

ACARA 2016 Climate Survey

start: 26 Sep 2016

close: 10 Oct 2016

responses: 77 Complete

**voice
project**

improving organisations
by giving people a voice

www.voiceproject.com

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introduction

purpose

The purpose of this report is to present the results of your organisation's employee survey. This report helps managers and employees better understand the quality of current work practices that affect employee engagement and organisational performance. Based on this understanding, an action plan should be created to capitalise on strengths and address development areas.

confidentiality

Reports are only produced when the minimum number of 5 people have fully completed their surveys. Individual rating scores from respondents are never shown in these reports.

Unedited employee comments are included in some reports (typically, overall group reports for organisations, and reports for work units). When included, the order of the comments is randomised to maximise anonymity.

about voice project

Since 2002 Voice Project has given a voice to over 1.5 million people across more than 3000 organisations. Some of the benefits our clients have gained from acting on engagement survey feedback include: increased employee engagement, reduced employee turnover, process improvements, improved career planning processes, better performance appraisal and recognition systems, and improved services to customers.

voice engagement model

Your organisation's survey is based on the Voice Engagement Model, which identifies the **drivers** of two organisational **outcomes**.

outcomes

There are two main outcomes in this employee survey that are related to organisational performance:

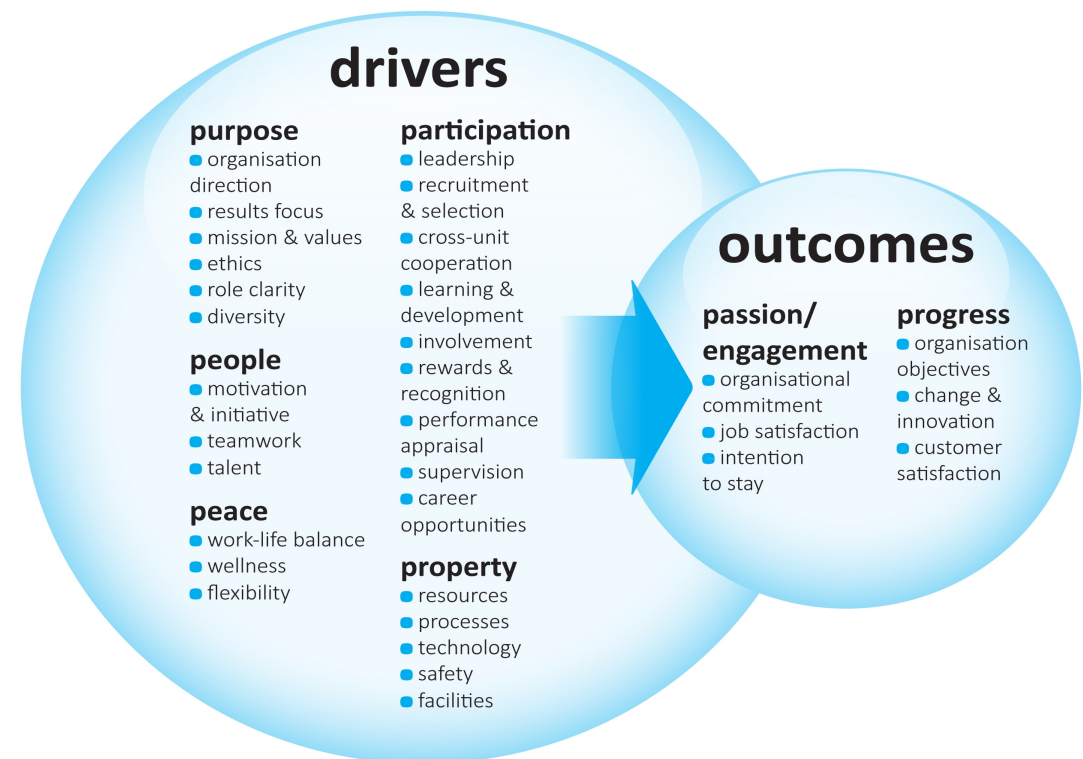
- **Passion** (otherwise known as employee engagement) refers to the positive attitudes and emotions that contribute employee retention and productivity.
- **Progress** measures staff perceptions about organisational performance.

drivers

To identify how to increase passion and progress, the Voice Engagement Survey measures current performance on a range of organisational practices. This assessment helps to identify areas where key changes can be made to drive stronger engagement and progress.

For example, if employees are unclear about the purpose of the organisation, this is likely to affect their emotional attachment to the organisation and their evaluation of its progress.

The figure (right) depicts our standard model and, therefore, content may differ slightly when a survey has been tailored.



interpreting your results

current performance

The current performance of your organisation or team is reported using the statistics “% Favourable” (% **Fav**). The % Fav shows the percentage of people who responded favourably to your survey questions (i.e. by selecting the “Tend to Agree” or “Strongly Agree” option on your survey rating scale).

