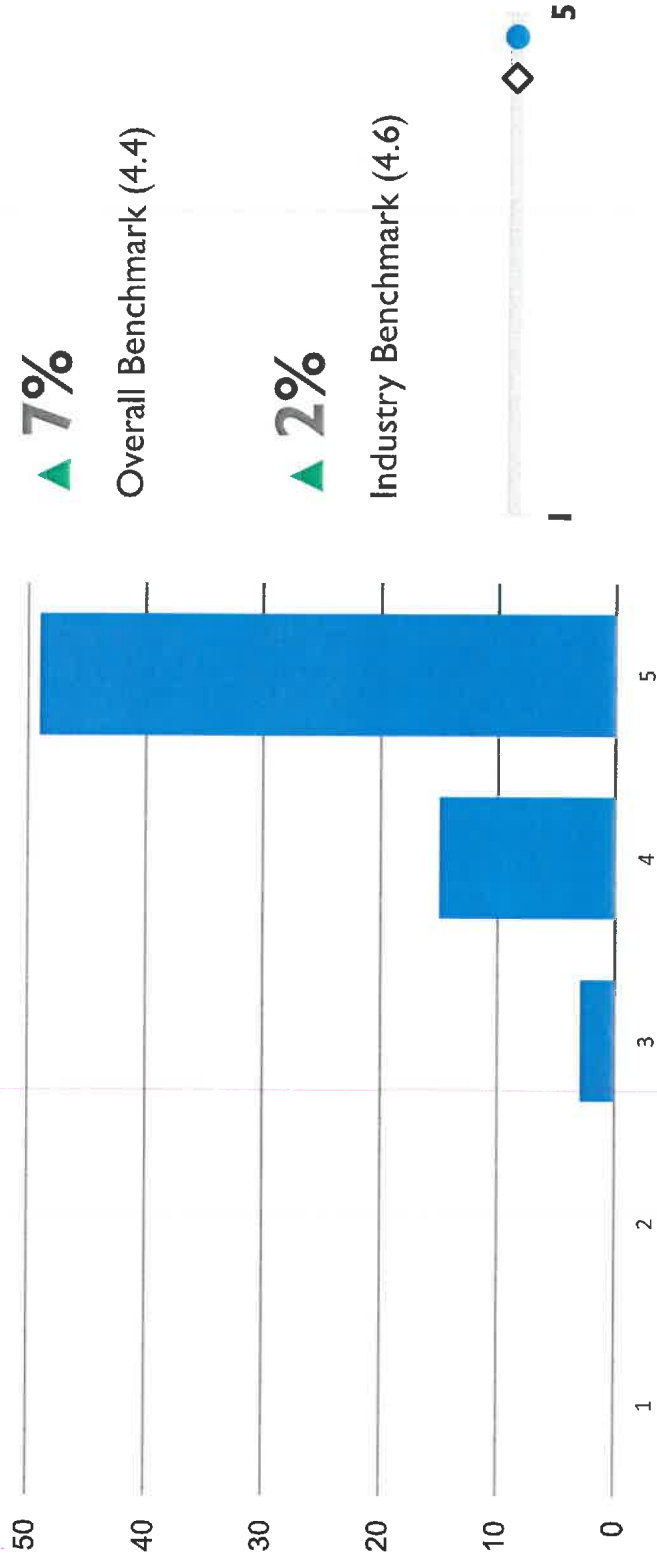


Org. Score



3. I care about the work I do.

Engagement



▲ 7%

Overall Benchmark (4.4)

▲ 2%

Industry Benchmark (4.6)

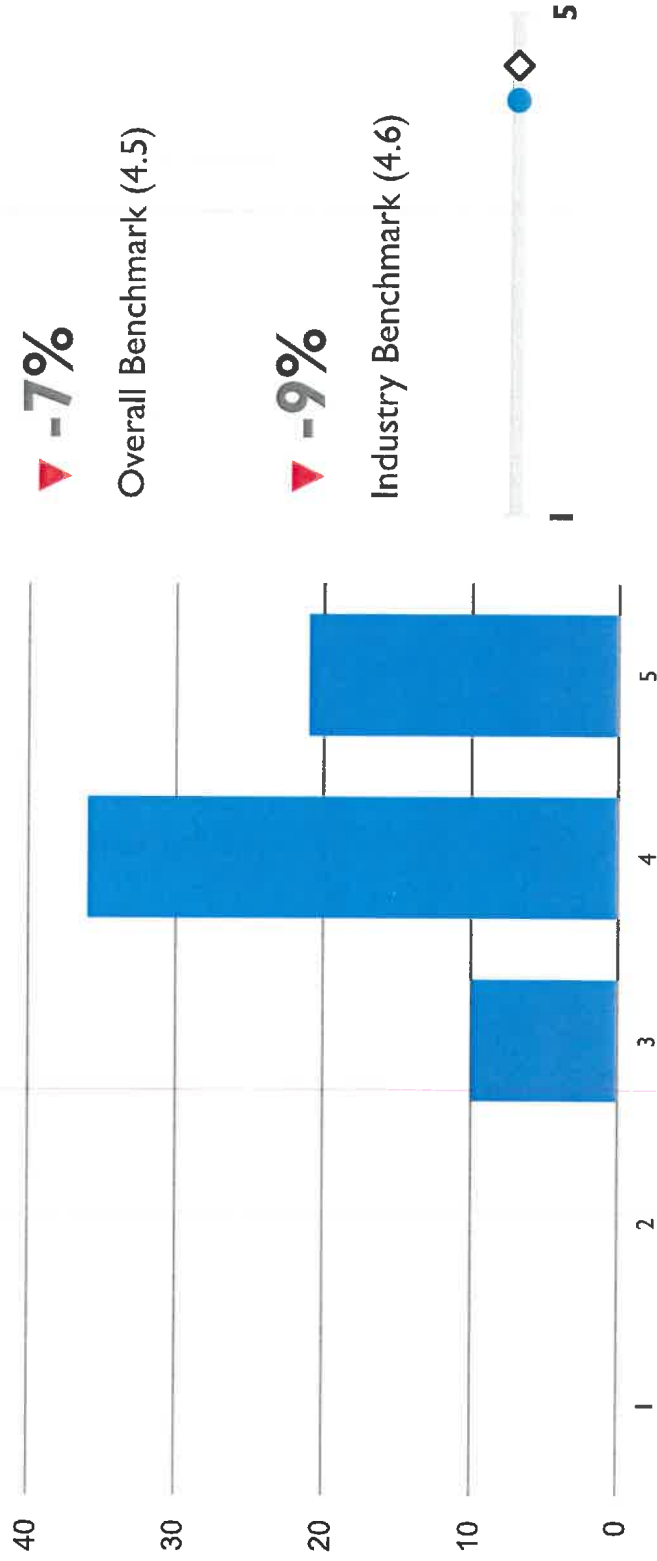


Org. Score



4. I speak positively of PPG to others.

Engagement

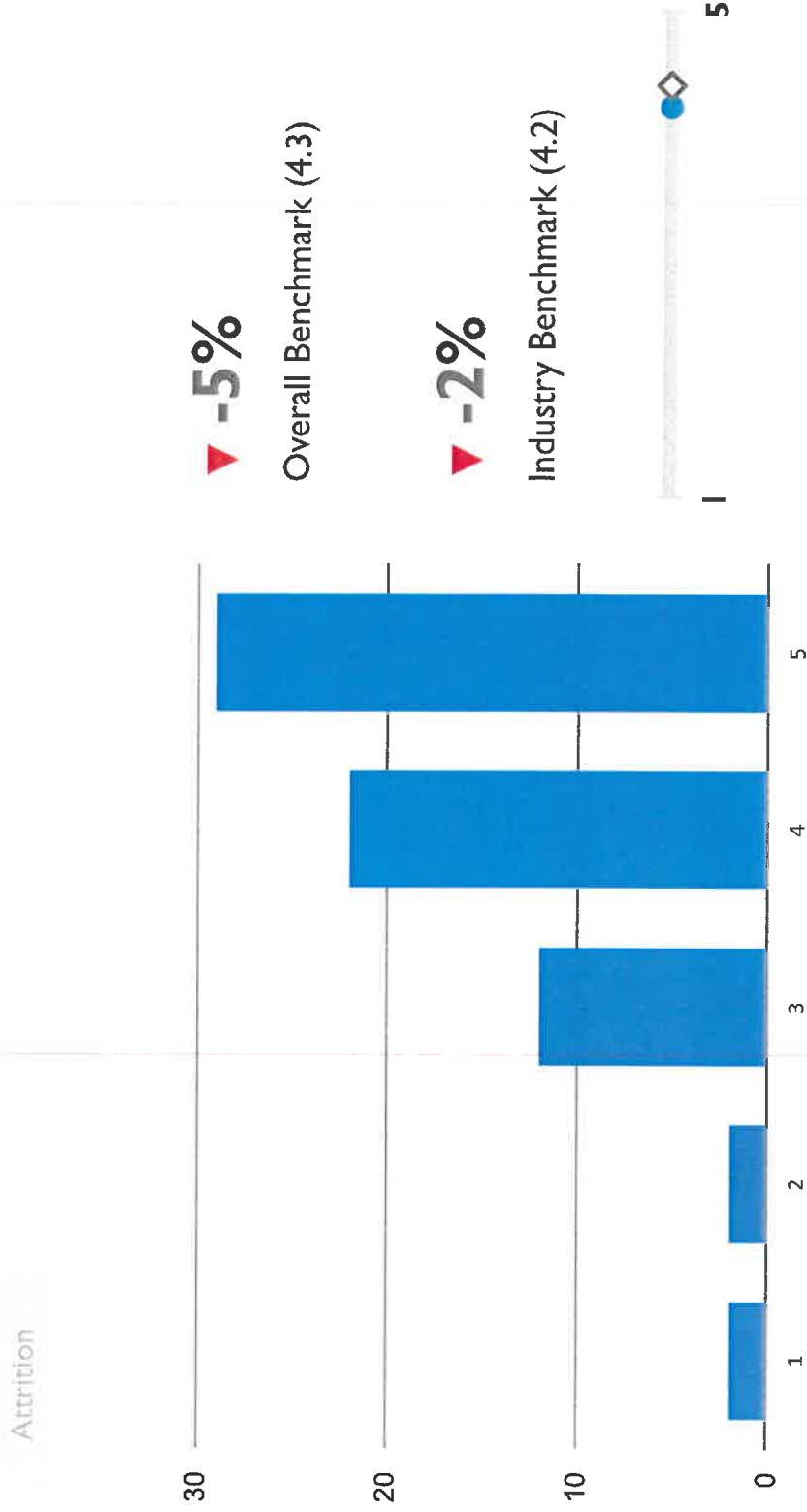


Org. Score

4.2



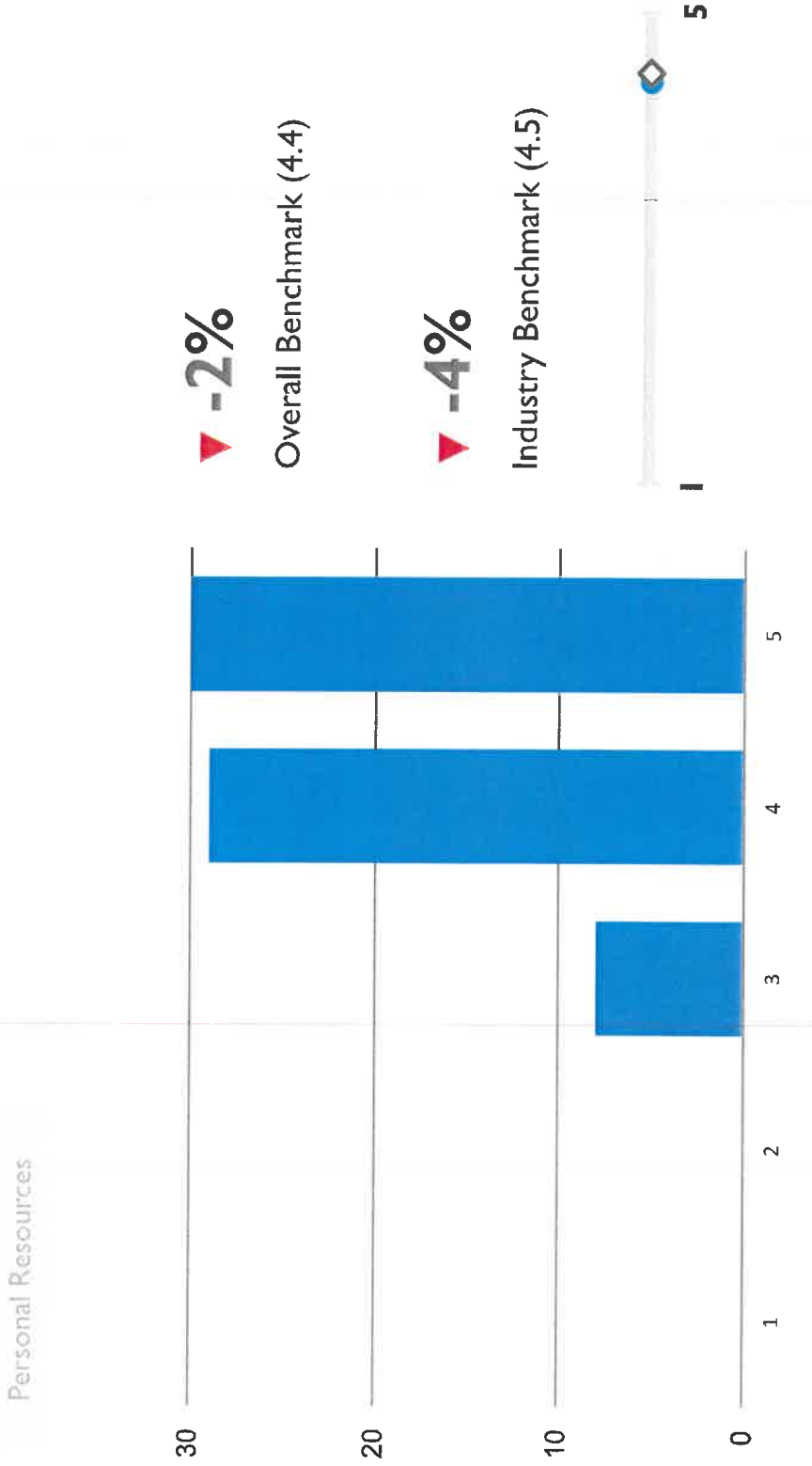
5. I am likely to stay with PPG for the next year.



