

Department of Families, Housing, Community Services and Indigenous Affairs

September 2011 Staff Survey

Report of the Survey Findings

December 2011

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I. Executive summary

Background

The 2011 FaHCSIA staff survey was conducted between 29 August and 13 September 2011. A total of 2533 staff took part in the survey. This represents a response rate of 82% – slightly higher than the previous full staff survey response rate of 81% in March 2010.

The design and analysis of this survey is based on the ORIMA Research Employee Engagement Model (OREEM). OREEM is designed to measure the strength of relationships between a range of workplace factors and three key outcome indicators: staff overall satisfaction with their job and with FaHCSIA as an employer; staff engagement with their job; and staff loyalty and commitment to FaHCSIA. Together these outcome measures have a strong impact on a range of important organisational objectives including:

- ◆ maximising staff productivity and overall performance;
- ◆ minimising staff turnover; and
- ◆ minimising absenteeism.

This framework has been used to assist in identifying and prioritising key areas of focus that can help drive organisational improvement and performance for FaHCSIA.

Performance against key outcome indicators

Overall Satisfaction

The 2011 FaHCSIA staff survey showed that a solid majority of staff were satisfied overall with their current job and with FaHCSIA as an employer, comparing favourably with the APS average (as measured in the 2011 APS State of the Service employee survey).

- ◆ 73% of staff indicated that they were satisfied overall with FAHCSIA as an employer, down slightly from 76% in October 2010.
 - The proportion of staff satisfied with their agency is considerably higher than the APS large-sized agency average of 64%.
- ◆ 71% of staff indicated that they were satisfied overall with their current job, up slightly from 69% in October 2010.
 - The proportion of staff satisfied with their job was slightly above the APS large-sized agency average of 69%.

The levels of job and agency satisfaction were slightly higher than the median of a range of APS agencies that have recently undertaken staff surveys with ORIMA Research.

The survey also recorded generally favourable results across the wide range of workplace issues measured in the survey.

- ◆ Almost half of survey questions that are comparable with other large APS agencies recorded significantly more favourable results in FaHCSIA and less than 10 per cent recorded less favourable results.

- ◆ The survey also compared favourably with results from the previous FaHCSIA staff surveys in 2010, with improvements outnumbering declines by more than two-to-one. This occurred despite a sharp increase in the proportion of staff who indicated that their team had been affected by significant workplace change over the previous 12 months, from 53% to 75%.

Staff engagement with FaHCSIA

*Staff engagement is measured by **motivation** and **willingness to expend discretionary effort** for the agency. Engagement plays a key role in influencing staff satisfaction, loyalty and commitment and indirectly influences staff productivity and other organisational objectives.*

A high proportion of staff agreed with a range of positive statements about the extent of their engagement with their current job, consistent with results from the 2010 surveys and, in some cases, above the APS large agency average.

- ◆ Well over 80% of staff agreed with a range of positive statements about their willingness to put in **discretionary effort** to help FaHCSIA achieve its objectives:
 - 97% of staff agreed that they are willing to expend extra effort to get a project or task done, consistent with the APS large agency average of 97%;
 - 88% of staff agreed that they frequently try to help others with heavy workloads, above the APS large agency average of 83%; and
 - 86% of staff agreed they are constantly looking for ways to do their job better, slightly lower than the APS large agency average of 88%.
- ◆ Over three-quarters of staff (79%) agreed that they are **motivated** to do the best possible work they can. This represents a slight improvement from 76% in March 2010.

Staff loyalty and commitment to FaHCSIA

Staff loyalty and commitment is a key measure of staff attachment to the agency and a strong predictor of retention and other organisational objectives.

Staff recorded moderate results for their level of loyalty and commitment to FaHCSIA (a measure of overall “good will” towards the agency), indicating some scope for improvement in this area.

Just under two-thirds of staff agreed that they were proud to work for FaHCSIA (64%), and would recommend the agency as a good place to work (63%).

- ◆ While both of these results are broadly in line with the 2010 survey findings, they were slightly below the APS large-agency averages of 67% and 64% respectively.

Around half of staff agreed that they felt a sense of belonging to the agency (51%, 18% disagreed), while 40% agreed (37% disagreed) that they hardly ever think about leaving FaHCSIA to work elsewhere.

Turnover Intentions

There was a significant increase in 2011 in the proportion of staff who indicated that they expected to leave FaHCSIA over the next two years, from a 22% self-reported expected departure rate in October 2010 to 30% in 2011.

- ◆ The expected departure rate for FaHCSIA is now broadly in line with the APS large agency average of 31%, after being well below this benchmark level in 2010.

FaHCSIA's performance against workplace factors

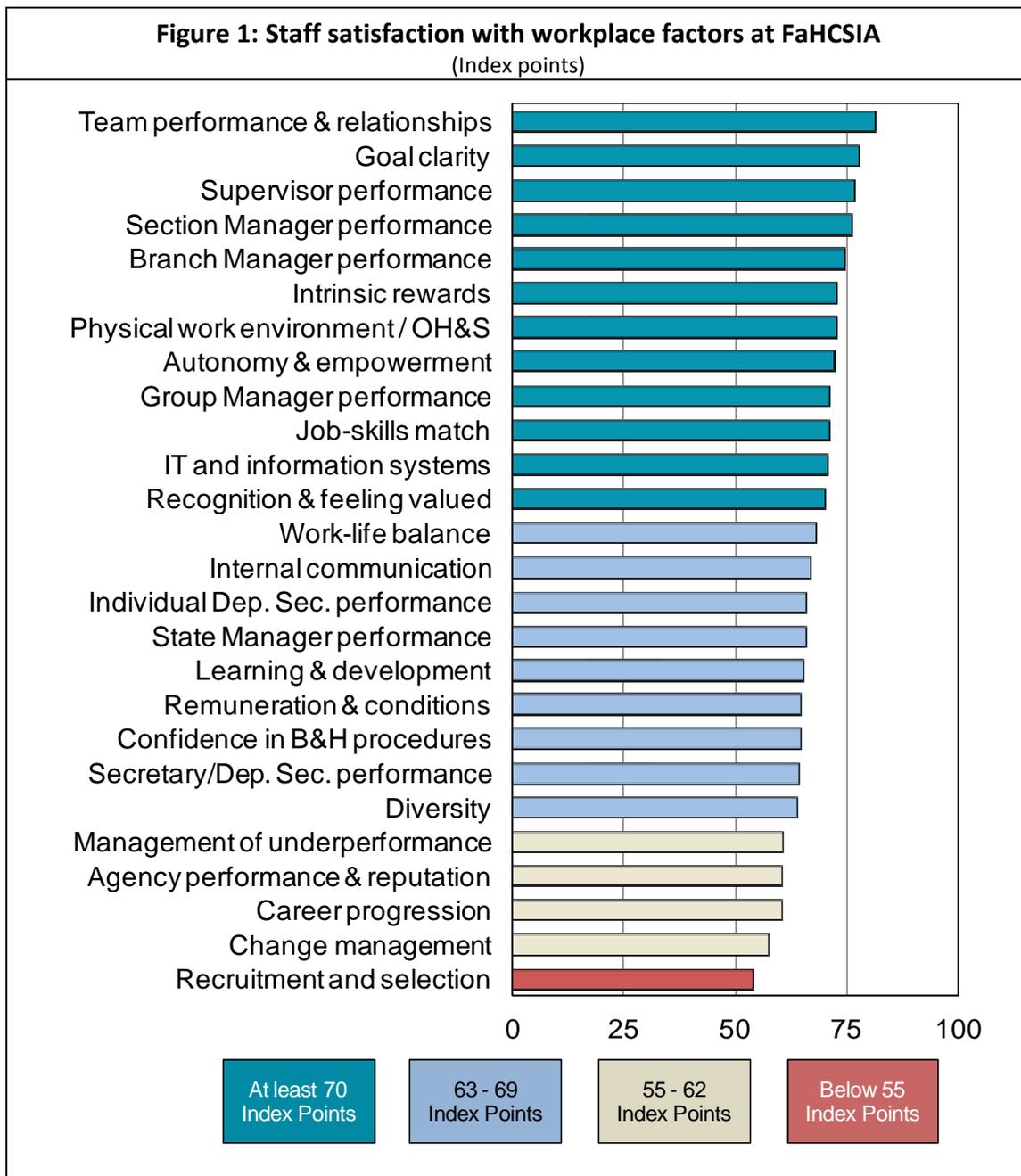
Figure 1 shows staff satisfaction with 26 summary workplace 'factors' that capture staff ratings of the vast majority of workplace issues measured in the survey. This figure illustrates that the level of staff satisfaction (in index points¹) with these workplace factors was:

- ◆ relatively high for almost half of these factors – 12 factors recorded index scores of at least 70, ranging from 'recognition and feeling valued' to 'team performance and relationships';
- ◆ moderate to fairly high for a further nine factors – ranging from 'diversity' to 'work-life balance';
- ◆ fairly low for four factors, ranging from 'management of underperformance' to 'change management'; and
- ◆ low for 'recruitment and selection'.

Note: Please use caution when interpreting satisfaction levels in Figure 1

The level of these indices should be considered within the context of previous FaHCSIA staff survey results and external benchmarks, particularly the APS average. It is important to note that some workplace factors record low satisfaction results across the APS (e.g. management of underperformance, recruitment and selection and satisfaction with the performance of senior leaders). A low rating for such factors may reflect scope for improvement within FaHCSIA. However, it may also reflect systemic issues and constraints across the APS (e.g. processes required to deal with underperforming staff and the limited extent of contact between operational staff and senior leaders).

¹ Factor index scores are *not* equivalent to per cent of staff satisfied. They are calculated as a mean of all respondents' answers (to all the questions within a certain factor) across the 5-point rating scale, transformed into an index from 0 - 100.



Key areas to focus organisational improvement

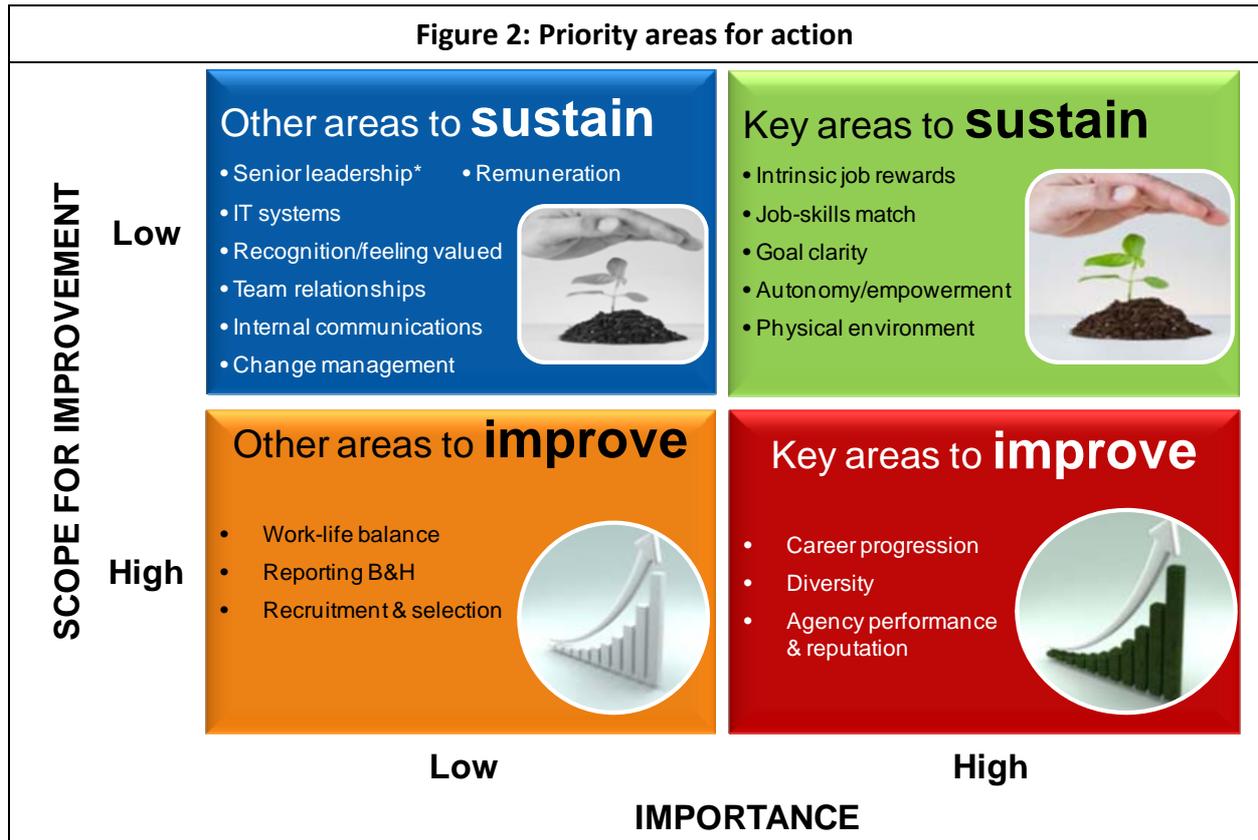
Regression analysis indicated that 20 of the workplace factors measured in the survey had a significant influence on the key outcome indicators of overall satisfaction, employee engagement and loyalty/commitment to FaHCSIA. The extent of this influence varied considerably across these 20 workplace factors, as did their satisfaction ratings (see Figure 1 above).

Focusing organisation improvement initiatives on those workplace factors that have the greatest impact on the key outcome indicators will allow organisation improvement initiatives derived from the survey to have the best 'return on investment' for FaHCSIA. Figure 2 presents the 20 workplace factors that significantly influence the three key outcome indicators in one of four quadrants, based on whether they have relatively high or low 'importance' (strength of influence on the outcome indicators) and high or low 'scope for improvement'.

This figure suggests that that FaHCSIA's response to the survey should focus on three 'key areas to improve' and five 'key areas to sustain' (where FaHCSIA is already recording relatively strong results).

- ◆ **The key areas for improvement** (factors with relative higher importance scores, but lower performance) were:
 - Career progression – Only a moderate share of staff (between 48% and 63%) provided positive ratings of a range of aspects of their opportunities for career progression and development of skills within FaHCSIA;
 - Diversity – Just over half of staff agree (and 23% disagreed) that FaHCSIA fosters an environment where all staff are treated fairly and with respect (57%) and there is equal opportunity for all staff in FaHCSIA (58%); and
 - Agency performance and reputation – Staff ratings of FaHCSIA's performance and reputation were mixed in 2011. While the share of staff who agreed that FaHCSIA operates with integrity (70%) is in line with the APS large agency average, the share who agreed that their colleagues and managers act in accordance with the APS Values and Code of Conduct was below the APS average.
- ◆ **The key areas to sustain** (i.e. factors with relative higher importance and performance scores) were:
 - Intrinsic rewards of job;
 - Job-skills match;
 - Goal clarity; and
 - Autonomy/empowerment; and
 - Physical environment.

Figure 2 also shows that three 'other areas for improvement' amongst the workplace factors that significantly influence the key outcome indicators are work-life balance, recruitment & selection and confidence in reporting bullying and harassment, while there are a broad range of 'other areas to sustain'. These workplace factors should be considered as second-tier priorities for organisational improvement actions from the survey. Any improvement in staff satisfaction with these factors is likely to have a positive impact on the key outcome indicators but to a lesser extent than similar improvements in the key areas to improve or sustain.



* Three senior leadership factors were amongst the 'key areas to sustain': Secretary and Deputy Secretary performance; individual Deputy Secretary performance; and Branch/State Manager performance.

Conclusions

The 2011 FaHCSIA staff survey provided a positive overall view of FaHCSIA's workplace climate.

The survey took place in the context of considerable organisational change. Partly reflecting this, staff satisfaction with some aspects of the workplace was lower in 2011 than in previous years. However, results remained stable in most areas and improved ratings were also recorded in a number of key areas (improvements since 2010 outnumbered declines by more than two-to-one), suggesting that staff sentiment remains strong and has coped well with the challenging environment.

The key outcome measures of overall satisfaction, employee engagement and organisational loyalty/commitment were at least consistent with, or more favourable than, previous years' results. FaHCSIA's results also compared favourably with similarly sized agencies in the current APS State of the Service employee survey, with the vast majority of comparable questions (92%) showing results that were either higher than or consistent with the APS large-sized agency average.

As in previous years, there were some 'hot spot' workplace factors that showed scope for improvement. Some of these were amongst the *key drivers* of overall satisfaction, employee engagement and loyalty/commitment and should therefore be addressed as priority areas for improvement in FaHCSIA's response to the survey, including:

- ◆ career progression, including enhancing opportunities for both advancement and skills development;
- ◆ staff ratings of support for diversity in FaHCSIA, particularly equal opportunity for all staff and an environment where all staff are treated fairly and with respect; and
- ◆ staff perceptions of FaHCSIA's performance and reputation, particularly addressing the related issue of staff confidence that employees in the agency act in accordance with the APS Values and Code of Conduct.

Targeting organisational improvement initiatives in these areas while sustaining the performance of the other key drivers (particularly intrinsic rewards, goal clarity and job-skills match), offers the best opportunity for boosting overall satisfaction, staff engagement and loyalty/commitment to FAHCSIA and thereby improving retention rates and maximising organisational performance.

The issues identified above are broadly applicable across FAHCSIA and will require a coordinated agency-wide response. The survey also highlighted several 'hot spots' by classification level (particularly amongst APS 5 and APS 6 staff) and within particular Groups, Branches and State and Territory Offices. These issues have been highlighted in Group, Office and Branch reports and will require solutions at the local level.

II. Survey background and methodology

Background

In late 2009, the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) contracted ORIMA Research to conduct the FaHCSIA staff survey program.

The program is designed to provide a valid and reliable measure of staff opinion against a broad range of workplace issues, allow secure and confidential feedback and facilitate valid comparisons of survey results across successive survey cycles.

ORIMA Research was contracted by FaHCSIA to develop and administer this staff survey process. The survey process included a number of elements:

- ◆ a comprehensive staff survey each year;
 - Three comprehensive staff surveys have been conducted since the commencement of the survey program - in February 2009, March 2010, and September 2011 (the current research).
- ◆ mid cycle 'pulse surveys';
 - Two pulse surveys have been conducted – in October 2009 and October 2010.
- ◆ entry and exit surveys; and
- ◆ business analysis that links the results of the above surveys with administrative human resources data collected by FaHCSIA.

This report presents the findings of the September 2011 staff survey.

Research objectives

The key objectives of the survey program are to:

- ◆ assist FaHCSIA to measure and monitor organisational performance and trends in areas including, but not limited to, leadership, engagement, strategic direction, empowerment and innovation, performance, capability development, wellbeing and working together;
- ◆ support the development and maintenance by FaHCSIA of a positive organisational culture that drives staff engagement and enables FaHCSIA to achieve its business outcomes;
- ◆ inform FaHCSIA's business improvement processes, evaluation of people management initiatives and development of new initiatives;
- ◆ inform the development and assessment of FaHCSIA leadership capabilities and the performance of its managers;
- ◆ enhance FaHCSIA's understanding of the key people-related factors driving their business outcomes; and
- ◆ assist FaHCSIA to attract and retain a diverse and highly effective workforce.

Research methodology

The survey was conducted online. At the start of the fieldwork period, all employees at FaHCSIA were sent an invitation email containing the survey link and a unique password.

The 2011 FaHCSIA staff survey was conducted between 29 August and 13 September 2011. A total of 2533 staff took part in the survey. This represents a response rate of 82% – slightly higher than the previous full staff survey response rate of 81% in March 2010.

Statistical Precision

As this survey was a census of all employees, the survey is not subject to sampling error. It is, however, subject to non-sampling measurement error.

Unlike sampling error, non-sampling error is generally not mathematically measurable. The main non-sampling error risk with this survey is the potential for non-response bias to affect results. Non-response bias arises if the people who respond to the survey differ systematically to non-respondents in terms of characteristics relevant to the survey.

The higher the response rate, the less likely it is that the results will be subject to non-response bias. The response rate for this survey was 82%, which is a strong response rate for an employee survey. Response rates were high across most groups and branches (see Table 1). It is therefore very unlikely that there is significant non-response bias in the survey results.

Table 1: Response Rate by Group, Branch and State/Territory Office

	Number sampled*	Number responded**	Response rate
Groups			
Office of the Coordinator General for Remote Indigenous Services	15	15	100%
Office of Remote Indigenous Housing Group	92	87	95%
Office of the Registrar of Indigenous Corporations	60	54	90%
Community Engagement and Development Group	201	178	89%
Problem Gambling Taskforce	17	15	88%
Indigenous Community and Economic Development Group	99	86	87%
Disability and Carers Group	151	130	86%
Housing and Homelessness Group	79	68	86%
Social Policy Group	202	173	86%
Corporate Support Group	300	253	84%
Legal and Compliance Group	112	93	83%
Families Group	193	160	83%
Stronger Futures in the NT Group	11	9	82%
Women and Children's Policy Group	100	81	81%
Business and Financial Services and CFO Group	101	81	80%
FaHCSIA Network Staff	765	601	79%
Indigenous Policy and Engagement Group	184	144	78%
Information Management and Technology Group	387	286	74%

	Number sampled*	Number responded**	Response rate
FaHCSIA Executive	16	10	63%
Branches			
Program Frameworks Branch	61	60	98%
Land Reform Branch	22	21	95%
Remote Service Delivery Branch	22	21	95%
Indigenous Economic Development Branch	22	21	95%
Disability and Carers Policy Branch	41	39	95%
Performance Management and Modelling Branch	20	19	95%
Indigenous Housing Delivery Branch	19	18	95%
Corporate Support Group Executive	19	18	95%
Indigenous Housing Policy Branch	17	16	94%
Governance Branch	17	16	94%
Family Payments Branch	48	45	94%
Strategic Policy Branch	27	25	93%
Senior and Means Test Branch	39	36	92%
Regulation and Registration Branch	37	34	92%
Community Investment Branch	35	32	91%
Disability Long Term Care and Support Taskforce	11	10	91%
Public Law Branch	32	29	91%
Indigenous Housing Programs and Services Branch	21	19	90%
Information Management and Technology Group Executive	10	9	90%
Welfare Payments Reform Branch	19	17	89%
Communication and Media Branch	70	62	89%
Homelessness Branch	25	22	88%
Indigenous Budget and Coordination Branch	33	29	88%
Disability and Carers Payments Policy	39	34	87%
Compliance Branch	23	20	87%
Children's Policy Branch	23	20	87%
Business Planning and Financial Governance Branch	36	31	86%
People Branch	70	60	86%
Social Housing Branch	28	24	86%
Portfolio Bodies Branch	28	24	86%
Indigenous Policy Branch	34	29	85%
Commercial and Indigenous Law Branch	33	28	85%
Women's Branch	26	22	85%
Applications Services Branch	71	60	85%
Ministerial, Parliamentary and Executive Support Branch	45	38	84%
Social Security Policy Branch	30	25	83%
Evidence and Planning Branch	23	19	83%
Money Management Branch	40	33	83%
Family and Child Support Policy Branch	39	32	82%
Mental Health and Autism Branch	60	49	82%

	Number sampled*	Number responded**	Response rate
Paid Parental Leave Branch	21	17	81%
Disability and Carers Programs Branch	51	41	80%
Indigenous Community Safety Branch	15	12	80%
Research and Analysis Branch	67	53	79%
Financial Accounting Branch	32	25	78%
Indigenous Constitutional Recognition Secretariat	31	24	77%
CDEP Policy and Program Management Branch	46	35	76%
Budget Development Branch	28	21	75%
IPEG Group Executive	12	9	75%
Property, Environment, Procurement and Security Branch	67	50	75%
Indigenous Programs Branch	38	28	74%
Safety Taskforce Branch	29	21	72%
Systems, Strategy and Architecture Branch	93	67	72%
Infrastructure Services Branch	121	87	72%
Family Support Program Branch	60	43	72%
International Branch	14	10	71%
Performance and Evaluation Branch	36	25	69%
Information Services Branch	92	63	68%
Audit, Assurance and Risk Branch	16	10	63%
State and Territory Offices			
Victoria State Office	63	56	89%
Western Australian State Office	113	94	83%
Tasmanian State Office	20	16	80%
NSW/ACT State Office	125	99	79%
Queensland State Office	127	99	78%
South Australian State Office	76	58	76%
Northern Territory State Office	241	179	74%
<i>Small work areas (fewer than 10 staff) - branches and groups combined</i>	92	79	86%

* Excludes groups and branches of fewer than 10 employees.

** Based on initial sample provided to ORIMA.

*** Based on initial sample provided to ORIMA. Numbers may differ from reported totals elsewhere in the report (which include only respondents who indicated their group in response to q83).

Profile of respondents

Respondents to the survey had the following profile:

- ◆ 74% of staff were located in the ACT and 26% elsewhere;
- ◆ 1% were Cadet/Trainee/Graduate/ODP, 1% APS 1-2, 2% APS 3, 8% APS 4, 12% APS 5, 25% APS 6, 30% EL1, 15% EL2, 1% Legal Officers and 1% Public Affairs Officers;
- ◆ 23% indicated that their work is primarily policy, 25% program delivery or contract management, 17% administration, 18% corporate, 7% professional services and 5% Management;

- ◆ 55% had child care (48%) and/or other carer (18%) responsibilities;
- ◆ 16% were from a diverse cultural and linguistic background;
- ◆ 8% indicated that they were Aboriginal or Torres Strait Islanders;
- ◆ 7% indicated that they had a disability;
- ◆ 87% were full-time, 13% part-time;
- ◆ 95% were ongoing staff, 5% non-ongoing;
- ◆ 5% were aged 24 years or less, 25% aged 25-34 years, 26% aged 35-44 years, 31% aged 45-54 years, 10% aged 55-59 years and 4% aged 60 years or more; and
- ◆ 65% were female and 35% male staff.

Presentation of results

Percentages presented in this report are based on the total number of valid responses made to the particular question being reported on. Percentage results throughout the report may not add up to 100% due to rounding, or where questions allow for respondents to provide more than one answer.

