



Civil Justice and Legal Services Group

2008 Interpretive Report Identifying Key Improvement Points

insight **SRC**

About This Report

The AGD Staff Survey 2008 is one of AGD's key tools in providing information to leaders and workgroups at all levels of the organisation, to help drive continuous improvement in staff well-being and workgroup performance.

This report gives an indication of what people in your workgroup are thinking about and a range of issues that directly impact on motivation and performance.

It is important that managers and staff work together to discuss their results, consider areas of specific concern to their workgroup and identify how these key issues may be addressed.

Remember:

The AGD Staff Survey 2008 is a valuable tool and decision making aid, particularly when used in conjunction with other information about your workgroup's performance.

What is in this Document?

This document provides a summary of the key points for improvement that were identified through an analysis of the AGD Staff Survey 2008 results for your workgroup. In this document, we provide:

Page	Content
3.	A summary of the survey content.
4.	Summary comments regarding the key improvement areas highlighted in your results.
5.	A series of questions to assist your workgroup in determining the implications of these results.
6.	A summary of your workgroup's percentile ranking on the key elements that contribute to the quality of your workgroup environment.
7.	An Introduction to Your Survey Results
8.	Your "Climate" results graph that shows the way in which people in your workgroup view the climate of their workgroup, and your historical comparison if available.
9.	Your "Approach to Work" results graph that shows how people in your workgroup view the way your workgroup and AGD goes about its business, and your historical comparison if available.
10.	Your "Attitude Towards the Survey" results graph that shows the way in which people in your workgroup viewed the AGD Staff Survey 2008, and your historical comparison if available.
11.	Your Workgroup Climate Index Improvement Target, including your historical comparison if available.
12.	A Guide to Interpreting Your Workgroup Results.
13.	Key Questions for Interpretation.
14.	Six Steps to Interpretation.
15.	A bar chart showing the percentile rank achieved by your workgroup on each of the "Climate" indicators.
16.	A bar chart showing the percentile rank achieved by your workgroup on each of the "Approach to Work" indicators.
17.	A Glossary of Terms.

Survey Content Summary

The survey results provide you with key insights into your workgroup's views about a range of important issues:

How staff feel (their motivation and well-being). The key **motivation** and **well-being** indicators are:

MORALE: energy, enthusiasm, pride in their work **DISTRESS:** anxiety, tension, negativity

The four key pillars of **team climate** that are the most important drivers (or causes) of staff motivation and well-being:

EMPATHY: the extent to which workgroup leadership understands the needs of workgroup members

CLARITY: the extent to which workgroup members have a sense of purpose and know what is expected of them

ENGAGEMENT: the extent to which workgroup members collaborate, share ideas and solve problems together, leading to shared ownership of workgroup goals

LEARNING: the extent to which workgroup members feel their efforts are recognised, and that they are developing capability and confidence in their roles

Key Improvement Points for Your Workgroup

An assessment of your results indicates that Learning is your workgroup's relative strength, and the following key areas should be the focus of development:

- ▶ **Critical workgroup climate areas to address (in order of importance) are:**
 - ▶ **Building clarity;**
 - ▶ **Engaging employees; and**
 - ▶ **Demonstrating empathy to employees.**
- ▶ **The results indicate that it would be beneficial to build more clarity among employees regarding their roles and responsibilities. Improvements will come from two-way communication between leaders and employees regarding the day-to-day nature of their roles, expectations and responsibilities in order to develop a better understanding and appreciation of the roles and links between the contributions of individual employees, the workgroup and outcomes.**
- ▶ **The results indicate that there would be value in encouraging employees to work together to resolve issues and to be more involved in decisions about how best to get the job done. This will empower employees and will bring about a stronger sense of shared goals and values (ownership). This is critical to motivation. Improvements will require the leader/s of the workgroup to actively listen to employees, build trust and respect, and demonstrate their understanding to employees by supporting them in addressing any difficulties they are experiencing.**