Org. Score

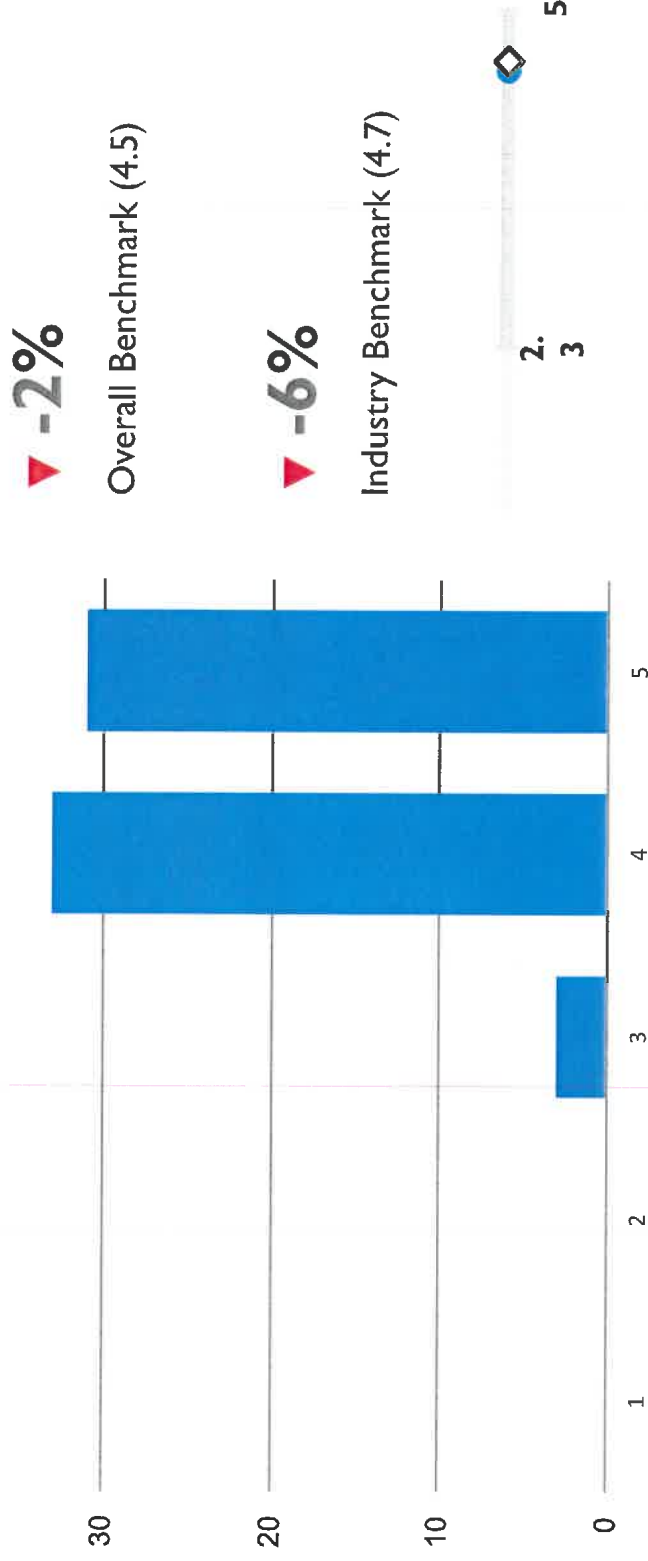


6. I have the ability to easily adapt to new situations.



7. I have the ability to complete challenging tasks.

Personal Resources



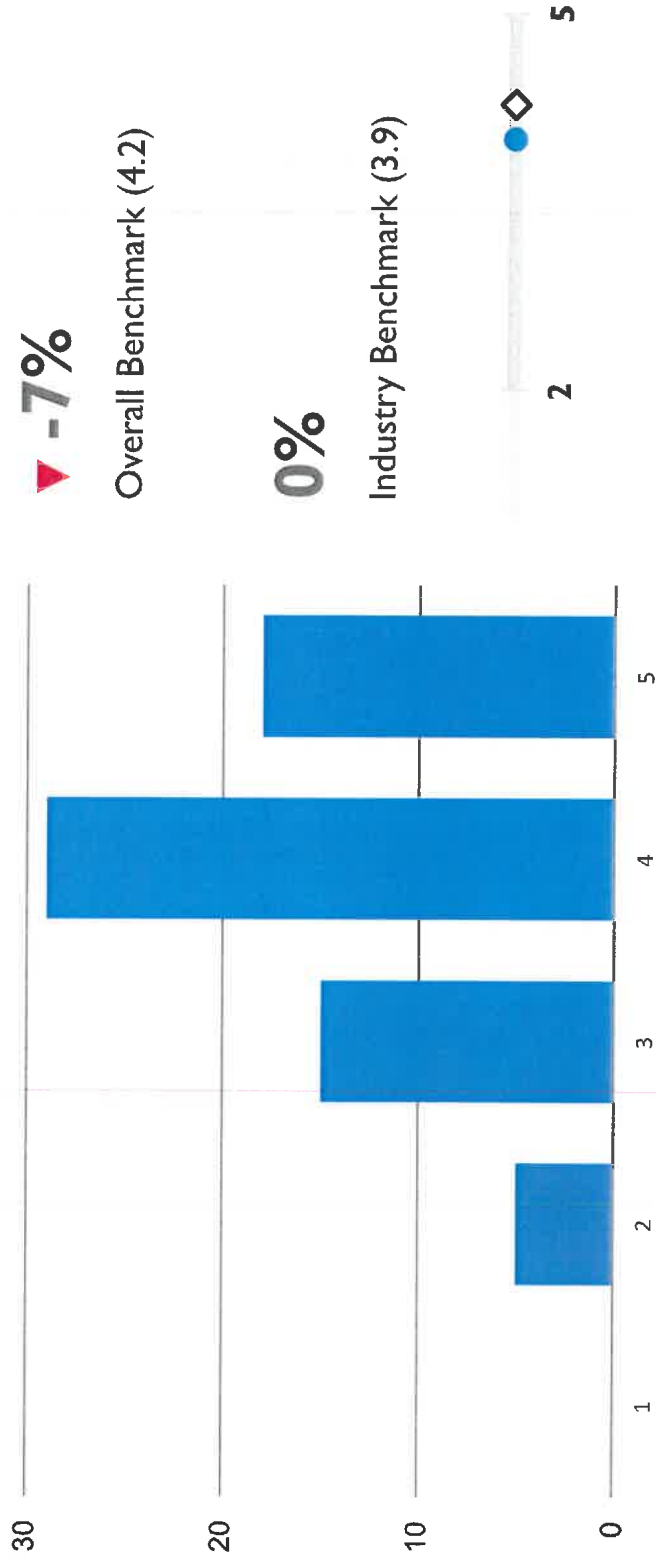
Tasmanian
Government

Org. Score

4.4

8. My job allows me to make multiple decisions on my own.

Empowered Work Environment



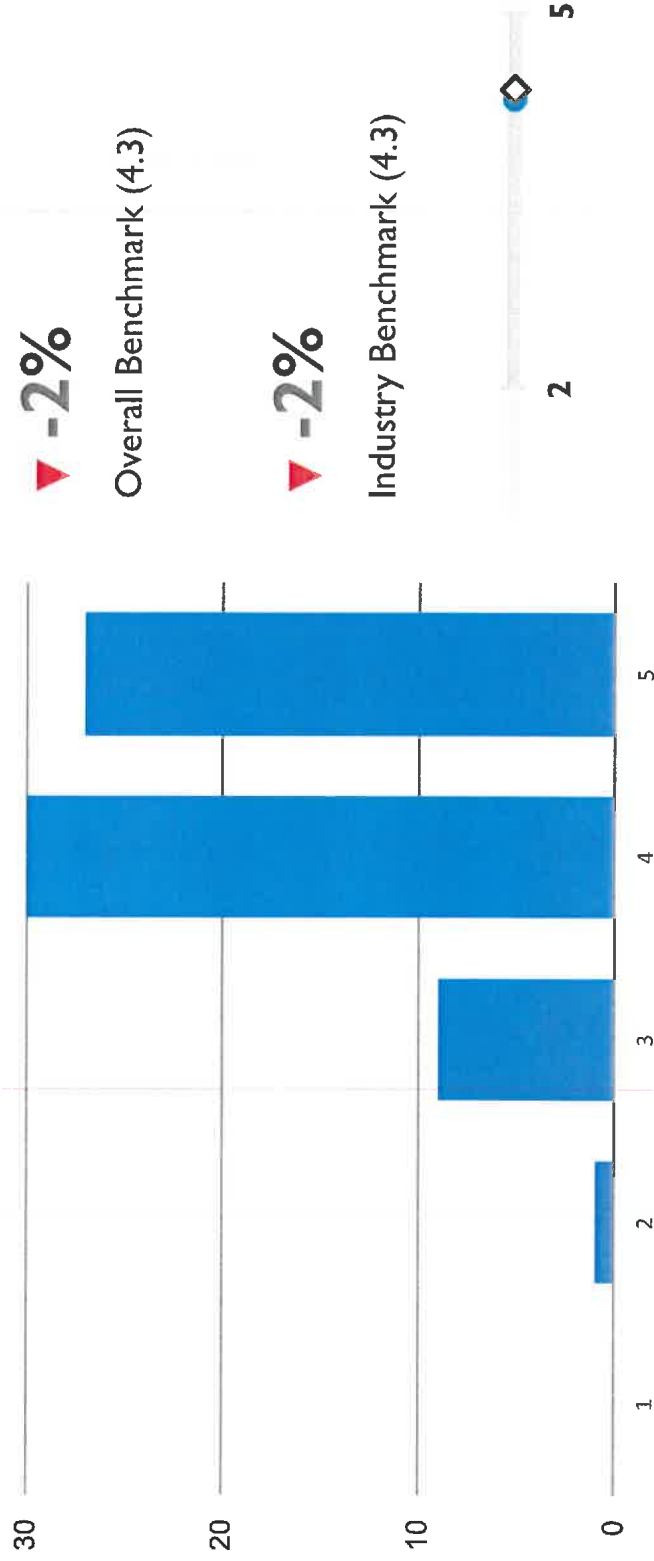
Org. Score

3.9



9. My job involves completing tasks that are meaningful.

Empowered Work Environment



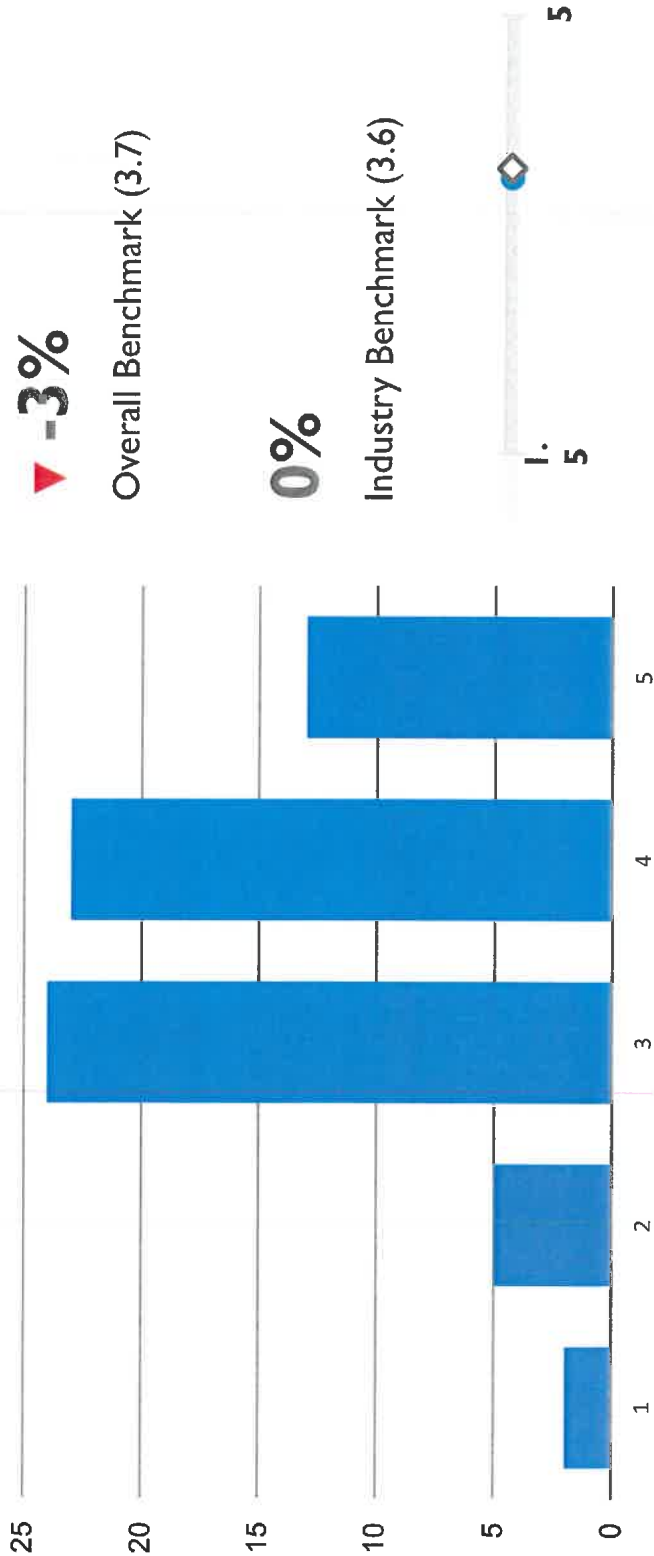
Org. Score

4.2

10. PPG provides adequate information about important changes.



Communication



▼ -3%

Overall Benchmark (3.7)

0%

Industry Benchmark (3.6)

