



***Attorney-General's Department***

***Staff Survey 2008***

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**Report prepared by  
Insight SRC**

Insight SRC Pty Ltd  
Level 9, 34 Queen Street Melbourne VIC 3000 Australia  
Ph: +61 3 8611 0600 Fax: +61 3 8611 0611  
Website: [www.insightsrc.com.au](http://www.insightsrc.com.au)  
ACN No: 080 662 380 ABN No: 88 080 662 380

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## conceptual frameworks underpinning AGD's staff survey

As part of the Attorney-General's Department's (AGD) endeavour to maximise outcomes they have implemented a series of staff surveys based on the international research of Insight SRC. The most recent staff survey by AGD was implemented in early 2008. Underpinning the AGD staff survey are two conceptual frameworks. Diagram One represents a model of change, whilst Diagram Two represents an engagement framework in terms of organisational performance.

**Diagram One – Model of Change**



The proposed model of change shown in Diagram One highlights the conceptual stages of change that underpin the thinking of Insight SRC about the use of the client and staff survey results. To effectively implement change it is imperative to determine the current state of the organisation on an annual basis, to ascertain where the organisation aspires to be, and to then to work out how to begin to close that gap; that is, determine practical outcomes and processes that can be instated to move toward the desired state. Insight SRC and AGD have a commitment to ensuring that the staff surveys have a direct and measurable impact on the effectiveness of AGD's performance.

This conceptual model of change flows into the more specific employee engagement framework as shown in Diagram Two.

Diagram Two – Organisational Performance Framework

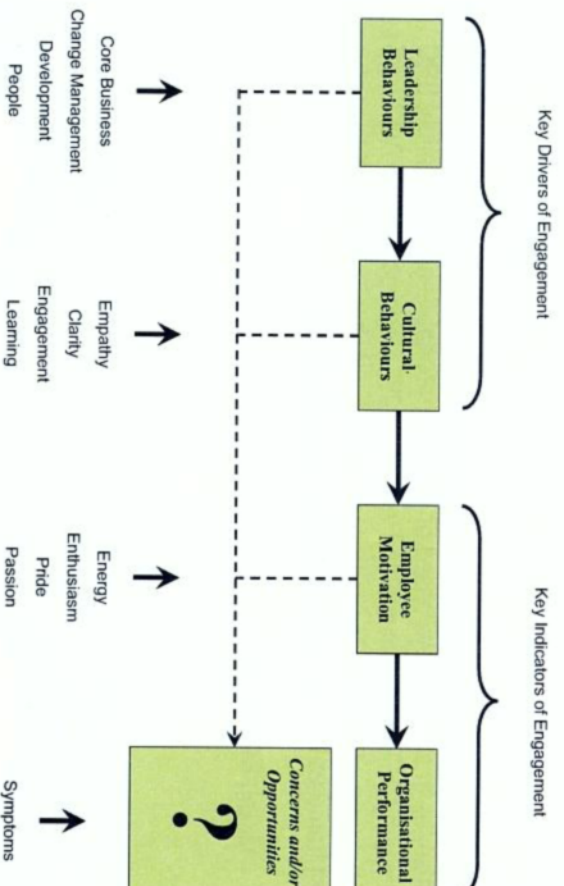


Diagram Two summarises a significant body of scientific research in management and organisational psychology literature that demonstrates the links between leadership behaviours and the cultural behaviours of individual work teams (see appendix 1 for a summary of scientific publications on the framework used to underpin the AGD staff survey). Research within AGD and other private and public organisations in Australia and across the world has demonstrated that the leader behaviours assessed in Insight SRC’s leadership and organisational climate survey instruments explain up to 80% of the variation (differences) in cultural behaviours in individual work teams. These cultural behaviours in turn explain up to 85% of employee motivation (e.g. employee well-being and employee morale). Employee motivation then in turn influences organisation performance. This influence is seen through employee’s attitudes towards their work and the organisation, as well as through the work practices they engage in on a day to day basis.

## content of AGD's 2008 staff survey

Based on the research evidence presented on the previous pages, AGD's tailored 2008 Staff Survey consisted of four main components: well-being and motivation; cultural behaviours; leader behaviours; and, attitude to work & work practices. The contents of these four components are summarised below in Table One.

**Table One – AGD 2008 Staff Survey Content**

<b>Component</b>	<b>Indicator</b>	<b>Definition</b>
<b>Well-being and Motivation</b>	<b>Individual Distress</b>	The negative feelings that employees have about work (e.g., I feel anxious, uneasy, tense and depressed at work).
	<b>Individual Morale</b>	The positive feelings that employees have about work (e.g., I feel energetic, enthusiastic, and take pride in my work.
	<b>Workgroup Distress</b>	The extent to which there is a negative emotional tone in the workgroup (e.g., There is a lot of frustration, tension, and stress in my workgroup).
	<b>Workgroup Morale</b>	The extent to which there is a positive emotional tone in the workgroup (e.g., My workgroup is energetic, enthusiastic and takes pride in its work).
<b>Cultural Behaviours</b>		
	<b>Co-worker Interaction</b>	The extent to which employees have opportunities to work together collegially and support one another.
	<b>Employee Development</b>	The extent to which employees have opportunities to learn and develop in their roles.
	<b>Feedback</b>	The extent to which there are formal and informal processes that enable employees to receive feedback on how they are performing their role, as well as the extent to which employees' efforts are recognised.
	<b>Goal Alignment</b>	The extent to which employees' goals and approach to work are aligned with the goals and approach of the work workgroup.
	<b>Participative Decision-Making</b>	The extent to which employees have opportunities to be involved in decisions that affect their day-to-day work, and how satisfied they are with their level of involvement.
	<b>Role Clarity</b>	The extent to which employees know what is expected and required of them.
	<b>Supportive Leadership</b>	The extent to which immediate workgroup leaders are approachable, can be relied upon, understand the problems facing employees, and communicate well with employees.