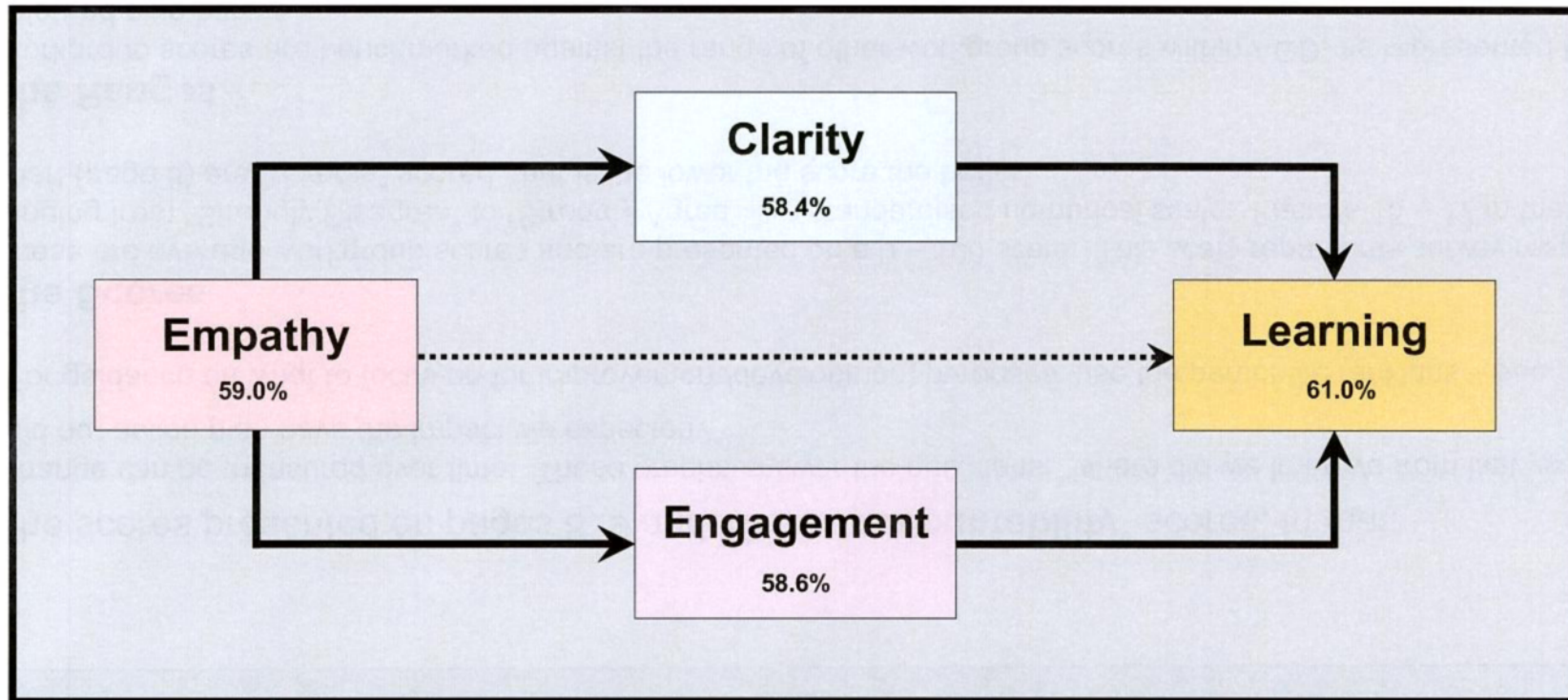
What Do These Improvement Points Mean For Your Workgroup?

The key points for improvement that we have identified indicate potential areas for your workgroup to explore. Before developing an action plan for improvement, please consider the following questions:

- ▶ Are these improvement points consistent with your observations of your workgroup?
 - ▶▶ Do they make sense?
 - ▶▶ Is there a difference between the identified improvement points and what you see going on in your workgroup?
- ▶ What is going well in your workgroup? What can be learned from this? How can you leverage from your strengths to improve your key areas for development?
- ▶ How does the leadership culture within the workgroup contribute to these results?
- ▶ What is going on in your workgroup to explain these results?
- ▶ What initiatives could your workgroup put in place to improve these results?

Building a Quality Workgroup Environment

The AGD Staff Survey 2008 results provide information about the quality of your workgroup environment. The four key elements of **Empathy** (Supportive Leadership), **Clarity** (Role Clarity), **Engagement** (Co-worker Interaction, Participative Decision-Making, & Goal Alignment) and **Learning** (Feedback & Employee Development) underpin the quality of the workgroup environment, employee motivation, and performance. Your percentile rank on these key elements is shown below.



An Introduction to Your Survey Results

The scores presented on pages 8, 9 and 10 are “**accountability**” scores, in that:

Change can be measured over time. These graphs answer the questions: “where did we improve from last year?” and “did our action plan have the impact we expected?”

(For guidance on what to focus on for improvement/development purposes, use the percentile rankings – see page 12.)