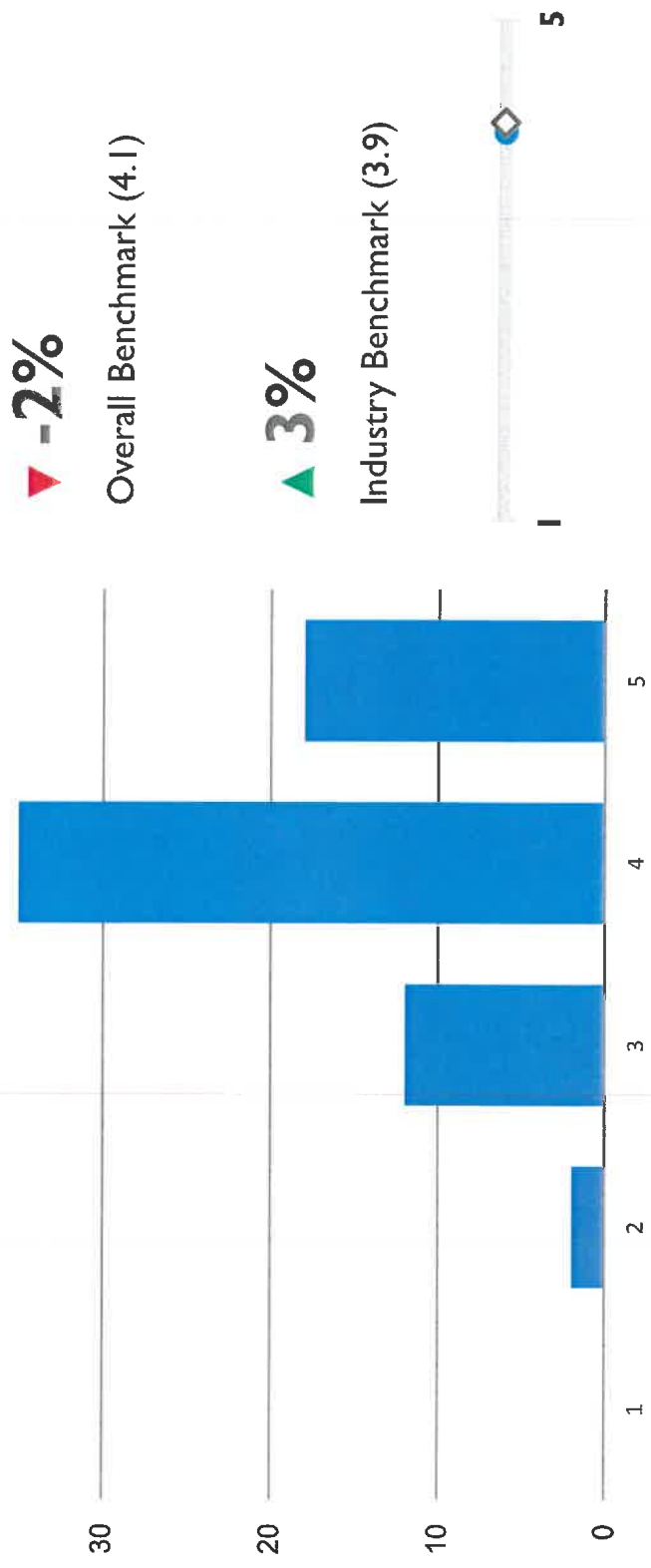
3.6

Org. Score



11. My manager provides clear goals for our team.

Effective Management

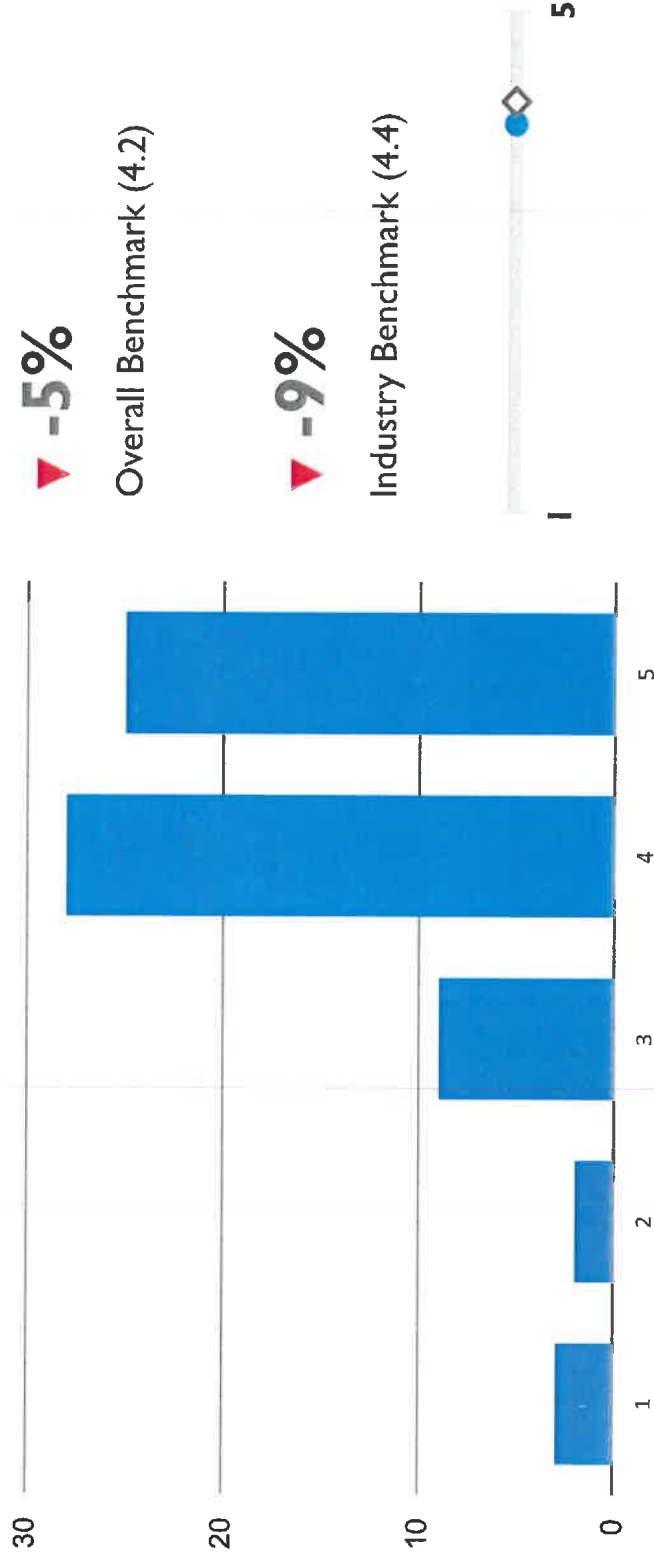


Org. Score
4



12. My manager offers useful feedback regularly.

Effective Management

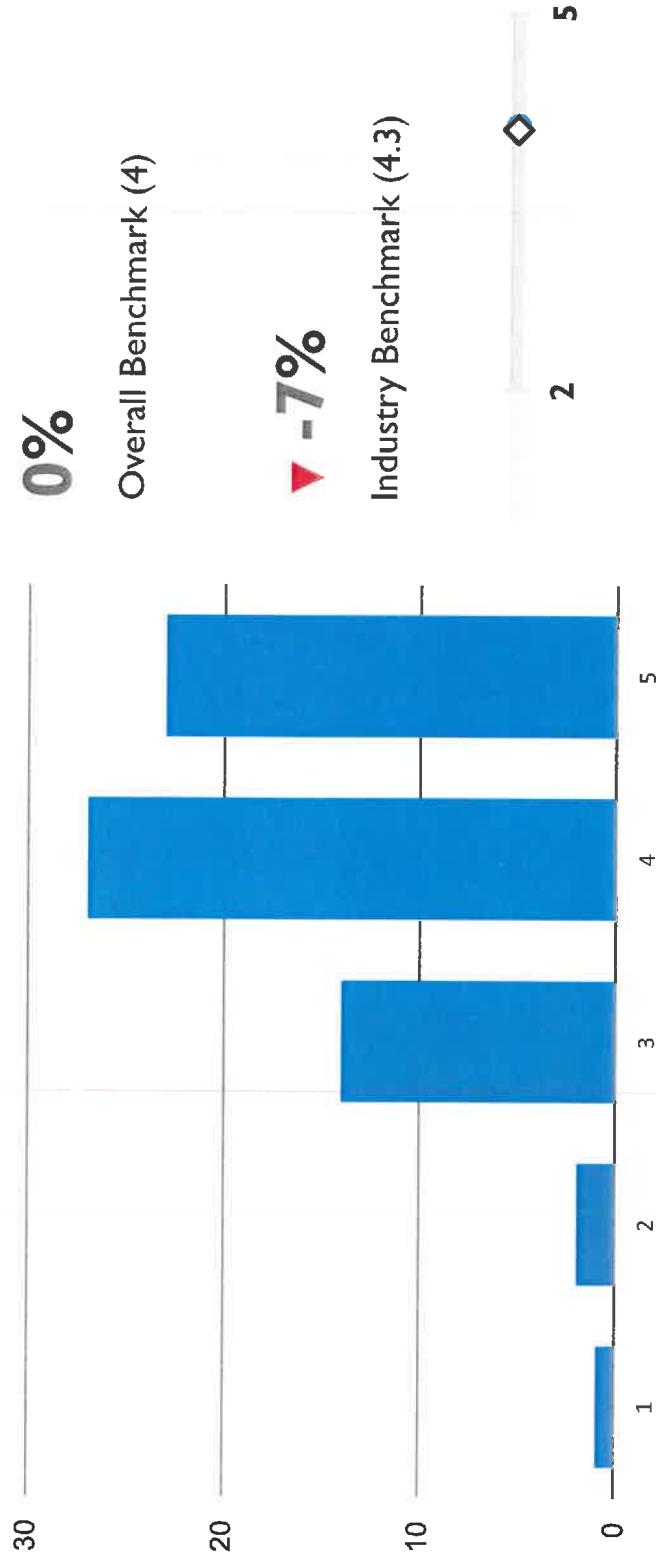


Org. Score



I 3. I am well recognised when I do great work.

Effective Management

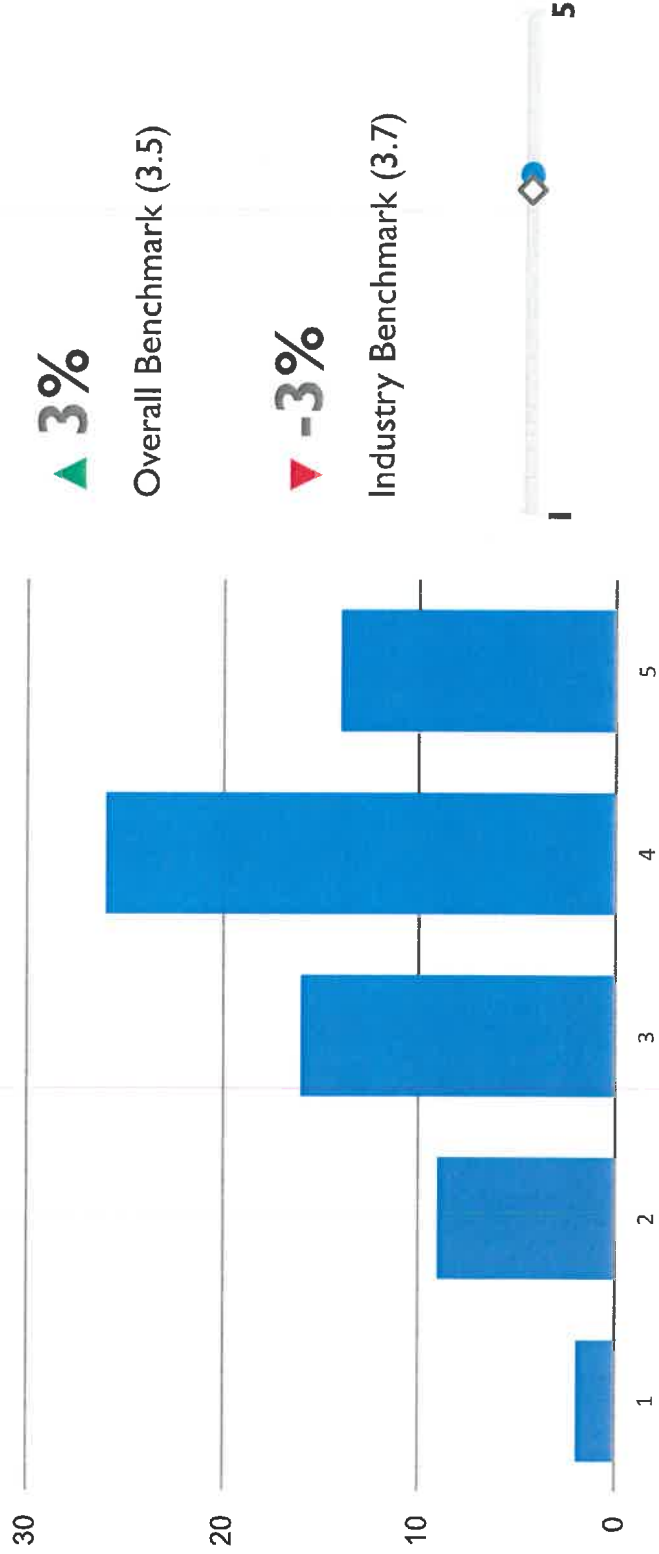


Org. Score



14. I am satisfied with the salary I receive based on the work that I do.

Benefits & Pay Satisfaction

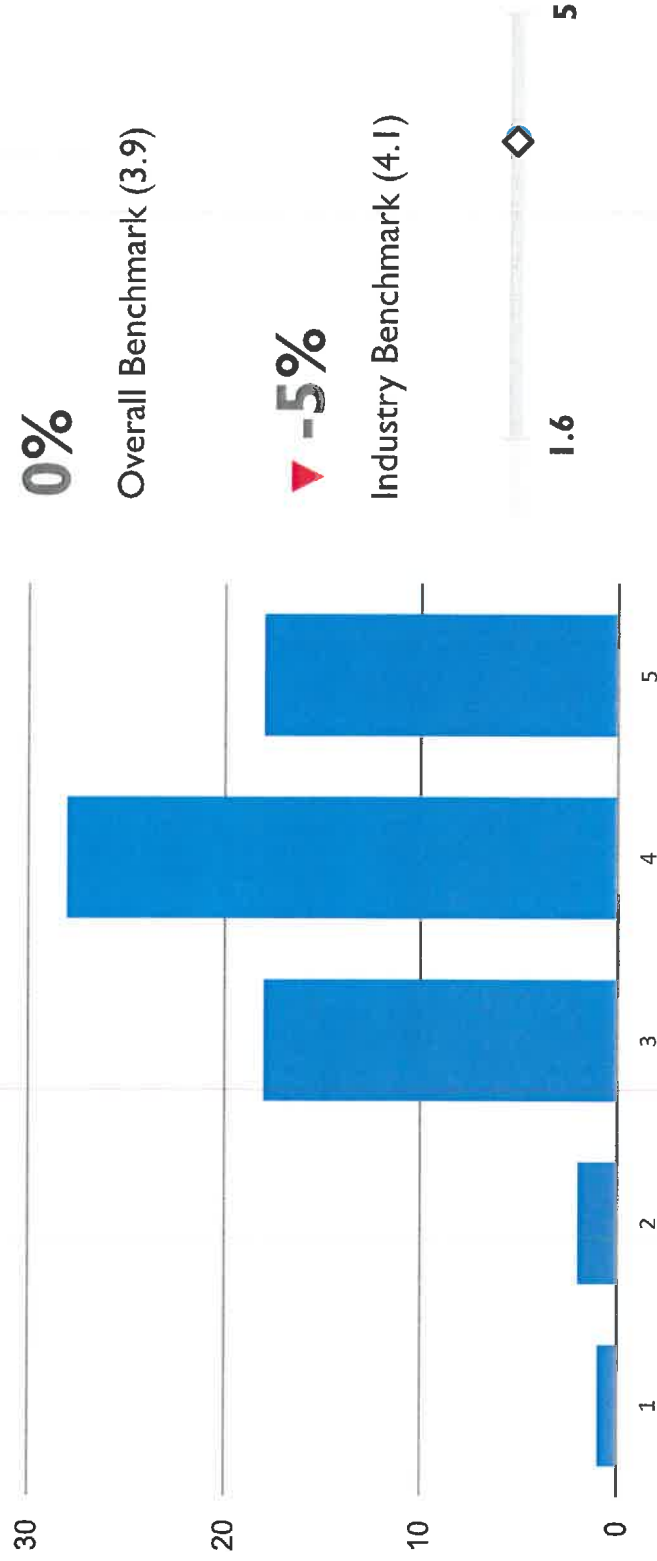


Org. Score



15. I am satisfied with the benefits offered by my employer.

Benefits & Pay Satisfaction



0%

Overall Benchmark (3.9)

▼ -5%

Industry Benchmark (4.1)

1.6

5



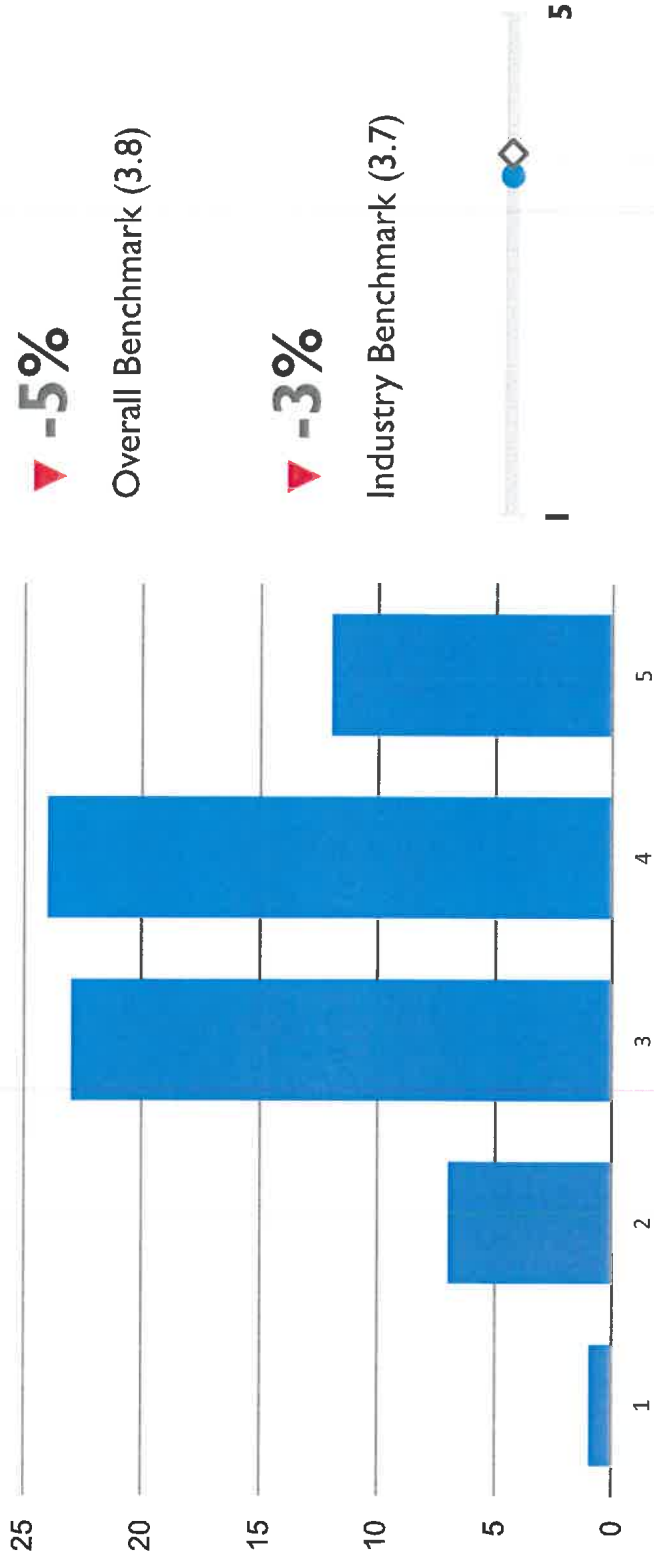
Tasmanian Government

Org. Score



16. I am satisfied with the number of developmental opportunities available at work.

Growth and Development



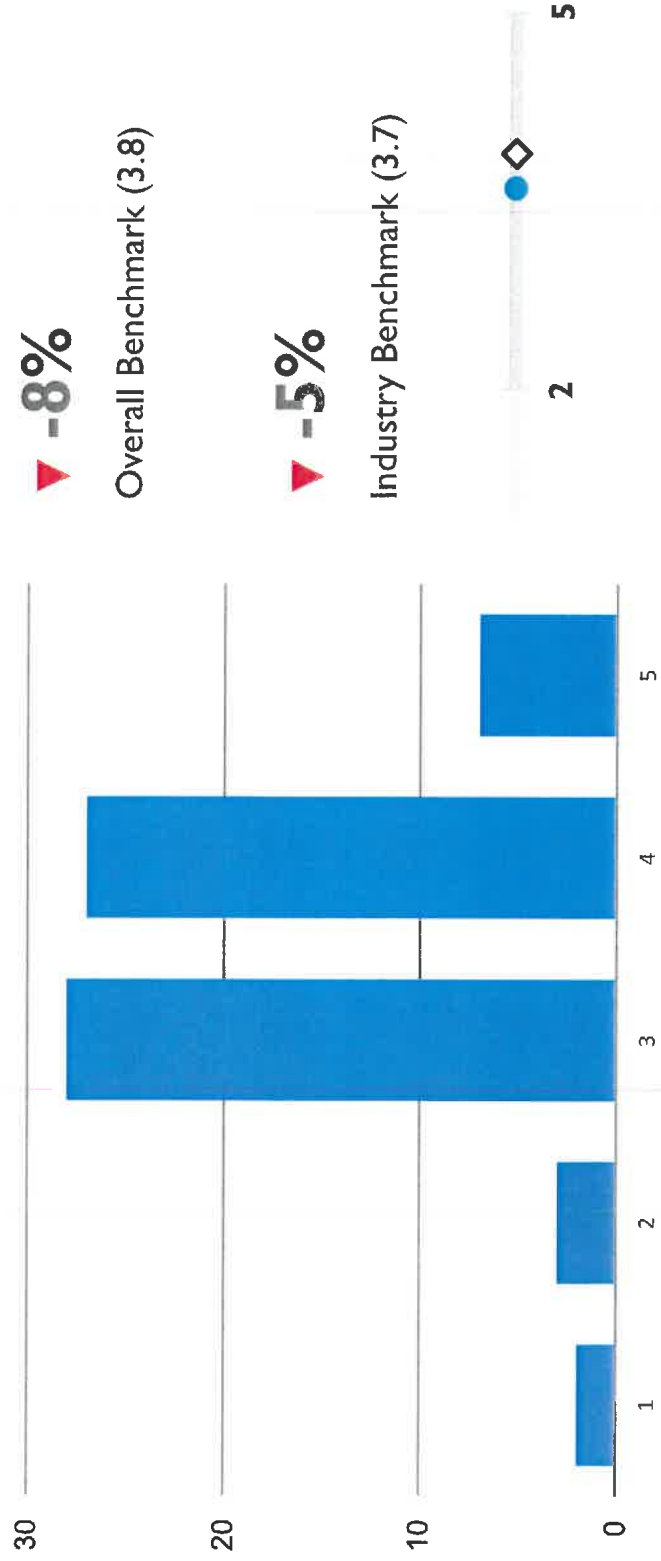
Org. Score

3.6



17. PPG uses a fair system to allocate resources.

Growth and Development



▼ -8%

Overall Benchmark (3.8)