There are a number of tables in the report which compare FaHCSIA's performance in 2011, 2010 and 2009. Results that have increased by at least 5 percentage points (pp) between the relevant year and 2011 are highlighted in green, while declines of at least 5pp are highlighted in red.

Due to percentages in the report being rounded to whole percentages, in some cases it may appear that a 5pp increase or decrease has not been highlighted—in these cases, the exact increase or decrease will be less than 5pp.

Wherever possible, the report also compares FaHCSIA's performance with results from other APS agencies for benchmarking purposes. Two sources are used for these comparisons, the large agency average from the 2011 APS State of the Service employee survey and a benchmarking database comprising APS staff surveys recently conducted by ORIMA Research.

The report presents a range of survey findings for different segments of FaHCSIA's workforce (by location, group and classification level). To preserve the confidentiality of survey respondents, results relating to small groups of respondents (less than ten staff) are not presented to prevent the possible identification of individuals.

Quality standards

This project was conducted in accordance with the international quality standard ISO 20252.

ORIMA Research Employee Engagement Model (OREEM)

This section provides information about the ORIMA Research Employee Engagement Model (OREEM). This framework has been used to assist in identifying and prioritising key areas of focus to drive organisational improvement and performance at FaHCSIA.

About OREEM

OREEM² is based on current theory within organisational psychology and human resource management and its core relationships have been validated through studies conducted in Australia and overseas³. It is designed to measure the strength of relationships between a range of workplace factors and three key outcome measures (i.e. engagement, satisfaction and loyalty/commitment) that impact on employees' views regarding their workplace.

- ◆ Together these outcome measures have a strong impact on a range of key organisational objectives including maximising staff productivity and overall performance; minimising staff turnover; and minimising absenteeism.

The main elements of the model are as follows; and are summarised in Figure 3:

- ◆ A broad range of workplace factors impact on the level of employee engagement. Employee engagement can be captured by an employee's individual *motivation* and their *willingness to expend discretionary effort*. Discretionary effort is not required by one's employment, but nonetheless contributes to organisational success.
 - Drivers of employee engagement with FaHCSIA include factors that consistently emerge as key drivers in most APS staff surveys, such as intrinsic rewards.
 - Key drivers for other surveys will vary from the list shown in Figure 3. This reflects the diverse nature and roles of APS agencies and our experience that a generic 'one size fits all' approach can fail to capture important agency-specific issues.
 - Exogenous factors (such as external stakeholders, external events and conditions) can also lead to positive or negative impacts on engagement. However, the core workplace elements included in the OREEM model help determine how well organisations respond to these exogenous effects in order to maintain an engaged and productive workforce.
- ◆ Staff engagement levels have a significant impact on their overall satisfaction, their level of organisational loyalty and commitment and their productivity and broader on-the-job performance⁴. Job/organisational satisfaction is also a key driver of organisational loyalty and commitment.
- ◆ Organisational loyalty and commitment has a strong link with a range of organisational objectives including performance, retention and absenteeism. Organisational loyalty and

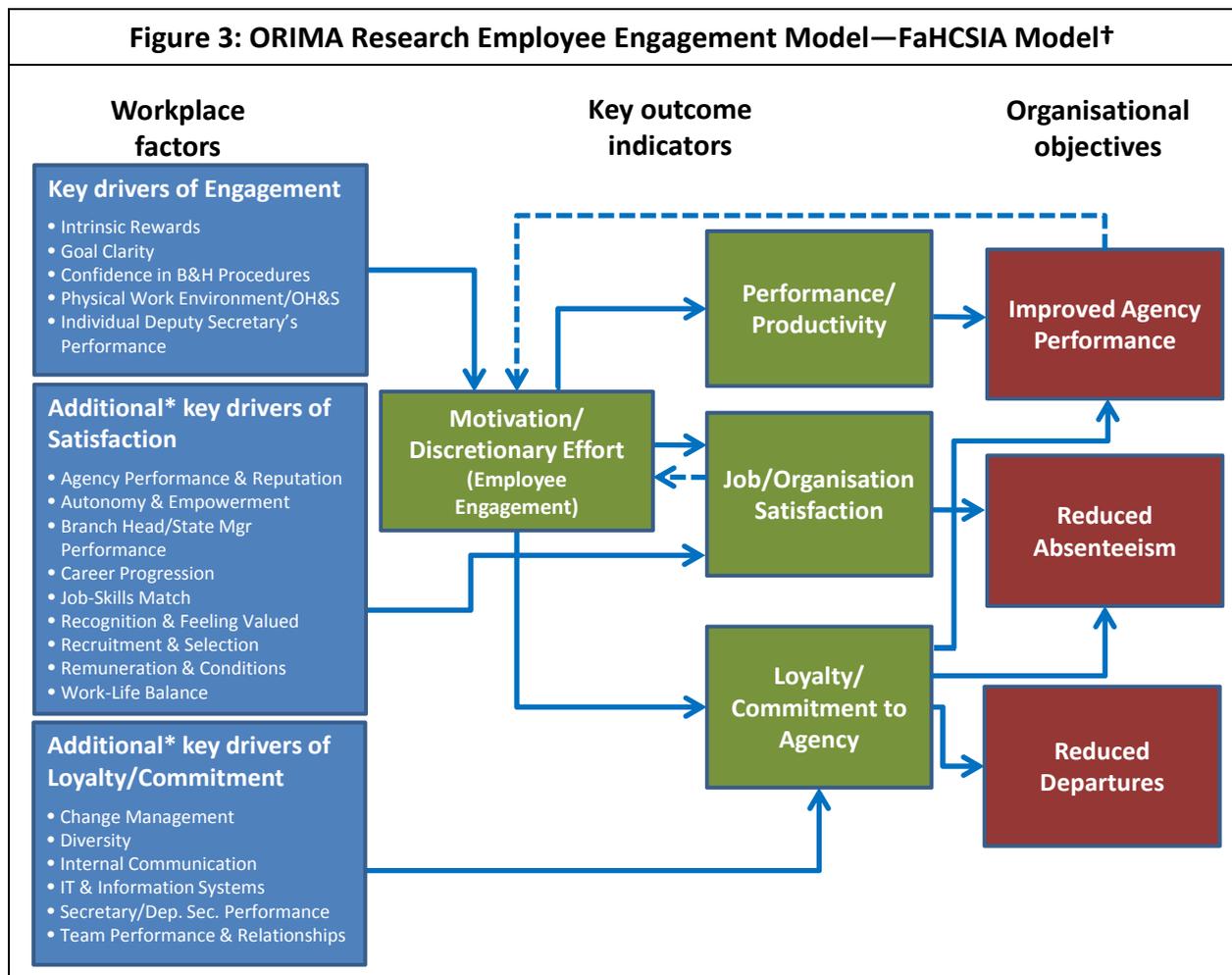
² OREEM has been developed and validated using data from over 60 employee surveys conducted by ORIMA Research for Australian Public Service (APS) agencies between 2000 and 2011.

³ Recent examples of studies that have explored these relationships include Saks (2006) Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology*, 21(7), pp: 600-619 and Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 268-279.

⁴ Individual performance and productivity is not reliably measurable in staff surveys of this nature, however, there is strong support in the academic literature that it is positively affected by increased employee engagement.

commitment can be conceptualised as a ‘reservoir’ of goodwill towards the organisation. Staff who are engaged and satisfied tend to accumulate greater organisational loyalty/commitment over time. Conversely, disengagement and dissatisfaction tends to gradually reduce organisational loyalty/commitment.

- Staff with high organisational loyalty/commitment levels are less likely than those with low to moderate levels to take unscheduled leave and to leave the organisation.
 - High levels of organisational loyalty/commitment also support sustained high performance over long periods of time.
- ◆ Improvements in organisational performance and job satisfaction also feed back into higher levels of staff engagement.



* Employee engagement is also a key driver of job/organisational satisfaction and loyalty/commitment.

Job/organisational satisfaction is also a key driver of loyalty/commitment.

† The remaining seven factors measured in the 2011 staff survey did *not* have significant relationships with the key outcome indicators.

Focusing the analysis of the survey results on this analytical framework allows the prioritisation of potential improvements to workplace factors to those that are likely to have the greatest impact on the key organisational objectives shown in Figure 3.

Structure of report

The remaining chapters in the report are structured as follows:

- ◆ **Chapter 3**—outlines the survey findings in relation to the three key outcome measures in OREEM (i.e. engagement, satisfaction and loyalty/commitment). Included in the analysis are findings that are also considered to be conceptually linked to these three outcome indicators (e.g. career intentions of FaHCSIA staff).
- ◆ **Chapter 4**—outlines the findings in relation to the 20 key drivers of engagement, satisfaction and loyalty/commitment at FaHCSIA. Included in the analysis are findings that are also considered to be conceptually linked to these key drivers.
- ◆ **Chapter 5**—presents other workplace findings. These areas are not generally key drivers of employee engagement, satisfaction and loyalty/commitment (except for the supervisor factor covered in Chapter 3); however, they can contribute to improving performance in these areas. The section is divided into three broad areas:
 - leadership;
 - performance feedback; and
 - specific workplace issues.

III. Key outcome indicators

This chapter of the report outlines the findings in relation to the three key outcome measures in OREEM: employee engagement; overall satisfaction; and loyalty/commitment to FaHCSIA.

As mentioned in Section II, together these outcome measures have a strong impact on a range of key organisational objectives including maximising productivity and performance, and minimising turnover and absenteeism.

To reflect this, the following analysis included findings that are also considered to be conceptually linked to (or outcomes of) these three outcome indicators (e.g. career intentions of FaHCSIA staff).

Engagement

*Staff engagement is measured by **motivation** and **willingness to expend discretionary effort** for the agency. Engagement plays a key role in influencing staff satisfaction, loyalty and commitment and indirectly influences staff productivity and other organisational objectives.*

Engagement is measured by staff ratings of their work-based motivation and willingness to expend discretionary effort for the agency. There were four items that measured levels of employee engagement in the 2011 staff survey.

A strong majority of staff provided positive ratings for each of these questions, consistent with results from the 2010 surveys and, in some cases, above the APS large agency average.

- ◆ Well over 80% of staff agreed with a range of positive statements about their willingness to put in **discretionary effort** to help FaHCSIA achieve its objectives:
 - 97% of staff agreed that they are willing to expend extra effort to get a project or task done, equal to the APS average;
 - 88% of staff agreed that they frequently try to help others with heavy workloads, above the APS large agency average of 83%; and
 - 86% of staff agreed they are constantly looking for ways to do their job better, slightly lower than the APS large agency average of 88%.
- ◆ Over three-quarters of staff (79%) agreed that they are **motivated** to do the best possible work they can. This represents a slight improvement from 76% in March 2010.
 - FaHCSIA's result of 79% is slightly below the median of the results recorded by a range of APS agencies that have undertaken staff surveys with ORIMA Research since 2008.

Further analysis by specific groups of respondents

Measures of employee engagement showed fairly minor variation by group and classification level but more significant variation by location.

- ◆ Engagement ratings tended to increase with level, with SES staff the most *engaged* of all classification levels and EL2 staff also very *motivated*.
 - APS 1-2 and APS 6 staff and Legal Officers were the least *motivated*, while APS 1-2 staff and Legal Officers also showed the lowest willingness to expend discretionary

- effort.
- ◆ Staff in the NT office recorded higher *motivation* ratings than the FaHCSIA average, however, staff in the Victorian, Queensland, Tasmanian and Western Australian offices all recorded *motivation* levels that were well below the FaHCSIA average and most of these offices (except the Western Australian office) also recorded relatively low *discretionary effort* ratings.
 - ◆ There was little variation in engagement levels by group, with only a few instances where results were more than 5% different to the FaHCSIA average.
 - Staff in the Office of the Coordinator General for Remote Indigenous Services (OCGRIS) were the most engaged, with almost all staff providing favourable ratings.
 - Staff in the Social Policy Group (SPG) were among the least engaged overall, while staff in Indigenous Community and Economic Development Group (ICEDG) recorded relatively low *motivation* levels and staff in the Office of the Registrar of Indigenous Corporations (ORIC) recorded low willingness to expend *discretionary effort*.

Figure 4: Employee engagement

Base: All respondents

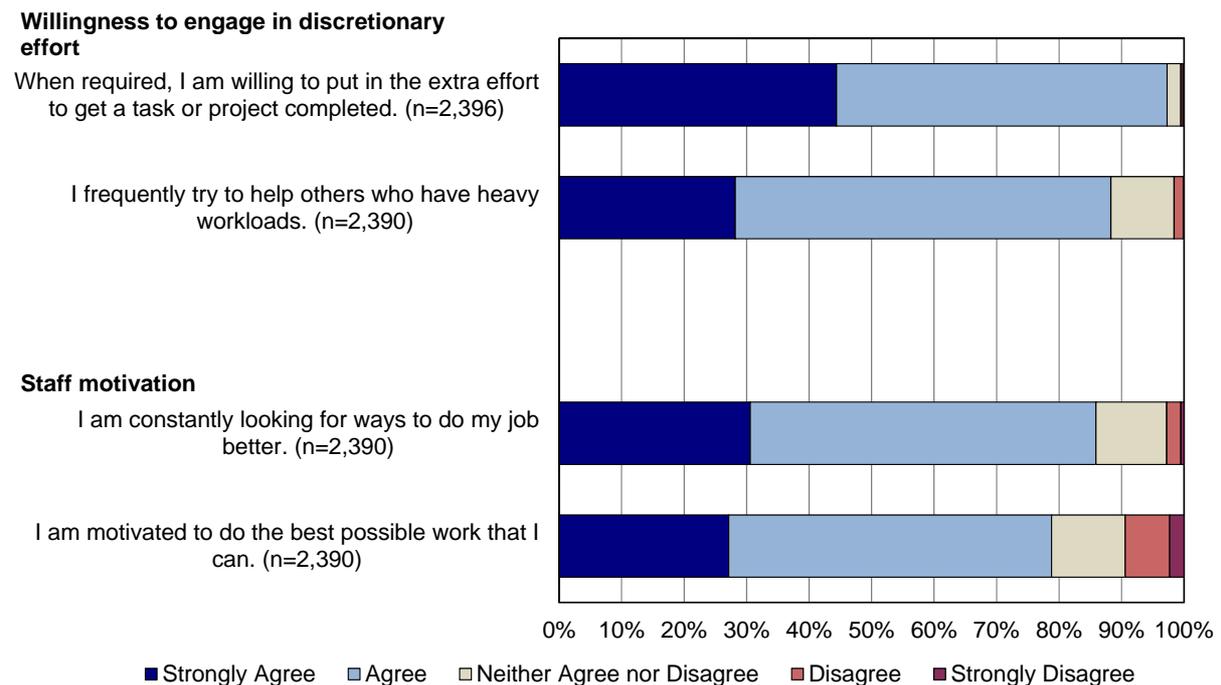


Table 2: Comparisons- Employee engagement (FaHCSIA 2009-2011*; APS large agencies)

(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
When required, I am willing to put in the extra effort to get a task or project completed.	97%	98%	97%	98%	98%	97%

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
I frequently try to help others who have heavy workloads.	88%	87%	86%	88%	87%	83%
I am constantly looking for ways to do my job better.**	86%	-	85%	-	87%	88%
I am motivated to do the best possible work that I can.	79%	79%	76%	79%	81%	-

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

**In 2011, respondents to the State of the Service employee survey were asked to rate their agreement with: “I am always looking for better ways to do things”.

Relationship between employee engagement and workplace indicators

The OREEM model shows that higher levels of employee engagement are associated with an increased likelihood of positive workplace behaviours, including performance/productivity, attendance and retention intentions. At FaHCSIA, staff who reported *high* levels of employee engagement were more likely than staff with *low* levels of engagement to show favourable ratings of:

- ◆ the other two key outcome indicators of loyalty and commitment (65% provided positive ratings, compared with 8% of staff with low levels of employee engagement) and overall satisfaction with their job and FaHCSIA as an employer (73% provided positive ratings, compared with 15% of those with low engagement); and
- ◆ all 26 summary workplace factors identified in the survey (Figure 13 on page 37 presents staff satisfaction results with each of these factors).

Furthermore, staff with *high* levels of engagement were *less* likely than staff with low levels of engagement to report that they intended to leave FaHCSIA in the next two years (26%, compared with 85%).

Overall satisfaction

The survey showed solid levels of overall satisfaction with working at FaHCSIA. Almost three-quarters of staff were satisfied overall:

- ◆ with FAHCSIA as an employer (73%, down from 76% in October 2010); and
- ◆ with their current job (71%, see Figure 5 and Table 3).

Job satisfaction, in particular has increased slightly over the last 2 years, while agency satisfaction has remained fairly stable, varying between 72% and 77%.

- ◆ The proportion of staff satisfied with their job was slightly above the APS large-sized agency average of 69%; while the number of staff satisfied with their agency was considerably higher than the APS average of 64%.

Further analysis by specific groups of respondents

Staff overall satisfaction varied moderately by classification level and group and significantly by location:

- ◆ Overall satisfaction with both job *and* agency tended to rise with level. APS 4 and APS 6 staff and Public Affairs Officers recorded relatively low job satisfaction, while Public Affairs Officers also recorded low satisfaction with FaHCSIA as an employer.
- ◆ Four of the state offices recorded job and/or agency satisfaction considerably lower than the FaHCSIA average (Victoria, Tasmania, Queensland and WA), while staff in the NT were the only office higher than the FaHCSIA average on both items.
- ◆ Most groups recorded overall satisfaction levels that were within 5% of the FaHCSIA average. The most significant variations were *more positive* results for the OCGRIS and Families Group (FG) and *less positive* results for ORIC and SPG.

Figure 5: Overall staff satisfaction

Base: All respondents

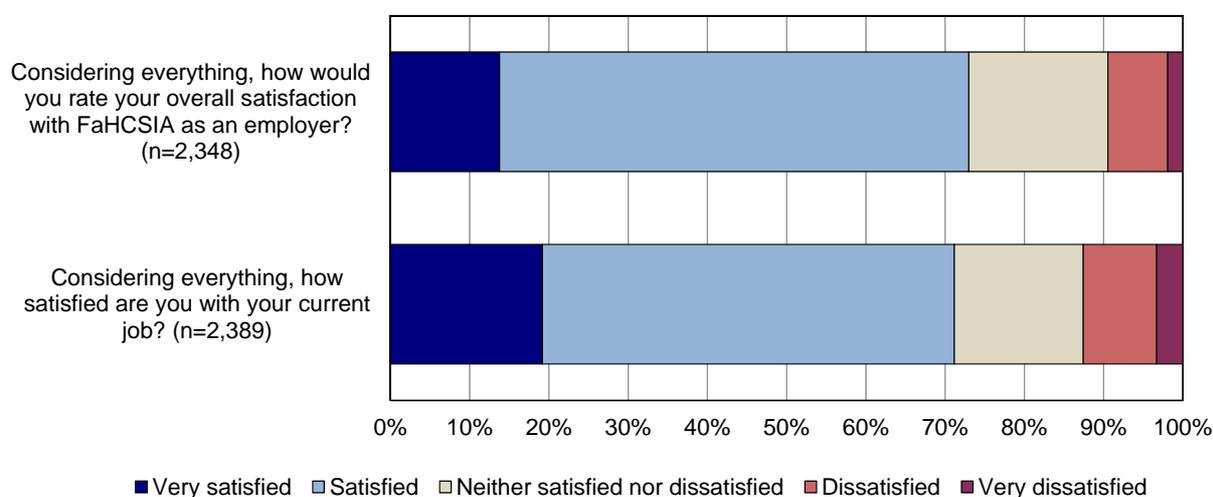


Table 3: Comparisons- Overall satisfaction (FaHCSIA 2009-2011*; APS large agencies)

(% satisfied)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
Considering everything, how would you rate your overall satisfaction with FaHCSIA as an employer?***	73%	76%	74%	72%	77%	64%
Considering everything, how satisfied are you with your current job?***	71%	69%	69%	65%	72%	69%

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

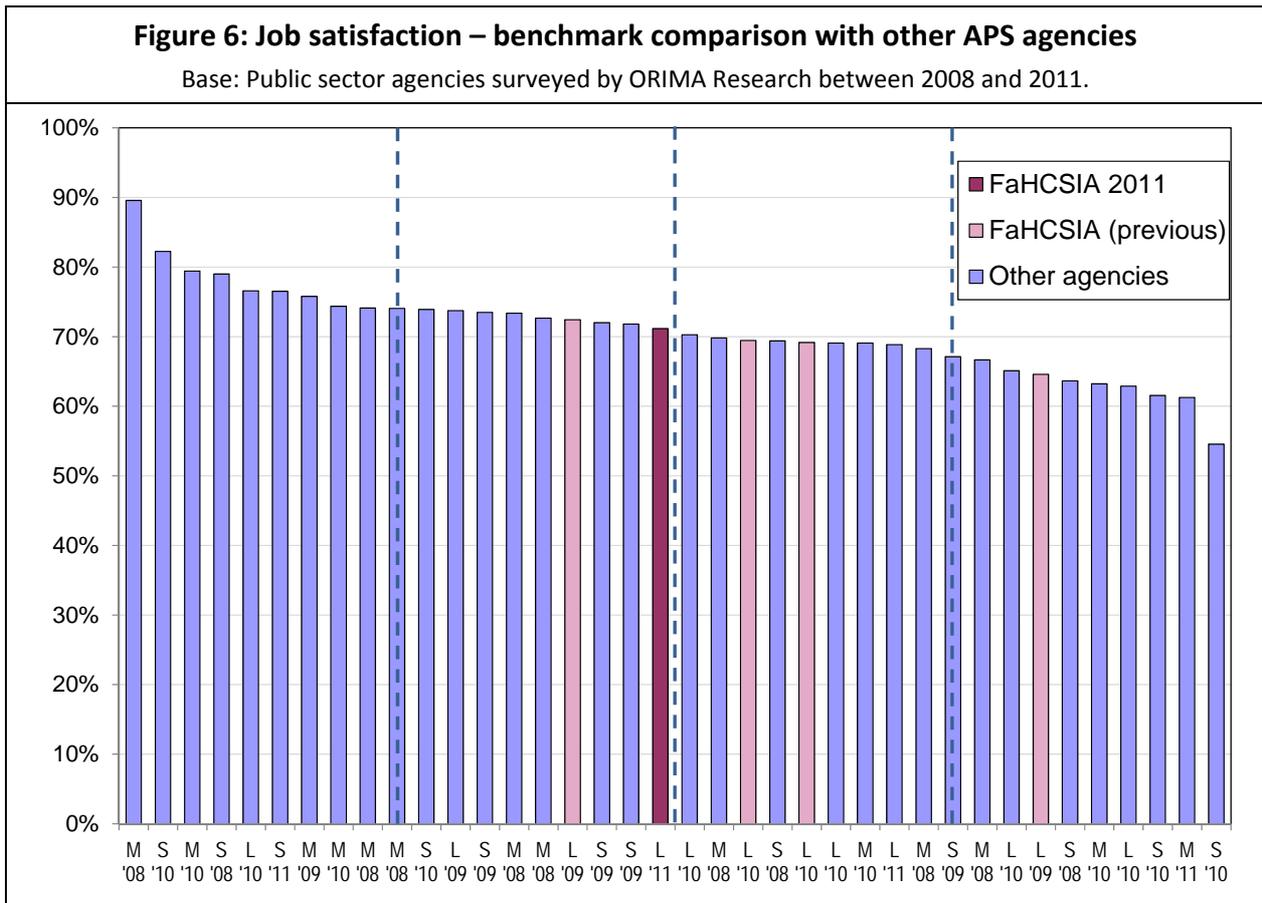
***Respondents to the State of the Service employee survey were asked to rate their agreement with: “Overall, I am satisfied with my agency”, and “Overall, I am satisfied with my job”.

Comparison with other agencies

The proportion of staff satisfied with their job (71%) was slightly higher than the APS large-sized agency average of 69%.

The level of job satisfaction was also slightly higher than the median of a range of APS agencies that have recently undertaken staff surveys with ORIMA Research.

- ◆ Figure 6 shows that the 2011 result is slightly higher than in 2010 (the two pink bars in the third quartile in) and slightly below the most favourable result for FaHCSIA recorded in February 2009.



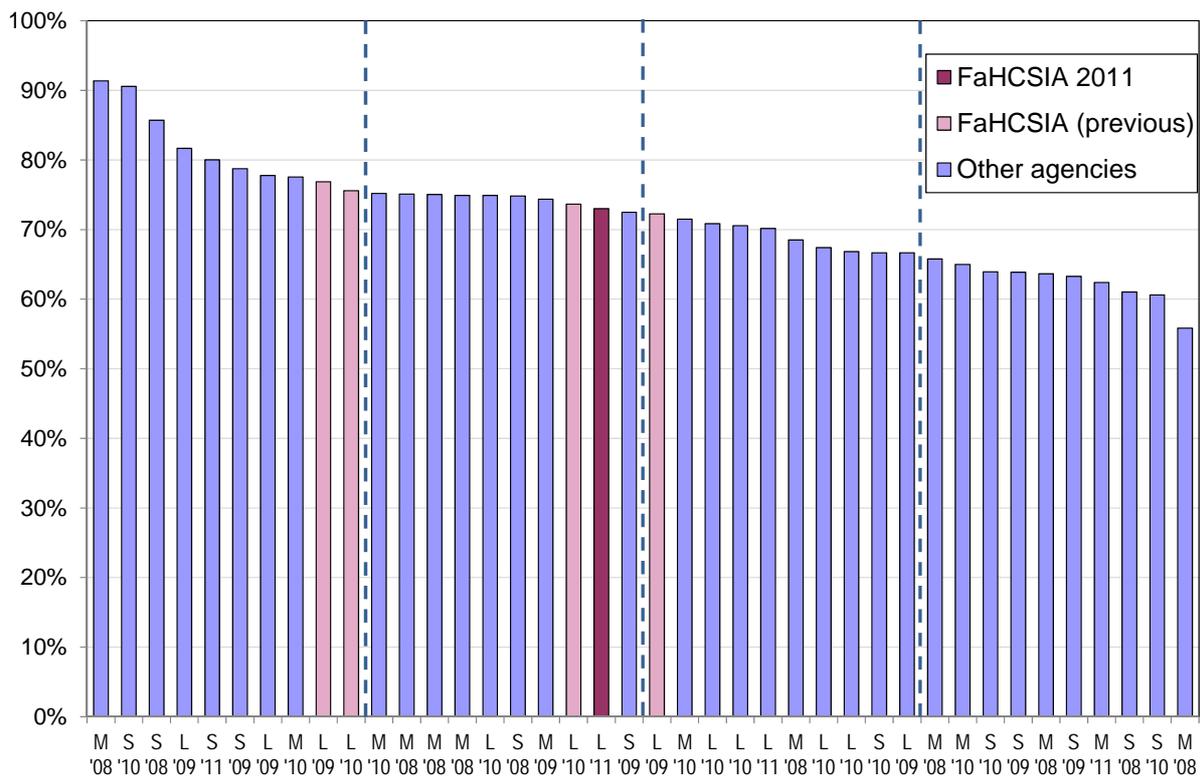
Note: 'L' denotes large APS agencies, 'M' denotes medium-sized APS agencies, and 'S' denotes small APS agencies.

