

HPF Tool

Employee perceptions survey guide

EMPLOYEE PERCEPTIONS SURVEY

Step 3 of the High Performance Framework (HPF) is the assessment of approaches deployed within each agency to achieve strategic priorities. One of the important ways to assess the effectiveness of each agency's set of approaches is through their employees' perceptions.

The Public Sector Performance Commission has designed the attached employee perceptions survey tool to assist agencies in obtaining information on topics specific to the building blocks of the HPF. Agencies may wish to modify the survey according to their specific needs. Additionally questions from the attached survey may be incorporated into existing employee survey tools.

This tool has been successfully trialled in a number of agencies. In most cases the survey was deployed through an online survey tool, such as 'Survey Monkey' or 'Zoomerang'.

Agencies that have achieved high response rates have done so through a variety of engagement methods. These are outlined below.

In the first instance an email should be sent from the chief executive to the whole organisation requesting the voluntary participation of all staff in the survey and explaining its purpose and value. In previous instances some CEs have indicated that results will be published and actions will be recommended in response to results. Naturally this is left to the discretion of each agency.

Executives and leaders throughout the organisation are encouraged to remind staff to complete the survey at regular staff meetings. Email reminders may specifically be sent to leaders in areas with low response rates.

In some agencies, the chief executive nominated a particular time (eg between 10am and 11am on a specific day) to set aside for the completion of the survey.

Email reminders may be sent out to all staff over the duration of the survey completion time (usually two to three weeks) with a final reminder being sent out on the final day.

EMPLOYEE PERCEPTIONS SURVEY TOOL SUGGESTED CONTENT

Introduction

Insert description of the business of the agency - vision, mission and strategic priorities.

AGENCY XXX has adopted the High Performance Framework as a key tool to support continuous improvement across the department. The first part of using the framework is for us to assess ourselves to identify areas for improvement. We would, therefore, like to hear from you, on your perceptions of the department in the 10 areas covered by the framework.

We are committed to hearing from employees and we hope this survey will provide another opportunity for you to help us to identify the priority areas we need to look at.

Definitions

The terms below appear throughout the survey. Please observe the following definitions when responding to the items containing these terms.

Leaders: This term refers to managers, executives, team leaders or any other employee that you would consider a leader in the department.

Division / unit: Division and unit are used interchangeably to mean the business unit in which you currently work. A list of the major divisions/units can be found in question 1 of the survey.

Manager: This is a generic term for anyone with managerial responsibility for others who are not classified an executive. Your own manager is the person you directly report to on a day-to-day basis, regardless of their actual title. If you report to more than one person, select the one with whom you have the most interaction. If you have worked under more than one manager in the past 12 months, select your current manager.

Customer: This term refers to any citizen, other departmental member, group or business (internal and external to government) to which you provide a direct service, product or advice.

Stakeholder: A stakeholder has a vested interest in the objectives of the agency but is not necessarily a recipient of a service provided by the agency.

Confidentiality

The survey is voluntary and anonymous – no names or other identifiers are collected. The results will be aggregated and reported so that no individual results can be identified.

How to complete the survey

For the survey to be useful it is important you answer it honestly and openly. We are interested in your personal views, perceptions and experiences. There are no right or wrong answers to the questions.

ABOUT YOU

These questions allow any differences in perception between different groups of people to be identified – individual responses won't be identified.

1. In which division/unit are you currently employed? (Please note that to assure confidentiality smaller business units have been grouped together)	List of the specific divisions/units in the department.	
	Other (...)	
2. In your day-to-day work, are you required to manage one or more employees?	Yes	
	No	
3. What is your gender?	Female	
	Male	
4. Length of time employed by the state government	Less than one year	
	1 to less than 2 years	
	2 to less than 5 years	
	5 to less than 10 years	
	10 to less than 15 years	
	15 to less than 20 years	
	20 years or more	
5. Length of time employed by the department	Less than one year	
	1 to less than 2 years	
	2 to less than 5 years	
	5 to less than 10 years	
	10 to less than 15 years	
	15 to less than 20 years	
	20 years or more	
6. In which category does your current position fall?	Trainee to ASO3 (or equivalent)	
	ASO4 to ASO6 (or equivalent)	
	ASO7 to MAS3 (or equivalent)	
	PO1 to PO2	
	PO3 to PO5	
	TGO1 to TGO2	
	TGO3 to TGO5	
	OPS1 to OPS3	
	OPS 4 to OPS7	
	Executive - SAES	
	Executive – Non-SAES	
	Other – please specify	
7. What is the main focus of your current role?	Mainly policy development	
	Mainly customer service (internal or external)	

YOUR PERCEPTIONS

Please select the response that most closely represents your point of view regarding the following statements:

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
	1	2	3	4	5	
Topic 1: Leadership						
8. A clear vision of the future direction of the <u>department</u> is actively communicated by leaders.						
9. <u>Leaders</u> drive policy debate at the state and national level.						
10. Change is well managed in the <u>department</u> .						
11. I am satisfied with the quality of leadership in my <u>division/unit</u> .						
12. My <u>manager</u> promotes collaboration with other areas in the department.						
13. My <u>manager</u> promotes collaboration outside of the department.						
Topic 2: Values						
14. I am proud to say I work for the <u>department</u> .						
15. The <u>department's</u> employees are enthusiastic and motivated.						
16. The <u>department</u> actively encourages ethical behaviour by all its employees.						
17. I would recommend the <u>department</u> to others as a great place to work.						
18. The <u>department's</u> employees are treated with respect regardless of their job.						
19. Leaders in my <u>division/unit</u> lead by example in ethical behaviour.						
20. My <u>division/unit</u> has a culture that emphasises excellence and continuous improvement.						
21. My <u>manager</u> drives a focus on quality in everything we do.						
22. I understand what "quality" means for my work.						
Topic 3: Strategy						
23. I understand the <u>department's</u> vision and strategic priorities.						
24. My <u>division/unit</u> is good at planning for long-term challenges.						
25. I understand the priorities and key outcomes for my <u>division/unit</u> .						
26. Resources are used effectively and efficiently to achieve divisional objectives in my <u>division/unit</u> .						
27. The <u>department</u> develops good public policy.						

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
	1	2	3	4	5	
28. <u>Leaders</u> look outside the organisation to identify challenges and opportunities.						
Topic 4: Innovation and Continuous Improvement						
29. The <u>department</u> is an innovative organisation.						
30. The <u>department's</u> employees are open to change.						
31. In my <u>division/unit</u> we regularly set aside time to develop and debate new ideas and concepts.						
32. My <u>manager</u> encourages me to come up with new and better ways of doing things.						
33. I am able to constructively debate issues and decisions with my <u>manager</u> .						
34. When better ways of working are identified and agreed, they are implemented in a timely manner.						
Topic 5: Information and Knowledge						
35. The <u>department's</u> systems ensure relevant and high quality information and knowledge are available to staff.						
36. The <u>department</u> has good processes in place for sharing information.						
37. I have easy access to the information I need to do my job well.						
Topic 6: Workforce Engagement						
38. I am committed to achieving the vision of <u>the department</u> .						
39. I understand how my job supports <u>the department</u> achieving its objectives.						
40. There are adequate mechanisms to recognise high performance in my <u>division/unit</u> .						
41. My job allows me to use my skills, knowledge & abilities.						
42. I am confident in my <u>manager's</u> ability to deal with under-performing employees.						
43. My input is adequately sought and considered about decisions that directly affect me in my <u>division/unit</u> .						
44. My <u>manager</u> is committed to ensuring that I have the skills and knowledge I need to do my job properly.						
45. The <u>department</u> seeks the best talent for all positions.						
46. My <u>division/unit</u> supports good work/life balance.						

Topic 6a: Employee Performance Management				Yes	No	Don't know
47. In the past 12 months, did you participate in a formal one-on-one performance discussion with your manager? If NO please proceed to Topic 7						
(If yes) please respond to the following questions:	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
	1	2	3	4	5	
48. The <u>department's</u> employee performance management system is a useful tool.						
49. My <u>manager</u> provided me with open and constructive feedback during the performance management review process.						
50. My <u>manager</u> gives me regular constructive performance feedback outside the formal employee performance management process.						
51. <u>My</u> performance is fairly assessed through the employee performance management process.						
52. <u>My</u> training and development needs are provided for through the employee performance management process.						
Topic 7: Stakeholder, Customer and Citizen Focus				Strongly disagree	Disagree	Neither agree nor disagree
				1	2	3
53. The <u>department</u> engages genuinely with stakeholders.						
54. The <u>department's</u> involvement with across-government initiatives leads to better outcomes.						
55. I know who my customers are and their needs.						
56. The <u>department</u> has good mechanisms for understanding the needs and views of citizens.						
57. In my <u>division/unit</u> customer and citizen needs are always considered during any planning or change processes.						
58. In my <u>division/unit</u> customer service standards are rigorously enforced.						
Topic 8: Accountability				Strongly disagree	Disagree	Neither agree nor disagree
				1	2	3
59. An appropriate balance exists between risk and opportunity in my <u>division/unit</u> .						
60. The <u>department's</u> employees are held accountable for their performance.						
61. Accountability to ministers is widely understood in my <u>division/unit</u> .						

Topic 9: Triple Bottom Line (Economic, Environmental, Social)						
62. The <u>department</u> manages its finances well.						
63. The <u>department</u> is committed to creating a diverse workforce (for example gender, age, cultural background, disability status, Indigenous status).						
64. The <u>department</u> is committed to reducing the environmental footprint of its operations.						
65. In my division/unit we value and use diversity within workgroups.						
66. <u>My division/unit</u> has brought in good practices to reduce its environmental impact.						
Topic 10: Results Focus						
67. My manager discusses the <u>division/unit's</u> performance openly with employees.						
68. My <u>division/unit</u> uses performance information on results to make better decisions.						
69. The <u>department</u> reports performance results clearly and openly to stakeholders, partners and the public.						
70. The <u>department's leaders</u> have a strong focus on outcomes.						