▼ -5%

Industry Benchmark (3.7)

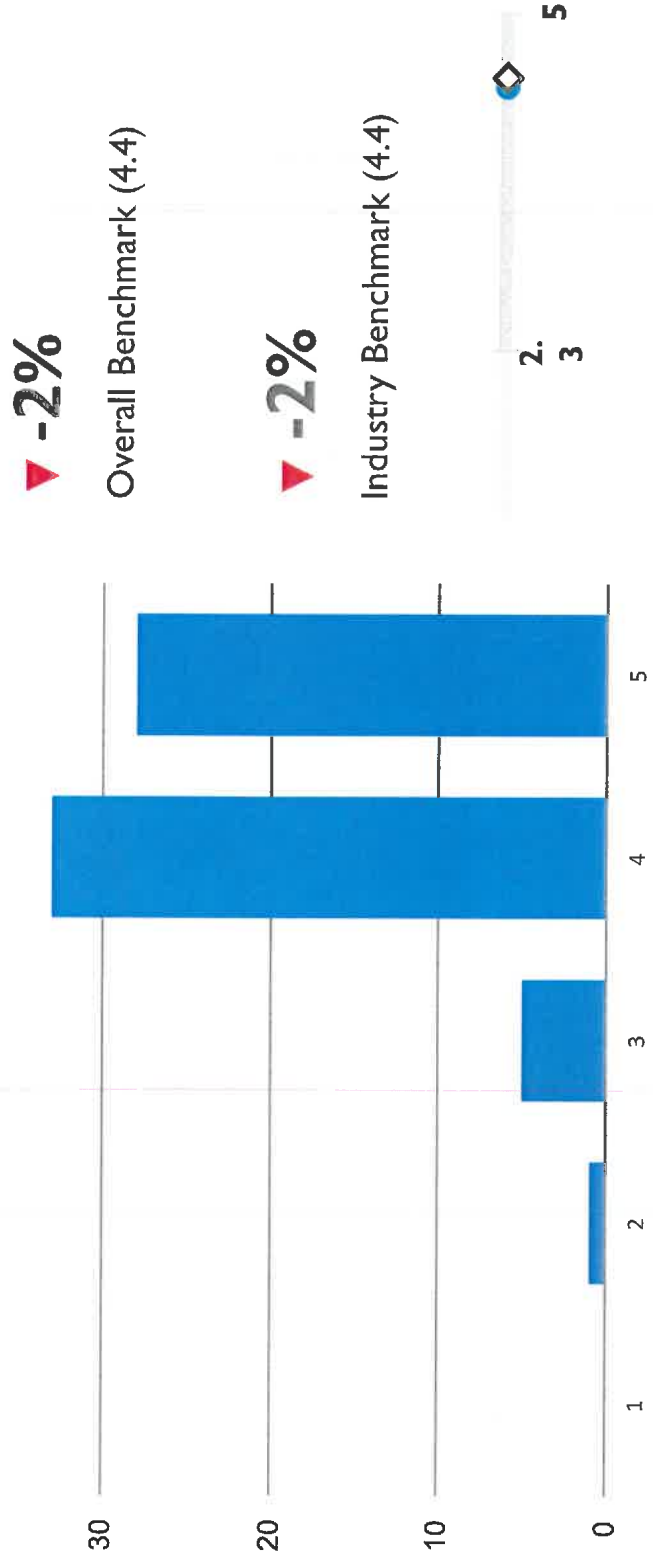


Org. Score
3.5



I8. PPG effectively maintains a safe work environment.

Health and Wellness

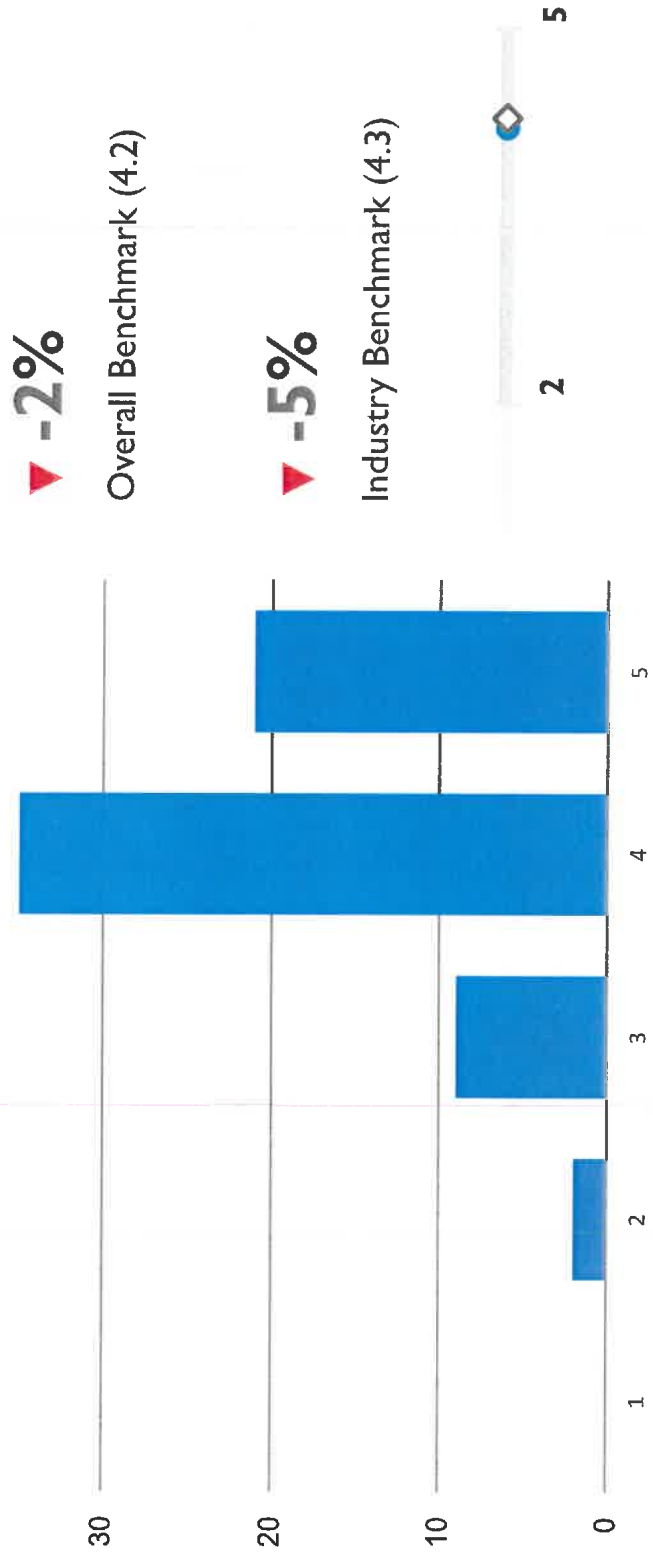


Org. Score



19. PPG cares about my well-being.

Health and Wellness

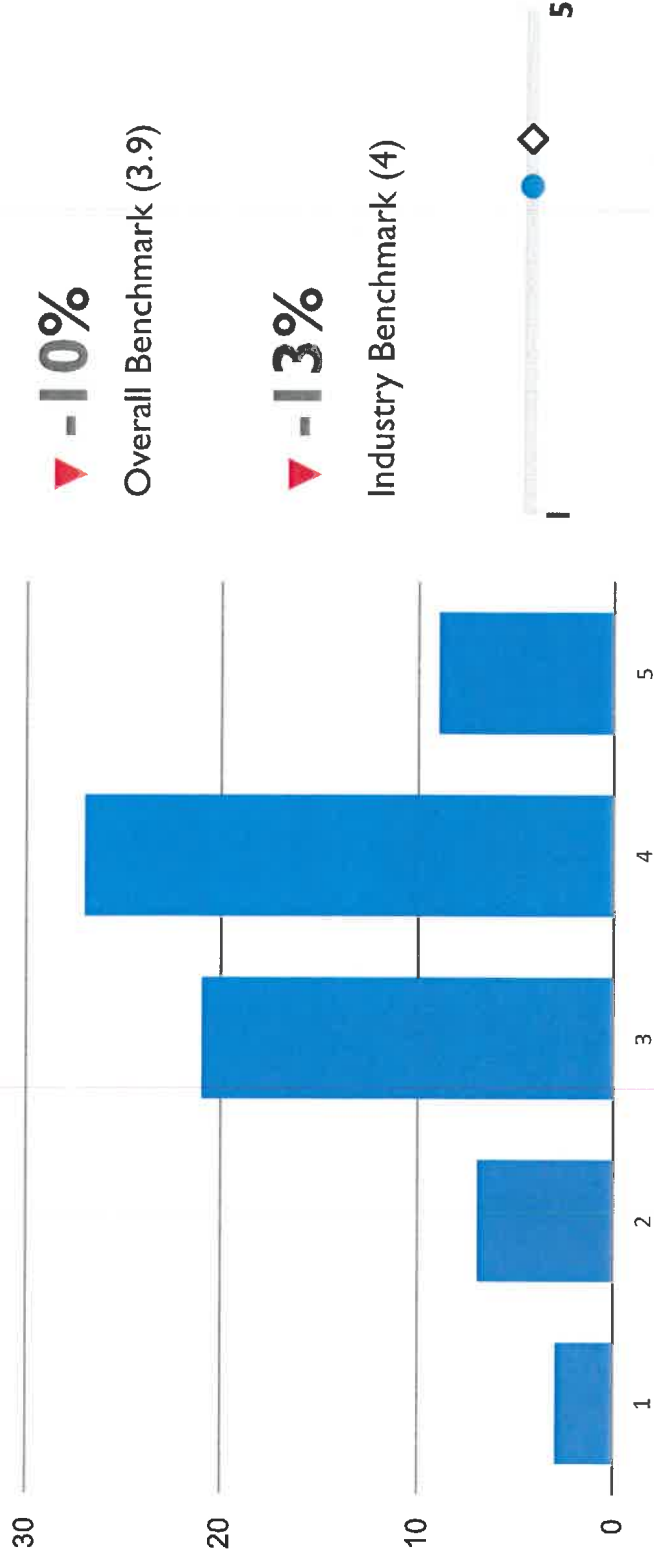


Org. Score
4.1



20. My workload at PPG is manageable.

Health and Wellness



Org. Score



PPG's Heart Check Results

Feb 2023



About the results

- Scores applied are **out of 5**
- Scores of **3 and over** are a very sound result
- As a division PPG is doing well across the board
- Areas to 'Celebrate' and 'Maintain' scored **4 and above**
- Areas to 'Prioritise' and 'Review' scored between **3.6 and 3.9**

TINYpulse so far...

- Launched in February 2022
- 15 questions throughout the year
- Aimed to issue a single question each fortnight
- 1st Engagement Survey: 25 May 2022 (PPG Heart Check)
- Significant positive changes already commenced prior to Engagement Survey

TINYpulse in 2022

- 1 x Engagement Survey
- 15 single questions
- Average participation 61-64%

Why did we complete the PPG Heart Check?

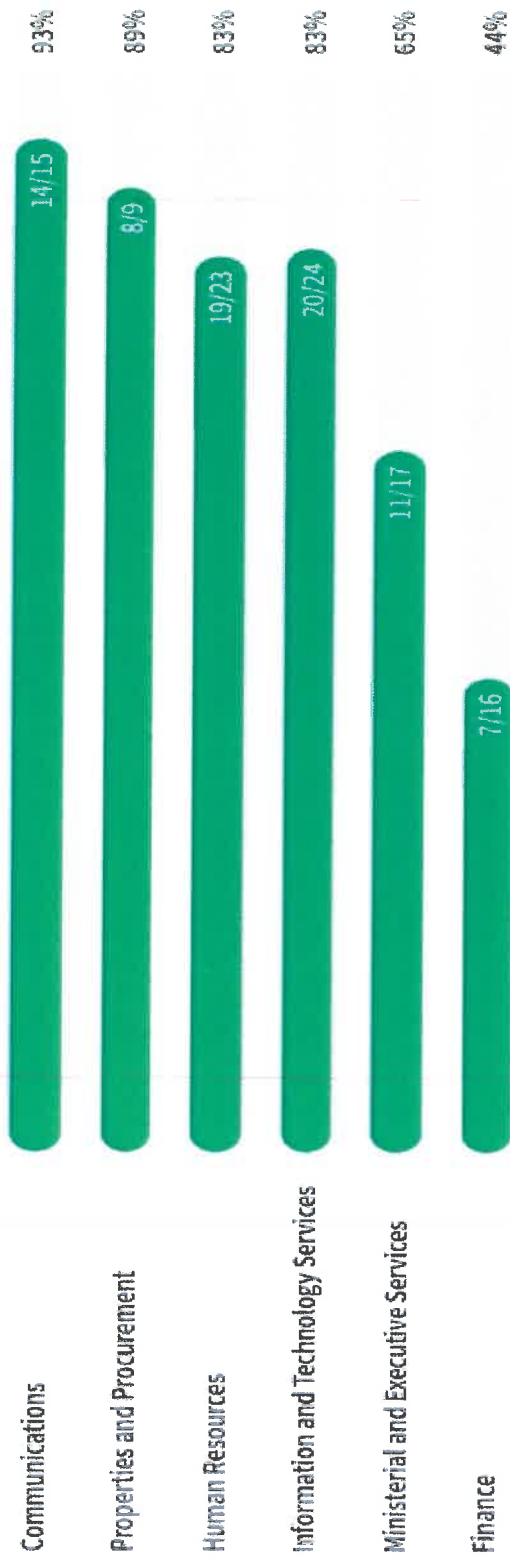
- Tested for statistical reliability and validity to evaluate Employee Engagement
- Baseline for start of 2023
- Compare results against same survey: May 2022
- Gives us:
 - ✓ **Engagement Score:** How engaged are our people?
5 Questions
 - ✓ **Key Driver Analysis:** What areas need attention and have highest impact on the Engagement Score
15 'Driver' Questions

About the PPG Heart Check

- Sent to all PPG
- Open from 8 Feb to 23 Feb
- Anonymous

Participation: 'High' to 'Very High' response rate

May 2023
Response
Rate



75%

Responses: 79 out of 105

238

Comments

May 2022 Response Rate: 72% (Responses: 66 out of 91)



PPG's Engagement

Score



What is the 'Engagement Score'?

Score that indicates how people are **emotionally, cognitively, and behaviourally** invested in their work

Employees are 'engaged' when all three areas have high scores

5 Engagement Questions = Engagement Score

1. How happy are you at work?
2. I am likely to stay with PPG for the next year
3. I speak positively about PPG to others
4. I care about the work I do
5. I feel connected and engaged with my work.

PPG's Engagement Score

- Our Engagement score shows a very positive result at 4.15 out of 5 or 83%
- This is very encouraging and confirms we are heading in the right direction
- Our challenge will be to maintain this score

**PPG Score
TINYpulse
May 2022**



▲ 1.6%

**PPG Score
TINYpulse
February 2023**



Engagement Questions Breakdown

**May
2022**

**Feb
2023**

1. How happy are you at work?	3.9	3.9
2. I am likely to stay with PPG for the next year.	4.1	4.1
3. I speak positively about PPG to others.	4.2	4.2
4. I care about the work I do.	4.7	4.5
5. I feel connected and engaged with my work.	3.5	4.1

What is the 'Key Driver Analysis'?

Identifies which areas have the most impact on Engagement

Highlights areas that may need exploration

15 Key Driver Questions across 7 categories impact Engagement

Key Driver Question Categories

1. Personal Resources 'Who you are'
2. Empowered Work Environment 'How you work'
3. Communication 'How you are informed'
4. Effective Management 'Who you work for'
5. Benefits and Pay Satisfaction 'What you get'
6. Growth and Development 'What opportunities you have'
7. Health and Wellness 'Where you work'

Celebrate

Recommendations

Higher Score + Higher Impact

Questions	Categories	May 2022	Feb 2023	Impact on Engagement
I have the ability to complete challenging tasks.	Personal Resources	4.4	4.4	High
My job involves completing tasks that are meaningful.	Empowered Work Environment	4.1	4.1	Very High
My manager provides clear goals for our team.	Effective Management	4.0	4.1	High
PPG effectively maintains a safe work environment.	Health and Wellness	4.3	4.3	Very High

PPG is doing **very well** in these important areas.

We should celebrate and continue what we are doing.



Maintain

Recommendations

**Higher Score +
Lower Impact**

Questions	Categories	May 2022	Feb 2023	Impact on Engagement
My manager offers useful feedback regularly.	Effective Management	4.0	4.0	Medium
I have the ability to easily adapt to new situations.	Personal Resources	4.3	4.4	Medium
I am satisfied with the benefits offered by my employer.	Benefits & Pay Satisfaction	3.9	4.1	Low

PPG is also **doing well** in these essential areas and should continue to sustain them.