Staff satisfaction with FaHCSIA as an employer is also higher than the APS large agency average (73%, compared to 64%).

- ◆ Figure 7 shows that the current level of staff satisfaction with FaHCSIA as an employer also places it slightly above the median of a range of APS agencies that have recently undertaken staff surveys with ORIMA Research.
- ◆ This figure shows that the level of staff satisfaction with FaHCSIA as an employer is, however, *below* both results recorded in 2010 and the February 2009 result.

Figure 7: Agency satisfaction – benchmark comparison with other APS agencies

Base: Public sector agencies surveyed by ORIMA Research between 2008 and 2011.



Note: 'L' denotes large APS agencies, 'M' denotes medium-sized APS agencies, and 'S' denotes small APS agencies.

Loyalty and commitment

Staff loyalty and commitment is a key measure of staff attachment to the agency and a strong predictor of retention and other organisational objectives.

Staff recorded moderate results for their level of loyalty and commitment to FaHCSIA (a measure of overall “goodwill” towards the agency), indicating scope for improvement in this area.

- ◆ Most positively, more than three-quarters of participants (81%, consistent with 82% in 2010) agreed that they were *proud to be a member of their team*.
- ◆ Fewer than two-thirds of respondents (64%), however, indicated that they were *proud to tell others they work at FaHCSIA* (64%), or that they would *recommend the agency as a good place to work* (63%);
 - While both of these results are broadly in line with the 2010 survey findings, they were slightly below the APS averages of 67% and 64% respectively.
- ◆ Approximately half of respondents (51%) indicated that they have a *sense of belonging in FaHCSIA*; and
- ◆ Only 40% of respondents hardly ever think about leaving FaHCSIA to work elsewhere.

The trend in staff ratings of loyalty and commitment to FaHCSIA has been stable over the last three surveys (since March 2010), although current levels are below those recorded in the initial survey in February 2009 (see Table 4).

- ◆ The largest declines since February 2009 were recorded in the key measures of staff indicating that they were *proud to tell others they work for FaHCSIA* (down from 71% to 64%) and being willing to *recommend FaHCSIA as a good place to work* (down from 68% to 63%).

Further analysis by specific groups of respondents

Loyalty and commitment measures showed only minor variation by level but significant difference by both location and group.

Similar to engagement and overall satisfaction, staff in Queensland, Tasmanian, Victorian and Western Australian state offices were least likely to indicate feelings of loyalty and commitment to FaHCSIA, while staff in the New South Wales and South Australian offices recorded ratings that were similar to or higher than the FaHCSIA average.

Group ratings of loyalty commitment were much more polarised than employee engagement and satisfaction.

- ◆ Almost half of the groups recorded several loyalty and commitment measures that were well above the FaHCSIA average, including staff in the OCGRIS, Legal and Compliance Group (L&CG), Families Group (FG), Corporate Support Group (CSG) and the Business and Financial Services and CFO Group (B&FSCG).
- ◆ Around one-third of groups recorded loyalty and commitment measures that were well below the FaHCSIA average including ORIC, SPG, FaHCSIA Network, Indigenous Policy and Engagement Group (IPEG), Office of Remote Indigenous Housing Group (IRIHG) and ICEDG.
 - Interestingly, staff in the IRIHG recorded ratings that were considerably lower than

the average for three of the five loyalty and commitment indicators, but higher than average ratings regarding whether they would recommend the agency as a good place to work.

Figure 8: Staff loyalty and commitment to FaHCSIA

Base: All respondents

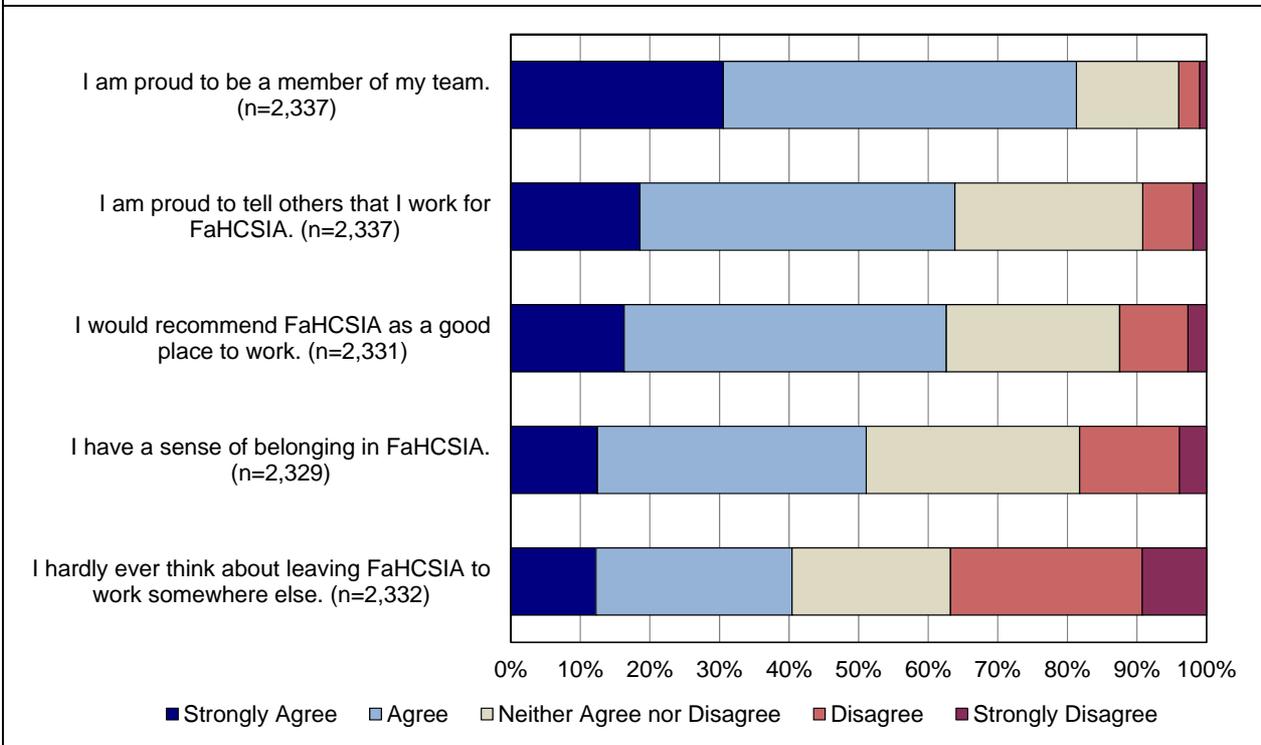


Table 4: Comparisons- Loyalty and commitment (FaHCSIA 2009-2011*; APS large agencies)

(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
I am proud to be a member of my team.	81%	-	82%	-	82%	-
I am proud to tell others that I work for FaHCSIA.**	64%	63%	65%	59%	71%	67%
I would recommend FaHCSIA as a good place to work.**	63%	67%	65%	62%	68%	64%
I have a sense of belonging in FaHCSIA.	51%	-	-	-	-	-
I hardly ever think about leaving FaHCSIA to work somewhere else.	40%	44%	44%	39%	44%	-

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

**Respondents to the State of the Service employee survey rated the following questions: “I am proud to work in my current agency” and “I would recommend my current agency as a good place to work”.

Career intentions

The 2011 staff survey showed a considerable drop in the proportion of staff expecting that they would remain at FaHCSIA over the next two years.

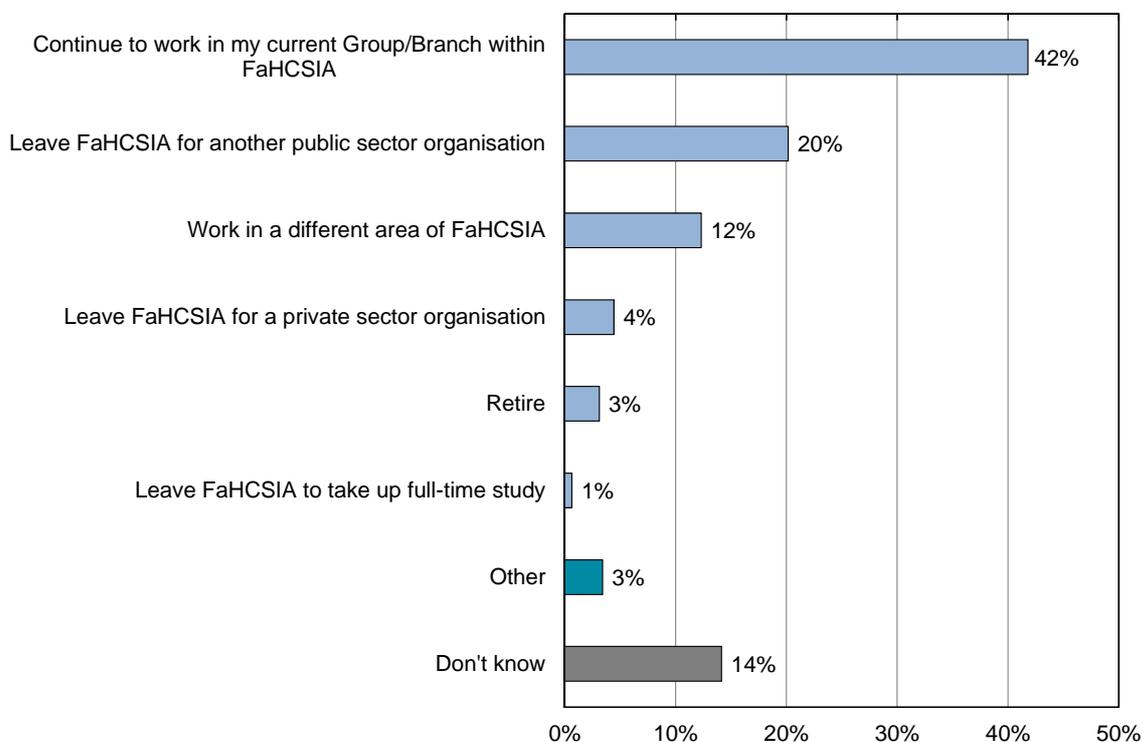
- ◆ Slightly more than half (55%) of respondents indicated that they expected to remain at FaHCSIA, while almost one- third indicated that they expected to leave (30%).
 - Figure 9 shows that staff are most likely to continue to work in their current Group or Branch over the next 2 years (42%), with the next most likely option being to intend leaving FaHCSIA for another public sector organisation (20%), or to move within FaHCSIA (12%).
- ◆ Table 5 shows that both intention to stay and intention to leave ratings have become significantly less favourable in September 2011 compared to previous years. Despite this, these ratings are still broadly comparable with the APS average for large agencies.

Administrative data collected by FaHCSIA as part of the 2010/2011 *HR Metrics Report* showed an annual voluntary separation rate of 12%.

- ◆ Previous surveys have shown intention to leave rates over the coming *two years* that were approximately twice the *previous year's* annual voluntary separations rate. This accurately predicted that future separations rates would be broadly similar to those experienced in previous years. The 2011 intentions to leave rate (30%) is, however, now *more* than twice the current voluntary separations rate (12%). This suggests that voluntary separations rates may rise in the 2011/2012 period.

Figure 9: Career intentions

Base: All respondents (n=610)



Further analysis by specific groups of respondents

Staff self-reported expected turnover rates showed greater variation by location and group than by level.

- ◆ There was little variation in intentions to leave between staff at different classification levels in the 2011 staff survey, with most levels within 5% of the FaHCSIA average. This even pattern did not, however, match actual historical voluntary separations rates in the *HR Metrics Report*.
 - A higher proportion of Legal and Public Affairs Officers left FaHCSIA over the 2010/2011 period (both 23%) than any other classification level – staff in these classification levels were again at the top of the range of expected future turnover over the next 2 years (33% and 40%, respectively).
 - In contrast, while APS 6 staff had a low voluntary separation rate in 2010/2011 (10%), they had amongst the highest expected turnover in coming years (34%).
- ◆ The four groups that had the highest self-reported expected turnover rates (37%-38%) were SPG, ORIHG, ICEDG and OCGRIS.
 - Two of these groups, ORIHG and OCGRIS, were also amongst the highest five groups for voluntary separations in the 2010/2011 period (both 16%).
 - However, SPG had a voluntary separation rate (11%) in 2010/2011 slightly below the overall average (12%), suggesting voluntary separations from this group may increase in 2011/2012⁵.
- ◆ Staff in the SA and WA offices were less likely to intend leaving than the FaHCSIA average, while over 40% of staff in the Tasmanian, Victorian and Queensland State Office indicated that they intended leaving.

Table 5: Comparisons - Career intentions (FaHCSIA 2009-2011*; APS large agencies)

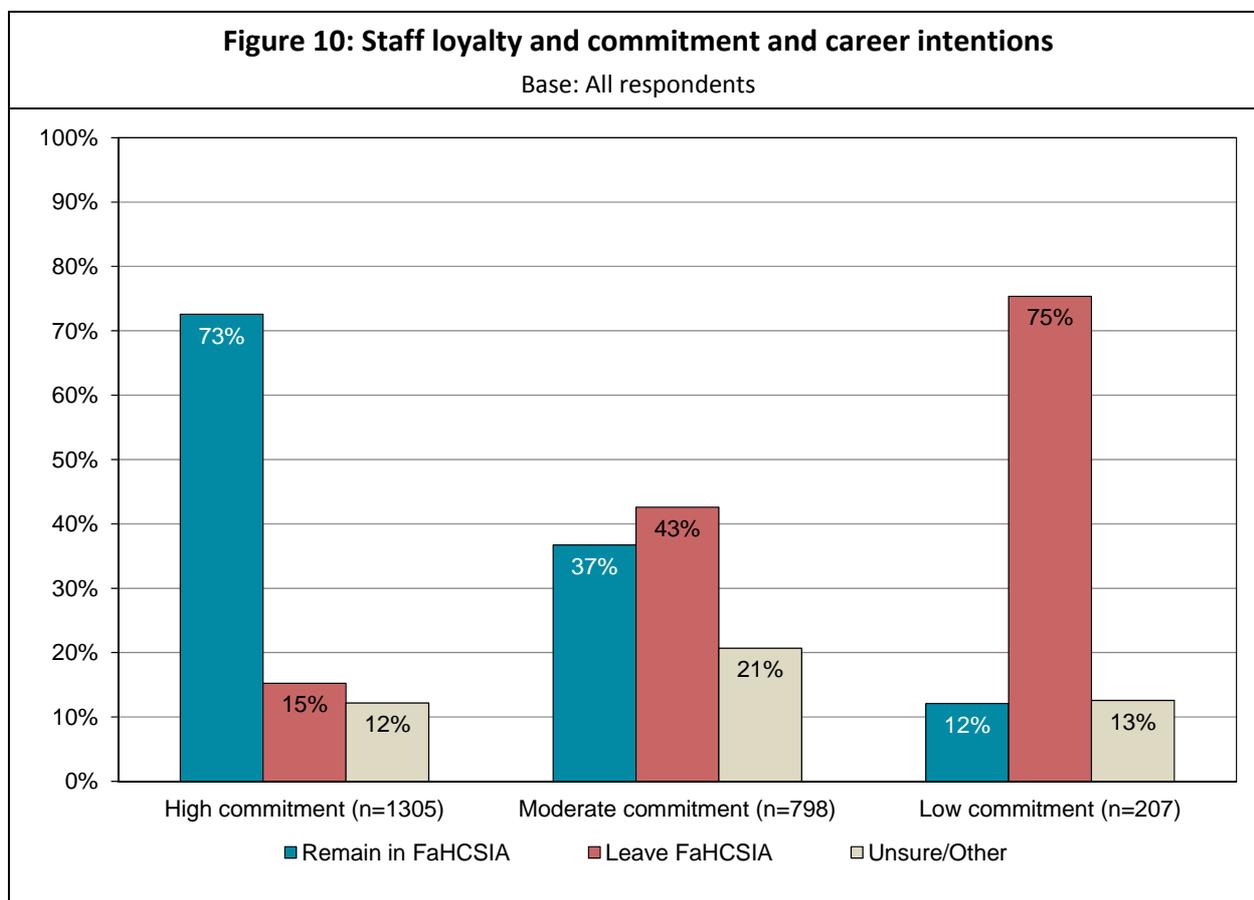
	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
What is your likely career plan for the next 2 years? (% Stay at FaHCSIA)	55%	60%	59%	63%	65%	44%
What is your likely career plan for the next 2 years? (% Leave FaHCSIA)	30%	22%	25%	22%	22%	31%

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

⁵ There were no voluntary separations data available for ICED for 2010-11.

Impact of loyalty and commitment on career intentions

The OREEM model shows that staff loyalty and commitment to an agency is a strong predictor of expected and actual turnover. Figure 10 shows that this relationship was strong for FaHCSIA in 2011. Approximately three-quarters of staff with high levels of loyalty and commitment (73%) intend to *remain* at FaHCSIA, while three-quarters (75%) of those with low levels of commitment intend to *leave*.



Major factors influencing decisions to leave FaHCSIA

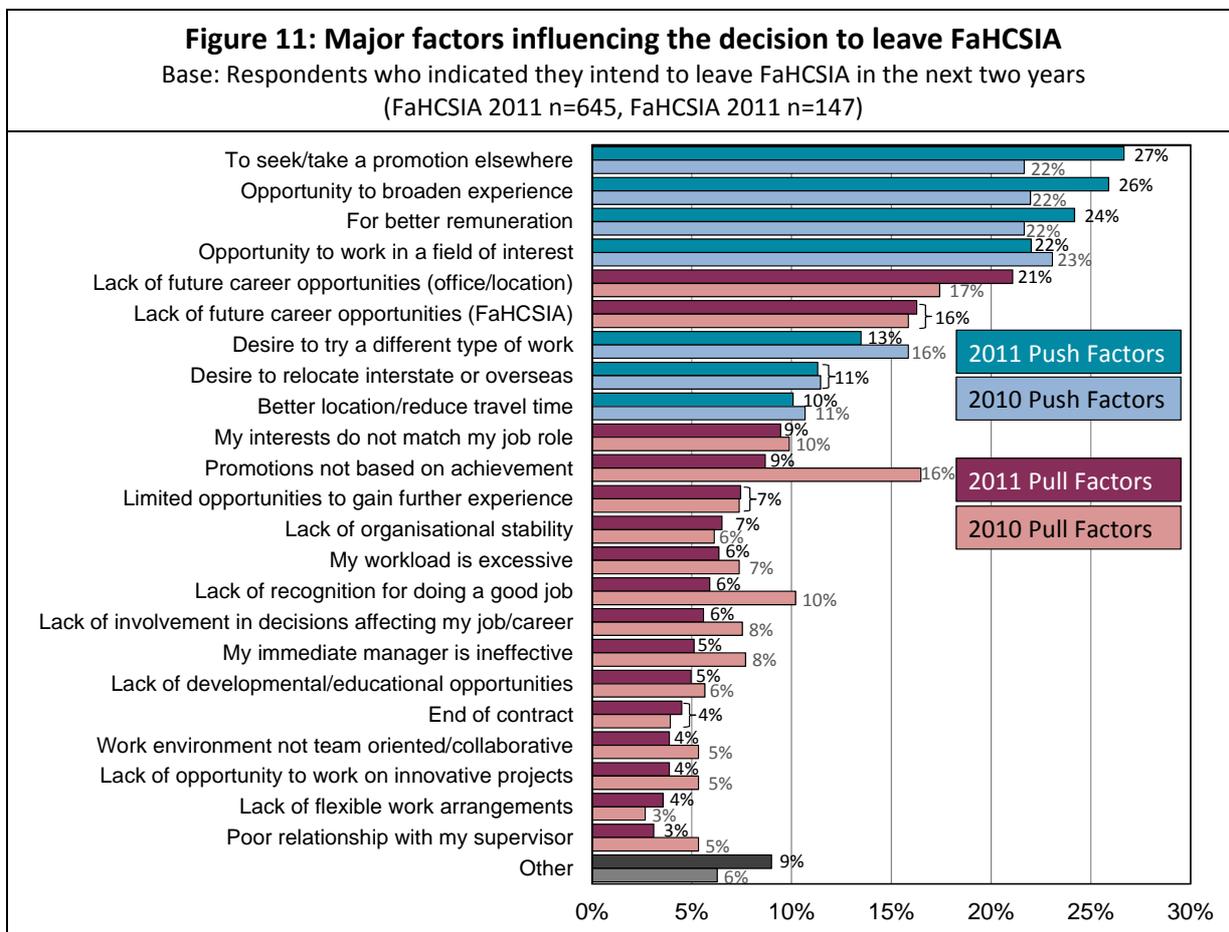
Staff who indicated that they were intending to leave FaHCSIA in the next two years were asked which factors were influencing this decision.

Figure 11 shows that the most commonly identified reasons for intending to leave FaHCSIA were a combination of both 'push factors' (negative aspects of FaHCSIA) and 'pull factors' (positive aspects of a new workplace).

Figure 11 compares the proportion of staff who chose each of these factors in 2011 with the results in 2010.

- ◆ The most common reasons for leaving were 'pull' factors:
 - 'to seek/take a promotion elsewhere' (27%, up from 22% in 2010);
 - 'an opportunity to broaden experience' (26%, up from 22% in 2010);

- ‘for better remuneration’ (24%, up slightly from 22% in 2010); and
- ‘an opportunity to work in a field of interest’ (22%, consistent with 23% in 2010).
- ◆ The most common ‘push’ factors were a lack of future career opportunities:
 - ‘in my office or location’ (21%, up from 17% in 2010); and
 - ‘in FaHCSIA’ (16% in 2011 and 2010).
- ◆ The increases in the options above are balanced by a drop in the proportion of staff who indicated that they were leaving:
 - because ‘promotions and rewards are not based on achievement’ (a push factor; 9%, down from 16% in 2010);
 - due to ‘a lack of recognition for doing a good job (a push factor; 6%, down from 10%);
 - because their ‘immediate manager is ineffective’ (a push factor; 5%, down from 8%); and
 - due to a ‘desire to try a different type of work’ (a pull factor; 13%, down from 16%).



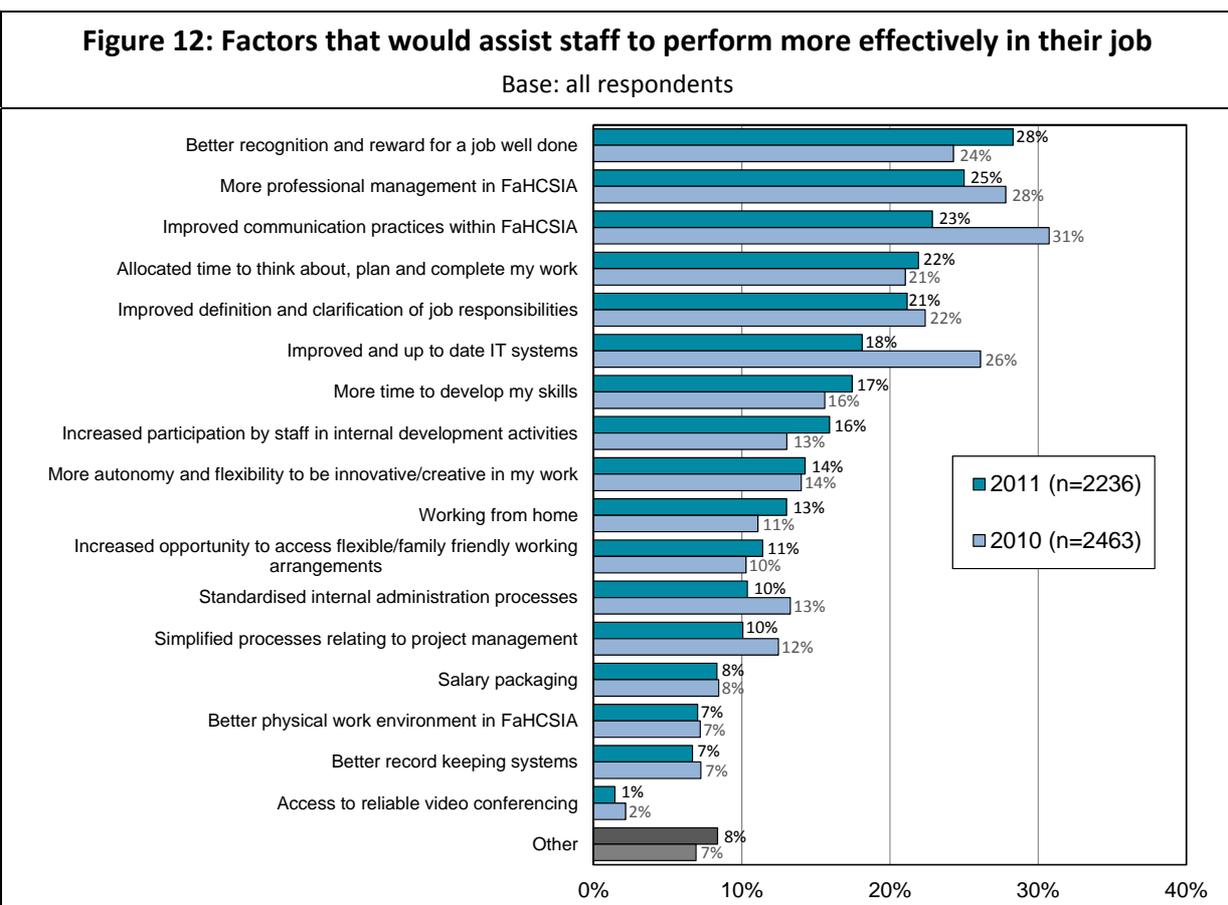
Staff suggestions for improvement

Factors that would assist more effective performance

Respondents to the 2011 staff survey were provided with a list of workplace attributes that may help them perform more effectively in their job, and were asked to rate the three options they considered to be most important.