Traffic light colours are used to indicate whether the percentage favourable is “high” (80% or more people responded favourably), “moderate” (50<80% Fav) or “low” (less than 50% of people responded favourably).

benchmark comparisons

The current performance of your organisation or team (% Fav) can be compared to your previous survey results and to the average performance of an external benchmark. Both of these comparisons use the statistic “% Difference” (% **Diff**).

Traffic light colours are used to show your performance compared to the benchmark. The % Diff can be “high” (10% or more higher than the comparison), “moderate” (less than 10% difference) or “low” (10% or more below the comparison). For example, if your “Benchmark % Diff” is +12%, this means that your results are 12% higher than the industry average and would be coloured green. Be careful interpreting the significance of small differences with lower response rates.

The industry benchmark for this report is: **Government - Administration**

high

moderate

low

high level results

passion

2016 % Fav

70%

Ind % Diff

+6%

- Passion represents the level of engagement of your organisation or team. Your survey data shows that passion for your organisation or team is moderate, with 70% of survey respondents indicating they are satisfied.
- Compared to the Government - Administration benchmark, your results are 6% higher than is typical at other Government - Administration organisations.

progress

2016 % Fav

62%

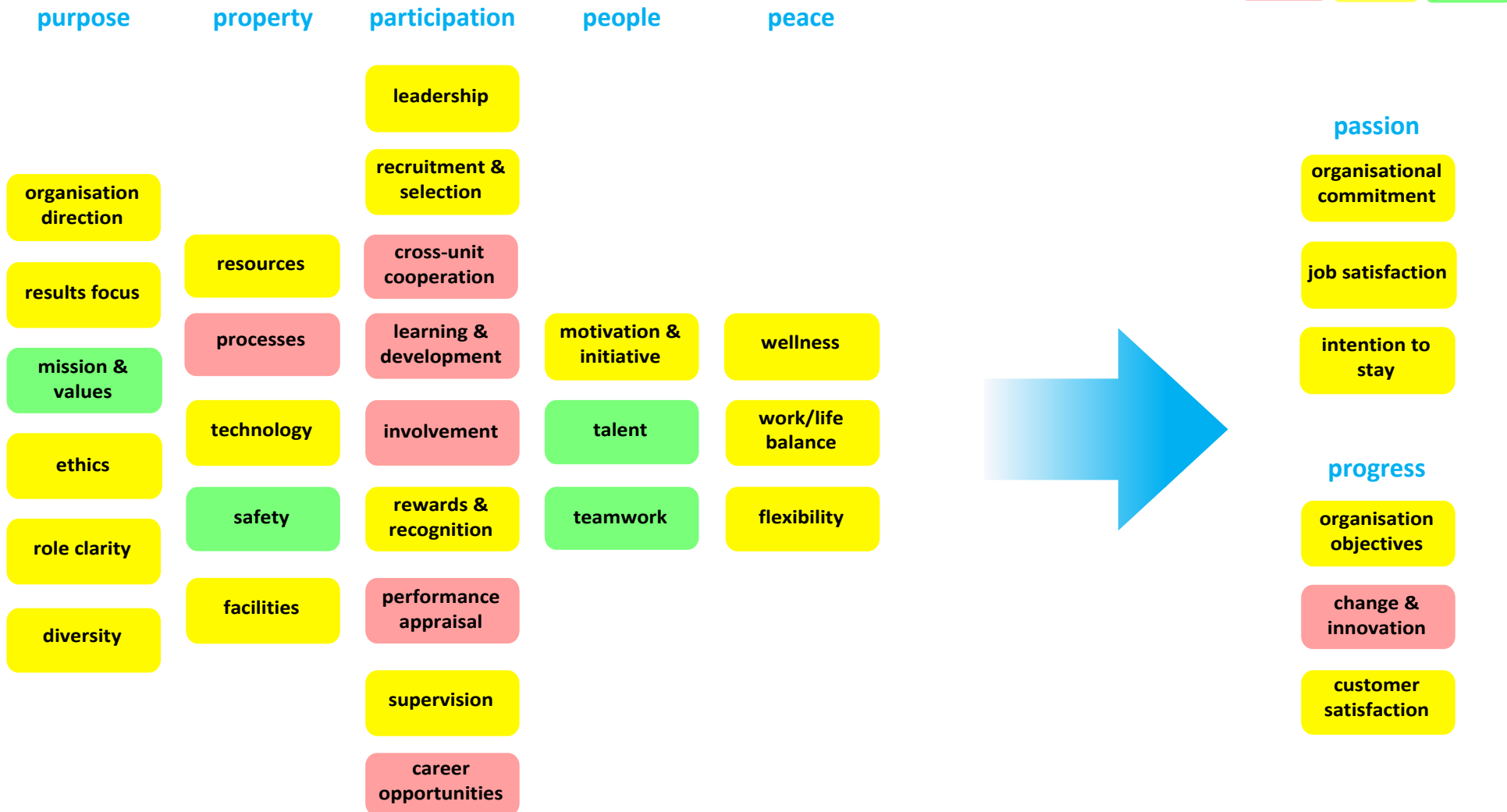
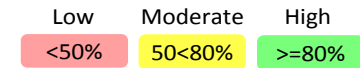
Ind % Diff

+9%

- Progress reflects staff perceptions about organisational performance. Your survey data shows that progress for your organisation or team is moderate, with 62% of survey respondents indicating they are satisfied with the organisation's progress and success in delivering outcomes.
- Compared to the Government - Administration benchmark, your results are 9% higher than is typical at other Government - Administration organisations.