Table One – AGD 2008 Staff Survey Content (Continued)

Component	Indicator	Definition
<b>Leader Behaviours</b>		
	<b>Builds Own Skills</b>	The extent to which the leader is focused on their own development and keen to build their own skills.
	<b>Builds Relationships</b>	The extent to which the leader always focuses on building good relationships that benefit the organisation.
	<b>Coaches Staff</b>	The extent to which the leader helps staff with their development.
	<b>Creates a Quality Environment</b>	The extent to which the leader creates an environment that promotes excellence in service delivery and outcomes for customers.
	<b>Effectively Manages Change</b>	The extent to which the leader manages change well and is seen as leading effectively by their staff.
	<b>Effectively Manages Projects</b>	The extent to which the leader manages projects and constantly evaluates their progress and outcomes.
	<b>Is Entrepreneurial</b>	The extent to which the leader recognises, develops and capitalises on opportunities for their workgroup when they arise.
	<b>Manages People</b>	The extent to which the leader is people orientated and demonstrates behaviours that will engage and motivate people in their work.
	<b>Provides Direction</b>	The extent to which the leader sets priorities and communicates a clear direction for the future.
	<b>Seeks Feedback</b>	The extent to which the leader seeks and responds to constructive criticism about their own behaviour.
	<b>Supports Staff</b>	The extent to which the leader helps and supports staff when they are dealing with difficult people.
	<b>Values Training &amp; Development</b>	The extent to which the leader is eager to learn and values training and development opportunities.
<b>Attitude to Work &amp; Work Practices</b>		
	<b>Achievement/Outcome Focus</b>	The extent to which the workgroup works hard to get the job done.
	<b>Client Focus</b>	The extent to which the workgroup focuses on meeting or exceeding client needs.
	<b>Client Partnership</b>	The extent to which the workgroup maintains positive relationships with its suppliers and partners.
	<b>Consultation Process</b>	The extent to which employees feel that the consultation process at AGD is thorough and meets their needs.
	<b>Effective Work Practices</b>	The extent to which the workgroup follows procedures and routines that are effective.
	<b>Ethical Behaviour</b>	The extent to which employees feel that they are able to report unethical behaviour and are confident appropriate action will be taken.

Table One – AGD 2008 Staff Survey Content (Continued)

Component	Indicator	Definition
	<b>Excessive Work Demands</b>	The extent to which employees feel that they are overloaded with work, that there is constant pressure to keep working, and that there is little time to relax at work.
	<b>Family-Work Conflict</b>	The extent to which employees feel that their family and home life interferes with their ability to carry out their responsibilities at work.
	<b>Innovation</b>	The extent to which the team is prepared to try new ideas and be flexible in the way in which it goes about its work.
	<b>Interdependency</b>	The extent to which employees understand how their work fits into the bigger picture, not only within AGD, but also across other government Departments.
	<b>Job Satisfaction</b>	The extent to which people are satisfied with their jobs.
	<b>Organisational Direction - AGD</b>	The extent to which employees believe that AGD understands its core strengths and abilities and provides a clear picture of where the organisation is heading.
	<b>Pain &amp; Discomfort At Work</b>	Frequency (over the last month) with which employees have considered taking sick leave, seeking medical advice or leaving the company owing to a pain & discomfort problem.
	<b>People Resources</b>	The extent to which employees feel that their workgroup has sufficient staff with the correct skills to complete the workgroup's tasks.
	<b>People</b>	The extent to which employees believe that AGD encourages learning, development and sharing of ideas, treats people with respect, values diversity, and recognises that people are its strength.
	<b>Performance Monitoring</b>	The extent to which the team has access to and uses appropriate knowledge and information about performance and decisions.
	<b>Physical Environment</b>	The extent to which employees feel that the workplace physical environment and facilities meet their needs.
	<b>Quality Outputs</b>	The extent to which employees believe that AGD is committed to improvement and to being a leader in every aspect of business.
	<b>Red Tape &amp; Office Politics</b>	The extent to which excessive paperwork, forms, and workplace politics make work difficult for employees.
	<b>Resources</b>	The extent to which necessary resources are available and are distributed fairly.
	<b>Strategy</b>	The extent to which employees believe that AGD has a clear strategy for the future that will enable it to compete effectively.
	<b>Stress At Work</b>	Frequency (over the last month) with which employees have considered taking sick leave, seeking medical advice or leaving the company owing to a stress-related problem.
	<b>Work-Family Conflict</b>	The extent to which employees feel that the demands of their job interferes with their home and family life.