Figure 12 shows the results of this question, compared to the 2010 results.

- ◆ In 2011, staff were most likely to indicate that ‘better recognition and reward for a job well done’ (28%, up from 24% in 2010) would assist them perform more effectively, followed by ‘more professional management in FaHCSIA’ (25%, down from 28%).
- ◆ The other three factors identified by more than one-fifth of staff included ‘improved communication practices’ (23%, down to 31% in 2010), ‘allocated time to think about, plan and complete their work’ (22%) and ‘improved definition and clarification of job responsibilities’ (21%).
 - While almost one-fifth of staff (18%) indicated ‘improved and up to date IT systems’, this is down considerably from 26% in 2010.



Suggestions for improvement from staff

Staff were also asked to provide a free-text comment to nominate 'one realistic, practical and implementable change' that they would most like to make to FaHCSIA.

Almost half of respondents (44%) provided an answer to this question. The main themes from the responses included:

- ◆ suggestions relating to a more **unified approach** within FaHCSIA (encouraging cooperation between different groups or areas, consistency of processes, and improved communication across different areas);

"More rigour in senior management. [...] Branches, groups, states should not have the power to go off and do their own thing. There should be consequences for blatant non-compliance. No one is special and different, we are one FaHCSIA, not seven different groups or 30 different branches with our own agendas."

"Break down the silos that exist between the different areas of FaHCSIA."

"Have FaHCSIA National Office staff located closer together and not split across Woden and Tuggeranong."

"Increase the sharing of information and communication. If you want involved staff you need to trust them and provide them with overall pictures, not just bits and pieces – using the argument "we only need to tell you what you need to do to do your job". While this may be correct it does not encourage the idea that you are part of a team. This leads you to be like others, not caring, not getting involved and therefore not making a difference."

"More communication across branches and groups – not just at management level!"

"That consultations are honest and not tokenistic ways of tricking staff into believing they have a say in things that affect them."

"Determine role and responsibilities of FaHCSIA Network – corporate leadership on ICC and regional office core business; develop regional offices as FaHCSIA offices – too much disconnect and anomaly between regional sites, State Office and National Office. Represent FaHCSIA, not only ICC network. [...]"

"To reduce and improve the gap that exists between National Office and the State and Territory Network. At present National Office doesn't provide as effective a support role as it should to the Network."

"Network staff should all have the opportunity at least once to have an "induction" visit to National Office and meet colleagues in relevant corporate, policy and program areas. There is a genuine sense of disconnect out in the Network and a feeling that few in NO understand what is it we do. More needs to be done to support the relationship between Network and NO staff, and not just at the Executive Level. I also think we should be given the opportunity at least once to attend events and/or training in NO."

"Establish a staff rotation/placement arrangement that enables interested staff to undertake work placements in areas outside of their area of experience/expertise. This helps build relationships and provides a more rounded view of FaHCSIA's business. National Office is very segregated and the "silo effect" is strong. Many National Office staff also have limited exposure to practical 'on-the-ground' situations."

“Improved communication between State offices and National office – State offices should be recognised and treated as part of the Departmental team – consulted, included and notified of all decisions. There are times when State offices are notified of policy/program changes or information releases by our service providers. This is unprofessional and embarrassing. No information should EVER go to service providers without the State offices being notified first.”

“Establishment of relevant policy development and decision making forums within the department that allow senior staff to consider and agree on the implications of all new policy proposals – rather than each area developing policy in isolation from each other and potentially being at odds with each other or not addressing critical implications on other program/policy areas.”

“Improved communication about work processes, practices and tasks – to allow sharing of information and knowledge.”

“Introduction of All Staff Forums so that staff feel connected to EMG members and can hear firsthand the thoughts/priorities of the Secretary and Deputy Secretaries.”

“Regular face-to-face contact with Deputy Secretary/Secretary.”

- ◆ issues relating to **recruitment and selection** (including a greater level of internal recruitment or greater focus on retaining existing staff to help retain corporate knowledge; recruitment and promotion to better support staff diversity and ensure equitable hiring of Aboriginal and Torres Strait Islander staff; and recruitment and selection processes more closely geared towards dealing with current and projected staffing requirements); and

“We must get better at selecting the right people for the right job. To do this we need to get better at attracting qualified and highly motivated people whose values match the Department’s vision. FaHCSIA tends to regurgitate staff rather than source new people with the skill set to do the job and drive our business.”

“Stop the cronyism favouritism and rewarding bad behaviour and punishing good behaviour – improve the supervision skills of supervisors and managers.”

“Improve the selection and recruitment processes, make them transparent and select people on merit, taking into account knowledge, skills and experience. Have more Indigenous and people from other ethnic backgrounds employed to reflect the multicultural community of the state. There is not a single Indigenous person in a EL1 or EL2 position or APS 6 in the State Office. What about closing the Gap?”

“Indigenous staff at higher levels.”

“Recognition and valuing Aboriginal and Torres Strait Islander staff skills, experience and knowledge that they bring to the workplace. Provide opportunity to influence policy and programs that are being developed by FaHCSIA, and enable Indigenous staff to input. Ensure all FaHCSIA staff continue to understand Aboriginal and Torres Strait Islander communities and complexities and diversity.”

“Promote people from within work sections to keep corporate knowledge, reduce staff turnover and allow people to have a career.”

“Recruitment process needs to be more favourable to internal applicants and good performance should be rewarded with more opportunities for promotion without competition from external applicants.”

“More thinking about succession planning in FaHCSIA – I have noticed a lot of employees exit FaHCSIA with no downloading of corporate knowledge.”

“Rewarding contracted staff with a permanent position when they have consistently shown to be valued staff who work well and are well integrated with their team. It makes no sense to let contractors go when they have gained valuable corporate knowledge and project knowledge only to have to spend time and money training someone new to do the same job.”

“Finalise the staffing strategy to provide certainty to staff who are potentially excess, the process for offering VRs before the job swap/redeployment register was in place has created a great deal of uncertainty for some staff.”

“Don’t give Voluntary Redundancies – the process is terrible, and we pay staff a lot of money only to recruit again next year.”

“End the staffing uncertainty.”

◆ suggestions relating to increased **process efficiency** within FaHCSIA.

“Give decision-making power back to EL2s / Band ones – should not need internal minutes cleared by Band 2s and 3s – structures too horizontal, resulting in endless consultation, delayed decision making and scope creep.”

“More than 30% of my job is administration and I am often working back doing acquittals, reports, seeking permissions, justifications etc. Give people more authority to do their jobs and take away the administrivia that is holding us back.”

“Not to routinely work and rework administrative documents – deal with administrative issues once and deal with them fully on the first pass.”

“Make time for proper business planning and ensure plans cascade from the Strategic Plan.”

“Re-evaluate the programs that are delivered and truly provide equitable resources to areas that are effecting genuine change and outcomes. There appears to be such wastage or over funding in some areas and pittance in others.”

“Abolish the IPMS/TAP. These are super time consuming, very expensive and of no benefit as it is possible to have a default system that addresses poor performance system if and when it occurs. Similarly, it is possible to have a streamlined training and development program when staff initiate ideas for training.”

For further themes, and a full list of the verbatim comments, please see Appendix Y.

IV. Key drivers of outcome measures

This chapter outlines the findings in relation to the key drivers of engagement, satisfaction and loyalty/commitment at FaHCSIA. As discussed in Appendix W, these key drivers are established through:

- ◆ factor analysis; and
Factor analysis groups the 160 relevant questions in the survey into a smaller set of summary variables or 'factors' that measure the underlying concepts from these questions.
- ◆ regression analysis.
Regression analysis estimates which of these workplace factors can best explain variation in the three key outcome measures (engagement, satisfaction and loyalty/commitment). The factors that play the largest role in explaining these outcome measures are described below as 'key drivers' of these outcome measures.

Results of factor analysis

In 2011, 26 summary workplace factors captured staff ratings of the vast majority of workplace issues measured in the survey. Figure 13 shows that the level of staff satisfaction (in index points⁶) with these workplace factors was:

- ◆ relatively high for almost half of these factors – 12 factors recorded index scores of at least 70, ranging from 'recognition and feeling valued' to 'team performance and relationships';
- ◆ moderate to fairly high for a further nine factors – ranging from 'diversity' to 'work-life balance';
- ◆ fairly low for four factors, ranging from 'management of underperformance' to 'change management'; and
- ◆ low for 'recruitment and selection'.

A list of the individual questions that are grouped under each factor can be found in Appendix W.

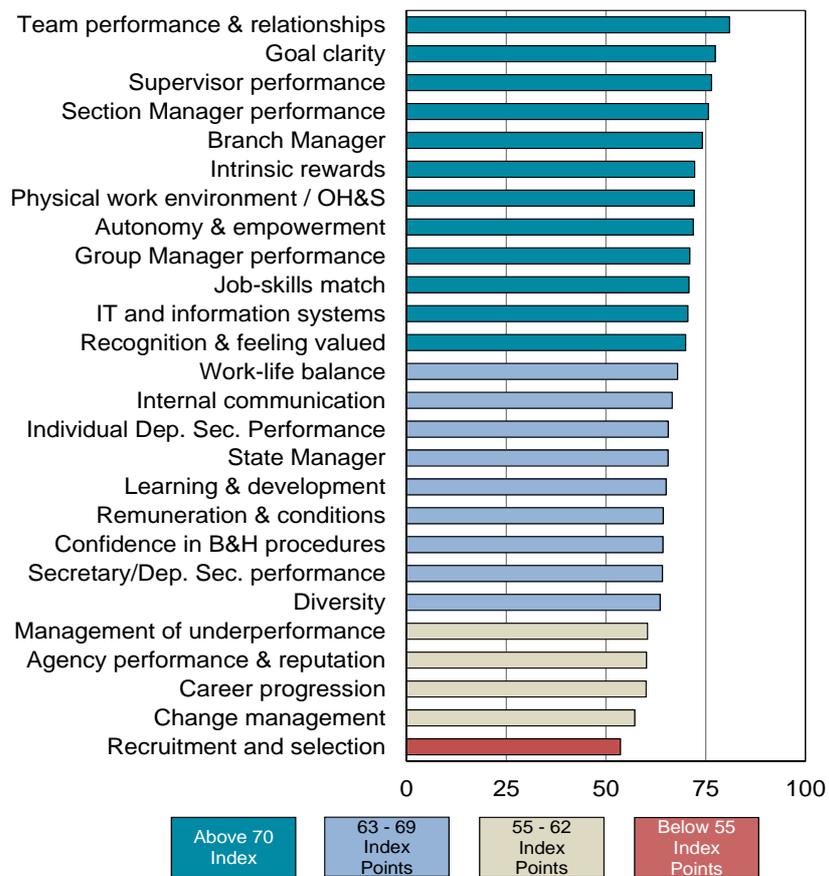
⁶ Factor index scores are *not* equivalent to per cent of staff satisfied. They are calculated as a mean of all respondents' answers (to all the questions within a certain factor) across the 5-point rating scale, transformed into an index from 0 - 100.

Note: Please use caution when interpreting satisfaction levels in Figure 13

The level of these indices should be considered within the context of previous FaHCSIA staff survey results and external benchmarks, particularly the APS average. It is important to note that some workplace factors record low satisfaction results across the APS (e.g. management of underperformance, recruitment and selection and satisfaction with the performance of senior leaders). A low rating for such factors may reflect scope for improvement within FaHCSIA. However, it may also reflect systemic issues and constraints across the APS (e.g. processes required to deal with underperforming staff and the limited extent of contact between operational staff and senior leaders).

Figure 13: Factor index results*

Index points



Relationship between workplace factors and engagement, loyalty/commitment and overall satisfaction

Regression analysis showed that 20 of the workplace factors measured in the survey were drivers of the key outcome indicators for FaHCSIA. Figure 14 groups these factors into one of four quadrants, based on whether they have relatively high or low 'importance' (strength of influence on the outcome indicators) and high or low 'scope for improvement'⁷.

Focusing organisation improvement initiatives on those workplace factors that have the greatest impact on the key outcome indicators, will allow organisation improvement initiatives derived from the survey to have the best 'return on investment' for FaHCSIA. Figure 14 therefore suggests that FaHCSIA's response to the survey should focus on five 'key areas to sustain' (where FaHCSIA is already recording relatively strong results) and three 'key areas to improve', namely.

- ◆ career progression;
- ◆ diversity; and
- ◆ agency performance and reputation.

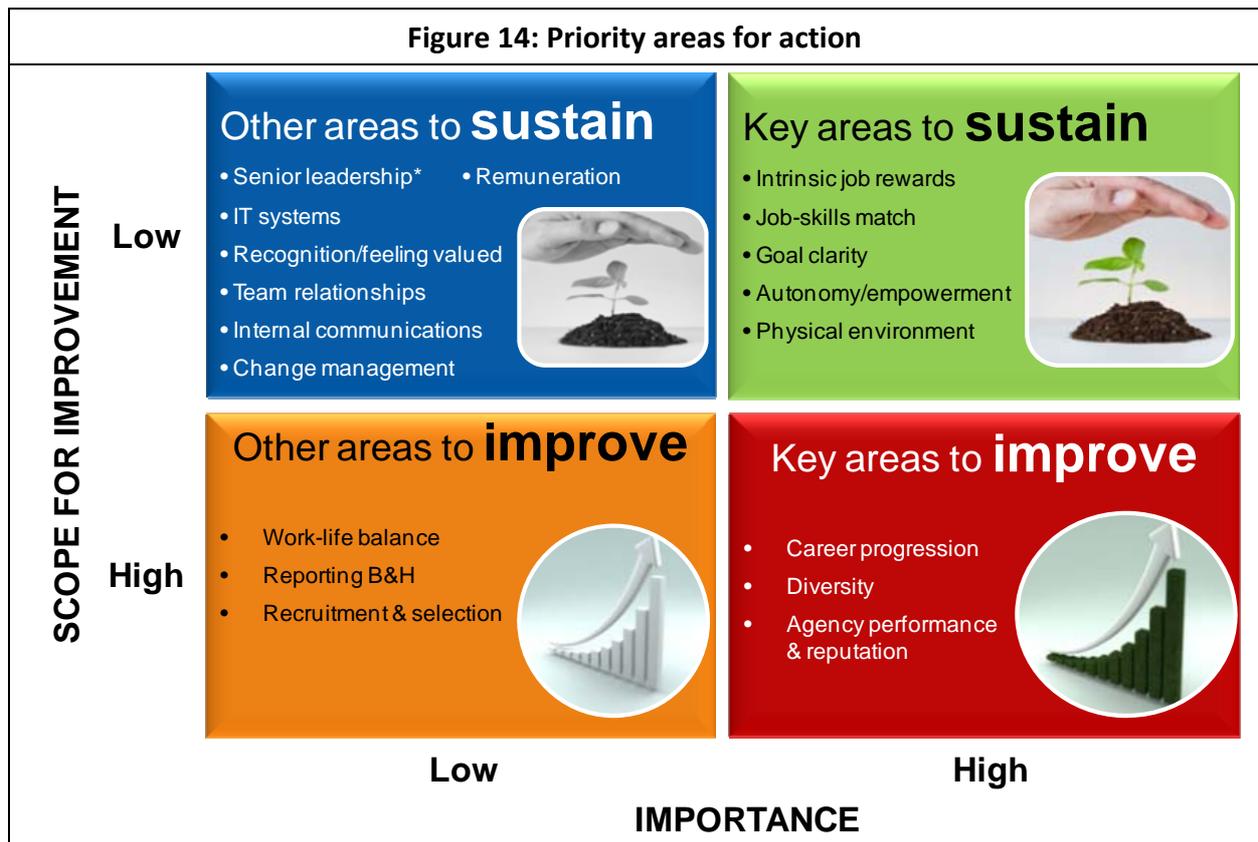
Figure 14 also shows that the three 'other areas for improvement' amongst the workplace factors that significantly influence the key outcome indicators are work-life balance, recruitment & selection and confidence in reporting bullying and harassment, while there are a broad range of 'other areas to sustain'. These factors should be considered as second-tier priorities for organisational improvement actions from the survey. Any improvement in staff satisfaction with these factors is likely to have a positive impact on the key outcome indicators but to a lesser extent than similar improvements in the *key areas to improve or sustain*.

- ◆ See also Appendix W on Factor Analysis which presents the importance-performance diagram on which Figure 14 is based⁸.

The next few sections of the report will focus on the results of each of the key drivers, grouped into the four categories shown in Figure 14.

⁷ Importance ratings are based on regression coefficients from FaHCSIA-specific regression analysis about the key drivers of satisfaction, engagement and loyalty and commitment. Scope for improvement ratings take into account the current level of staff satisfaction and how this relates to both the APS average and previous years' survey results for FaHCSIA.

⁸ The grouping of factors into the four quadrants in Figure 14 differs from the grouping shown in the importance-performance chart in Appendix W, because the vertical axis in Figure 14 is based on scope for improvement rather than staff satisfaction. Figure 14 therefore takes into account the extent to which staff satisfaction ratings for the various factors are above or below the APS average and previous FaHCSIA staff survey results and whether they are identified in staff free-text comments as key areas for improvement.



* Three senior leadership factors were amongst the 'key areas to sustain': Secretary and Deputy Secretary performance; individual Deputy Secretary performance; and Branch/State Manager performance.

Key areas to improve

This chapter will explore those areas that were found in regression analysis to have the most important influence on these key outcome indicators, but which had scope for improvement.

Career progression

Staff ratings of their satisfaction with career progression were low to moderate in 2011 (see Figure 15), with higher ratings recorded for aspects related to *skills* development than *career* development.

- ◆ Around three-fifths of staff were satisfied with their opportunities for skills development in their current job (63%, compared to the APS average of 57%) and that they have the opportunity to develop their skills in the workplace without leaving FaHCSIA (59%).
 - Figure 15 shows, however, that almost one-fifth of staff were *dissatisfied* with these skills development opportunities in FaHCSIA (see also analysis of staff satisfaction with learning and development on page 80, which showed a significant decline in staff satisfaction with their own access to learning and development opportunities in 2011).
- ◆ Around half of FaHCSIA staff were satisfied with their opportunities for career development in their current job (48%) and that they have the opportunities to progress their career goals within FaHCSIA (52%).
 - Both of these satisfaction levels are slightly below the corresponding results in previous FaHCSIA surveys, while Figure 15 shows that around one-quarter of staff were dissatisfied with these career development opportunities.
 - Both of these results are, however, above the average of results recorded amongst APS agencies that have undertaken staff surveys with ORIMA Research since 2008 (44% and 46% respectively).

Together with the increased proportion of staff who indicated that they plan to leave FaHCSIA over the next two years (with the most prominent 'push factors' associated with lack of career opportunities), these results suggest that increased focus should be placed on this important key driver in the future.

Further analysis by specific groups of respondents

SES staff were most likely to indicate favourable perceptions about their opportunities for skill and career development within FaHCSIA, and EL2 staff were also very positive.

- ◆ APS 1-3 staff were more positive than staff at most other levels, showing considerably higher satisfaction with their opportunities for career and skill development than the agency average.
- ◆ APS 5-6 staff showed the least favourable results in this area.

State and Territory Network staff were consistently less satisfied with career progression than staff in National Office.

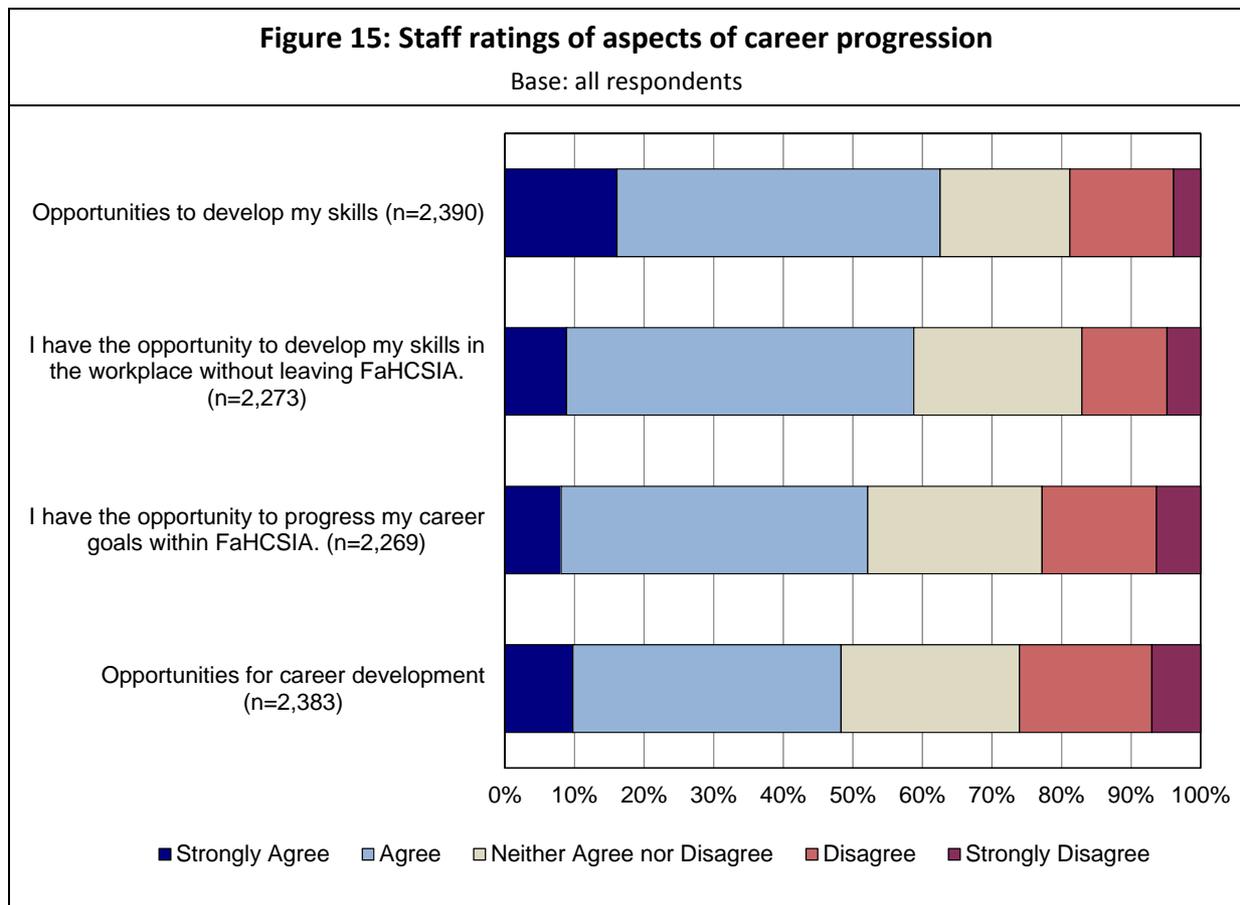
Staff in the ORIHG, FG, and OCGRIS were most likely to indicate positive perceptions of career progression, while staff in SPG and ORIC showed the least favourable results.

Table 6: Comparisons- Career progression (FaHCSIA 2009-2011*; APS large agencies)
(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
Opportunities to develop my skills**	63%	-	63%	-	64%	57%
I have the opportunity to develop my skills in the workplace without leaving FaHCSIA.	59%	61%	63%	59%	63%	-
I have the opportunity to progress my career goals within FaHCSIA.	52%	53%	56%	54%	58%	-
Opportunities for career development**	48%	-	52%	-	53%	-

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

**Participants rated these questions on a 5-point satisfaction scale.



Diversity

The survey showed that while a solid majority of staff agreed that FaHCSIA is committed to and values diversity, a much lower share agreed (and a significant share disagreed) that there is equal opportunity for all staff and that all staff are treated equally and with respect.

Almost three-quarters of staff agreed that FaHCSIA is committed to creating a diverse workforce (72%) and values diversity (70%).

- ◆ Both of these results are at their lowest levels over the last 2½ years, continuing a downward trend from 79% and 77% respectively in February 2009 (see Table 7).
- ◆ The proportion of staff who agreed that FaHCSIA is committed to creating a diverse workforce is consistent with the APS large agency average of 72%.

Just over half of staff agreed that there is equal opportunity for all staff in FaHCSIA (58%, down from 64%) and FaHCSIA fosters an environment where all staff are treated fairly and with respect (57%, down from 60%).

- ◆ Figure 16 shows that 23% of staff disagreed with both of these statements.

Of the 7% of staff who indicated that they had a disability, 79% agreed that they were satisfied with the workplace adjustments FaHCSIA has made to accommodate their disability or health condition, slightly below previous ratings (82% to 83%).

Further analysis by specific groups of respondents

Several groups recorded ratings of diversity that were well *above* the FaHCSIA average (most notably OCGRIS, L&CG, B&FSCG and the Problem Gambling Taskforce), while two groups (ORIC and the FaHCSIA Network) recorded ratings well *below* the FaHCSIA average.

- ◆ All State and Territory Offices recorded ratings below the FaHCSIA average for diversity, particularly regarding the perception that there is equal opportunity for all staff in FaHCSIA and that FaHCSIA is committed to creating a diverse workforce.

Staff with a disability recorded lower ratings of each aspect of disability (between 9% and 17% lower than other staff across the four measures), while Indigenous staff recorded much lower ratings (between 23% and 29% lower).