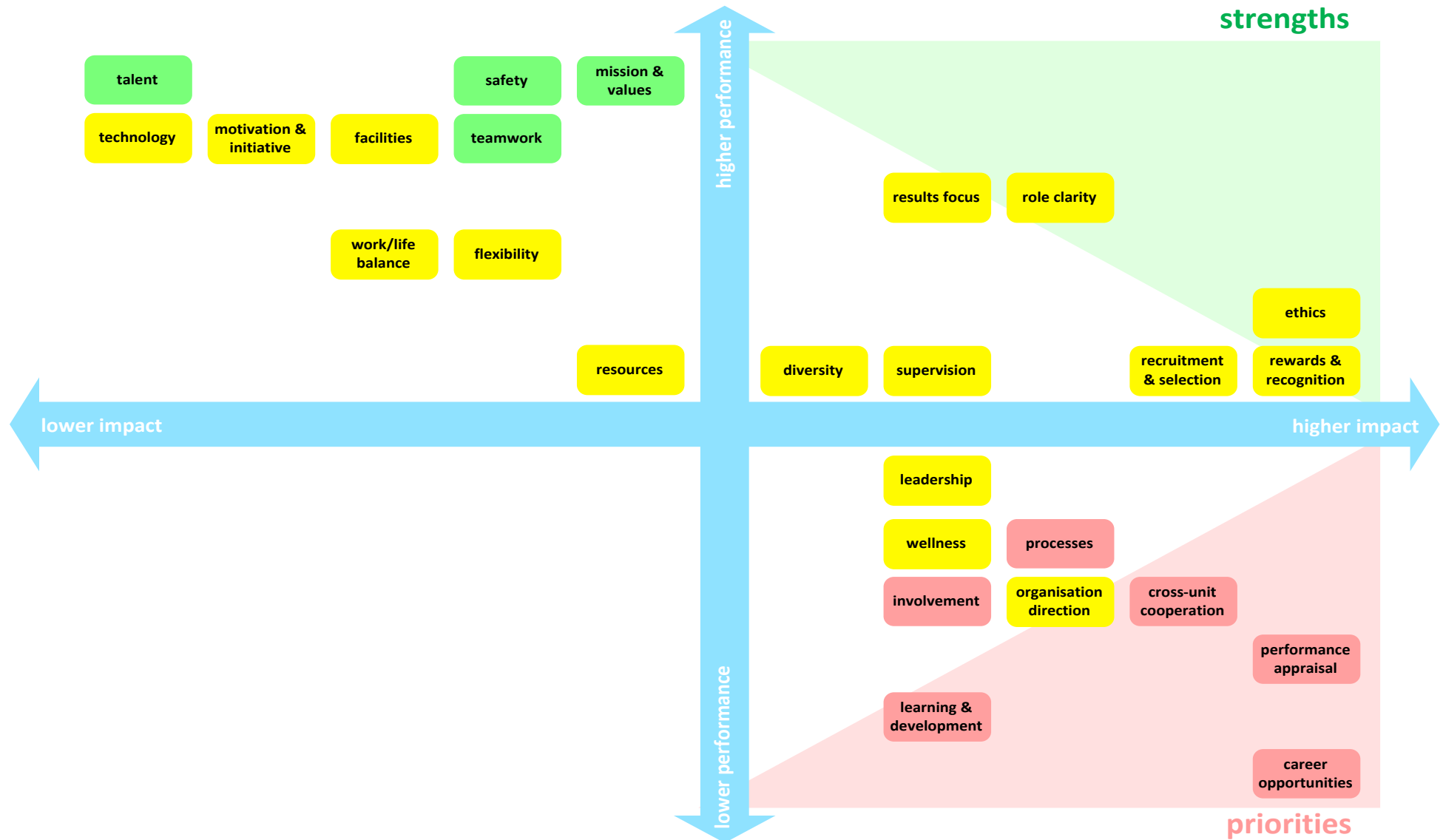
performance overview

legend



priority matrix

Based on analyses of the data from this survey, the practices are positioned on the matrix below in terms of performance (combining % favourable and the comparison to benchmark) and impact (the degree that each practice is likely to drive passion and progress). The potential priorities for improvement are in the bottom right (ie relatively low performance and high impact).