## appendix one – relevant research publications

Examples of relevant publications and conference papers are listed below. A copy of these papers, and a full publication list, are available on request.

- ◆ Armstrong, K.A., Hart, P.M. and Gordon, E.A. (2002, July). Multisource Feedback in Leadership Assessment. Paper presented at the Academy of Management Conference, Denver, Colorado.
- ◆ Cotton, P & Hart, P.M. (2005). Occupational Wellbeing and Performance: A Review of Organisational Health Research. Australian Psychologist.
- ◆ Griffin, M.A., Hart, P.M., & Wilson-Evered, E. (2000). Using Employee Opinion Surveys to Improve Organizational Health. In L.R. Murphy & C.L. Cooper (Eds). *Healthy and Productive Work: An International Perspective*. London: Taylor and Francis.
- ◆ Hart, P.M. & Cooper, C.L. (2001). Occupational Stress and Well-Being. In N. Anderson, D.S. Ones, H.K. Sinangil, & C. Viswesvaran (Eds). *Handbook of Work and Organizational Psychology*. Newbury Park, CA: Sage.
- ◆ Hart, P.M. & Cotton, P. (2003). Conventional Wisdom is Often Misleading: Police Stress Within an Organizational Health Framework. In M.S. Dollard, A.H. Winefield, & H.R. Winefield (Eds). *Occupational Stress in the Service Professions* (pp. 103-138).
- ◆ Hart, P.M., Palmer, R.M., Christie, L. & Lander, D. (2002, April) Linking Climate, Job Satisfaction and Contextual Performance to Customer Experience. Paper accepted for presentation at the Annual Conference of the Society for Industrial and Organisational Psychology Conference, Toronto, Ontario, Canada.
- ◆ Hart, P.M., Wearing, A.J., Conn, M., Carter, N.L., & Dingle, R. (2000). Development of the School Organisational Health Questionnaire: A Measure for Assessing Teacher Morale and School Organisational Climate. *British Journal of Educational Psychology*.
- ◆ Hart, P.M. & Wearing, A.J. (2000). Using Employee Opinion Surveys to Identify Control Mechanisms in Organisations. In W.J. Perrig & A. Grob (Eds), *Control of Human Behaviour, Mental Processes and Consciousness*. Mahwah, NJ: Lawrence Erlbaum.
- ◆ Hart, P.M. (1999). Predicting Employee Life Satisfaction: A Coherent Model of Personality, Work and Nonwork Experiences, and Domain Satisfaction. *Journal of Applied Psychology*.
- ◆ Miller, R.L., Griffin, M.A. & Hart, P.M. (1999). Personality And Organizational Health: The Role Of Conscientiousness. *Work and Stress*.
- ◆ Wearing, A.J. & Hart, P.M. (1996). Work and nonwork coping strategies: Their relation to personality, appraisal, and life domain. *Stress Medicine*.
- ◆ Hart, P.M., Wearing, A.J. & Conn, M. (1995). Conventional wisdom is a poor predictor of the relationship between discipline policy, student misbehaviour and teacher stress. *British Journal of Educational Psychology*.



- ◆ Hart, P.M., Wearing, A.J. & Headey, B. (1995). Police stress and well-being: Integrating personality, coping and daily work experiences. *Journal of Occupational and Organizational Psychology*.
- ◆ Hart, P.M., Wearing, A.J. & Headey, B. (1994). Perceived quality of life, personality and work experiences: Construct validation of the Police Daily Hassles and Uplifts Scales. *Criminal Justice & Behaviour, An International Journal of Correctional Psychology*.
- ◆ Hart, P.M. (1994). Teacher quality of work life: Integrating work experiences, psychological distress and morale. *Journal of Occupational and Organizational Psychology*.
- ◆ Hart, P.M., Wearing, A.J. & Headey, B. (1993). Assessing police work experiences: Development of the Police Daily Hassles and Uplifts Scales. *Journal of Criminal Justice*.
- ◆ McCarthy, C. & Hart, P.M. (2007, September). Multisource feedback for leaders assessment: Are you really getting value for money. Paper presented at the Annual Conference of the Australian Psychological Society, Brisbane, Queensland.
- ◆ McCarthy, C., Hart, P.M., & James, S. (2008, April). Multisource Feedback: Re-conceptualizing leader assessment across and within stakeholders. Paper accepted for presentation at the Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, California.
- ◆ McIntosh, M.K., Hart, P.M., Hempton, C., Tan, J., & Lewis, M. (2007, January). Beyond the Leader or Follower is the Team: Connecting People to Organizations. *Proceeding of the Asia-Pacific Academy of Management and Business 2007 Conference*, Singapore.
- ◆ Tan, J., Hart, P.M., McIntosh, M.K., & Hempton, C. (2007, January). Leadership, Climate and Innovation: A Process Model of Business Performance. *Proceedings of the Asia-Pacific Academy of Management and Business 2007 Conference*, Singapore.