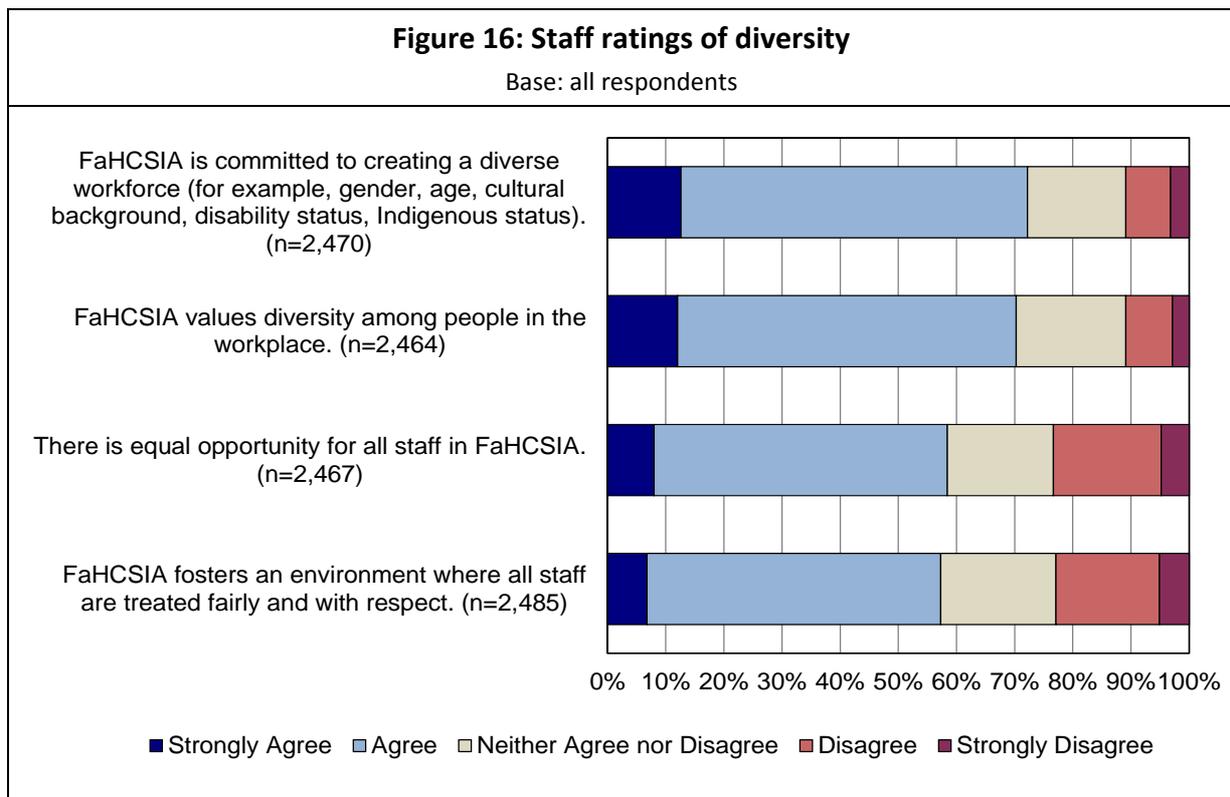
Table 7: Comparisons-Diversity (FaHCSIA 2009-2011*; APS large agencies)
(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
FaHCSIA is committed to creating a diverse workforce (for example, gender, age, cultural background, disability status, Indigenous status).	72%	-	76%	-	79%	72%
FaHCSIA values diversity among people in the workplace.	70%	74%	73%	71%	77%	-
There is equal opportunity for all staff in FaHCSIA.	58%	-	60%	-	64%	-

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
FaHCSIA fosters an environment where all staff are treated fairly and with respect.	57%	-	58%	-	60%	-

Are you satisfied with the workplace adjustments FaHCSIA has made to accommodate your disability or health condition? (% yes)	79%	-	82%	-	83%	-
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*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.



Agency performance and reputation

Staff ratings of agency performance and reputation were moderate to low in 2011, slightly below levels recorded in 2010⁹.

Figure 17 shows that just over two-thirds of staff agreed that FaHCSIA operates with a high level of integrity (70%), slightly below the APS average of 72%, and below previously recorded results for FaHCSIA in February 2009 (79%).

- ◆ Related to the issue of integrity, FaHCSIA staff recorded significantly less positive ratings than the APS average regarding the extent to which other staff act in accordance with the APS Values and Code of Conduct.
- ◆ While a solid majority of staff agreed that their peers and managers at different levels act in accordance with the APS Values and Code of Conduct, ratings were below the APS average regarding their supervisors (84%, compared with 91%), people in their section or team (87%, compared with 92%) and the Secretary and Deputy Secretaries (68%, compared with 84%).

Approximately half of staff agreed the remaining measures of agency performance and reputation, ranging from 39% who agreed that FaHCSIA has improved its performance against stated outcomes to 52% who agreed that FaHCSIA has achieved its stated objectives.

- ◆ The majority of those staff who did not agree with these statements provided *neutral* responses.
 - Moreover, where there have been changes since 2010, these are generally increases in neutral ratings, rather than disagreement. This suggests that a lack of awareness may be partly driving lower satisfaction with this factor.

Table 8 shows that there have been declines in all of these ratings since February 2009. Large decreases were recorded for:

- ◆ whether FaHCSIA achieved its stated objectives (62% in 2009, down to 52% in 2011);
- ◆ whether FaHCSIA has a high level of public trust (52% in 2009, down to 43% in 2011); and
- ◆ whether FaHCSIA has improved its performance against stated outcomes (50%, down to 39%).

Further analysis by specific groups of respondents

SES staff and APS 1-3 staff recorded consistently positive results about the agency's performance and reputation, while EL2 staff and legal officers also recorded results that were generally above the FaHCSIA average.

- ◆ EL1 and APS 6 staff and Public Affairs Officers recorded the least positive results.

There was considerable variation in staff ratings of agency performance and reputation by group.

- ◆ Staff in B&FSCG, D&CG, Housing and Homelessness Group (HHG), Community

⁹ These differences are all significant, with the exception of the one pp difference for trust among external stakeholders.

Engagement and Development Group (CEDG) and Corporate Support Group (CSG) recorded the most positive ratings of the agency’s performance and reputation.

◆ Staff in ORIC, SPG, IPEG, and the FaHCSIA Network recorded the least positive results.

Staff in *all* State and Territory offices recorded less positive ratings than the FaHCSIA average regarding at least two of the six measured aspects of the agency’s performance and reputation.

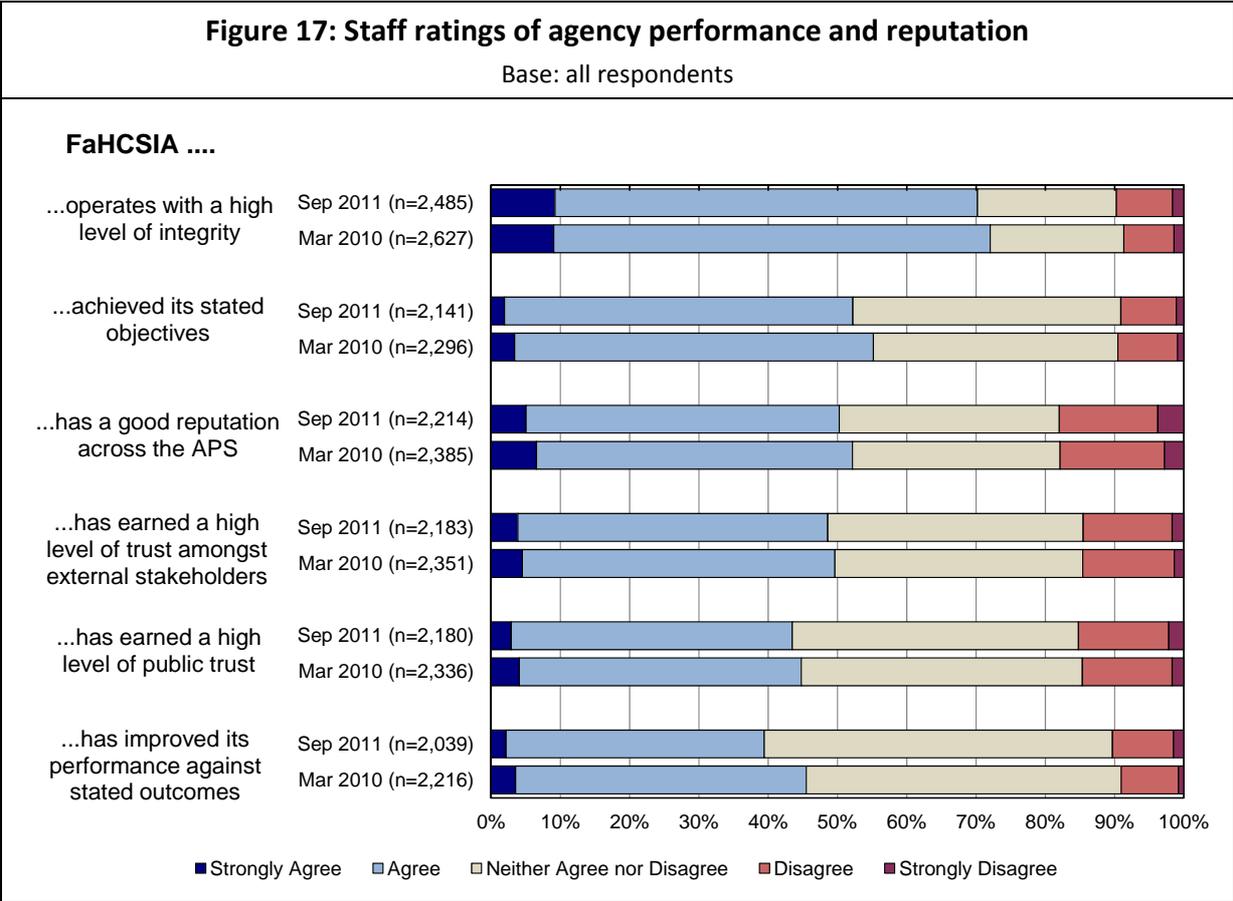


Table 8: Comparisons- Agency performance and reputation (FaHCSIA 2009-2011*; APS large agencies)

(% agree)

	Sep. 2011	Mar. 2010	Feb. 2009	APS 2011
FaHCSIA operates with a high level of integrity.	70%	72%	77%	72%
FaHCSIA has achieved its stated objectives (e.g. objectives in corporate, business or strategic plans).	52%	55%	62%	-
FaHCSIA has a good reputation across the APS.	50%	52%	53%	-
FaHCSIA has earned a high level of trust amongst external stakeholders.	49%	50%	53%	-

	Sep. 2011	Mar. 2010	Feb. 2009	APS 2011
FaHCSIA has earned a high level of public trust.	43%	45%	52%	-
FaHCSIA has improved its performance against stated outcomes.	39%	45%	50%	-

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

Priority areas to sustain

This chapter explores the results for those workplace factors that were found to be important drivers of the key outcome indicators that were recording a high level of performance.

Intrinsic rewards

Staff ratings of the intrinsic rewards of their jobs were fairly strong in 2011, continuing positive results recorded in previous years. All ratings of intrinsic rewards showed at least 70% agreement (up to 85%) in the 2011 staff survey (see Table 9).

A high proportion of staff agreed that the work they do is important to both FaHCSIA (85%) and the Australian public (79%).

FaHCSIA staff recorded improved ratings for three aspects of the intrinsic rewards from their job in 2011.

- ◆ 73% of staff were satisfied that they have interesting work provided in their job, up from 69% in both surveys in 2010, and higher than the APS average of 66%.
- ◆ 70% of staff agreed that they see tangible results from their work, up from 65% in March 2010.
- ◆ 74% of staff agreed that they enjoy the work in their current job, up from 70% in March 2010, but slightly below the APS average of 77%.

While there was a decline in the proportion of staff who agreed that they get a sense of accomplishment from their work from 77% in October 2010 to 72% in 2011, this result remains well above the APS average of 64%.

Further analysis by specific groups of respondents

Staff ratings of intrinsic rewards from their job generally increased by level, with SES and EL2 staff very positive about the intrinsic rewards of their job.

- ◆ Against this general trend, APS 6 staff were less likely than staff at lower levels to be satisfied with seeing tangible results from their work, or to agree that they enjoy their work.

Intrinsic rewards recorded fairly positive results across most groups, with particularly favourable ratings recorded for L&CG, B&FSCG and Information Management and Technology Group (IMTG).

Staff in the Northern Territory and South Australian offices were most satisfied with the intrinsic rewards of their job, while staff in the Tasmanian, Victorian and Queensland offices recorded ratings that were well below the FaHCSIA average.

Table 9: Comparisons- Intrinsic rewards (FaHCSIA 2009-2011*; APS large agencies)

(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
I believe the work I do is important to FaHCSIA.	85%	-	84%	-	87%	-
I believe the work I do is important to the Australian public.	79%	-	77%	-	81%	-
I enjoy the work in my current job.	74%	-	70%	-	74%	77%
Interesting work provided**	73%	69%	69%	66%	70%	66%
I get a sense of accomplishment from my work. [†]	72%	77%	69%	74%	69%	64%
Seeing tangible results from my work	70%	-	65%	-	66%	-

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

**Participants rated this on a 5-point satisfaction scale.

[†] Respondents to the State of the Service employee service answered the following question: “My job gives me a feeling of personal accomplishment.”

Goal clarity

Goal clarity results in 2011 were very positive. FaHCSIA staff were more likely to agree with each of the positive statements for this workplace factor than in previous years, and these agreement levels were consistent with APS averages.

- ◆ Over 80% of staff agreed with each of the positive statement about the clarity of goals in their current job, and fewer than 10% disagreed.
 - While all measures of goal clarity increased in 2011, the strongest rises were recorded regarding staff agreement that they clearly understand what is expected of them in this job (from 77% to 84%) and that their section or team has clear goals and objectives (from 71% to 81%) (see Table 10).

Further analysis by specific groups of respondents

Goal clarity results were most positive amongst EL 2 staff, Legal Officers and SES staff and least positive amongst APS 6 staff and Public Affairs Officers.

While most groups recorded goal clarity results that were in line with or above the FaHCSIA average, ICEDG and the Problem Gambling Taskforce recorded relatively low results.

FaHCSIA Network staff generally recorded goal clarity results that were consistent with the FaHCSIA average, however, staff in the Western Australian, Victorian and Queensland offices recorded ratings of aspects of their goal clarity that were well below this average.

Table 10: Comparisons- Goal clarity (FaHCSIA 2009-2011*; APS large agencies)

(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
I have a clear understanding of how my own job contributes to my work team's role.	90%	-	87%	-	88%	-
I have a good understanding of the performance expectations required for my job.	87%	-	83%	-	83%	-
I have a clear understanding of how my section or team's role contributes to FaHCSIA's stated outcomes.**	84%	-	82%	-	81%	-
I clearly understand what is expected of me in this job.***	84%	77%	80%	74%	80%	77%
My section or team has clear goals and objectives.	81%	71%	78%	69%	77%	-

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

**Respondents to the State of the Service employee survey rated whether: “I have a clear understanding of how my work group's role contributes to my agency's strategic directions.”

***Respondents to the State of the Service rated whether: “I am clear what is expected of me at work”.

Job-skills match

Respondents ratings of job-skills match were also very positive in 2011, comparing favourably with the APS average and previous FaHCSIA results (see Table 11).

- ◆ A very high proportion of staff agreed that they have the skills and abilities to do their job well (93%) and that their job allows them to use their skills, knowledge and abilities (80%).
- ◆ Almost three-quarters of staff agreed that their job allowed them to work on the tasks they do best (72%) and are satisfied that they have the opportunity to use their skills (73%).

Further analysis by specific groups of respondents

Staff in a number of groups were considerably more positive than average in relation to their job-skills match:

- ◆ Staff in the OCGRIS, L&CG and B&FSCG all recorded very positive ratings about their job-skills match.

Staff at higher classification levels were considerably more satisfied with their job-skills match than more junior staff.

Staff in the Tasmanian, Victorian and Queensland State Offices all recorded ratings of aspects of their job-skills match that were much less positive than the FaHCSIA average (although generally still in line with, or above, the APS average).

Table 11: Comparisons- Job-skills match (FaHCSIA 2009-2011*; APS large agencies)
(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
I have the skills and abilities to do my job well.	93%	-	90%	-	91%	-
My job allows me to utilise my skills, knowledge and abilities.	80%	76%	78%	74%	78%	74%
Opportunities to utilise my skills**	73%	-	69%	-	71%	63%
My job gives me the opportunity to work on the tasks that I do best.	72%	65%	68%	61%	66%	-

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

**Participants rated this item on a 5-point satisfaction scale.

Autonomy and empowerment

FaHCSIA staff assessed their current levels of autonomy more favourably in 2011 than in previous survey cycles, with the one comparable rating also above the APS large agency average (see Table 12).

- ◆ Over three quarters of FaHCSIA staff are satisfied that their supervisor delegates sufficient responsibility to them, that they have the authority to do their job effectively, and that they have an appropriate level of autonomy.
- ◆ A more moderate majority were satisfied with their chance to be creative or innovative (63%) – however, this represents a solid improvement on previous FaHCSIA results (54%-58%) and is well above the APS large agency average (52%).

Further analysis by specific groups of respondents

More senior staff were generally more positive about their levels of autonomy (particularly SES staff, 93% of whom felt they have the authority to do their job effectively, and 91% of whom were satisfied with their level of autonomy and chance to be creative).

- ◆ APS 6 staff were an exception to this pattern, with ratings less positive than more junior staff *and* more senior staff for all aspects of autonomy and empowerment.

**Table 12: Comparisons- Autonomy & empowerment
(FaHCSIA 2009-2011*; APS large agencies)**

(% satisfied)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
Delegating sufficient responsibility for tasks to you.**	81%	-	77%	-	78%	-
I have the authority to do my job effectively (e.g. the necessary delegation(s), autonomy, level of responsibility).***	79%	-	75%	-	76%	-
Appropriate level of autonomy in my job	76%	72%	75%	70%	75%	-
Chance to be creative/innovative	63%	58%	57%	54%	57%	52%

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

**Participants rated their supervisors on a 5-point performance scale.

***Participants rated this on a 5-point agreement scale.

Physical environment and OH&S

At least 80% of FaHCSIA staff provided positive ratings of various aspects of their physical work environment (see Table 13). Satisfaction levels were slightly above those recorded in 2010, with long-term improvements evident in most measures since 2009.

- ◆ The perception that the agency is fostering a safe work environment has held steady since 2009 (80%-82% – currently 81%).
- ◆ Staff ratings of their individual workplace environment has, however, improved in 2011 – 80%-83% of staff provided positive ratings of their physical workplace with regard to its equipment and resources, its safety, and its conduciveness to them working effectively – almost 10% higher than corresponding ratings in February 2009.

Further analysis by specific groups of respondents

There was little variation in ratings of physical work environment and OH&S by level, group and location, with only a few relatively low results.

- ◆ Staff in CEDG and the Problem Gambling Taskforce were less likely than other Groups to agree that their work environment is safe and healthy. Staff in the Problem Gambling Taskforce were also less likely than other groups to indicate that their physical environment was conducive to them performing effectively, along with staff in W&CG.
- ◆ Relatively low results were also recorded for specific aspects of the physical work environment in the Tasmanian Office (regarding whether their work environment is conducive to performing their job effectively), Victorian Office (regarding whether their work environment is safe) and the Western Australian Office (regarding FaHCSIA fostering a safe work environment).

**Table 13: Comparisons- Physical environment and OH&S
(FaHCSIA 2009-2011*)**

(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009
The non-IT equipment and resources that I have assist me to do my job well (e.g. furniture, stationery, photocopiers, telephones, specialised technical equipment).**	83%	-	79%	-	74%
FaHCSIA fosters a safe work environment.	81%	-	82%	-	80%
My physical work environment is safe and healthy.	81%	-	78%	-	73%
My physical work environment is conducive to me performing my job effectively (e.g. my work space).***	80%	76%	76%	72%	71%

*Where current results are at least 5 percentage points *more* positive than previous cycle – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously, the pertinent results are highlighted red.

**The February 2009 question did not provide examples.

***The February 2009, October 2009, and October 2010 surveys did not provide the example.

Other areas for improvement

This chapter explores those factors that had a significant impact on the key outcome indicators but less than the most important drivers, and had some scope for improvement.

Work-life balance

Respondents to the 2011 staff survey were moderately satisfied with aspects of work-life balance and workload in their job.

Almost three quarters (73%) of staff were satisfied *overall* with the work-life balance in their current job, in line with previous FaHCSIA results and the APS average.

While three-quarters of staff (75%) were satisfied with their ability to *access* flexible working arrangements, this is below the APS average of 80% (see Table 14 for more detail).

- ◆ Improved access to flexible working arrangements and improved work-life balance were also one of the themes for improvement identified in staff open-ended comments (see Appendix Y).

Almost two-thirds (62%) of staff were satisfied that they have an appropriate workload, slightly below satisfaction rates recorded in previous FaHCSIA surveys (63% to 65%).

Fewer staff in 2011 indicated that they had worked more than their agreed hours in the previous 12 months than in previous FaHCSIA staff surveys.

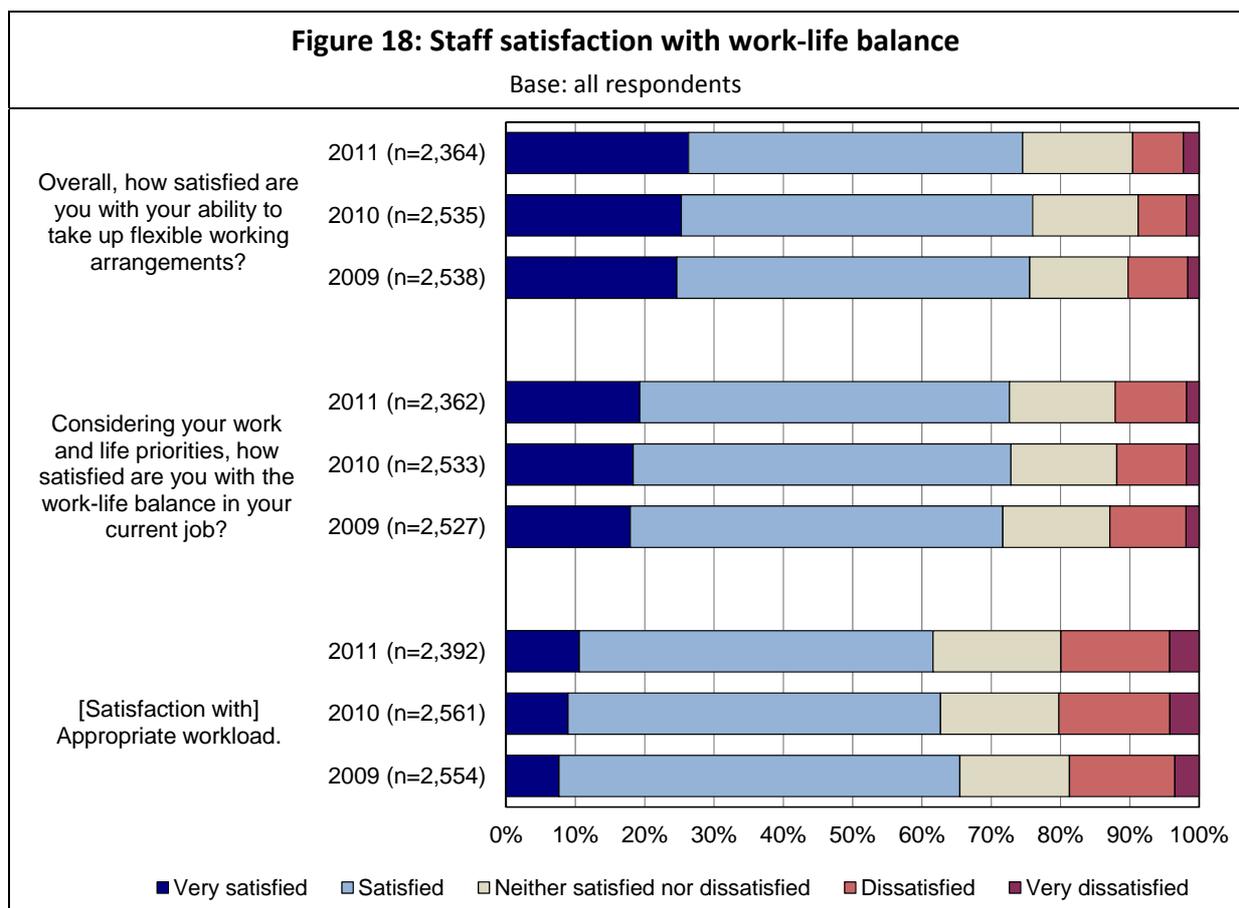
- ◆ One-third of staff (33%) agreed that they had done so ‘always’ or ‘most of the time’, compared to 38% in 2009 and 2010. Similarly, the proportion of respondents who have done so ‘rarely’ or ‘sometimes’ has increased (see Table 14).

Table 14: Comparisons- Work-life balance (FaHCSIA 2009-2011*; APS large agencies)
(% satisfied)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
Overall, how satisfied are you with your ability to take up flexible working arrangements? **	75%	-	76%	-	76%	80%
Considering your work and life priorities, how satisfied are you with the work-life balance in your current job?	73%	73%	73%	72%	72%	70%
Appropriate workload	62%	-	63%	-	65%	-
Over the past 12 months, how often have you worked significantly more than your agreed standard hours? (% ‘Sometimes’ or ‘Rarely’)	53%	-	49%	-	46%	-

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

** Respondents to the State of the Service employee survey rated their satisfaction with “Flexible working arrangements”.



Hours worked per fortnight

Staff were asked to indicate the amount of hours they had worked in their current job in the past fortnight. Of those staff for whom the question was applicable:

- ◆ slightly fewer than two-thirds (63%) had worked less than 80 hours;
- ◆ a further 25% had worked between 80 and 90 hours; and
- ◆ 11% had worked more than 90 hours.