priorities

		2016 % Fav	Ind % Diff
Career Opportunities	Enough time and effort is spent on career planning	19%	-23%
Career Opportunities	I am given opportunities to develop skills needed for career progression	27%	-25%
Performance Appraisal	The way my performance is evaluated provides me with clear guidelines for improvement	29%	-20%
Career Opportunities	There are enough opportunities for my career to progress in this organisation	23%	-15%
Performance Appraisal	The way my performance is evaluated is fair	40%	-14%

The table above expands on the priority categories identified in the priority matrix. Based on an analysis of the data from this survey the key improvement areas within each category have been identified. We recommend that you consider other sources of information such as open-text comments alongside this information when determining the areas you will action.

top 5 questions % favourable

		2016 % Fav	Ind % Diff
Safety	Staff are aware of their work health and safety responsibilities	96%	+21%
Mission & Values	I believe in the work done by this organisation	95%	+15%
Teamwork	I have good working relationships with my co-workers	95%	+10%
Mission & Values	I believe in the overall purpose of this organisation	94%	+15%
Organisational Commitment	I am willing to put in extra effort for this organisation	94%	+21%

top 5 questions compared to benchmarks

		2016 % Fav	Ind % Diff
Customer Satisfaction	This organisation offers products and/or services that are high quality	88%	+26%
Technology	The technology used in this organisation is kept up-to-date	79%	+22%
Safety	Staff are aware of their work health and safety responsibilities	96%	+21%
Organisational Commitment	I am willing to put in extra effort for this organisation	94%	+21%
Organisational Commitment	I am proud to tell people that I work for this organisation	83%	+19%

bottom 5 questions % favourable

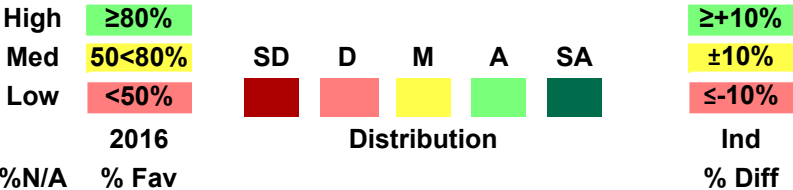
		2016 % Fav	Ind % Diff
Career Opportunities	Enough time and effort is spent on career planning	19%	-23%
Career Opportunities	There are enough opportunities for my career to progress in this organisation	23%	-15%
Career Opportunities	I am given opportunities to develop skills needed for career progression	27%	-25%
Cross-Unit Cooperation	Knowledge and information are shared throughout this organisation	29%	-9%
Performance Appraisal	The way my performance is evaluated provides me with clear guidelines for improvement	29%	-20%

bottom 5 questions compared to benchmarks

		2016 % Fav	Ind % Diff
Career Opportunities	I am given opportunities to develop skills needed for career progression	27%	-25%
Learning & Development	There is a commitment to ongoing training and development of staff	33%	-23%
Career Opportunities	Enough time and effort is spent on career planning	19%	-23%
Performance Appraisal	The way my performance is evaluated provides me with clear guidelines for improvement	29%	-20%
Diversity	Bullying and abusive behaviours are prevented and discouraged	55%	-16%

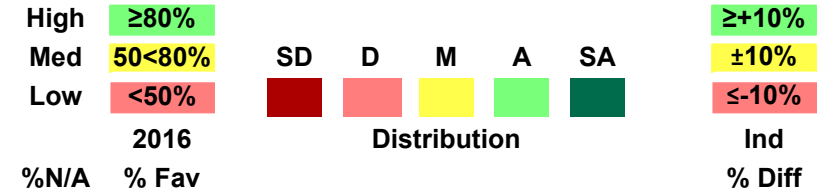
detailed results

category results



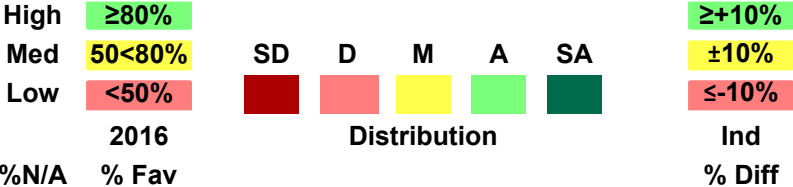
Category	2016 %N/A	2016 % Fav	Distribution	Ind % Diff
PASSION / ENGAGEMENT	2%	70%		+6%
- Organisational Commitment	1%	78%		+16%
- Job Satisfaction	0%	76%		+2%
- Intention To Stay	4%	56%		-2%
PROGRESS	7%	62%		+9%
- Organisation Objectives	6%	69%		+8%
- Change & Innovation	8%	39%		0%
- Customer Satisfaction	7%	78%		+19%