Review

Recommendations

Questions	Categories	May 2022	Feb 2023	Impact on Engagement	Lower Score + Lower to Medium Impact
My workload in PPG is manageable.	Health and Wellness	3.5	3.6	Low	
I am satisfied with the number of learning and development opportunities available at work.	Growth and Development	3.6	3.7	Medium	PPG is not doing quite as well in these areas.
I am satisfied with the salary I receive based on the work that I do.	Benefits & Pay Satisfaction	3.6	3.8	Very Low	There is an opportunity to explore improvements on these.
I am well recognised when I do great work.	Effective Management	4.0	3.8	Medium	
My job allows me to make multiple decisions on my own.	Empowered Work Environment	3.9	3.9	Medium	



Prioritise

Recommendations

Lower Score - Higher Impact

Questions	Categories	May 2022	Feb 2023	Impact on Engagement	
PPG provides adequate information about important changes.	Communication	3.6	3.7	High	These crucial areas deserve our attention.
PPG cares about my well-being.	Health and Wellness	4.1	3.9	Very High	These are areas of recommended focus.

Prioritise

Comments PPG provides adequate information about important changes.

As a new staff member I don't currently have knowledge of this aspect of DPAC, hence the selection.

Communication > Information flow

Neutral

As a new employee I am still finding my feet in terms of how DPAC approaches work as well as forming the relationships you need for strong engagement. That I am not 100% yet is a reflection of my situation not of DPAC.

Communication > Information flow

Neutral

Sometimes changes obviously takes time but important changes are usually provided well

Communication > Information flow

Positive

PPG has a great culture and approach to information sharing. Leadership have worked hard on this over the last 18 months. There is a lot of work to do across DPAC though.

Communication > Information flow

Positive

Don't always feel included and communicated to.

Communication > Information flow

Negative

Unfortunately the information doesn't always flow down from Exec in a timely manner. This affects my work, and means that we can't tie in longer term priorities because we don't know about them until the 11th hour. This often means I am bombarded with incredibly urgent tasks, adding to the workload and burnout.

Health and Wellness > Workload +1

Negative

Information we need to know seems to be available either through the Manager, PPG enews, Intranet and ExecDirect messages.

Communication > Information flow

Positive

There is always room for improvement, but overall this is good.

Communication > Information flow

Positive

I think so, sometimes the info provided is incorrect, but mostly good.

Communication > Information flow

Positive

communication has greatly increased over the last 12 months

Communication > Information flow

Positive

Prioritise

Comments PPG cares about my well-being.

I work with wonderful colleagues who are always supportive and check in on my well-being.

Positive

Collaborative Culture > Strong peer support +1

I've had the odd bout of illness (covid) and minor injuries and been treated well. I've also had no problems being allowed time to go to medical and health appointments.

Positive

Health and Wellness > Organizational support

Sure. My team leader and manager are clear on taking annual leave, not working when sick or what-not. Having a manageable work load, promoting DPACs EAP, and so forth

Positive

Health and Wellness > Organizational support

More WFH based on life situations, that's caring in my eyes.

Positive

Health and Wellness > Organizational support

I'd comment that in my ranch, I believe this is the case, however given I have many colleagues/friends in other branches, it often impacts my well-being when I see that they aren't cared for as much as I am.

Neutral

Health and Wellness > Organizational support

My team cares about my well-being. Not sure about PPG

Negative

Health and Wellness > Organizational support

We could do more to offer staff well-being sessions etc

Neutral

Health and Wellness > Organizational support

Additional comments:

- Issues with accessing EAP services in a timely way
- Lack of empathy from DPAC Executive
- Mental Health First Aid Training becomes mandatory for DPAC Executive.

Review

Comments: My workload in PPG is manageable.

Work is continually thrown at our team with no chance to really plan, prioritise, or complete to our satisfaction. Instead, we are just keeping up with the immediate requests from Exec, rather than planning out how our team can meet our goals and complete our planned work.

Health and Wellness > Workload

My workload at the moment is manageable, although working more hours than I am expected to do. Going forward I can foresee that my branch and myself will have a larger workload, but there has been no indication that our team will increase to cover this increase in workload.

Health and Wellness > Workload

It has been a very busy period with still a lot of work to do. The Service Tasmania transition may also be a challenge.

Health and Wellness > Workload

The workload is too high, and has been for an extended period of time. We're constantly jumping to the next urgent project, and many important tasks are being neglected due to a lack of resources and/or unrealistic expectations. Yes, it has been raised with my manager, but they're in the same situation.

Empowered Work Environment > Resources need to perform +1

With the exception of Fridays and so much out of our control. Hopefully the new cabinet handbook will reset some expectations in that space in the short term, and e-cabinet will see major improvements in the long term.

Health and Wellness > Workload

It's frankly not at all manageable. Too many projects coming in from all angles, along with BAU, makes for a huge workload and things slipping through the cracks. We are constantly stretched, and when one person is sick or on leave it means others need to work ridiculous hours to keep up with it all. We need the ability to negotiate timelines with Exec and external organisations, as we are all burning out.

Health and Wellness > Workload

I love the work I do and I love how busy I am kept here at PPG.

Health and Wellness > Workload

It ebbs and flows. Sometimes it is ridiculous! It is something that I need to be careful of as I could very easily work hours and hours of overtime and it would never be done. To keep it manageable - I have been satisfied with doing a good job rather than a perfect job, which goes against my own work ethic. So it's an ongoing internal struggle!

Health and Wellness > Workload

Neutral

Negative

Positive

Negative

5

Review

Comments: I am satisfied with the number of learning and development opportunities available at work.

It is difficult to prioritise learning and development opportunities with such a full workload. Whilst I am encouraged to take these opportunities, the workload then falls to my team while I do.

Health and Wellness > Workload

Negative

Training opportunities have been completely unsupported here.

Growth and Development > Development opportunities +1

Negative

I've always been supported when requesting an L&D opportunity (like a conference or course), and have a PMD session coming up.

Growth and Development > Development opportunities

Positive

Opportunities are decent enough but due to not having resources we can't easily take any time to use development opportunities.

Empowered Work Environment > Learning culture +1

Negative

Finding opportunities to learn is challenging.

Health and Wellness > Workload +1

Negative

I am but I struggle to make the time to do these things

Health and Wellness > Workload +1

Negative

I don't think learning and development opportunities are offered enough.

My colleague experience but isn't good at explaining how things work in the office and is reluctant to provide or produce procedures. If there are any instructions they are given verbally, nothing in writing.

Empowered Work Environment > Learning culture +1

Negative

I'm grateful to be able to work with some really talented professionals and learn a lot from them through my work, but I think I've done everything I want to do from the training consortium and there's never enough time to investigate other external courses or opportunities.

Empowered Work Environment > Learning culture +1

Negative

Yes, noting the L&D Strategy is currently in development.

Growth and Development > Development opportunities

Positive

I haven't undertaken learning or development for some time.

Growth and Development > Development opportunities

Neutral

We have good courses on offer

Growth and Development > Development opportunities

Positive

Group Comparison by categories

Category	PPG	Comms	Finance	HR	ITS	MES	PPR
Attrition	4.11	4.21	4.00	4.05	3.95	4.45	4.13
Communication	3.73	3.93	3.43	3.68	3.90	3.45	3.75
Effective Management	3.97	4.12	2.90	4.16	4.23	3.61	4.08
Empowered Work Environment	4.00	3.96	3.14	4.05	4.20	3.86	4.38
Growth and Development	3.52	3.89	3.36	3.42	3.70	3.00	3.50
Happiness	3.91	4.00	3.29	4.05	3.75	3.91	4.38
Health and Wellness	3.96	4.02	3.67	4.00	3.98	3.79	4.17
Personal Resources	4.42	4.39	4.29	4.34	4.48	4.59	4.44
Engagement	4.25	4.40	3.76	4.44	4.13	4.21	4.29
Benefits & Pay Satisfaction	3.92	4.07	3.71	4.26	3.73	3.50	4.13

Rebranding in April...



When?

3 April 2023 to 10 April 2023

Rebranding will occur in the Admin, Manager and Employee views.

Where will I go log in?

No changes. Access the Limeade Listening platform using the same login

URL: <https://app.tinypulse.com/auth>.

Results

Questions

Categories
May
2023

1. How happy are you at work?	Happiness	3.9
2. I feel connected and engaged with my work.	Engagement	4.1
3. I care about the work I do.	Engagement	4.5
4. I speak positively about PPG to others.	Engagement	4.2
5. I am likely to stay with PPG for the next year.	Attrition	4.1
6. I have the ability to easily adapt to new situations.	Personal Resources	4.4
7. I have the ability to complete challenging tasks.	Personal Resources	4.4
8. My job allows me to make multiple decisions on my own.	Empowered Work Environment	3.9

Results

Questions

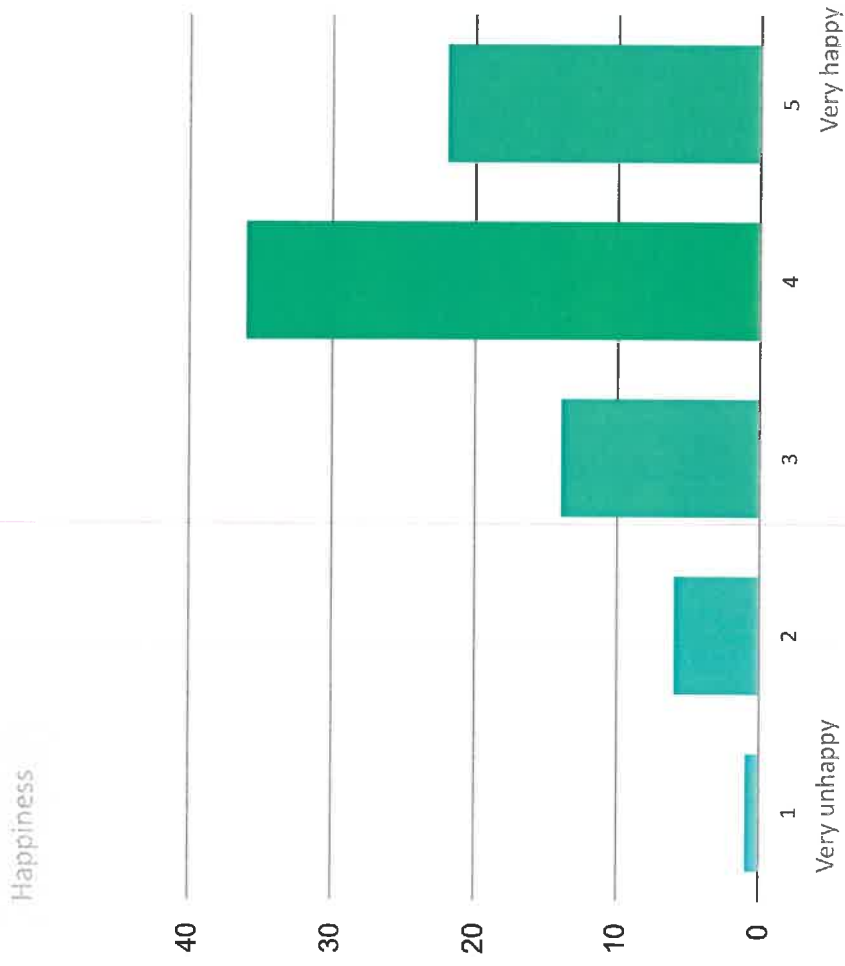
Questions	Categories	May 2023
9. My job involves completing tasks that are meaningful.	Empowered Work Environment	4.1
10. PPG provides adequate information about important changes.	Communication	3.7
11. My manager provides clear goals for our team.	Effective Management	4.1
12. My manager offers useful feedback regularly.	Effective Management	4.0
13. I am well recognised when I do great work.	Effective Management	3.8
14. I am satisfied with the salary I receive based on the work that I do.	Benefits & Pay Satisfaction	3.8
15. I am satisfied with the benefits offered by my employer.	Benefits & Pay Satisfaction	4.1

Results

Questions

	Categories	May 2023
16. I am satisfied with the number of learning and development opportunities available at work.	Growth and Development	3.7
17. PPG uses a fair system to allocate resources.	Growth and Development	3.3
18. PPG effectively maintains a safe work environment.	Health and Wellness	4.3
19. PPG cares about my well-being.	Health and Wellness	3.9
20. My workload in PPG is manageable.	Health and Wellness	3.6