This represents a reduction in reported hours worked since 2010, where 55% of staff reported working less than 80 hours and 15% reported working more than 90 hours.

Reasons for dissatisfaction with work-life balance

Staff who were not satisfied with the work-life balance were most likely to indicate that this was due to ‘Excessive workloads/unrealistic deadlines’ (61%) or lack of staff and/or experienced staff (50%);

- ◆ Although not as important as these two options, almost one-quarter (22%) of staff indicated that their lack of satisfaction was due to their supervisor/manager not being supportive of their work-life balance.

Recruitment and selection

Recruitment and selection was the workplace factor that recorded the lowest level of staff satisfaction in 2011 (see Figure 13). Table 15 and Figure 19 show that between 31% and 58% of staff agreed with a range of positive statements about the various aspects of recruitment and selection practices in the Department, while between 22% and 35% disagreed.

- ◆ Most of these aspects remain broadly in line with previous results recorded in 2009 and 2010.

The aspects of recruitment and selection that received the most positive ratings were the *fairness* of recruitment and selection policies (58% agreed they were fair, 22% disagreed) and whether these policies were *adhered to* (54% agreed they were adhered to, 25% disagreed).

- ◆ This table also shows that both of these ratings are moderately below the levels recorded in February 2009.

Less than half of staff provided positive ratings of the other aspects of recruitment and selection practices, with the areas with most scope for improvement regarding whether staff in new jobs are given enough guidance and training (35% *disagreed* that they were) and whether FaHCSIA is good at selecting the right people for the job (34% disagreed that it is).

While these results show relatively low levels of staff agreement, they were generally around the mid-point of results recorded across APS staff surveys conducted by ORIMA Research over the last three years.

- ◆ Two aspects that were slightly above the median of APS-agency survey results over this period were the adequacy of feedback provided to applicants and the timeliness of recruitment processes.
- ◆ All other aspects of the recruitment and selection processes were slightly below the median of APS agency results, with the least favourable comparison occurring for whether FaHCSIA is good at selecting the right people for the job.

Further analysis by specific groups of respondents

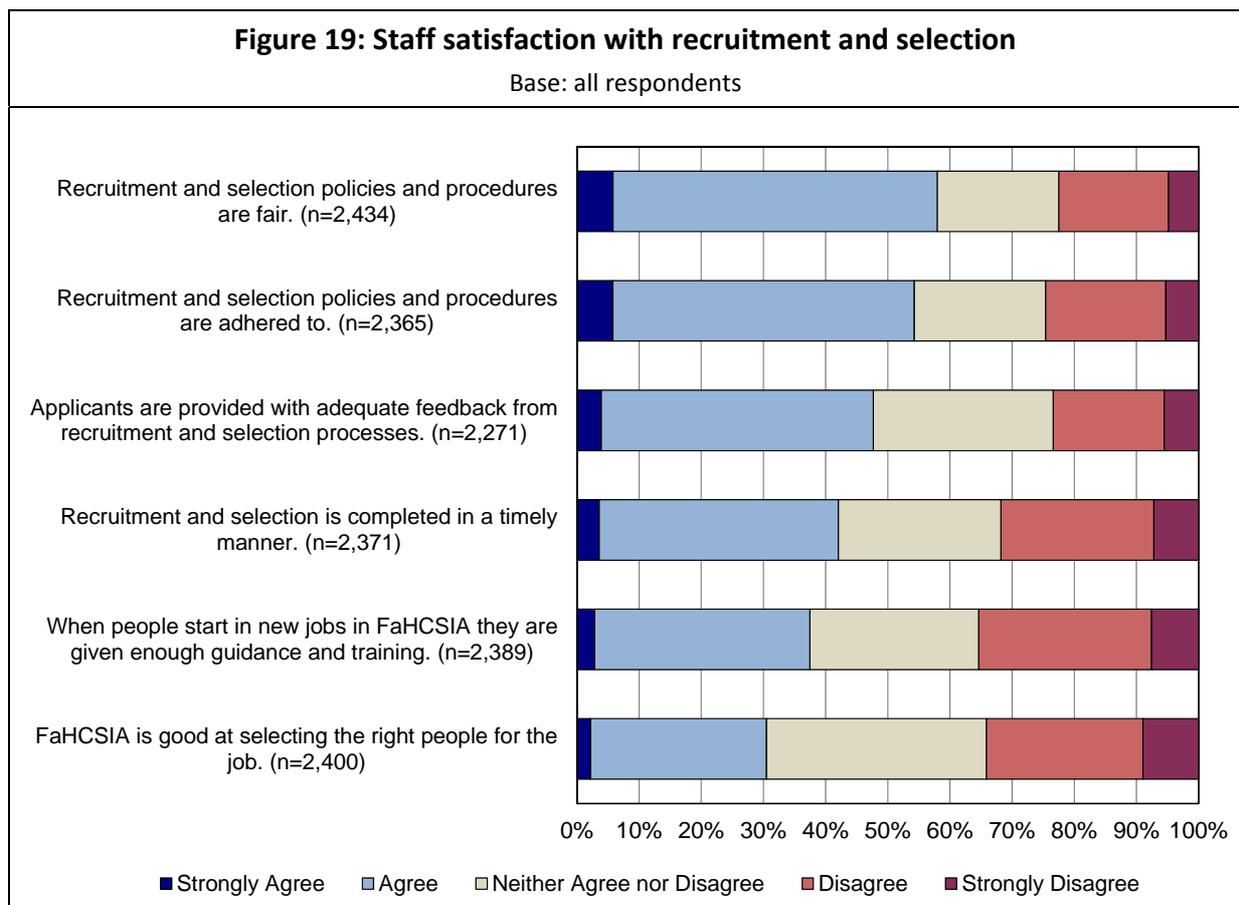
- ◆ Staff at the APS 6 level recorded the lowest satisfaction with the various aspects of recruitment and selection, while relatively high ratings were recorded for SES and EL2 staff and Public Affairs Officers.
- ◆ There were considerable differences in ratings of recruitment and selection by group.
 - The *most* positive ratings were recorded for OCGRIS, L&CG, D&CG and the Problem Gambling Taskforce.
 - The *least* positive ratings were recorded for H&HG, IPEG and the FaHCSIA Network.
- ◆ Consistently low recruitment and selection results were recorded for five State/Territory Offices – Queensland, South Australia, Victoria, Tasmania and Western Australia.

Table 15: Comparisons: Recruitment & selection (FaHCSIA 2009-2011*)

(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009
Recruitment and selection policies and procedures are fair.**	58%	-	59%	-	63%
Recruitment and selection policies and procedures are adhered to.	54%	-	54%	-	58%
Applicants are provided with adequate feedback from recruitment and selection processes.	48%	-	48%	-	46%
Recruitment and selection is completed in a timely manner.	42%	-	44%	-	39%
When people start in new jobs in FaHCSIA they are given enough guidance and training.	37%	-	37%	-	34%
FaHCSIA is good at selecting the right people for the job.	31%	34%	32%	28%	33%

*Where current results are at least 5 percentage points more positive than previous cycle– the pertinent results are highlighted green, where the current results are at least 5 percentage points less positive than previously, the pertinent results are highlighted red.



Confidence in reporting bullying and harassment procedures

Incidence of bullying and harassment

The proportion of FaHCSIA staff who indicated that they had been subjected to bullying or harassment in the past 12 months was 17%, in line with the APS large agency average (18%), and in line with or slightly below results recorded in previous FaHCSIA surveys.

- ◆ Less than one-third of those subjected to bullying or harassment over this period (5% of *all* FaHCSIA staff) indicated that they were *currently affected* by the behaviour.

One-quarter of FaHCSIA staff indicated they had *witnessed* bullying or harassment in the previous 12 months.

Perceived bullying and harassment in FaHCSIA was reported by affected staff as being:

- ◆ most commonly **from** the staff member's team leader or manager (42%) *or* someone else in the Branch/Office apart from the team leader/manager or Branch/Office Manager (45%);
- ◆ generally **based on** perceived personality differences (42%); or a variety of work-related aspects such as: managerial style (45%), work performance (36%) or employment status (16%), with considerably fewer instances relating to non-work-related matters such as age (8%), race/ethnicity (8%) or gender (7%); and
- ◆ took a wide variety of **forms**, including humiliation through sarcasm, insults and criticism (51%), managerial style (50%), persistent criticism (47%) and or deliberately withholding information (44%).

These broad overall patterns in the nature of bullying and harassment are consistent with those recorded in 2009 and 2010.

Reporting of bullying and harassment

A small majority of staff indicated they would be confident in reporting bullying or harassment if they were to witness it or have it brought to their attention (65%), or if they were subjected to it themselves (58%).

However, only 36% of staff who had witnessed or experienced such behaviour indicated they actually *did* report it – an improvement on the 2010 result of 31%, but below the APS large agency average of 39%.¹⁰

Those FaHCSIA staff who did *not* report the bullying or harassment were asked why. Over half (59%) of these staff indicated a lack of confidence in doing so. This took the form of being deterred by potential repercussions (43%), a feeling the report would not be taken seriously (30%) and/or a perception that the report would not be believed or would be too hard to prove (24%).

- ◆ Other reasons for a lack of reporting were: leaving the decision to report to the victim (41%), considering it easier to move to another area (17%), raising the issue directly with

¹⁰ In the 2011 State of the Service survey only APS staff who had been *subjected* to bullying and harassment were asked if they reported the incident. However, reporting rates in FaHCSIA were only slightly higher among staff *subjected* to bullying or harassment (38%) than among staff who had merely witnessed but *not* been subjected to the behaviour (35%) – and in both cases, slightly below the APS large agency average.

the person responsible (12%) and/or feeling it was a minor incident not worth reporting (12%).

Staff who did report incidents of bullying and harassment were more likely to be satisfied (43%) than dissatisfied (34%) with how their report was handled – a positive result, representing a strong improvement on previous FaHCSIA surveys, and not replicated across large APS agencies as a whole.¹¹

Further analysis by specific groups of respondents

Relatively high proportions of staff indicated they were *currently affected* by bullying and harassment were recorded in ORIC (14%) and the FaHCSIA Network (9%).

Individual Branches or Offices with self-reported rates of 10% or more of staff currently affected by bullying and harassment included both ORIC branches (21% in Governance, 12% in Regulation and Registration), four State/Territory Offices (14% in Western Australia, 13% in Tasmania, 11% in Queensland, 10% in the Northern Territory), plus two other branches (13% in Indigenous Housing Policy Branch and 10% in Indigenous Community Safety Branch).

Staff with ongoing disabilities also reported a relatively high rate of *current* bullying and harassment (13%, compared to 4% for other staff).

Table 16: Comparisons – Bullying/harassment (FaHCSIA 2009-2011*; APS large agencies)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
Have you personally been bullied or harassed in your organisation in the past 12 months? (% yes)	17%	17%	18%	20%	18%	18%
During the past 12 months have you witnessed bullying or harassment occurring within FaHCSIA?	25%	-	27%	-	27%	-
How confident are you or would you be to report an incident of bullying or harassment if you are subjected to it yourself? (% confident)	58%	58%	-	-	-	-
How confident are you or would you be to report an incident of bullying or harassment if you witness it or it is brought to your attention? (% confident)	65%	64%	-	-	-	-
If you have been subjected to or witnessed bullying or harassment in the past 12 months, did you report it?	36%	-	31%	-	35%	39%

¹¹ In the 2010/2011 State of the Service Survey, 3135% of large agency staff were satisfied with the *action taken* against the bullying and harassment, while 36% were dissatisfied. However, APS employees who had made a report were only asked to rate their satisfaction if they indicated that *some action was taken* as a result of their report; 3433% indicated that no action was taken.

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
How satisfied were you with how your report(s) of bullying or harassment was/were handled? (% satisfied)**	43%	-	31%	-	38%	35%

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

** Respondents to the State of the Service Employee Survey responded to this question: “How satisfied were you with the action taken against the harassment or bullying?”

Values and ethical behaviour

The vast majority of FaHCSIA staff indicated that they were aware of the APS Values (97%) and Code of Conduct (97%), and there was an improved level of awareness of the FaHCSIA Fraud Control Framework in 2011 (67%, up from 53% in 2010).

Awareness of how to report Code of Conduct breaches has also improved in 2011 (83%, up from 76%). Around three-quarters of staff indicated they had confidence that FaHCSIA would investigate such breaches fairly and objectively, broadly consistent with previous years.

Confidence in the more general processes that FaHCSIA uses to resolve employee grievances remains slightly higher than the APS large agency average (48% in FaHCSIA, compared with 44% across large APS agencies) but has declined since 2009 and 2010.

Further analysis by specific groups of respondents

While awareness of the APS Values and Code of Conduct was uniformly high across different classification levels, more junior staff were less likely to be aware of how to report a suspected breach (ranging from 73% of staff up to an APS 3 level, to 94% of SES staff).

- ◆ Awareness of the FaHCSIA Fraud Control Framework also increased by level, from 60%-66% of staff up to the EL1 level, to 76% of EL2 staff and 84% of SES staff.
- ◆ Confidence in FaHCSIA’s procedures for handling Code of Conduct breaches and resolving employee grievances was highest among SES staff (93% with regard to handling breaches, 81% with regard to handling grievances) and lowest among APS 6 and EL1 staff (71%-72% with regard to breaches, 42% with regard to grievances).

**Table 17: Comparisons –Other aspects of ethical behaviour
(FaHCSIA 2009-2011*; APS large agencies)**

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
Are you familiar with the APS Values? (% yes)	97%	-	96%	-	95%	-
Are you familiar with the APS Code of Conduct? (% yes)	97%	-	96%	-	95%	-
Are you familiar with the FaHCSIA Fraud Control Framework? (% yes)	67%	-	53%	-	54%	-
Would you know how to report a suspected breach of the Code of Conduct? (% yes)	83%	-	76%	-	75%	-
Do you have confidence that FaHCSIA would investigate suspected breaches in a fair and objective manner? (% yes)	76%	-	77%	-	80%	-
I have confidence in the processes that my organisation uses to resolve employee grievances. (% agree)	48%	-	54%	-	58%	43%

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

Other areas to sustain

This chapter shows the results for those factors that were not amongst the most important key drivers of engagement, loyalty and commitment, and overall satisfaction, and were found to have generally positive results.

IT and information systems

Table 18 shows that solid improvements were recorded in how FaHCSIA staff rated the usefulness of their IT and Information resources over the past two and a half years.

Staff in 2011 were more inclined than in previous years to agree that they have enough information to do their job well (78%, up from 72% in 2010) and around three-quarters of staff also agreed that their computer software applications (77%), computer equipment (76%) and IT support services (73%) assist them to do their job well.

A more moderate majority of FaHCSIA staff (58%) indicated they found it easy to locate the internal information they needed to do their job – however, this represents a strong improvement on results recorded in 2010 (52%) and 2009 (45%).

Table 18: Comparisons- IT & information systems (FaHCSIA 2009-2011*)

(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009
I have enough information to do my job well.	78%	-	72%	-	71%
The computer software applications (such as Microsoft Outlook and Word) that I use assist me to do my job well.**	77%	-	73%	-	-
The computer equipment (hardware, network, etc.) that I have assists me to do my job well.***	76%	71%	67%	64%	63%
The IT support services assist me to do my job well.	73%	-	-	-	-
I find it easy to locate the internal information I need to do my job.	58%	-	52%	-	45%

*Where current results are at least 5 percentage points *more* positive than previous cycle– the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously, the pertinent results are highlighted red.

**In March 2010, this question was worded: “The standard software/operating systems (e.g. outlook, intranet etc.) assist me to do my job well.”

***Prior to September 2011 this question was worded: “The Information Technology/computer equipment and support that I have assist me to do my job well”.

Recognition and feeling valued

Table 19 shows that FaHCSIA staff were generally quite positive about the extent to which they are valued and recognised in their job – much more so than is typical across large APS agencies.

- ◆ In regard to their *individual* levels of recognition, staff ratings have held steady over the previous two years (with some small improvements).
- ◆ Staff ratings of recognition at the *team* level have improved on past years' results, with nearly three quarters of staff (74%) agreeing that the people in their section/team feel valued for their contribution (up from 68%-69% in previous surveys).
 - On this particular measure FaHCSIA is outperforming the APS large agency average (50%) by over 20 percentage points.
 - The perception that team members feel valued for their contribution is higher than the APS large agency average across all reportable groups within FaHCSIA, and also across 59 out of 62 reportable branches.

**Table 19: Comparisons- Recognition & feeling valued
(FaHCSIA 2009-2011*; APS large agencies)**

(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
I feel that my own ideas are genuinely considered when strategies, goals and tasks are being set for my section or team.**	78%	-	76%	-	76%	-
The people in my section or team feel they are valued for their contribution.**	74%	-	69%	-	68%	50%
Regular feedback/recognition for effort***	67%	-	65%	-	64%	54%
I receive adequate recognition for my contributions and accomplishments.	64%	65%	62%	61%	61%	52%

*Where current results are at least 5 percentage points more positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points less positive than previously/the APS, the pertinent results are highlighted red.

** The analogous State of the Service employee survey question refers to 'my work group'.

*** Participants rated this on a 5-point satisfaction scale.

Team performance and relationships

A high proportion of FaHCSIA staff had positive views about the relationships within, and the performance of, their section or team (see Table 20).

Approximately 90% of FaHCSIA staff agreed that their team members cooperate to get work done, are willing to work hard, are delivering on stated objectives, treat one another with respect, and act in accordance with the APS Values and Code of Conduct. Improvements were recorded in 2011 with regard to:

- ◆ team members cooperating to get the job done (91% agreed, in line with some previous results but up from 84% in October 2009); and
- ◆ team members acting in accordance with the APS Values and Code of Conduct (87%, up from 81% in March 2010 but below the APS average of 92%).

FaHCSIA staff were less likely to feel that their team members use time and resources effectively (81%), however, this result shows a slight improvement on previous years.

**Table 20: Comparisons: Team performance and relationships
(FaHCSIA 2009-2011*; APS large agencies)**

(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
The people in my section or team cooperate to get the job done.**	91%	84%	89%	83%	90%	86%
People in my section or team are willing to work hard to ensure that the group's goals and objectives are achieved.	90%	-	90%	-	90%	-
My section or team is delivering on its stated objectives/outcomes.	90%	-	87%	-	87%	-
People in my section or team treat each other with respect.	87%	-	85%	-	85%	-
The people in my section or team act in accordance with the APS Values and Code of Conduct.***	87%	-	81%	-	83%	92%
People in my section or team use time and resources effectively.	81%	-	79%	-	77%	-

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

** The analogous State of the Service employee survey question refers to 'my work group'.

*** The analogous APS State of the Service question is "Do colleagues in your immediate work group act in accordance with the APS Values in their everyday work?"; response options are on a five-point scale from 'always' to 'never' (the combined 'always' and 'often' result is shown here).

Internal communication

A solid majority of staff were satisfied with the various aspects of internal communication in FaHCSIA in 2011, representing small to moderate increases from results in previous surveys (see Table 21).

- ◆ Table 21 shows that over two-thirds (69%) of FaHCSIA staff were satisfied overall with the effectiveness of internal communications in the Department.
 - This represents the second highest result out of 28 APS staff surveys that were conducted by ORIMA Research since 2008 that asked this question.
- ◆ The largest increase since 2009 occurred for whether staff from different areas of the Department cooperate to get tasks done – this has increased by 15 percentage points since February 2009.

Table 21: Comparisons: Internal communication (FaHCSIA 2009-2011*)

(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009
I am regularly kept informed about what is happening across FaHCSIA.	74%	71%	73%	67%	77%
I am regularly kept informed about what is happening across my Group/State.	70%	-	66%	-	67%
Staff from different areas cooperate to get relevant tasks done.	68%	-	64%	-	53%
My section or team receives the support and assistance it needs from other areas of FaHCSIA.	66%	-	61%	-	62%
Overall, how satisfied are you with the effectiveness of internal communication in FaHCSIA? **	69%	-	68%	-	67%

*Where current results are at least 5 percentage points *more* positive than previous cycle– the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously, the pertinent results are highlighted red.

**Participants rated this on a 5-point satisfaction scale.

Regular use, and usefulness, of information sources

As well as rating general levels of internal communication and collaboration, staff were asked to indicate how often they used various internal information sources, and whether they found these sources useful (see Table 22).

- ◆ The survey showed that the two communication channels most regularly used by FaHCSIA staff were team meetings and Staffnet. A sizeable minority of staff regularly use the remaining information sources, ranging from 11% who regularly attend internet launches/events/presentations to 41% who regularly read FaHCSIA in Focus.
 - The proportion of staff who regularly read FaHCSIA in Focus has, however, shown a steady decline since 2009.
- ◆ The perceived usefulness of most of these information sources has increased between 2010 and 2011. However, ratings of the usefulness of 'FaHCSIA in Focus' has declined since 2009.

Table 22: Comparisons: Use of information sources (FaHCSIA 2009-2011*)

	% who use regularly			% who find 'very useful' or 'essential' (of those who use regularly or occasionally)		
	2011	2010	2009	2011	2010	2009
Team Meetings	80%	78%	77%	76%	70%	71%
Staffnet/Intranet	77%	78%	81%	61%	55%	58%
FaHCSIA in Focus	41%	47%	51%	28%	26%	33%
All Staff Meetings (E.G. Auditorium Meetings, Stand Ups)	39%	36%	35%	37%	26%	33%
Finn's Focus**	38%	-	-	23%	-	-
From Finn's Desk (Video Message)**	25%	-	-	21%	-	-
Internal Launches/Events/Presentations	11%	16%	16%	21%	17%	22%

*Where current results are at least 5 percentage points more positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points less positive than previously/the APS, the pertinent results are highlighted red.

**There were slightly different examples given in previous surveys in place of these options – they are not directly comparable and so not included here.

Remuneration & conditions

Ratings of remuneration and conditions were moderate in 2011 (refer to Table 23).

- ◆ As with previous years, FaHCSIA's ratings compared favourably with the APS average in regards to whether staff feel they are remunerated adequately for the role they perform (65%, compared to the APS average of 61%).
- ◆ There was, however, a slight to moderate decline in staff ratings of the various aspects of their remuneration and conditions in 2011.

**Table 23: Comparisons: Remuneration & conditions
(FaHCSIA 2009-2011*; APS large agencies)**

(% satisfied)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
I am remunerated adequately for the role I perform**	65%	-	67%	-	66%	61%
Employment conditions package (Certified Agreement)	65%	-	71%	-	71%	-
Remuneration package	60%	62%	64%	58%	63%	60%

*Where current results are at least 5 percentage points more positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points less positive than previously/the APS, the pertinent results are highlighted red.

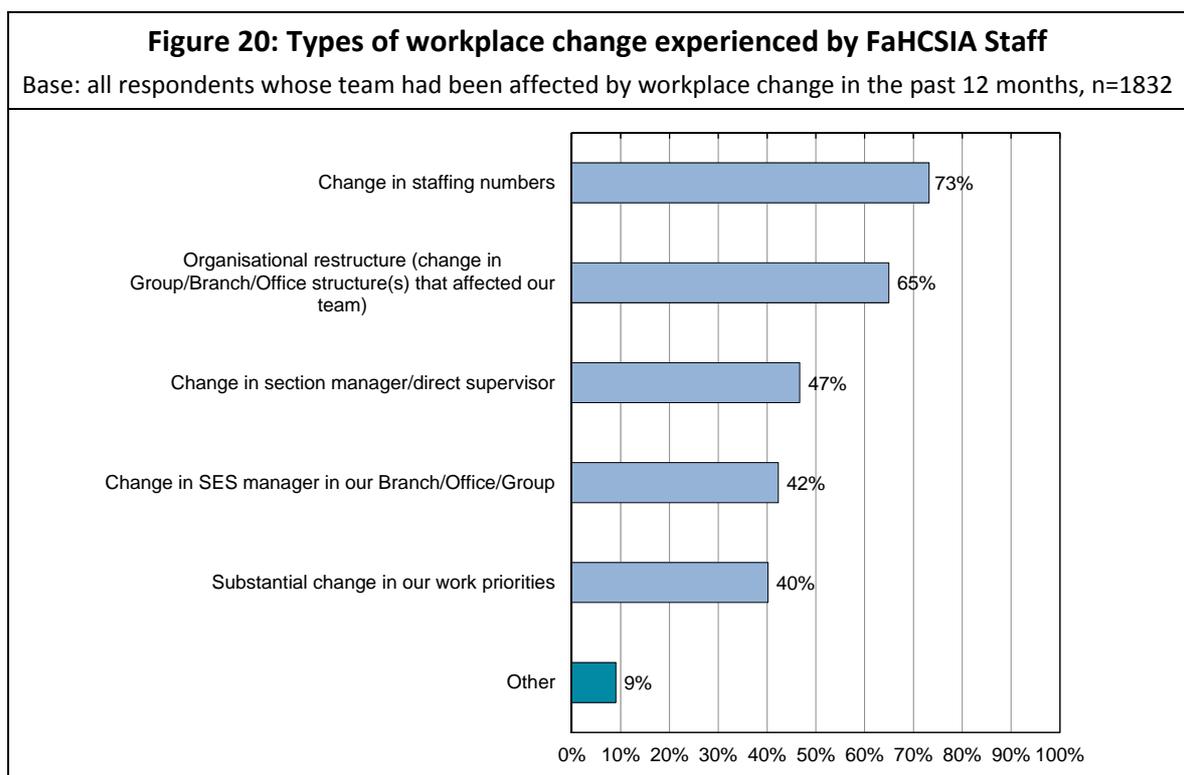
**Participants rated this on a 5-point agreement scale. Respondents to the State of the Service employee survey were asked whether they agree that *"I am fairly remunerated for the work that I do."*

Change management

The number of staff directly affected by significant workplace change over the previous 12 months showed a sharp increase in 2011.

- ◆ Three-quarters of staff (75%) indicated that their team had experienced workplace change in the past 12 months, up from approximately half of staff (53%-55%) in 2009 and 2010.