category results



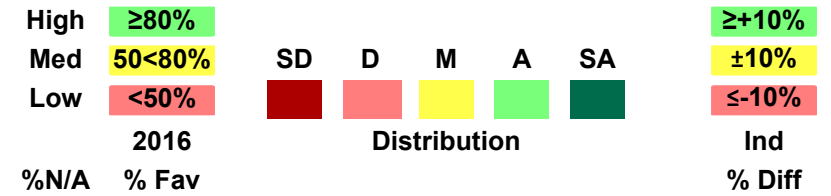
Category	Item	2016 %N/A	2016 % Fav	SD	D	M	A	SA	Ind % Diff
PURPOSE	Organisation Direction	2%	51%						-8%
	Results Focus	2%	72%						+4%
	Mission & Values	0%	89%						+13%
	Ethics	2%	69%						0%
	Role Clarity	0%	79%						0%
PROPERTY	Diversity	6%	71%						-5%
	Resources	0%	61%						0%
	Processes	1%	47%						-3%
	Technology	0%	71%						+16%
	Safety	2%	86%						+11%
PARTICIPATION	Facilities	14%	78%						+12%
	Leadership	0%	51%						-2%
	Recruitment & Selection	5%	53%						+3%
	Cross-Unit Cooperation	0%	36%						-1%
	Learning & Development	3%	37%						-16%
PEOPLE	Involvement	3%	44%						-4%
	Rewards & Recognition	1%	59%						+1%
	Performance Appraisal	10%	44%						-10%
	Supervision	2%	71%						-6%
	Career Opportunities	9%	23%						-21%
PEOPLE	Motivation & Initiative	3%	75%						+14%
	Talent	0%	82%						+16%
PEACE	Teamwork	0%	89%						+7%
	Wellness	0%	56%						-7%
	Work/Life Balance	1%	77%						-2%
	Flexibility	2%	73%						0%

question results



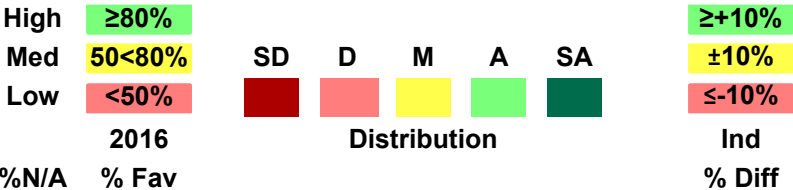
Category	Question	2016 %N/A	2016 % Fav	Distribution	Ind % Diff
Organisation Direction	1 I am aware of the vision senior management has for the future of this organisation	3%	43%	SD, D, M, A, SA	-14%
	2 I am aware of the values of this organisation	0%	73%	D, M, A, SA	+3%
	3 I am aware of the overall strategy senior management has for this organisation	3%	37%	SD, D, M, A, SA	-13%
Results Focus	4 Staff are encouraged to continually improve their performance	4%	57%	D, M, A, SA	-7%
	5 High standards of performance are expected	0%	74%	D, M, A, SA	+3%
	6 This organisation has a strong focus on achieving positive results	1%	84%	M, A, SA	+17%
Mission & Values	7 I believe in the overall purpose of this organisation	0%	94%	M, A, SA	+15%
	8 I believe in the values of this organisation	0%	79%	M, A, SA	+8%
	9 I believe in the work done by this organisation	0%	95%	M, A, SA	+15%

question results



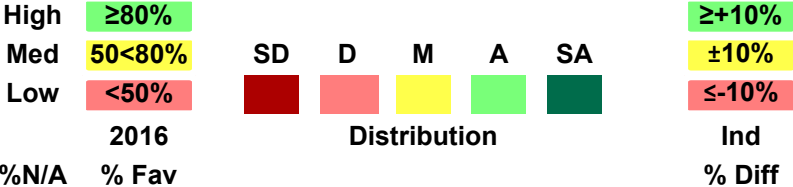
Category	Question	2016 %N/A	% Fav	Distribution	Ind % Diff
Ethics	10 This organisation is ethical	0%	70%	SD, D, M, A, SA	-2%
	11 This organisation is socially responsible	3%	69%	SD, D, M, A, SA	-2%
	12 This organisation is environmentally responsible	4%	68%	SD, D, M, A, SA	+3%
Role Clarity	13 I understand my goals and objectives and what is required of me in my job	0%	74%	SD, D, M, A, SA	-8%
	14 I understand how my job contributes to the overall success of this organisation	0%	88%	SD, D, M, A, SA	+6%
	15 During my day-to-day duties I understand how well I am doing	1%	74%	SD, D, M, A, SA	+1%
Diversity	16 Sexual harassment is prevented and discouraged	8%	92%	SD, D, M, A, SA	+2%
	17 Discrimination is prevented and discouraged	8%	82%	SD, D, M, A, SA	+1%
	18 There is equal opportunity for all staff in this organisation	4%	57%	SD, D, M, A, SA	-8%
	19 Bullying and abusive behaviours are prevented and discouraged	5%	55%	SD, D, M, A, SA	-16%