1. How happy are you at work?

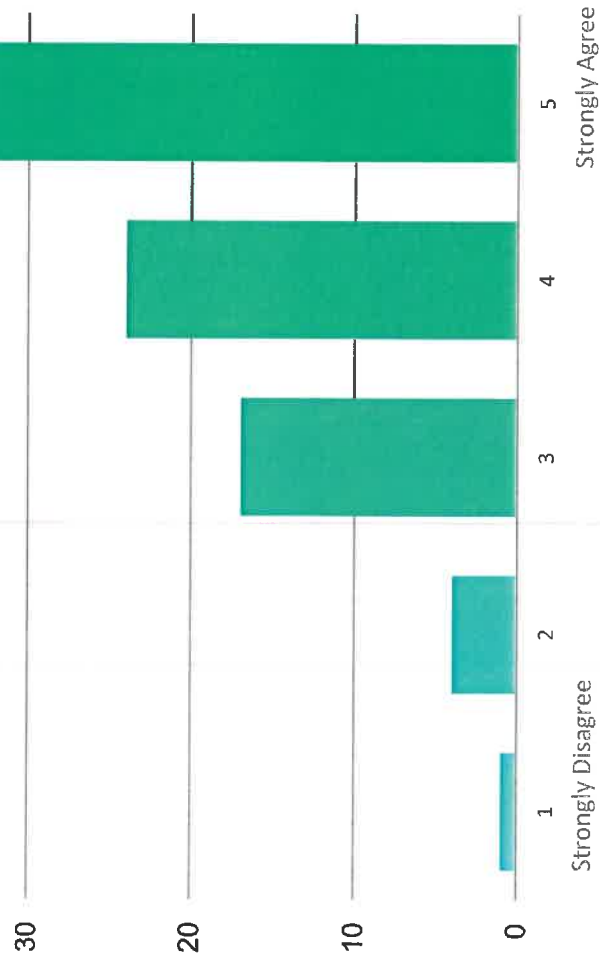


PPG Score



2. I feel connected and engaged with my work.

Engagement

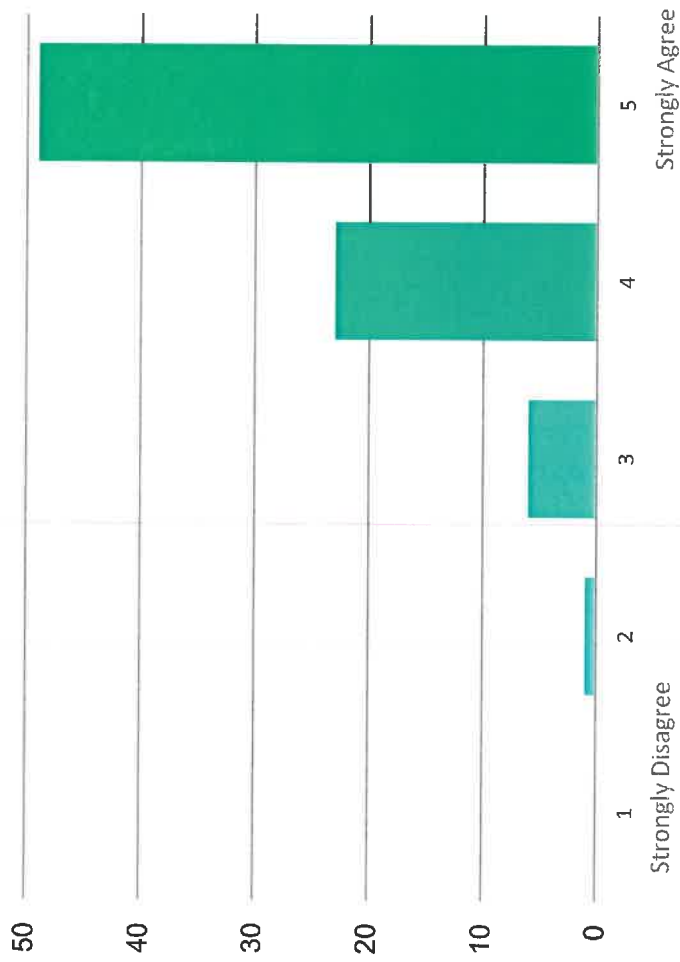


PPG Score



3. I care about the work I do.

Engagement

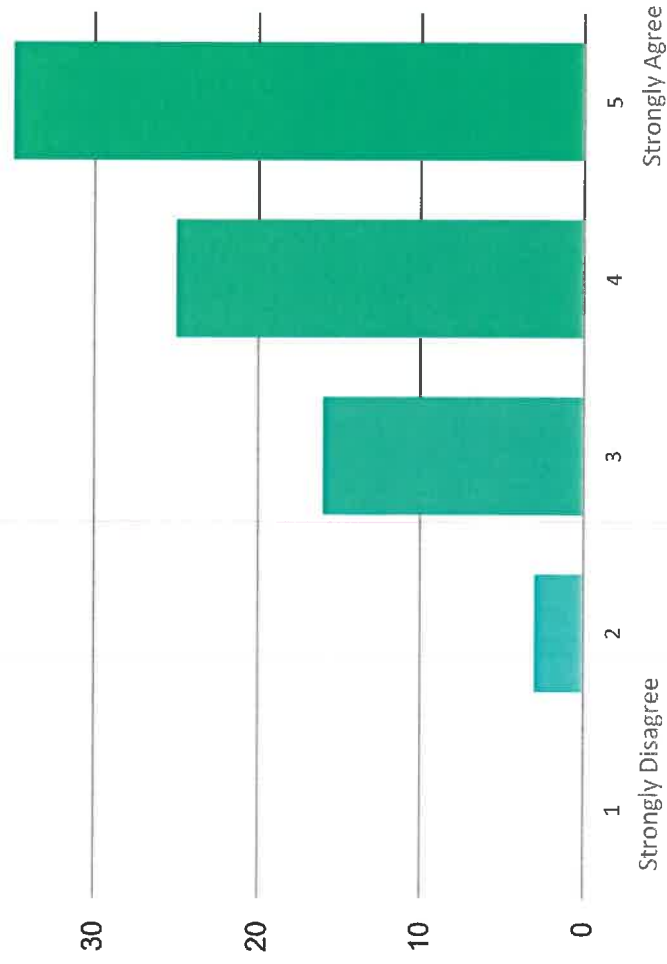


PPG Score



4. I speak positively about PPG to others.

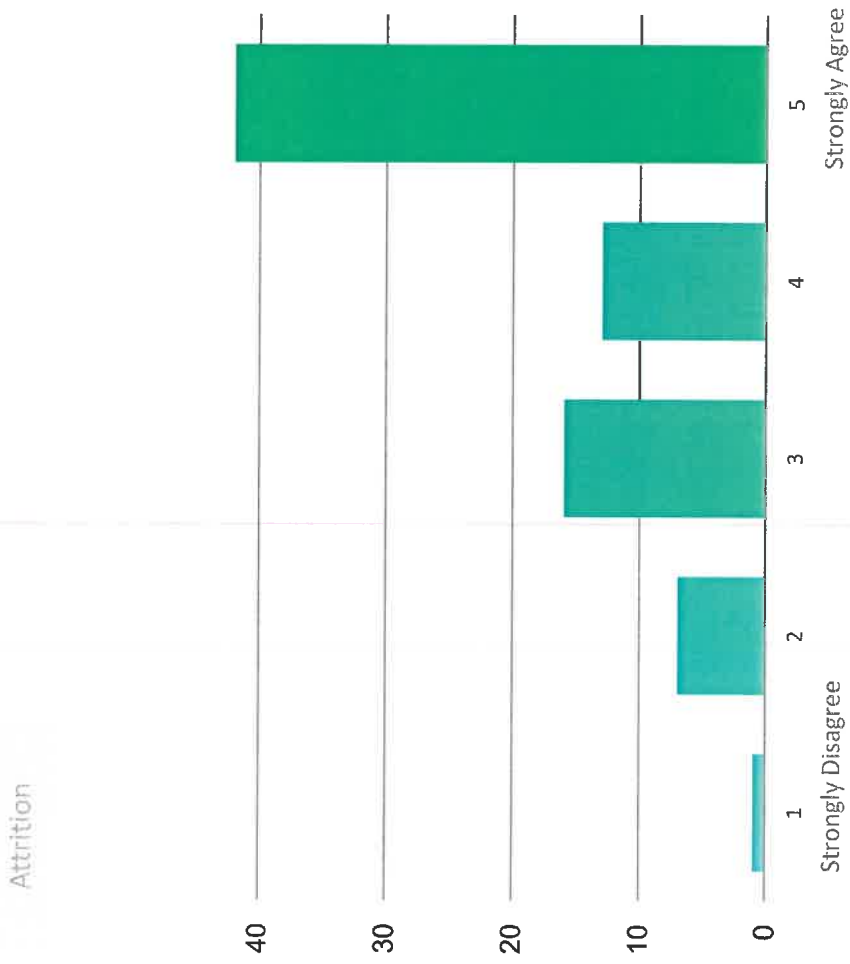
Engagement



PPG Score



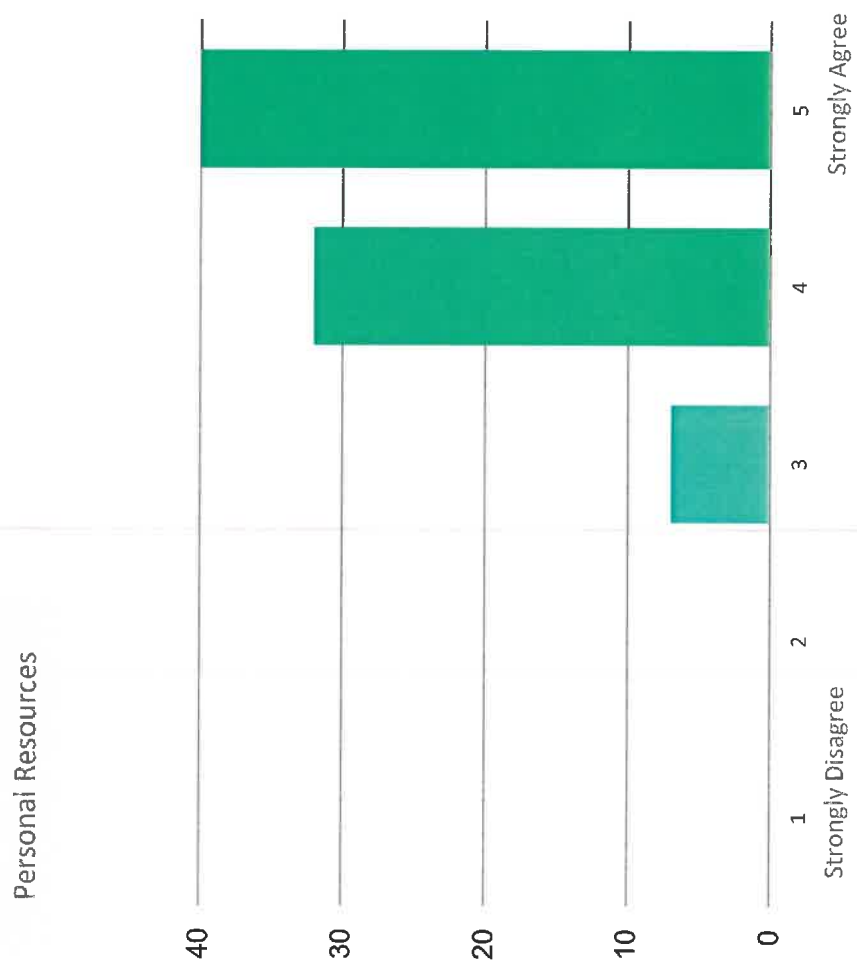
5. I am likely to stay with PPG for the next year.