Figure 20 shows that staff were most likely to indicate that there had been changes in staffing numbers (73%), or an organisational restructure (65%), while at least two-fifths were also affected by change in their section manager/supervisor, change in the SES manager in their Branch, Office or Group or substantial change in their work priorities.



Despite the increase in the incidence of workplace change, staff were more positive about how the change was managed than staff in 2009 or 2010.

- ◆ 57% of staff affected by change in the previous 12 months agreed that their team had been provided with sufficient information about how the change would impact on the team (up from 50%-51%).
- ◆ Approximately half of those affected by change felt their team had been kept well informed during the change process (53%, up from 46%-48%).
- ◆ Half of those affected by change indicated that they were provided with adequate support (50%, up from 46%-47%).

Just under half of staff (44%) agreed that the change was managed well, consistent with previous years' results.

Table 24: Comparisons- Change management (FaHCSIA 2009-2011*)

(% agree)

	Sep. 2011	Mar. 2010	Feb. 2009
In the past 12 months, has your current team been directly affected by significant workplace change? (% yes)	75%	53%	55%
My section or team was provided with sufficient information on how the change would impact on the team.	57%	50%	51%
My section or team was kept well informed throughout the change process.	53%	46%	48%
My section or team was provided with adequate support during the change process.	50%	46%	47%
The change was managed well. **	44%	42%	45%

*Where current results are at least 5 percentage points *more* positive than previous cycle – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously, the pertinent results are highlighted red.

**In February 2009, participants were asked: “In the past 12 months, has your current team been directly affected by significant organisational change?”

V. Other workplace findings

The results explored in this section are in relation to other workplace findings. These areas are not **key** drivers of employee engagement, satisfaction and loyalty/commitment, however, they can still contribute to improving performance in these areas. The survey results presented below may also provide useful insight into shaping organisational policies. The section covers three broad areas:

- ◆ leadership;
- ◆ performance feedback; and
- ◆ other specific workplace issues.

Leadership

Staff ratings of FaHCSIA's leadership were generally positive in 2011, with several improvements recorded since 2010, and ratings of the Secretary and Deputy Secretaries were significantly above the APS average (see Table 25).

- ◆ **Secretary's and Deputy Secretaries' Performance (as a group)** – most of these indicators rose in March 2010, and for the most part, remained stable in 2011. There were two exceptions:
 - Ratings of whether the Secretary and Deputy Secretaries provide clear goals, vision and direction for the future rose in 2011, from 56% to 62%, reflecting a gradual upward trend.
 - Staff were less likely in 2011 than at any other time to agree that the Secretary and Deputy Secretaries model behaviour consistent with the APS Values and APS Code of Conduct. This figure was also significantly lower than the APS average, unlike other ratings of the Secretary and Deputy Secretaries.

Most aspects of the Secretary and Deputy Secretary performance were well above the APS average, particularly regarding the quality of FaHCSIA's leadership (63%, compared with 46%) and management (56%, compared with 43%).

- ◆ **Branch Manager's Performance** – staff provided ratings of their Branch Manager that were *as* favourable, or *more* favourable than 2010 or 2009.
- ◆ **Supervisor Performance** – 69% of staff provided positive ratings of the overall people management performance of their supervisor, up strongly from 60% in October 2009 and consistent with the APS average of 68%.

The one tier of leadership that recorded significantly *less* positive results was **State/Territory manager performance** – staff overall satisfaction with State/Territory Manager performance declined in 2011, along with all other measured aspects of their performance.

Further analysis by specific groups of respondents

- ◆ Staff perceptions of Secretary and Deputy Secretaries' Performance varied mainly by classification level, with APS 6 staff least likely to rate the Secretary and Deputy Secretaries positively.

- ◆ Staff perceptions of Branch Manager's Performance and Group Manager's Performance also varied by classification level and group:
 - Staff at the APS 1-4, EL2 and SES levels were more likely to rate each indicator positively, while Legal Officers and Public Affairs Officers were least likely.
 - Staff from ORIC, ICEDG and IPEG were less likely to provide positive ratings than staff from other groups.
- ◆ Staff in Queensland State Office and Tasmania State Office were the least likely to rate their State/Territory Manager's performance positively, while NSW/ACT State Office and South Australia State Office staff were the most likely to provide positive ratings.

Table 25: Comparisons: Leadership indicators (FaHCSIA 2009-2011*; APS large agencies)

(% agree or satisfied)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
The Secretary and Deputy Secretaries**						
The Secretary and Deputy Secretaries focus on achieving results and outcomes.	70%	-	68%	-	57%	-
The Secretary and Deputy Secretaries model behaviour consistent with the APS Values and APS Code of Conduct.	68%	-	80%	-	77%	84%
FaHCSIA leadership is of a high quality.	63%	-	64%	49%	65%	46%
The Secretary and Deputy Secretaries provide clear goals, vision and direction for the future.	62%	-	56%	-	48%	-
The Secretary and Deputy Secretaries exemplify personal drive and integrity.	60%	-	61%	-	46%	-
FaHCSIA is well managed.	56%	-	58%	-	60%	43%
The Secretary and Deputy Secretaries provide clear and consistent guidance.	50%	-	46%	-	38%	-
Communication between the Secretary/Deputy Secretaries and other employees is effective.	48%	-	47%	-	37%	36%
The Secretary and Deputy Secretaries shows transparency and fairness in decision making.	42%	-	40%	-	32%	
The Secretary and Deputy Secretaries listen carefully and consider the views and opinions of staff.	40%	-	39%	-	31%	
Overall, how satisfied are you with the performance of the Secretary and Deputy Secretaries?	56%	60%	55%	-	-	
Individual Deputy Secretaries						
My Deputy Secretary focuses on achieving results and outcomes.	68%	-	-	-	-	-
My Deputy Secretary models behaviour consistent with the APS Values and APS Code of Conduct.	65%	-	-	-	-	-
My Deputy Secretary provides clear goals, vision and direction for the future.	55%	-	-	-	-	-

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
My Deputy Secretary communicates effectively with other employees.	54%	-	-	-	-	-
My Deputy Secretary supports staff to work in an environment of change.	49%	-	-	-	-	-
My Deputy Secretary listens carefully and considers the views and opinions of staff.	48%	-	-	-	-	-
Overall, how satisfied are you with the performance of your Deputy Secretary?	51%	-	-	-	-	-
Group Manager						
My Group Manager focuses on achieving results and outcomes.	82%	-	80%	-	81%	-
My Group Manager models behaviour consistent with the APS Values and APS Code of Conduct.	75%	-	71%	-	75%	-
My Group Manager communicates effectively with other employees.	72%	-	-	-	-	-
My Group Manager provides clear goals, vision and direction for the future.	69%	-	62%	52%	62%	-
My Group Manager supports staff to work in an environment of change.	66%	-	59%	-	64%	-
My Group Manager listens carefully and considers the views and opinions of staff.	62%	-	59%	-	59%	-
Overall, how satisfied are you with the performance of your Group Manager?	68%	64%	64%	-	-	-
Branch Manager						
My Branch Manager focuses on achieving results and outcomes.	87%	-	86%	-	86%	-
My Branch Manager models behaviour consistent with the APS Values and APS Code of Conduct.	82%	-	78%	-	80%	-
My Branch Manager communicates effectively with other employees.	78%	-	-	-	-	-
My Branch Manager communicates back to staff decisions or information from senior management.	77%	-	72%	-	71%	-
My Branch Manager supports staff to work in an environment of change.	75%	-	71%	-	71%	-
My Branch Manager listens carefully and considers the views and opinions of staff.	74%	-	69%	-	70%	-
My Branch Manager understands the roles of staff.	74%	-	69%	-	70%	-
My Branch Manager effectively represents the interests and issues of my branch up to senior management.	73%	-	67%	-	67%	-
My Branch Manager provides clear goals, vision and direction for the future.	72%	-	66%	58%	67%	-
Overall, how satisfied are you with the performance of your Branch Manager?	76%	73%	73%	-	-	-

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
State/Territory Manager						
My State/Territory Manager models behaviour consistent with the APS Values and APS Code of Conduct.	72%	-	77%	-	76%	-
My State/Territory Manager focuses on achieving results and outcomes.	71%	-	82%	-	80%	-
My State/Territory Manager communicates effectively with other employees.	65%	-	-	-	-	-
My State/Territory Manager communicates back to staff decisions or information from senior management.	64%	-	67%	-	70%	-
My State/Territory Manager effectively represents the interests and issues of my State/Territory up to senior management.	62%	-	69%	-	71%	-
My State/Territory Manager provides clear goals, vision and direction for the future.	62%	-	67%	58%	64%	-
My State/Territory Manager supports staff to work in an environment of change.	61%	-	68%	-	69%	-
My State/Territory Manager listens carefully and considers the views and opinions of staff.	58%	-	66%	-	68%	-
Overall, how satisfied are you with the performance of your State/Territory Manager?	61%	62%	67%	-	-	-
Section Manager						
My Section Manager focuses on achieving results and outcomes.	85%	-	-	-	-	-
My Section Manager models behaviour consistent with the APS Values and APS Code of Conduct.	82%	-	-	-	-	-
My Section Manager communicates back to staff decisions or information from senior management.	79%	-	-	-	-	-
My Section Manager communicates effectively with other employees.	79%	-	-	-	-	-
My Section Manager listens carefully and considers the views and opinions of staff.	79%	-	-	-	-	-
My Section Manager supports staff to work in an environment of change.	78%	-	-	-	-	-
My Section Manager effectively represents the interests and issues of my section up to senior management.	77%	-	-	-	-	-
My Section Manager provides clear goals, vision and direction for the future.	74%	-	-	-	-	-
Overall, how satisfied are you with the performance of your Section Manager? ♦	78%	73%	-	-	-	-

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
Supervisor***						
[Supervisor's performance at] Modelling behaviour consistent with the APS Values and APS Code of Conduct. [†]	84%	-	85%	-	86%	91%
I am regularly kept informed about what is happening in my section/team.	82%	-	80%	-	79%	-
[Supervisor's performance at] Providing you with adequate support and information to do your job.	80%	-	77%	-	76%	-
[Supervisor's performance at] Involving you in decisions that affect your work.	79%	-	74%	-	76%	-
[Supervisor's performance at] Openly recognising and communicating your work contributions.	78%	-	73%	-	73%	-
[Supervisor's performance at] Effectively representing the interests and issues of my team up the line.	78%	-	74%	-	74%	-
[Supervisor's performance at] Encouraging team-work.	78%	-	75%	-	73%	-
[Supervisor's performance at] Effectively communicating decisions that affect you.	78%	-	74%	-	73%	-
[Supervisor's performance at] Communicating the level of performance that is expected from you.	75%	-	73%	-	72%	-
I receive adequate feedback on my performance to enable me to deliver required results.	75%	-	72%	-	69%	62%
[Supervisor's performance at] Providing regular and constructive feedback to you.	72%	-	67%	-	68%	-
[Supervisor's performance at] Setting individual workplans.	67%	-	65%	-	63%	-
Please rate the overall effectiveness of your direct supervisor at managing people. ^{††}	69%	60%	66%	66%	65%	68%
Overall, how satisfied are you with the performance of your direct supervisor?	80%	-	-	-	-	-

*Where current results are at least 5 percentage points more positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points less positive than previously/the APS, the pertinent results are highlighted red.

**Ratings of the Executive in February 2009 referred to 'the Executive' and 'EMG', rather than 'the Secretary and Deputy Secretaries'.

***Questions that refer to 'Supervisor's performance at' used a performance scale, from Very Poor through to Very Good.

†Respondents to the State of the Service employee survey rated the following question: "Does your supervisor act in accordance with the APS Values in his or her everyday work?" on a frequency scale (Always – Never); while previous FaHCSIA surveys asked staff to rate their agreement with: "My supervisor acts in accordance with the APS Values."

††Respondents in October 2009 and the State of the Service employee survey were asked to rate their agreement with: "My supervisor is effective in managing people". All other years rated effectiveness from Very Low to Very High.

Performance feedback

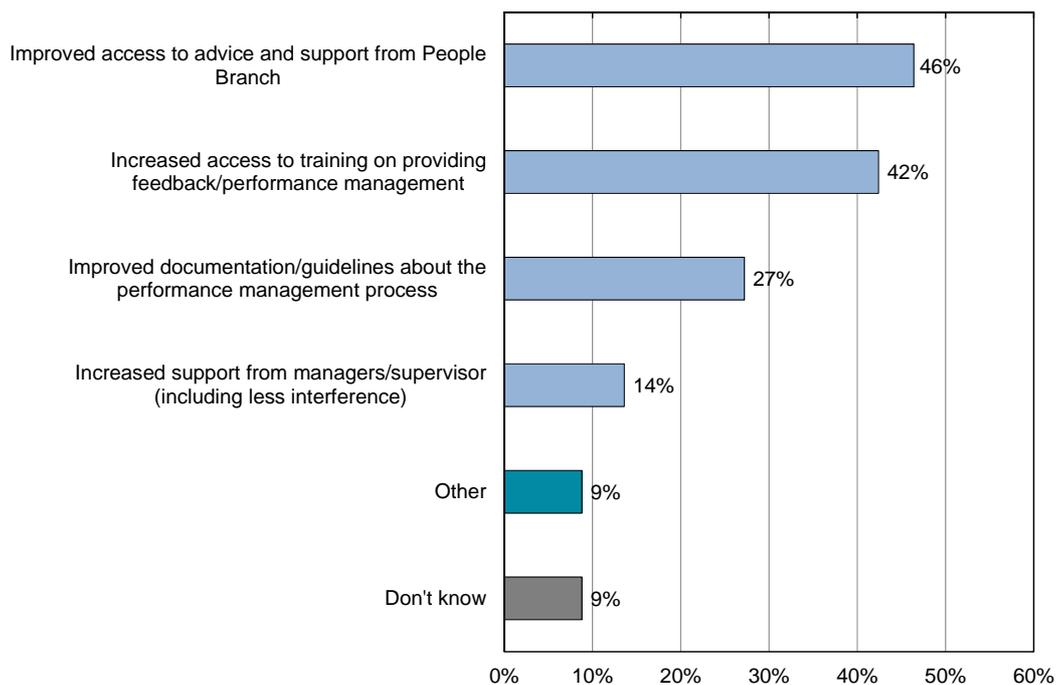
Supervising others (performance *as* a supervisor)

Over 80% of FaHCSIA staff with supervisory responsibilities agreed that they feel confident to manage the performance of the people they supervise (87%) and are clear about FaHCSIA's priorities as they relate to their role (83%), in line with previous results.

- ◆ However, there was a decline in the proportion of supervisors who agreed that they are provided with adequate resources to undertake their role, from 73% in 2009 to 68% in 2011 (see Table 26).
- ◆ When asked what would assist them with performance management, over two-fifths of supervisors indicated improved access to advice and support from People Branch (46%) and increased access to training on providing feedback/performance management (42%) (see Figure 21)

Figure 21: If you don't feel confident to manage performance of the people you supervise, what would assist you with performance management?

Base: Respondents who are responsible for directly supervising staff (n=125)

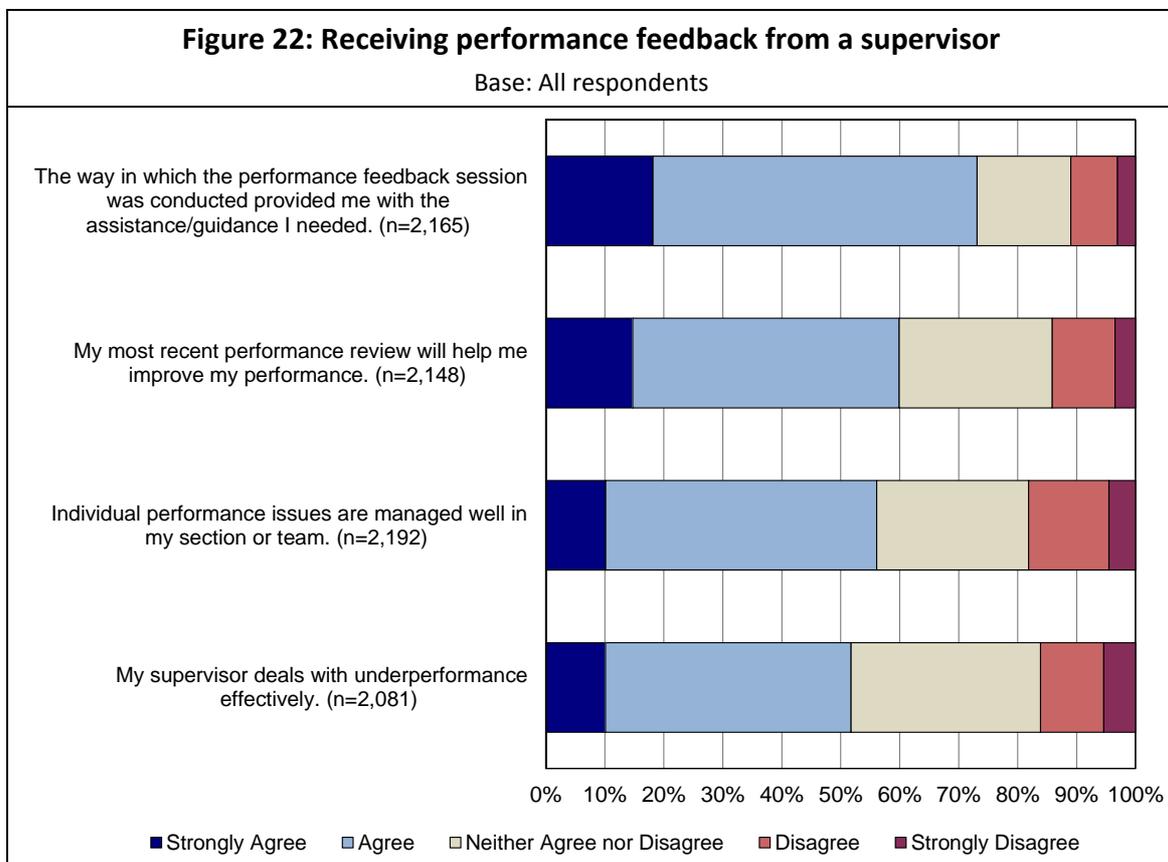


Receiving performance feedback from a supervisor

FaHCSIA staff provided positive ratings about the frequency and effectiveness of performance feedback in 2011.

The vast majority of staff (92%) indicated that they received individual performance feedback in the last 12 months (see Table 26) – a notable increase from February 2009 (80%) and above the APS average of 89%.

- ◆ Several aspects of the reported effectiveness and usefulness of performance feedback also increased slightly on results from previous surveys and were at least slightly higher than the APS average.
 - The only aspect that was *significantly* higher than the APS average was staff agreement that their most recent performance review will help them improve their performance (60%, compared with 50%).



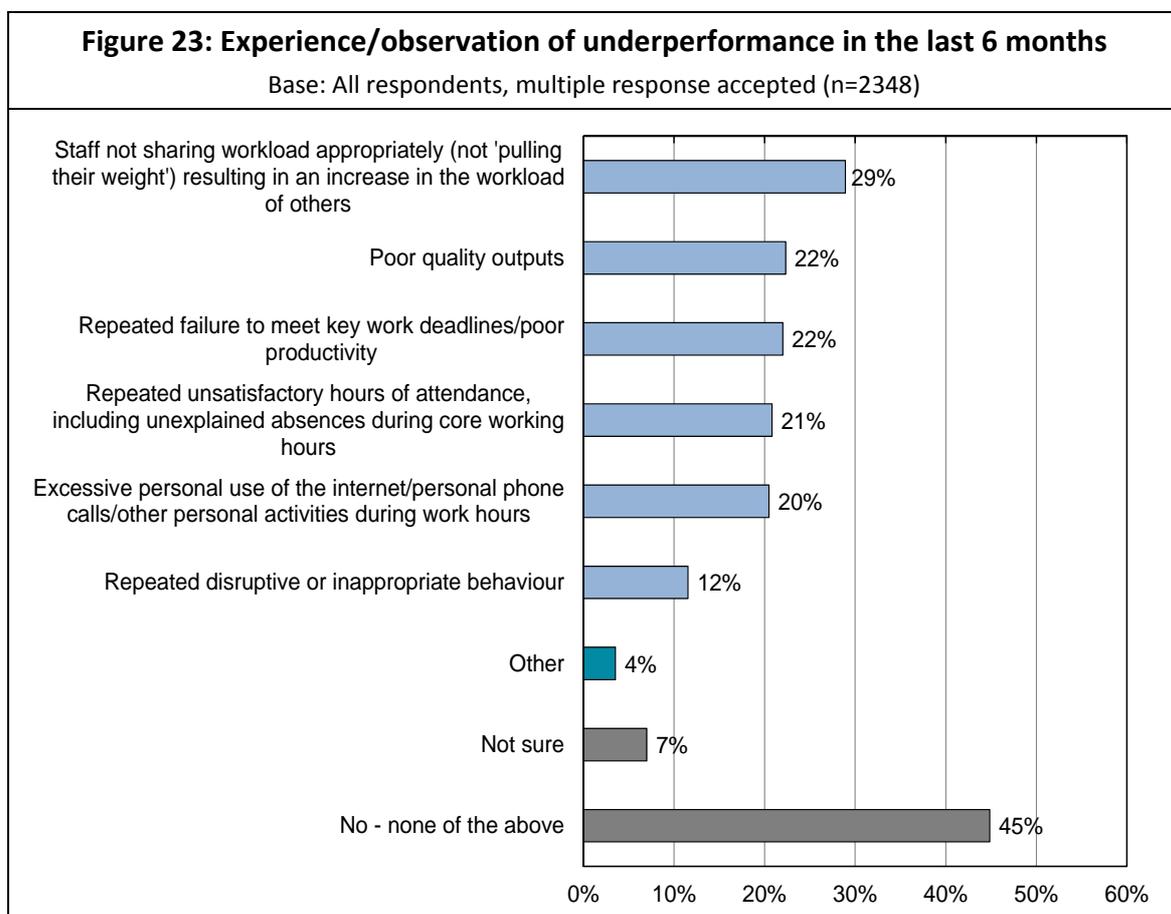
Dealing with underperformance issues

A small majority of staff agreed that individual performance issues are managed well in their section or team and their supervisor deals with underperformance effectively (see Figure 22). FaHCSIA's ratings were nonetheless more positive than the APS results in relation to whether one's supervisor dealt with underperformance effectively (52% compared to 46%).

- ◆ 2011 results were less favourable than February 2009, but notably higher than March 2010 and October 2010.

Just under half of staff (48%) indicated that they had experience or observed some form of underperformance in the previous 6 months, while 45% indicated that they had not witnessed underperformance and 7% were unsure. Figure 23 shows that this underperformance took a range of forms, with at least one-fifth of staff indicating that they had experienced.

- ◆ staff not sharing workload appropriately (not 'pulling their weight'), resulting in an increase in the workload of others;
- ◆ poor quality outputs;
- ◆ repeated failure to meet key work deadlines/poor productivity;
- ◆ repeated unsatisfactory hours of attendance; and/or
- ◆ excessive personal use of the internet, personal phone calls or other personal activities during work hours.



**Table 26: Comparisons: Performance Feedback/Supervising others
(FaHCSIA 2009-2011*; APS large agencies)**

(% agree)

	Sep. 2011	Oct. 2010	Mar. 2010	Feb. 2009	APS 2011
Supervising others (performance as a supervisor)					
I feel confident to manage the performance of the people I supervise.	87%	-	86%	87%	-
I am clear about FaHCSIA's priorities as they relate to my role.	83%	-	84%	85%	-
I am provided with adequate resources to undertake my role.	68%	-	70%	73%	-
Receiving performance feedback from a supervisor					
Have you received formal individual performance feedback in FaHCSIA in the last 12 months? (% Yes)	92%	-	88%	80%	89%
The way in which the performance feedback session was conducted provided me with the assistance/guidance I needed.	73%	-	71%	71%	67%
My most recent performance review will help me improve my performance.	60%	-	58%	59%	50%
Management of underperformance					
Individual performance issues are managed well in my section or team.	56%	54%	49%	62%	-
My supervisor deals with underperformance effectively.**	52%	50%	45%	59%	46%

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

**Respondents to the State of the Service employee survey were asked to rate: “My supervisor appropriately deals with employees that perform poorly.”

Further analysis by specific groups of respondents

Supervising others (performance as a supervisor)

- ◆ Supervisors' perceptions in relation to their performance as a supervisor varied mainly by group and office.
 - Staff in L&CG indicated the highest level of confidence with their job roles as supervisors, while staff in CEDG, RIHG and ORIC indicated the lowest.
 - Supervisors in the New South Wales/ACT Office and South Australian State Office showed high confidence with their supervisory role, while staff in the Queensland State Office, Western Australian State Office and Victorian State Office were least confident.

Receiving performance feedback from a supervisor

- ◆ Staff in B&FSCG and CSG, were most likely to provide positive ratings in relation to the effectiveness of the performance feedback that they had received from their supervisor, while staff in CEDG were least positive.

Dealing with underperformance issues

- ◆ Staff perceptions in relation to management of underperformance varied by group, classification level and office.
 - Staff in ORIC and the FaHCSIA Network were least likely to provide positive ratings.
 - Staff at higher classification levels were more likely to rate management of underperformance positively, while staff at an APS 6 level were least likely.
 - Staff in the Northern Territory State Office and New South Wales/ACT State Office recorded ratings around the FaHCSIA average for management of underperformance, while all other State/Territory offices recorded results well below the FaHCSIA average.