question results



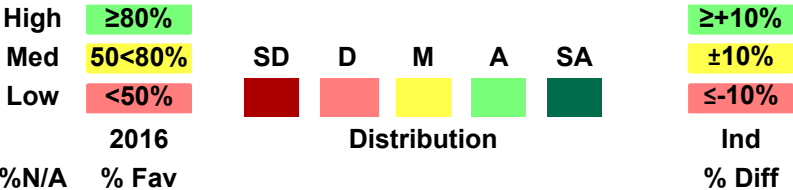
Category	Question ID	Question Text	%N/A	% Fav	Distribution	% Diff
Resources	20	I have access to the right equipment and resources to do my job well	0%	69%	SD, D, M, A, SA	+3%
	21	I have easy access to all the information I need to do my job well	0%	64%	SD, D, M, A, SA	-1%
	22	We can get access to additional resources when we need to	0%	49%	SD, D, M, A, SA	-3%
Processes	23	There are clear policies and procedures for how work is to be done	0%	49%	SD, D, M, A, SA	-8%
	24	In this organisation it is clear who has responsibility for what	0%	45%	SD, D, M, A, SA	-5%
	25	Our policies and procedures are efficient and well-designed	3%	45%	SD, D, M, A, SA	+2%
Technology	26	The technology used in this organisation is kept up-to-date	0%	79%	SD, D, M, A, SA	+22%
	27	This organisation makes good use of technology	0%	73%	SD, D, M, A, SA	+19%
	28	Staff in this organisation have good skills at using the technology we have	0%	61%	SD, D, M, A, SA	+8%

question results



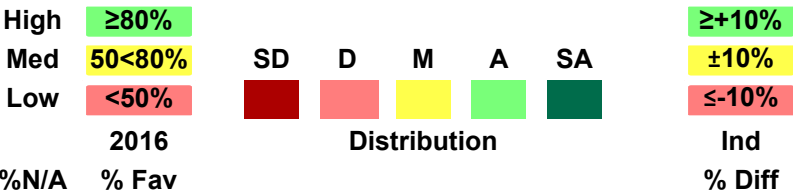
Category	Question	%N/A	% Fav	Distribution	Ind % Diff
Safety	29 Keeping high levels of health and safety is a priority of this organisation	1%	79%	SD, D, M, A, SA	+3%
	30 We are given all necessary safety equipment and training	1%	89%	M, A, SA	+17%
	31 Staff are aware of their work health and safety responsibilities	1%	96%	M, A, SA	+21%
	32 Supervisors and management engage in good safety behaviour	4%	78%	SD, D, M, A, SA	+3%
Facilities	33 The buildings, grounds and facilities I use are in good condition	0%	86%	M, A, SA	+15%
	34 The condition of the buildings, grounds and facilities I use is regularly reviewed	18%	76%	SD, D, M, A, SA	+8%
	35 The buildings, grounds and facilities I use are regularly upgraded	25%	71%	SD, D, M, A, SA	+14%

question results



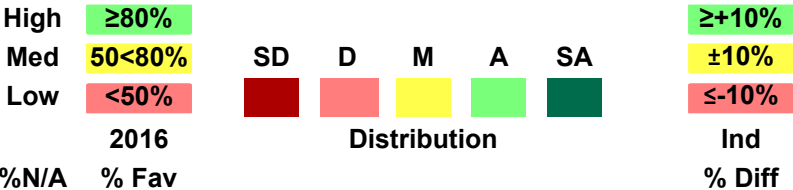
Category	Question	2016 %N/A	% Fav	Distribution	Ind % Diff
Leadership	36 I have confidence in the ability of senior management	1%	59%	[SD, D, M, A, SA]	0%
	37 Senior management are good role models for staff	0%	49%	[SD, D, M, A, SA]	-4%
	38 Senior management keep people informed about what's going on	0%	44%	[SD, D, M, A, SA]	-6%
	39 Senior management listen to other staff	0%	49%	[SD, D, M, A, SA]	+2%
Recruitment & Selection	40 This organisation is good at selecting the right people for the right jobs	4%	46%	[SD, D, M, A, SA]	+3%
	41 Managers in this organisation know the benefits of employing the right people	4%	62%	[SD, D, M, A, SA]	+5%
	42 Managers in this organisation are clear about the type of people we need to employ	6%	51%	[SD, D, M, A, SA]	0%
Cross-Unit Cooperation	43 There is good communication across all sections of this organisation	0%	31%	[SD, D, M, A, SA]	-1%
	44 Knowledge and information are shared throughout this organisation	0%	29%	[SD, D, M, A, SA]	-9%
	45 There is cooperation between different sections in this organisation	0%	49%	[SD, D, M, A, SA]	+8%