PPG Score



6. I have the ability to easily adapt to new situations.

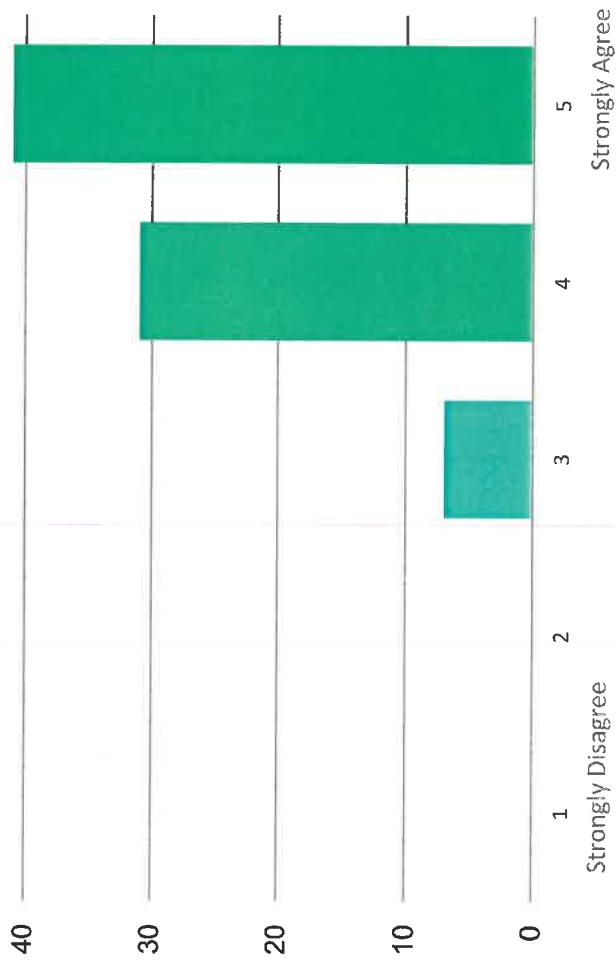


PPG Score



7. I have the ability to complete challenging tasks.

Personal Resources

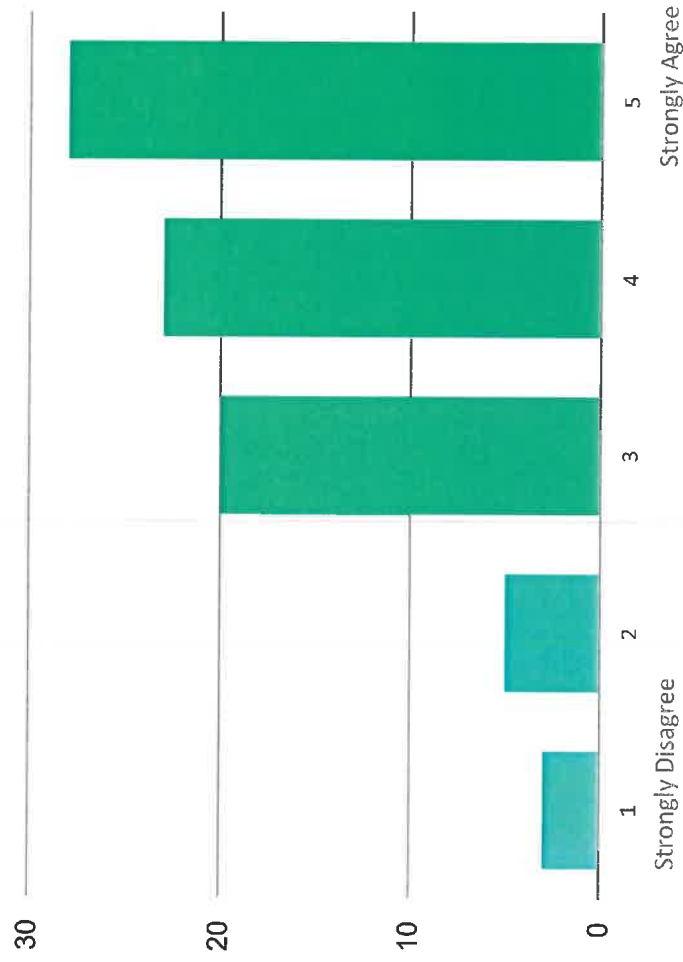


PPG Score



8. My job allows me to make multiple decisions on my own.

Empowered Work Environment

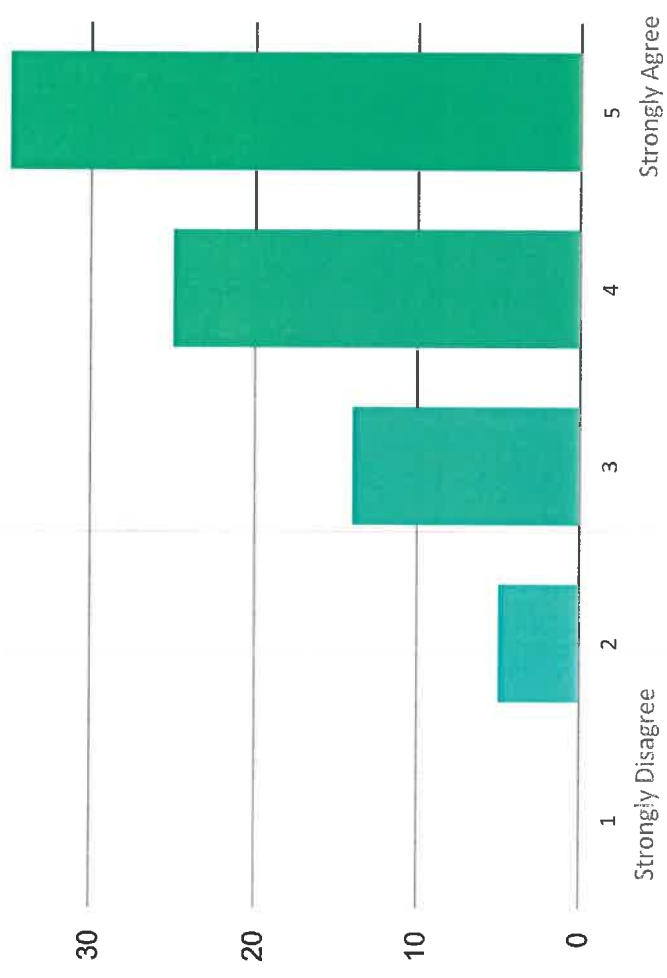


PPG Score



9. My job involves completing tasks that are meaningful.

Empowered Work Environment

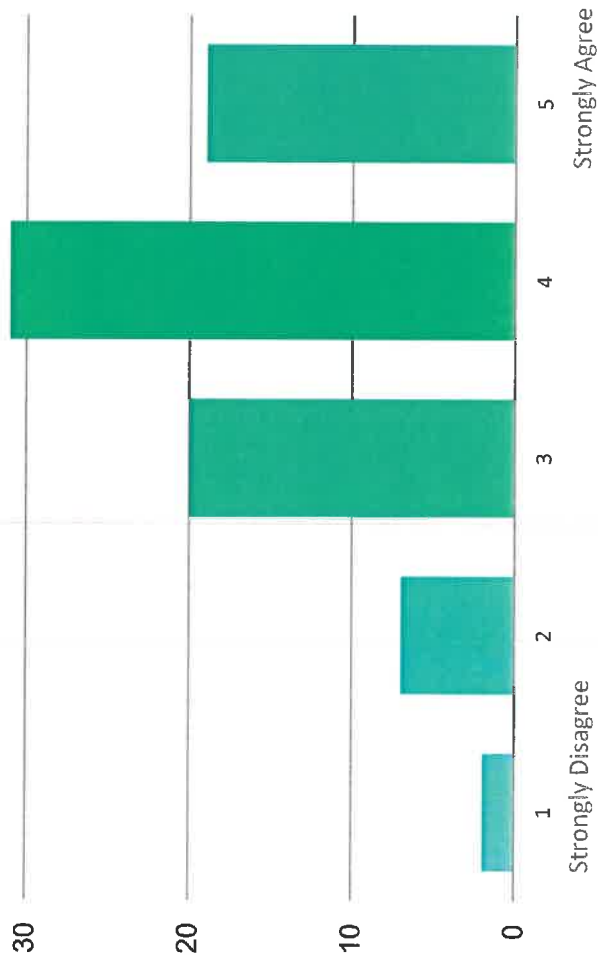


PPG Score



10. PPG provides adequate information about important changes.

Communication

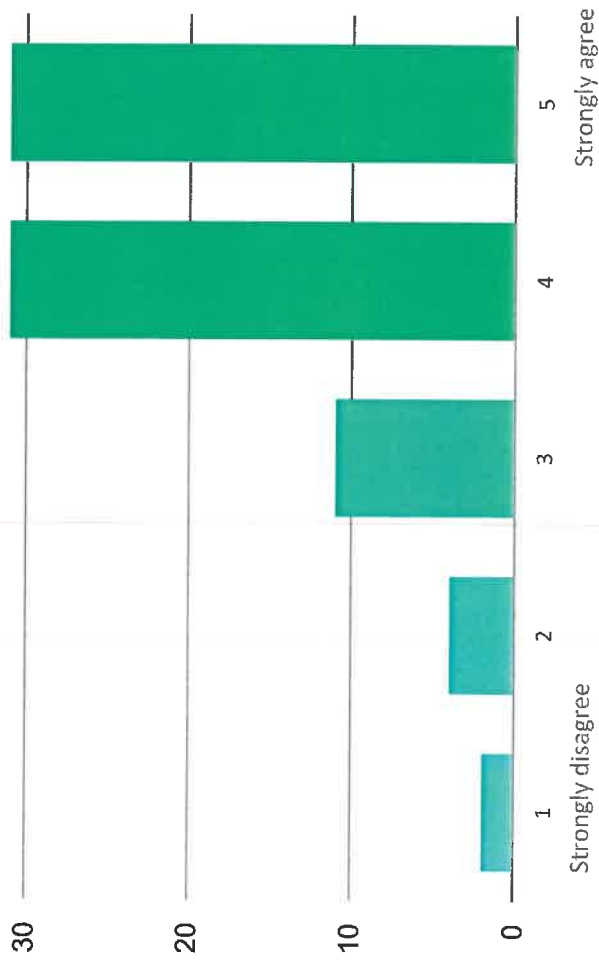


PPG Score



11. My manager provides clear goals for our team.

Effective Management

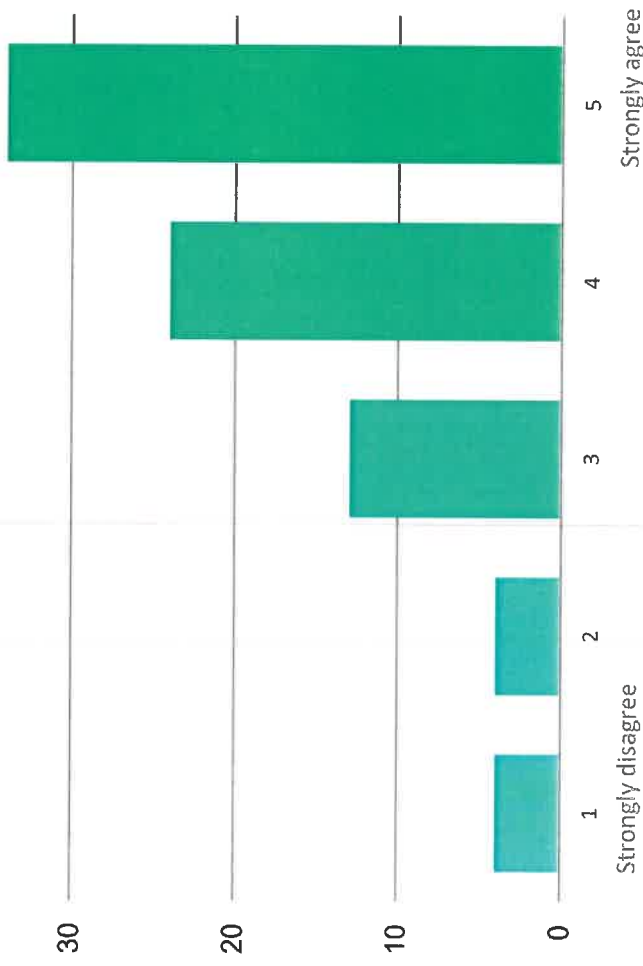


PPG Score



12. My manager offers useful feedback regularly.

Effective Management

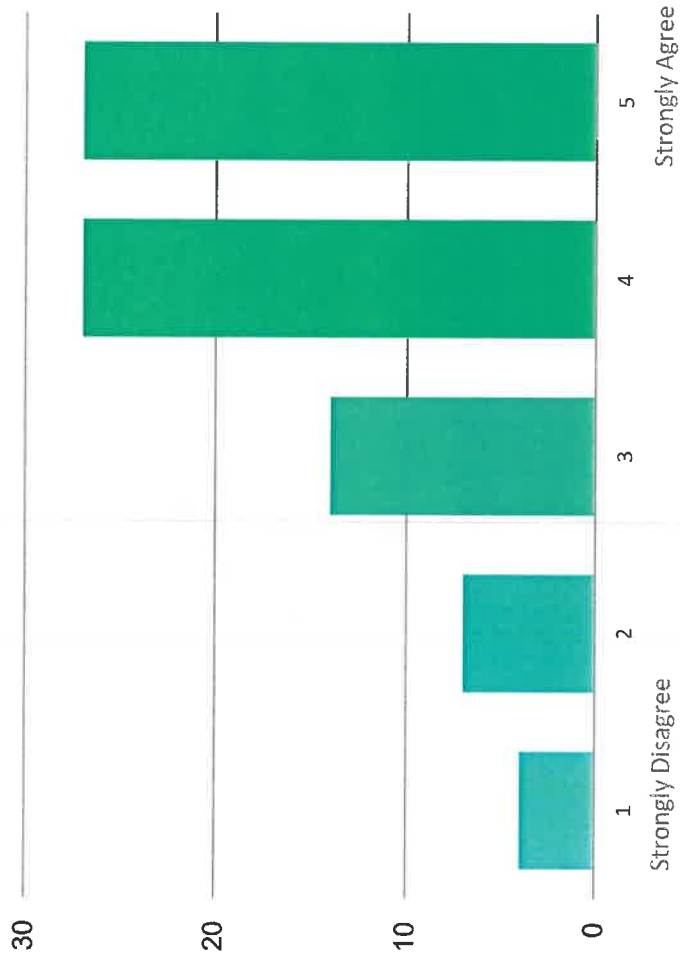


PPG Score



13. I am well recognised when I do great work.

Effective Management

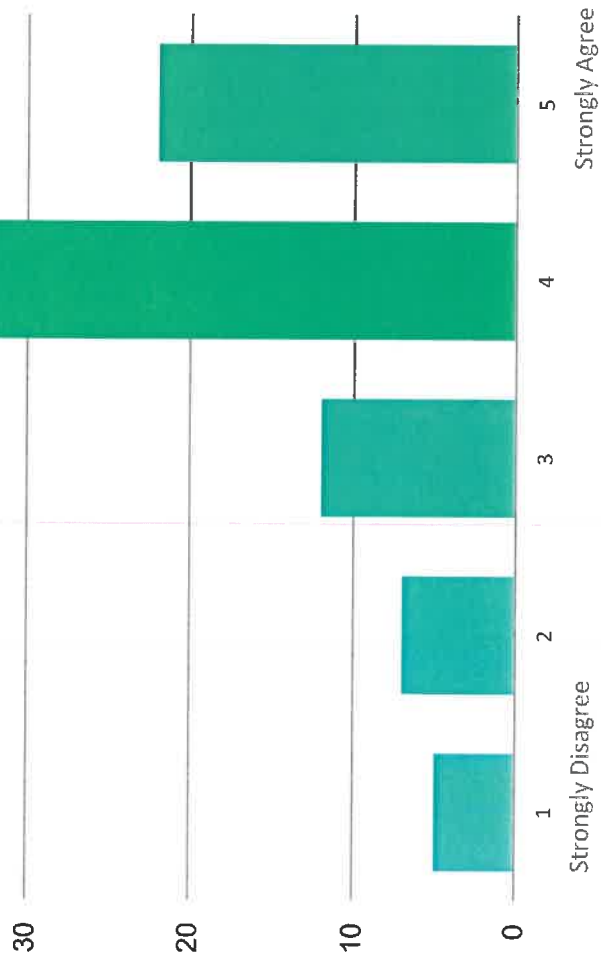


PPG Score



14. I am satisfied with the salary I receive based on the work that I do.

Benefits & Pay Satisfaction

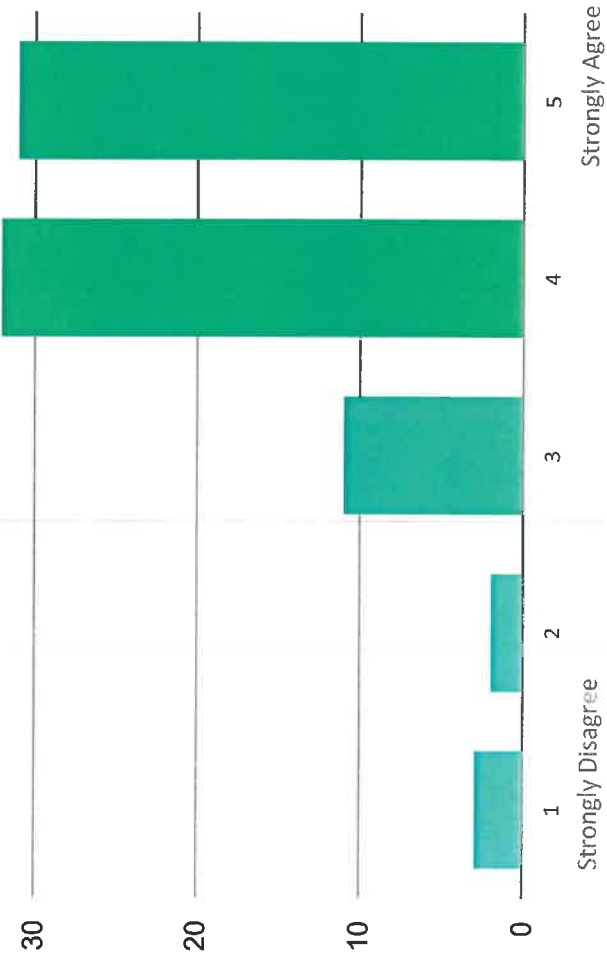


PPG Score



15. I am satisfied with the benefits offered by my employer.

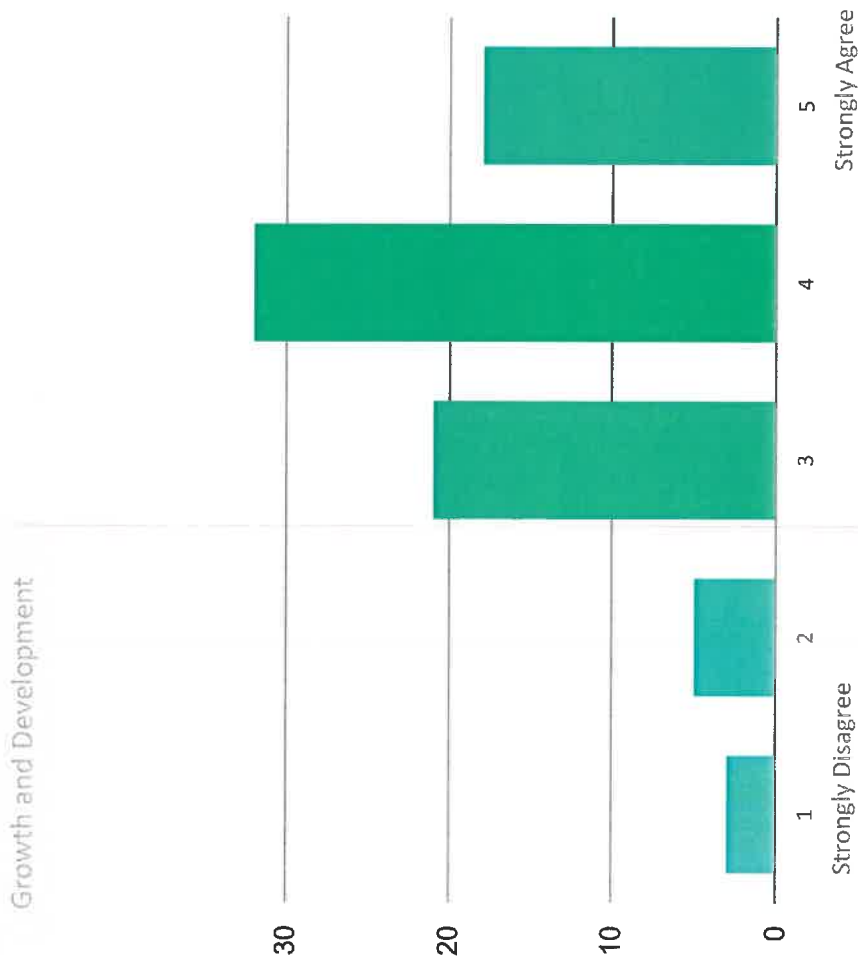
Benefits & Pay Satisfaction



PPG Score



16. I am satisfied with the number of learning and development opportunities available at work.

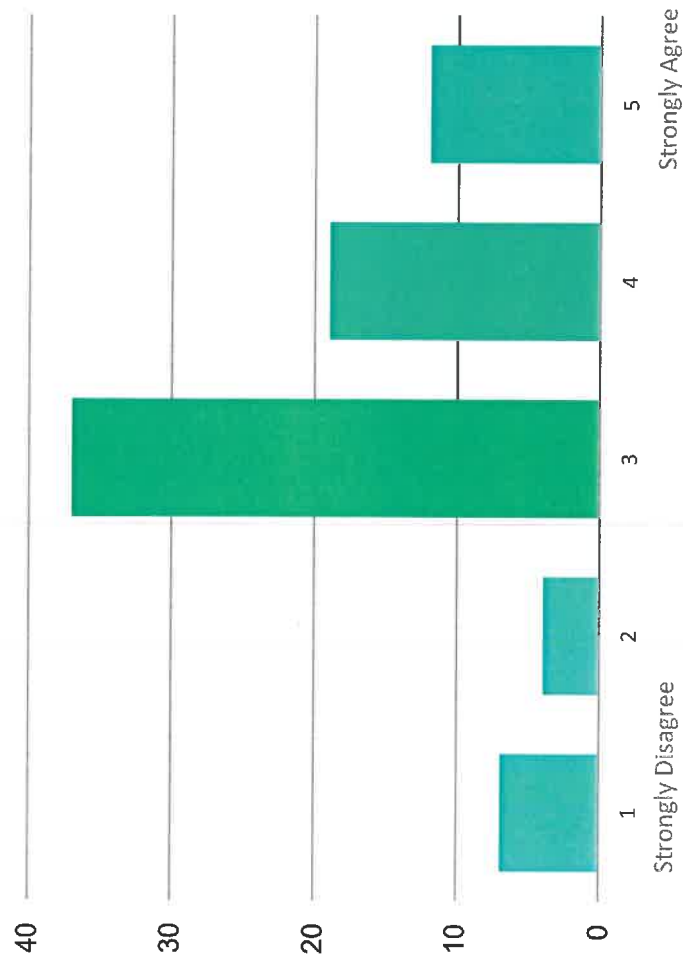


PPG Score



17. PPG uses a fair system to allocate resources.

Growth and Development

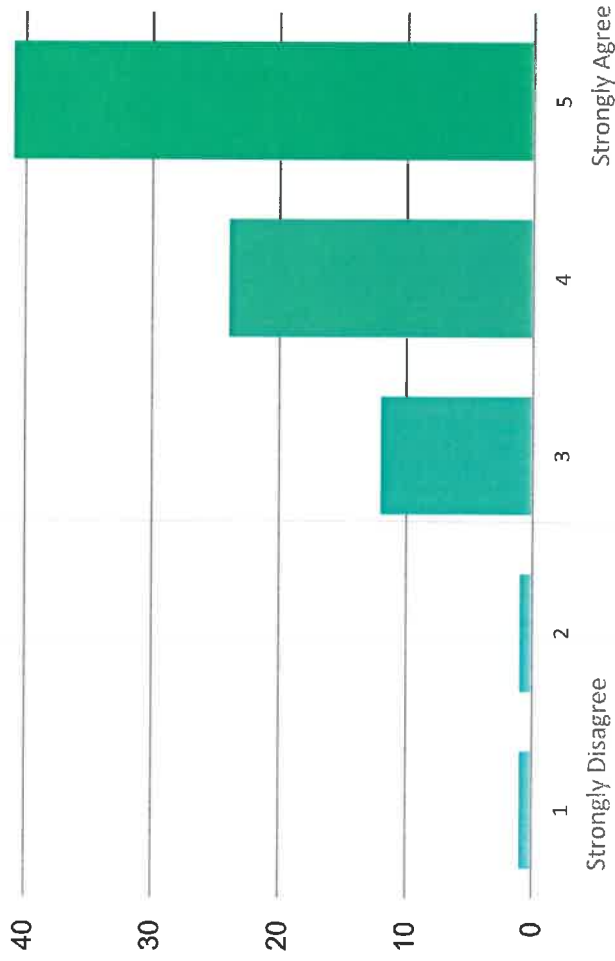


PPG Score



18. PPG effectively maintains a safe work environment.

Health and Wellness

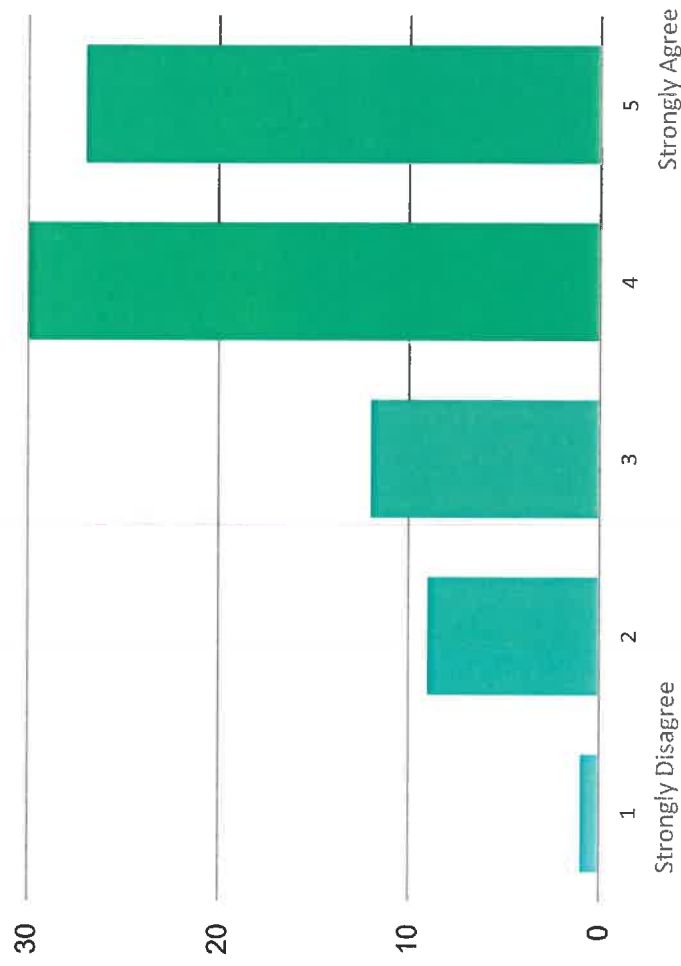


PPG Score



19. PPG cares about my well-being.

Health and Wellness

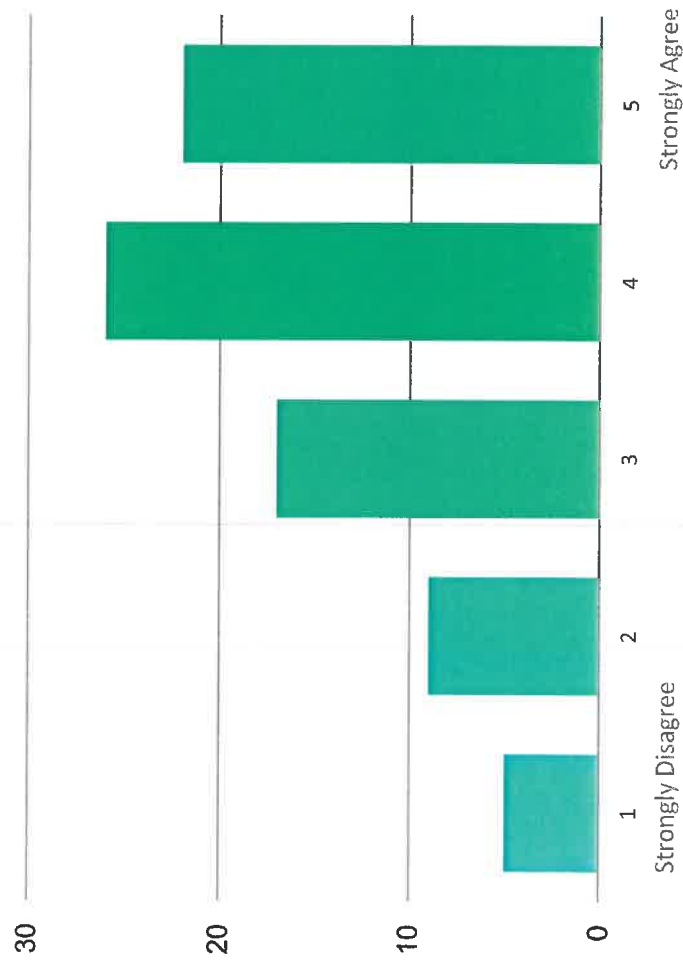


PPG Score



20. My workload in PPG is manageable.

Health and Wellness



PPG Score



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Department of Premier and Cabinet Results