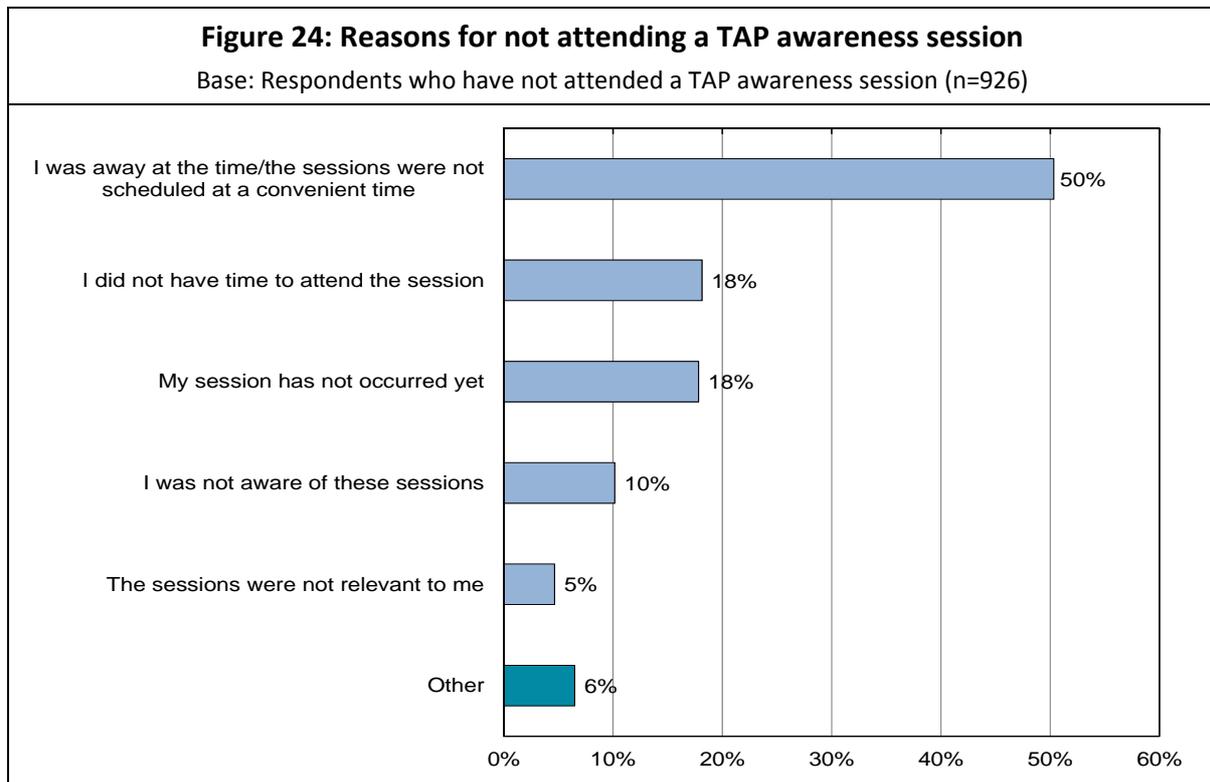
Talking About Performance (TAP) framework

61% of FaHCSIA staff indicated that they have attended an awareness session for the new Talking About Performance (TAP) Framework.

- ◆ The main reasons that the remaining 39% of staff had not attended a TAP awareness session were that they were away at the time or the sessions were not scheduled at a convenient time (identified by 50% of these staff).
- ◆ The next most common reasons were that they did not have time to attend the sessions (18%) or that their session had not occurred yet (18%, see Figure 24).

Staff who had attended a TAP awareness session provided mixed ratings of the usefulness of the TAP framework. Just under half (48%) of staff agreed that the TAP tools and templates are practical and useful, while most of the remaining staff (40%) neither agreed nor disagreed with this statement and 12% disagreed.

- ◆ The high proportion of neutral ratings of the TAP tools and templates may be partly due to the limited opportunity available to staff to fully utilise the framework since its implementation.



Specific workplace issues

Learning and development

FaHCSIA respondents' ratings of learning and development opportunities were generally consistent with previous years' results, although overall satisfaction with access to learning and development opportunities is at its lowest level (see Table 27).

- ◆ More than four-fifths of staff (85%) indicated that their learning and development needs have been identified in their individual performance plan.
 - 78% of these staff indicated that their learning and development and training requirements identified in their performance plan had been addressed to date.
- ◆ Just under three-quarters of staff provided positive ratings of the extent to which their supervisor ensures *fair* access to learning and development opportunities (74%) and encourages them to build capabilities and skills required for new job roles (71%).
 - Staff at FaHCSIA were more positive than the average regarding their supervisor encouraging capability building (74%, compared to 68%), but they were consistent with most other measures and slightly lower than the APS average regarding overall satisfaction with learning and development opportunities (55%, compared to 58%).
- ◆ While 66% of staff agreed that the skills development activities that they had undertaken in the last 12 months helped them to do their job better, well under half (39%) agreed that these activities helped them advance their career development.
- ◆ The two overall measures of FaHCSIA learning and development performance were at their lowest levels since 2009. Just over half of staff:
 - agreed that FaHCSIA places a high priority on the learning and development of its employees (52%, down from 56% in March 2010 and 62% in February 2009); and
 - were satisfied with their own access to learning and development opportunities within FaHCSIA (55%, down from 64% in October 2010 and below other survey results over the last few years).

Further analysis by specific groups of respondents

Staff in OCGRIS and L&CG were the most likely to provide positive ratings for learning and development opportunities, while staff in IPEG, the FaHCSIA Network and ORIC were more likely to show negative results.

Staff at an APS 1-3 level, Legal Officers and SES staff were most likely to be positive about their learning and development opportunities, while Public Affairs Officers were least likely to be satisfied.

Staff in New South Wales/ACT State Office recorded ratings of learning and development that were broadly in line with or above the FaHCSIA average, however, all other State/Territory offices recorded ratings below the FaHCSIA average.

Table 27: Comparisons: Learning & development (FaHCSIA 2009-2011*; APS large agencies)

(% agree/satisfied)

	Sep. 2011	Oct. 2010	Mar. 2010	Oct. 2009	Feb. 2009	APS 2011
In the past 12 months, have your learning and development needs been identified in your individual performance plan and agreed with your supervisor? (% yes)**	85%	-	85%	-	82%	83%
To date, have your learning and development and training requirements as identified in your individual performance plan been addressed? (% yes)***	78%	-	78%	-	77%	-
Direct supervisor's performance: Encouraging you to build the capabilities and/or skills required for new job roles.†	74%	-	71%	-	72%	68%
My direct supervisor ensures fair access to development opportunities for my section/work group.	71%	-	73%	-	75%	-
To what extent [do you agree that] the skills development activities you undertook in the last 12 months: Help you do your job better.	66%	-	61%	-	79%	-
My learning and development needs were adequately considered as part of the performance feedback discussion.	64%	-	66%	-	67%	64%
I have access to the mentoring/coaching (informal and formal) I need.	55%	-	54%	-	54%	-
FaHCSIA places a high priority on the learning and development of employees.	52%	-	56%	-	62%	51%
To what extent [do you agree that] the skills development activities you undertook in the last 12 months: Help you advance your career development.	39%	-	38%	-	48%	-
Overall, how satisfied are you with your own access to learning and development opportunities within FaHCSIA?	55%	64%	57%	62%	60%	58%

*Where current results are at least 5 percentage points *more* positive than previous cycle or APS average – the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously/the APS, the pertinent results are highlighted red.

**In February 2009, respondents were asked: “In the last 12 months have your learning and development needs been identified in the IPMS and agreed with your supervisor?”; while in the State of the Service employee survey, respondents were asked: “In the last 12 months have your learning and development needs been identified and agreed to with your manager?”

***In February 2009, respondents were only asked about their ‘training requirements’, not their ‘learning and development requirements’.

†In the State of the Service employee survey, respondents were asked to agree whether: “My supervisor encourages me to build the capabilities and/or skills required for new job roles”.

Unscheduled leave

Staff were more likely to agree that unscheduled personal leave is common within their team in 2011 (34%) than in March 2010 (29%).

- ◆ These findings are consistent with data from the 2010/2011 *HR Metrics* report – the total number of days per Full Time Equivalent (FTE) per year has increased from 13.5 in 2009/2010 to 14.4 in 2009/2010.

Figure 25 shows that staff considered that the main causes for unscheduled personal leave in FaHCSIA were *personal/non-work issues*—especially health issues and illnesses (84%) and caring responsibilities (61%).

- ◆ This figure also shows, however, that up to one-quarter of staff indicated that a range of specific work-related factors also contributed to unscheduled personal leave in FaHCSIA, with the most commonly identified of these factors being lack of commitment and motivation (24%) and workload pressure (19%).

Further analysis by specific groups of respondents

Over 40% of staff in CSG, CEDG, FaHCSIA Network Staff and ORIC agreed that unscheduled leave is very common in their team;

- ◆ These four groups were, however, not the four groups with the highest actual levels of unscheduled leave in 2010/2011 as measured in *HR Metrics*, with only CSG above the FaHCSIA average.

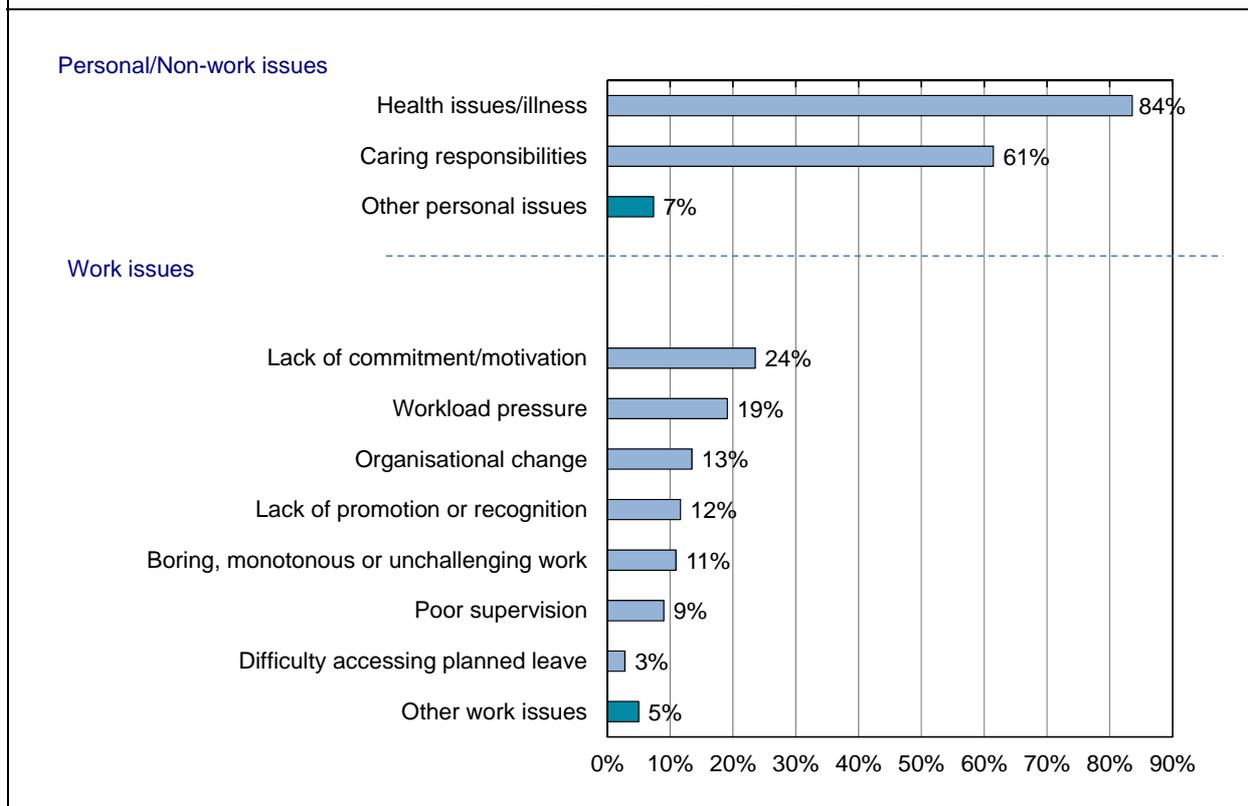
The three reportable groups¹² with the highest levels of unscheduled leave over 2010/11 were SPG, B&FSCG and Disability and Carers Group (D&CG). The proportion of staff in these groups who agreed that unscheduled leave was common in their team was, however, slightly below the FaHCSIA average. This suggests that staff in these groups may be developing a culture of perceiving higher levels of unscheduled leave as normal.

More than half of staff in the Queensland State Office, Tasmanian State Office, Victorian State Office and Western Australian State Office considered that unscheduled leave is very common in their team. The overall level of unscheduled leave in the FaHCSIA Network was, however, broadly in line with the FaHCSIA average.

¹² While Stronger Futures in NT Group recorded the highest level of unscheduled leave in 2010-11, they were not reportable in the survey as they received less than 10 responses to the survey.

Figure 25: Main factors causing unscheduled personal leave in the last 6 months

Base: All respondents (n=2253)



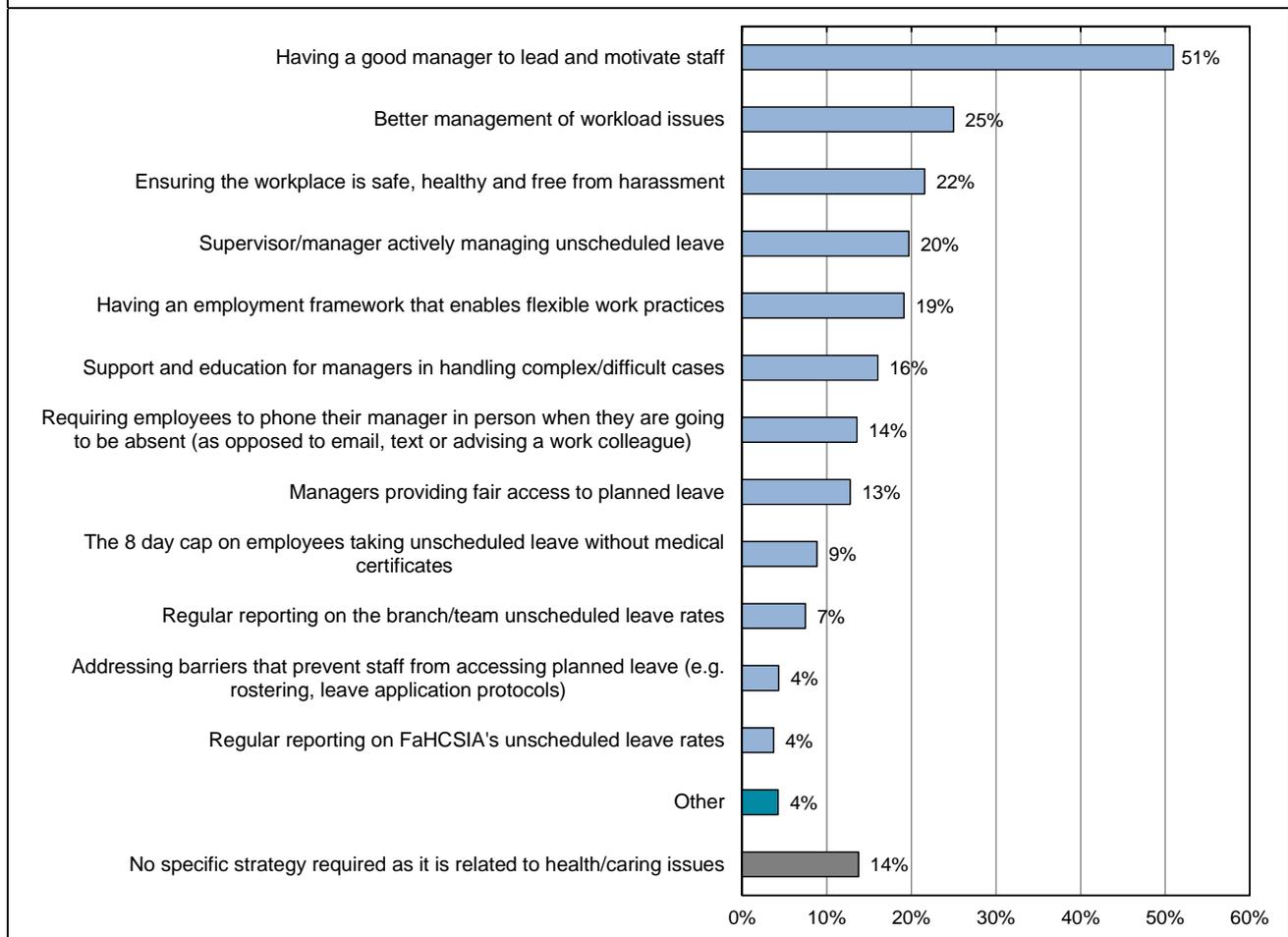
Strategies to reduce unscheduled leave

Figure 26 shows that staff were most likely to consider that having a good manager to lead and motivate staff would be the most effective strategy for reducing unscheduled absences in FaHCSIA. Around one-fifth or more of staff also considered that other effective strategies would be:

- ◆ better management of workload issues (25%);
- ◆ ensuring the workplace is safe, healthy and free from harassment (22%);
- ◆ supervisors/managers actively managing unscheduled leave (20%); and
- ◆ having an employment framework that enables flexible work practices (19%).

Figure 26: Which of the following attendance strategies would you consider to be most effective at reducing unscheduled absences in FaHCSIA?

Base: All respondents (n=2285)



Staff suggestions for increasing attendance

These themes are supported by free text comments regarding suggested ways to increase attendance rates at FaHCSIA:

- ◆ Staff were most likely to indicate that FaHCSIA needs a better sense of leadership from managers, that they need to better manage underperforming staff and that they should lead through their own example.

“Encourage managers to get to know their staff, build a personal relationship with each staff member and get to know what work they like to do, and what motivates them to come to work each day and go home feeling like they achieved something.”

“Managers have to be aware and empathetic to the background of and try to see situations in the eyes of their people. Also, sometimes it is the blend of work-related and family issues that makes an employee stressed. Communication and understanding are highly important.”

“... Encourage people to take planned leave and/or reduce their work hours to meet their capacity/ not burn out, rather than taking sick leave.”

“Dealing more promptly with manager underperformance.”

“Leadership and management at section level are generally poor, resulting in retention of underperforming, unreliable staff who have a disruptive, de-motivating effect on teams. Senior management's failure to support section managers may well be a contributory cause to this widespread malaise.”

“Effectively manage underperforming staff.”

“Having managers lead by example. The Branch Manager in my area takes more unscheduled leave than anyone else.”

- ◆ A significant share of staff also indicated that improved morale is important, with some identifying a negative impact in this area from recent workplace changes.

“Overall I would suggest supervisors/managers need to motivate their staff, also a clear direction on what each expectations are. “

“Maintaining excellent communication levels and consulting with staff when big decisions are being made promotes a positive work environment. A positive environment promotes productive people who want to come to work.”

“Attendance rates dwindle when staff morale has taken a hit. Introducing the spill and fill process was an ineffective process that created more problems than solutions. i.e. Stress leave for some staff, loss of competent staff due to unreasonable pressure from management and burnout.”

- ◆ Many staff also indicated that unscheduled leave is usually related to health and caring issues, therefore staff who legitimately need to take leave should be supported and unwell staff should stay home.

“Continue to treat staff well. Recognise that as our workforce ages, health issues and family care issues may increase. “

“...the manager has taken 'managing' unplanned leave to heart to a point where staff members are made to feel guilty for taking legitimate leave...I feel that this policy should be better balanced with a stronger acknowledgement that although there are targets, there are also staff who will legitimately use all of their personal leave and it is not the job of managers to attempt to limit staff from accessing legitimate leave.”

“Keep the workplace caring and supportive for staff who are going through difficult times and taking unscheduled leave due to family members being unwell.... when I was dealing with the death of a family member and the high risk of losing another. I was concerned about not being able to perform my duties and if I knew that the people who worked with me were not happy about me not being at work it would have raised my stress levels further.”

“Sick and infectious people staying home from work when they are sick instead of focusing on lessening the unscheduled absences in the Branch.”

“Disappointed that sick leave is considered to be a result of work factors. It can be, but is often not a factor. Aggressive management of staff who have sick leave with a doctors certificate is inappropriate and unjustified.”

“I don't think you can truly manage unscheduled leave because for me they are exactly that. Most of my leave is taken due to caring responsibilities to my young children and they get sick unexpectedly. That's life unfortunately.”

“While leave is of course required, consideration of staying at home when contagious rather than sharing colds etc. should be considered and supported by managers.”

- ◆ Some staff also suggested the need for more workplace flexibility and increased opportunities to work from home.

“Flexibility around working from home for a number of reasons e.g. caring responsibilities.”

“Having an employment framework that enables flexible work practices.”

“If people don't have particular need to be in the office at a certain time i.e. no set meetings and they aren't feeling well in the morning, allow people to come in late and make up the time on flex.”

“Workplace flexibility is very important and all Groups engendering a culture of work/life balance”

- ◆ Other less common suggestions included:
 - attendance incentive such as a policy that rewards staff with unused leave;
 - better monitoring of absences and stricter procedures;
 - implementing clearer leave guidelines and leave options (e.g. carer's or sick leave); and
 - reducing work pressure by increasing resources of staff.

Strategic framework

While a moderate majority of staff indicated that they were aware of and understood the FaHCSIA Strategic Framework released on 1 July 2011, they were much less likely to have discussed the implications of the framework within their team.

Just over two-thirds (68%) of staff indicated that they have read the new FaHCSIA strategic framework. A further 29% of staff indicated that, while they had not read the framework, they were aware of it and 3% indicated that they were not aware of the framework prior to completing the survey.

Figure 27 shows that around two-thirds of staff also agreed that they have a good *understanding* of the implications of the strategic framework for FaHCSIA (67%) and for their team (63%).

- ◆ However, only 40% of staff agreed that their team has adequately discussed the implications of the strategic framework for their work, while 32% disagreed.

Further analysis by specific groups of respondents

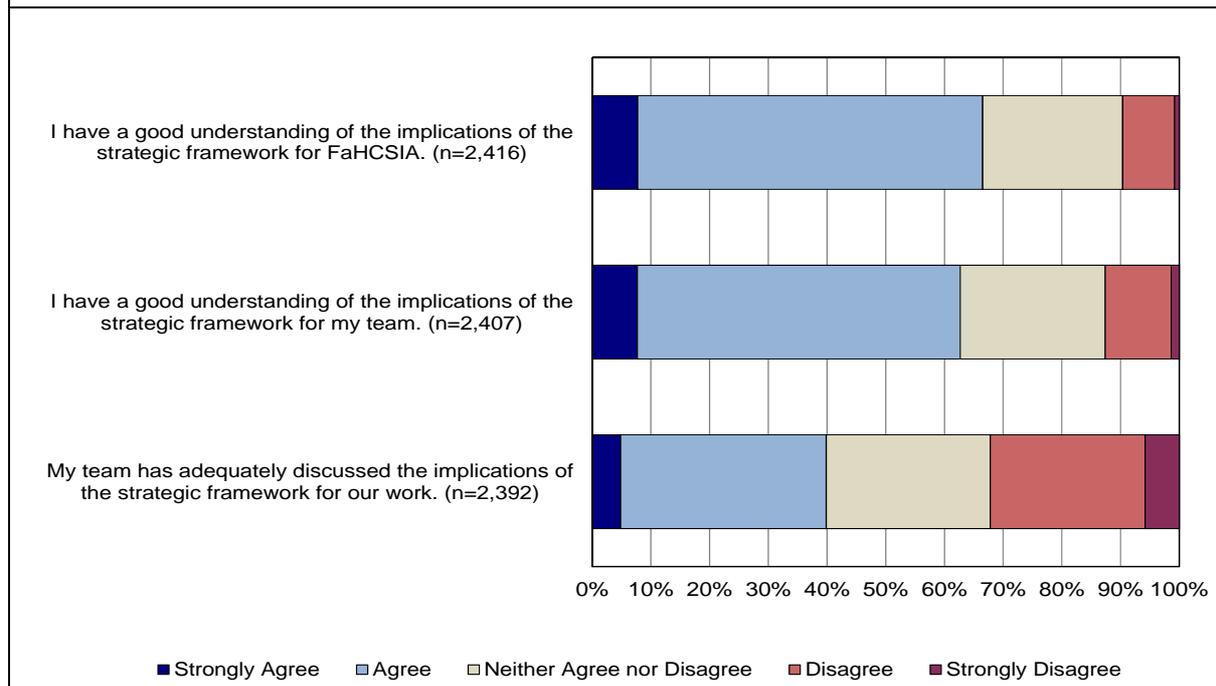
The groups whose staff reported the lowest readership and understanding of the strategic framework were IM&TG and ORIC.

Readership and understanding of the strategic framework tended to increase amongst higher level staff. Public Affairs Officers were the exception, providing low readership and understanding results.

Staff in the Queensland and Victorian state offices indicated lower readership of the strategic framework than the FaHCSIA average, while staff in these offices and the Tasmanian State Office also recorded lower understanding rates.

Figure 27: Awareness and understanding of the Strategic Framework

Base: All respondents



Response to the previous survey

Table 28 shows that over 90% of staff who were at FaHCSIA at the time of the March and October 2010 surveys indicated that their branch/state manager provided them with a presentation or feedback session about the results of these surveys.

- ◆ This represents a solid improvement from the corresponding results in March 2010.

While only 57% of staff agreed that they were satisfied with how their branch or state/territory office responded to the results of the previous year's surveys, most of the remaining staff (32%) provided neutral responses, while 12% disagreed.

- ◆ This result is also a slight improvement from March 2010.

Table 28: Comparisons- Responses to last year's survey (FaHCSIA 2010-2011*)

	Sep. 2011	Mar. 2010
Did your branch/state manager provide you with a presentation or feedback session about your branch/state office results for the March 2010 staff survey? (% Yes)	93%	87%
Did your branch/state manager provide you with a presentation or feedback session about your branch/state office results for the October 2010 FaHCSIA mini-staff survey? (% Yes)	91%	84%
Overall, how satisfied are you with the response of your branch/state office to the FaHCSIA staff surveys in 2010? (% satisfied)	57%	55%

*Where current results are at least 5 percentage points *more* positive than previous cycle– the pertinent results are highlighted green, where the current results are at least 5 percentage points *less* positive than previously, the pertinent results are highlighted red.