question results



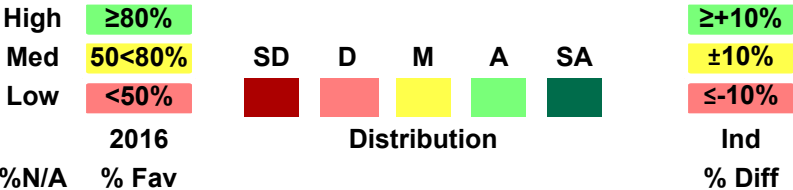
Category	Question ID	Question Text	%N/A	% Fav	SD	D	M	A	SA	% Diff
Learning & Development	46	When people start in new jobs here they are given enough guidance and training	1%	37%	█	█	█	█	█	-9%
	47	There is a commitment to ongoing training and development of staff	1%	33%	█	█	█	█	█	-23%
	48	The training and development I've received has improved my performance	5%	42%	█	█	█	█	█	-16%
Involvement	49	I have input into everyday decision-making in this organisation	4%	43%	█	█	█	█	█	+1%
	50	I am encouraged to give feedback about things that concern me	3%	53%	█	█	█	█	█	-5%
	51	I am consulted before decisions that affect me are made	4%	35%	█	█	█	█	█	-7%
Rewards & Recognition	52	The rewards and recognition I receive from this job are fair	3%	48%	█	█	█	█	█	0%
	53	This organisation fulfils its obligations to me	0%	60%	█	█	█	█	█	+2%
	54	I am satisfied with the income I receive	0%	58%	█	█	█	█	█	+3%
	55	I am satisfied with the benefits I receive (super, leave, etc)	0%	70%	█	█	█	█	█	0%

question results



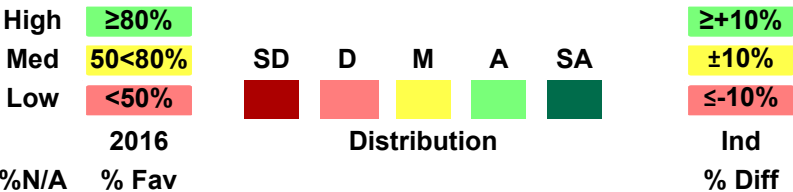
Category	Question	2016 %N/A	2016 % Fav	Distribution	Ind % Diff
Performance Appraisal	56 My performance is reviewed and evaluated often enough	6%	63%		+5%
	57 The way my performance is evaluated is fair	13%	40%		-14%
	58 The way my performance is evaluated provides me with clear guidelines for improvement	12%	29%		-20%
Supervision	59 I have confidence in the ability of my manager	1%	72%		-4%
	60 My manager listens to what I have to say	3%	77%		-1%
	61 My manager gives me help and support	1%	70%		-7%
	62 My manager treats me and my work colleagues fairly	1%	64%		-13%
Career Opportunities	63 Enough time and effort is spent on career planning	6%	19%		-23%
	64 I am given opportunities to develop skills needed for career progression	9%	27%		-25%
	65 There are enough opportunities for my career to progress in this organisation	10%	23%		-15%

question results



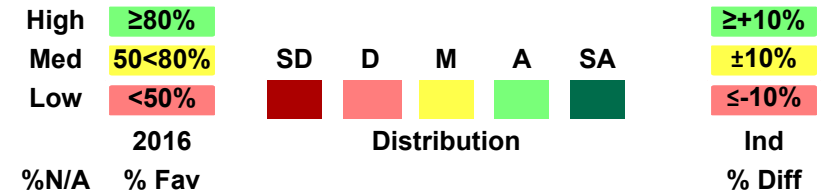
Category	Item	2016 %N/A	2016 % Fav	Diff
Motivation & Initiative	66 My co-workers put in extra effort whenever necessary	0%	79%	+13%
	67 My co-workers are quick to take advantage of opportunities	8%	70%	+14%
	68 My co-workers take the initiative in solving problems	0%	75%	+15%
Talent	69 I have confidence in the ability of my co-workers	0%	84%	+16%
	70 My co-workers are productive in their jobs	0%	84%	+18%
	71 My co-workers do their jobs quickly and efficiently	0%	77%	+15%
Teamwork	72 I have good working relationships with my co-workers	0%	95%	+10%
	73 My co-workers give me help and support	0%	87%	+6%
	74 My co-workers and I work well as a team	0%	84%	+5%