SUMMARY INDICES

	2023 sample size	Level of Agreement Mean Index Score (0 - 100)			Whole-of- TSS Results 2023
		Agency Results 2023	Agency Results 2020	Agency Results 2018	
Workplace Behaviours & Conditions (Constructed based on Q9a-b, Q10a, Q11b-c)	n=420	76	68	72	71
Workplace Diversity (Constructed based on Q12a-b Q13a-d)	n=418	80	74	74	74
Agency Engagement (Constructed based on Q14a-e)	n=420	68	62	65	63

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REPORT FINDINGS

PART 1 & 6 - WORKFORCE DEMOGRAPHICS & INFORMATION

1. Where is your workplace located?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420					
West Coast		0	1	1	1
North West		8	14	9	15
North		13	13	9	21
South		76	69	78	58
South East		2	2	3	4
Outside Tasmania		0	0	0	0

2. Do you work full-time or part-time?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420					
Full-time		66	57	68	66
Part-time		34	43	32	34

3. What is your current employment status?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420					
Permanent (Ongoing)		79	85	82	82
Fixed-term		16	12	13	14
Casual		2	2	1	2
Sessional		0	0	0	0
Executive contract		3	1	4	1
Don't know		0	0	0	0

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4. Are you currently using flexible working arrangements?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420					
Yes		51	44	49	39
No		49	56	51	61

5. Which one of the following best describes the area you work in or the type of work you do?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420					
Policy		18	12	14	5
Research		0	0	0	1
Program/project design and/or management		9	8	9	6
Frontline service delivery involving direct contact with the general public		25	36	27	43
Supporting service delivery work		7	7	9	4
Exercising regulatory authority		3	2	1	5
Legal		2	2	2	1
Corporate services		24	26	32	13
Administrative support/clerical		8	6	5	10
Scientific/Technical		1	0	1	6
Other		3	2	1	6

6. Are you the manager of one or more employees?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420					
Yes		27	17	25	23
No		73	83	75	77

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7. How many years have you been employed in your current agency?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420					
Less than 2 years		41	21	23	22
2-5 years		22	32	27	25
6-10 years		14	17	20	16
11-15 years		8	12	13	12
16-20 years		7	8	10	10
21 years or more		9	10	7	14

8. How many years have you worked in the Tasmanian State Service?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420					
Less than 2 years		18	14	13	14
2-5 years		23	24	18	22
6-10 years		15	16	17	16
11-15 years		10	13	19	13
16-20 years		14	14	12	13
21 years or more		20	20	22	21

27. What is your gender?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420					
Male		32	28	35	29
Female		66	65	60	68
Other		0	1	0	1
Prefer not to say		2	7	5	2



28. Are you a person of diverse sexual orientation?

2023 sample size: 420

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Yes	9	4	5	6
No	87	90	93	90
Prefer not to say	4	6	2	4

29. Have you shared that you are a person of diverse sexual orientation with your workplace?

2023 sample size: 37

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Yes	59	-	-	51
No	41	-	-	49

31. What is your age?

2023 sample size: 420

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
15-24 years	3	3	2	3
25-34 years	18	21	18	16
35-44 years	27	23	28	25
45-54 years	32	32	28	30
55-64 years	17	19	22	23
65-74 years	3	2	1	3
75+ years	0	0	0	0

32. Where were you born?

2023 sample size: 420

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Born in Australia	85	92	92	84
Born overseas in a mainly English speaking country	6	5	5	8
Born overseas in another country	9	2	3	8
Don't know	0	1	0	0

33. Are you an Aboriginal and/or Torres Strait Islander person?

2023 sample size: 420

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Yes	5	5	3	4
No	93	92	96	94
Prefer not to say	2	3	1	2

34. Have you shared that you are an Aboriginal and/or Torres Strait Islander person with your workplace?

2023 sample size: 21

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Yes	86	*	*	71
No	14	*	*	29

36a. As an Aboriginal and/or Torres Strait Islander person I feel valued in my workplace.

2023 sample size: 21

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Strongly Agree	38	-	-	19
Agree	29	-	-	30
Neither Agree nor Disagree	24	-	-	38
Disagree	10	-	-	8
Strongly Disagree	0	-	-	5

36b. As an Aboriginal and/or Torres Strait Islander person I feel respected in my workplace.

2023 sample size: 21

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Strongly Agree	38	-	-	18
Agree	33	-	-	34
Neither Agree nor Disagree	24	-	-	35
Disagree	5	-	-	9
Strongly Disagree	0	-	-	4

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36c. Culturally, my workplace is safe, welcoming and respectful.

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 21					
Strongly Agree		33	-	-	22
Agree		43	-	-	39
Neither Agree nor Disagree		19	-	-	27
Disagree		5	-	-	9
Strongly Disagree		0	-	-	4

37. Do you have any sort of disability that restricts you in performing everyday activities and which is long-term (lasting six months or more)?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420					
Yes		13	6	8	7
No		85	94	92	90
Prefer not to say		2	0	-	2

38. Have you shared that you have an ongoing disability with your workplace?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 53					
Yes		77	79	85	76
No		23	21	15	24

40. Do you require adjustments to support you to perform your role?

		Results (%)			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 53					
Yes		62	57	55	57
No		38	43	45	43

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41. Have you requested adjustments to support you to perform your role?

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 33				
Yes	85	-	-	78
No	15	-	-	22

42. What was your experience with making a request for adjustments?

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 28				
The adjustments I need were made and the process was satisfactory	57	-	-	55
The adjustments I need were made but the process was unsatisfactory	11	-	-	14
The adjustments I need have not been made	11	-	-	14
Other	21	-	-	17

43. Are you a primary care giver for a child/children or an adult/adults?

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420				
Yes, I am the primary care giver	18	14	16	20
Yes, I share the primary care giver role	29	33	31	25
No	53	52	53	55

44. Do you provide daily care for a person with a disability or chronic illness?

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: 420				
Yes - for a child or children	4	5	4	5
Yes - for an adult or adults	4	4	6	6
Yes - for a child/children and an adult/adults	2	2	1	1
No	90	88	88	87

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45. Do you speak a language other than English at home?

2023 sample size: 420

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Yes	11	7	8	9
No	89	93	92	91

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PART 2 – WORKPLACE BEHAVIOURS AND CONDITIONS

9. Please indicate the extent of your agreement with the following statements:

	Total Agreement (%)				Agency Results (%)					
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
2023 sample size: 420										
a I would be confident in approaching my manager to discuss concerns and grievances	87	77	80	80	61	26	6	5	2	0
b My manager encourages behaviours that are consistent with my agency's values	90	82	85	83	63	28	5	4	1	0

10. Please indicate the extent of your agreement with the following statement in the last 12 months:

	Total Agreement (%)				Agency Results (%)					
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
2023 sample size: 420										
a Senior managers model my agency's values	68	50	63	63	32	36	12	10	5	5

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11. Please indicate the extent of your agreement with the following statements:

	Total Agreement (%)				Agency Results (%)					
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
2023 sample size: 420										
a I am aware my agency has policies in place to report improper conduct and behaviour	86	77	77	85	33	54	7	3	1	2
b In my agency, there are clear procedures and processes for resolving grievances	68	65	70	63	21	47	19	6	2	5
c I am confident that I would be protected from reprisal for reporting improper conduct	54	45	49	51	19	35	24	10	5	6
d I am aware of the information and resources my agency provides to support employees affected by family violence	89	-	88	74	40	49	7	2	0	2

Please note that the 2018 result for q11d represents the percentage of respondents who selected 'Yes' in response to the question: *Do you agree that in your workplace, there are policies designed to support employees affected by family violence?* (Yes, No, Don't know). In 2020 this question was only asked of some agencies, so results are not shown.

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PART 3 – WORKPLACE DIVERSITY

12. Please indicate the extent of your agreement with the following statements:

	Total Agreement (%)				Agency Results (%)					
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
2023 sample size: 420										
a Gender is not a barrier to success in my agency	80	77	75	76	41	39	11	5	1	3
b Age is not a barrier to success in my agency	75	64	65	71	34	41	12	8	1	4
c My agency supports employees who have caring responsibilities	79	77	84	74	37	41	10	6	0	5

13. Please indicate the extent of your agreement with the following statements:

	Total Agreement (%)				Agency Results (%)					
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know
2023 sample size: 419 - 420										
a Employees from diverse cultural backgrounds are welcomed and supported in my agency	86	71	69	80	42	44	8	3	0	3
b Employees of diverse sexual orientation are welcomed and supported in my agency	84	68	70	75	41	43	9	1	0	6
c Aboriginal and/or Torres Strait Islander employees are welcomed and supported in my agency	79	58	66	74	39	39	11	2	0	9
d Employees with disability are welcomed and supported in my agency	70	62	64	58	32	38	15	5	1	8

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PART 4 - ENGAGEMENT AND JOB SATISFACTION

14. Please indicate the extent of your agreement with the following statements:

	Total Agreement (%)				Agency Results (%)				
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
2023 sample size: 420									
a I would recommend my agency as a good place to work	71	61	71	60	25	46	18	8	3
b I am proud to tell others I work for my agency	70	64	69	66	28	42	22	5	3
c I feel a strong personal attachment to my agency	52	47	48	57	20	32	31	11	5
d My agency motivates me to help achieve its objectives	61	52	52	54	22	39	27	9	3
e My agency inspires me to do the best in my job	63	52	55	56	23	40	23	10	3



PART 5 – PERFORMANCE

15. How often do you have conversations with your manager/supervisor about your work performance?

2023 sample size: 420

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
At least monthly	40	26	32	27
Around 3 monthly	14	15	16	12
Around 6 monthly	11	25	22	14
Yearly or about yearly	16	18	22	22
Infrequently	12	10	6	16
Not at all	3	3	1	7
Don't know	4	3	2	2

16. Do these conversations help you to identify your work priorities and training and development needs?

2023 sample size: 388

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Yes	79	67	79	72
No	14	22	14	20
Don't know	7	11	7	8

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PART 6 – WORKPLACE BEHAVIOUR AND CONDUCT

17. Have you personally experienced workplace bullying in the last 12 months?

2023 sample size: 420

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Yes	13	12	13	21
No	82	84	83	75
Unsure	4	4	4	4

18. Thinking about when you experienced bullying at work, who were you bullied by?

2023 sample size: 56

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
A senior manager	29	36	32	28
Your immediate manager/supervisor	18	25	30	32
A fellow worker	39	57	30	39
A group of fellow workers	11	11	9	13
A person that reports to you	5	4	9	6
A client/customer	13	7	9	8
A member of the public	7	4	0	7
Prefer not to say	7	0	9	6

19. What types of bullying did you experience?

2023 sample size: 56

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Verbal abuse	41	36	32	34
Exclusion/isolation	55	36	55	47
Psychological harassment	27	39	38	36
Intimidation	38	54	47	51
Being assigned meaningless tasks unrelated to the job	16	14	13	18
Given impossible assignments	18	14	13	14
Deliberately changing work rosters to inconvenience you	14	7	6	9
Deliberately withholding information vital to your effective work performance	46	25	32	33
Other	16	4	0	18
Prefer not to say	2	7	4	3

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20. Did you report the bullying?

		Results (%)			
		2023 sample size: 56			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Yes		41	36	28	39
No		59	64	72	61

21. Why didn't you report the bullying?

		Results (%)			
		2023 sample size: 33			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
I did not want to upset relationships in the workplace		48	39	29	37
I did not have enough evidence		15	33	32	22
It could affect my career		36	56	35	38
I did not think any action would be taken		52	56	56	56
The matter was resolved informally		9	6	9	7
I did not think the bullying was serious enough		21	22	21	15
Managers accepted the behaviour		36	28	32	36
I did not think it was worth the hassle of going through the report process		36	50	50	37
I did not know how to report it		9	17	9	9
Other		39	6	6	20
Prefer not to say		0	11	9	3

22. Have you personally experienced sexual harassment at work in the last 12 months?

		Results (%)			
		2023 sample size: 420			
		Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Yes		2	1	0	2
No		98	98	99	97
Unsure		0	1	0	0

①

23. Thinking about when you experienced sexual harassment at work, who were you sexually harassed by?

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: < 10				
A senior manager	*	*	*	8
Your immediate manager/supervisor	*	*	*	8
A fellow worker	*	*	*	38
A group of fellow workers	*	*	*	2
A person that reports to you	*	*	*	2
A client/customer	*	*	*	36
A member of the public	*	*	*	13
A consultant/service provider	*	*	*	1
A representative of another agency	*	*	*	1
Other	*	*	*	8
Prefer not to say	*	*	*	2

24. What type(s) of sexual harassment did you experience?

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: < 10				
Physical behaviour (e.g. assault or aggressive body language)	*	*	*	26
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)	*	*	*	61
Initiations or pranks	*	*	*	13
Interference with your personal property or work equipment	*	*	*	7
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)	*	*	*	6
Cyber harassment (e.g. sexual harassment by email)	*	*	*	5
Other	*	*	*	21
Prefer not to say	*	*	*	5

25. Did you report the sexual harassment?

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: < 10				
Yes	*	*	*	30
No	*	*	*	70



26. Why didn't you report the sexual harassment?

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
2023 sample size: < 10				
I did not want to upset relationships in the workplace	*	*	*	26
I did not have enough evidence	*	*	*	19
It could affect my career	*	*	*	24
I did not think any action would be taken	*	*	*	46
The matter was resolved informally	*	*	*	15
I did not think the sexual harassment was serious enough	*	*	*	37
Managers accepted the behaviour	*	*	*	16
I did not think it was worth the hassle of going through the report process	*	*	*	40
I did not know how to report it	*	*	*	6
Other	*	*	*	16
Prefer not to say	*	*	*	1



PART 7 – REWARDS AND SUPPORT

47. What are the three most rewarding things about working in your agency?

2023 sample size: 419

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Serving the Tasmanian community and making a difference to it	52	39	37	45
Working in a good team environment	56	55	53	46
Having varied job roles	12	17	18	16
Job security	33	40	33	38
Using the skills I have	23	21	28	31
Being able to access learning and development opportunities	7	4	6	10
The range of people with whom I work	18	19	23	23
Having a good manager	26	23	22	18
The level of salary	12	17	15	9
Leave entitlements	5	4	4	7
Flexible work	22	23	22	17
Work-life balance	24	26	26	20
Other	2	2	3	3

48. To support your workplace, in what areas would you like to see improvements?

2023 sample size: 400

	Results (%)			
	Agency Results 2023	Agency Results 2020	Agency Results 2018	Whole-of-TSS Results 2023
Teamwork/team relationships	23	16	22	24
Training and development opportunities	39	38	38	35
Work-life balance/flexible work provisions	24	25	25	31
Communication on organisational objectives/activities	26	42	34	23
Management/leadership	28	38	30	29
Work health safety and wellbeing training and awareness	10	4	8	9
Recognition/rewards	28	30	27	23
Remuneration	27	13	23	31
Focus on positive work behaviours/cultures	28	36	31	30
Other	11	4	9	12

Please note:

- Percentages for response categories of each single-response question may not sum up to 100% due to rounding.
- Percentages for response categories of each multiple-response question will not sum up to 100% as respondents could provide more than one response to these questions.
- Results for categories with fewer than 10 responses are replaced with an asterisk (*).
- Results for categories without any responses are marked with a dash (-).