question results



Category	Question ID	Question Text	%N/A	% Fav	2016 Distribution	% Diff
Organisation Objectives	86	The goals and objectives of this organisation are being reached	8%	70%	[SD:0%, D:0%, M:10%, A:40%, SA:40%]	+16%
	87	The future for this organisation is positive	6%	64%	[SD:0%, D:0%, M:10%, A:40%, SA:40%]	0%
	88	Overall, this organisation is successful	4%	73%	[SD:0%, D:0%, M:10%, A:40%, SA:40%]	+7%
Change & Innovation	89	Change is handled well in this organisation	6%	32%	[SD:10%, D:10%, M:10%, A:30%, SA:30%]	-5%
	90	The way this organisation is run has improved over the last year	16%	37%	[SD:10%, D:10%, M:10%, A:30%, SA:30%]	-4%
	91	This organisation is innovative	3%	49%	[SD:0%, D:0%, M:10%, A:40%, SA:40%]	+8%
	92	This organisation is good at learning from its mistakes and successes	8%	37%	[SD:10%, D:10%, M:10%, A:30%, SA:30%]	+1%
Customer Satisfaction	93	This organisation offers products and/or services that are high quality	5%	88%	[SD:0%, D:0%, M:10%, A:40%, SA:40%]	+26%
	94	This organisation understands the needs of its customers	5%	79%	[SD:0%, D:0%, M:10%, A:40%, SA:40%]	+16%
	95	Customers are satisfied with our products and/or services	10%	68%	[SD:0%, D:0%, M:10%, A:40%, SA:40%]	+14%

question results



Category	Item	%N/A	% Fav	Distribution	Ind % Diff
Organisational Commitment	96 I feel a sense of loyalty and commitment to this organisation	0%	84%	[Bar chart showing distribution]	+19%
	97 I am proud to tell people that I work for this organisation	0%	83%	[Bar chart showing distribution]	+19%
	98 I feel emotionally attached to this organisation	3%	52%	[Bar chart showing distribution]	+6%
	99 I am willing to put in extra effort for this organisation	0%	94%	[Bar chart showing distribution]	+21%
Job Satisfaction	100 My work gives me a feeling of personal accomplishment	0%	75%	[Bar chart showing distribution]	+6%
	101 I like the kind of work I do	0%	82%	[Bar chart showing distribution]	+4%
	102 Overall, I am satisfied with my job	0%	70%	[Bar chart showing distribution]	-3%
	103 I am likely to still be working in this organisation in two years' time	5%	63%	[Bar chart showing distribution]	-5%
Intention To Stay	104 I would like to still be working in this organisation in five years' time	3%	53%	[Bar chart showing distribution]	+1%
	105 I can see a future for me in this organisation	4%	51%	[Bar chart showing distribution]	0%

appendix - action planning guidelines

reviewing survey feedback

Before considering what actions your organisation or team might take as a result of this report, it is important to review the feedback thoroughly. Below are some reflection activities to help you consider the feedback in a holistic manner. The next two pages help you identify strengths, and identify between 1 and 3 organisational practices to improve.

reflection activities

1. Review the high level results. Is passion a strength for your team? Is passion above or below the benchmark average? How positive are employees about organisational progress?
2. Look at the columns in the “performance overview”, tick the column with the greatest amount of green and yellow (suggesting a broad area of strength), and circle the column with the least green and most red (suggesting a broad area for improvement).
3. What practices are strengths to maintain? If you had 30 or more respondents, your report may include a slide or two showing categories and questions that may be priorities for action. What practices are shown as priorities for improvement?
4. Reading through the open-ended questions, tick the strengths that you are most pleased with, and circle the improvement areas that you think are most important to address.
5. To what extent is this feedback consistent with, or in contrast to, other performance-related data? Feedback from surveys like these must always be interpreted in a broader context of a wide range of performance indicators.
6. Talk through these results with your team. Focus on asking questions to better understand the issues raised in the survey feedback.

strengths

It is essential that you celebrate your team's strengths. Following surveys, too often sole focus is given to the lower scoring areas. An important first step, however, is recognising strengths. In the boxes below, list what you and your team believe are three important strengths reflected in these survey results.

1	
2	
3	

improvement areas

A critical principle in action planning is focus. Don't try to change too many areas at once. In the boxes below, list between 1 and 3 areas for improvement. The shorter this list the better – often devoting laser focus to one area can result in greater overall improvement than trying to spread resources too thinly across multiple issues.

1	
2	
3	

action planning

Developing plans for action, and monitoring progress against those plans, is the most critical component of any survey. The time and effort that you and others have put into implementing the survey will achieve little unless a structured approach is taken for acting upon the results. Below we have listed several tips that you should consider in developing an action plan, and on the next page we provide a template for documenting this plan.

action planning tips

1. Prioritize the areas of improvement identified in the previous page for action planning.
2. Clearly define the problem to be addressed. This may have occurred when the survey results were discussed with your team.
3. Identify the cause of the problem.
4. Generate and agree on possible solutions to the problem. Focus on how your team can directly action the solutions. What is in your control? What needs to be passed on as a recommendation to others?
5. Develop specific, measurable actions that need to be taken and identify how these actions will be monitored. The action planning template on the next page is one tool you can use to consolidate your plan. Be sure to implement some 'quick wins' for immediate impact, as well as planning for the longer term.

action plan

	goal (what do you want to achieve?)	tasks (how will you get there?)	deadline (by when?)	monitoring (how will you track progress?)
1				
2				
3				