The Scores

These are average workgroup scores and are presented on a 0 – 100 scale. This scale represents survey responses ranging from “Strongly Disagree” to “Strongly Agree” in a standardised numerical scale. Factors 15 – 17 in the Climate chart (page 8) are “reverse” scored; that is the lower the score the better.

The Ranges

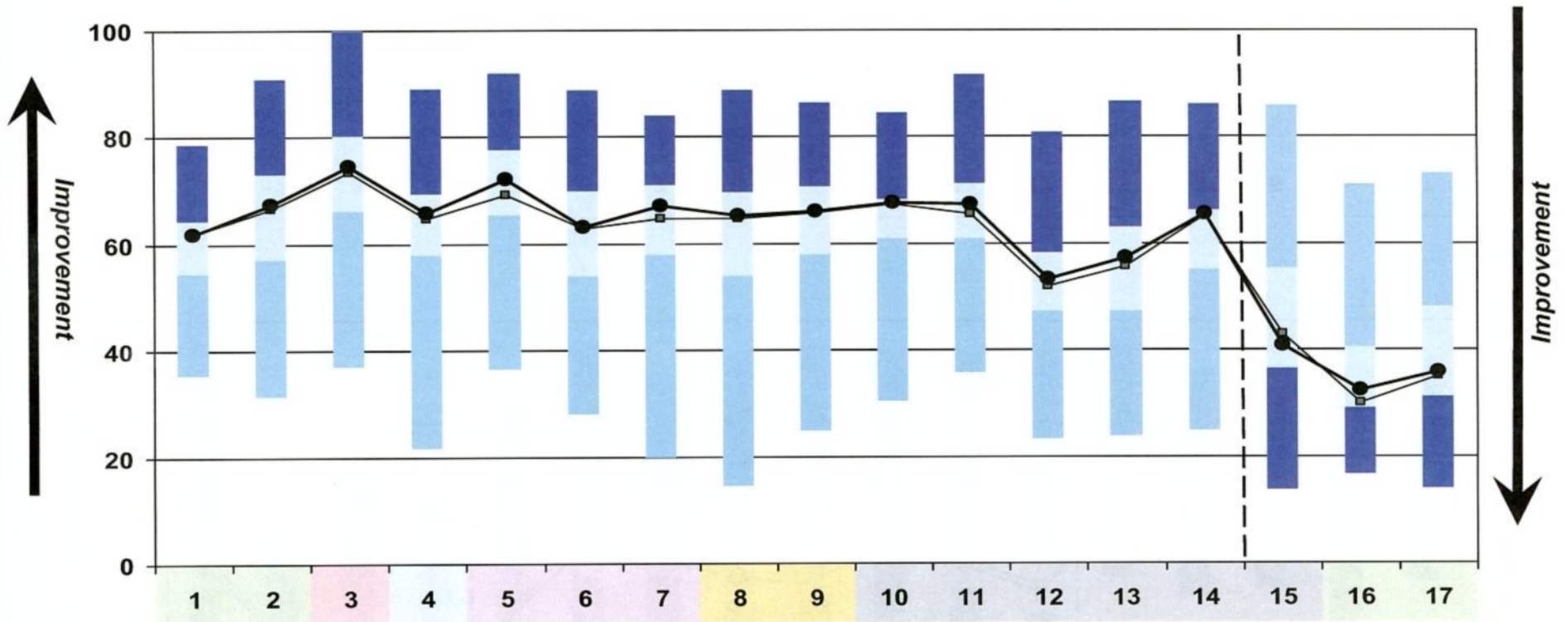
Workgroup scores are benchmarked against the range of other workgroup scores within AGD, as represented by coloured blue bars.

Historical comparisons with previous years’ scores are provided wherever possible.

CLIMATE

AGD 2008

Historical and Comparison to Range of Workgroup Scores (top 25%, middle 50%, lower 25%)



- Top 25%
- Middle 50%
- Bottom 25%

1. Individual Morale
2. Workgroup Morale
3. Supportive Leadership
4. Role Clarity
5. Co-worker Interaction
6. Participative Decision-Making

- LEGEND**
7. Goal Alignment
 8. Feedback
 9. Employee Development
 10. Job Satisfaction
 11. Ethical Behaviour
 12. Resources

13. People Resources
14. Physical Environment
15. Excessive Work Demands
16. Individual Distress
17. Workgroup Distress

—■— Civil Justice & Legal Services Group 2006 (292)

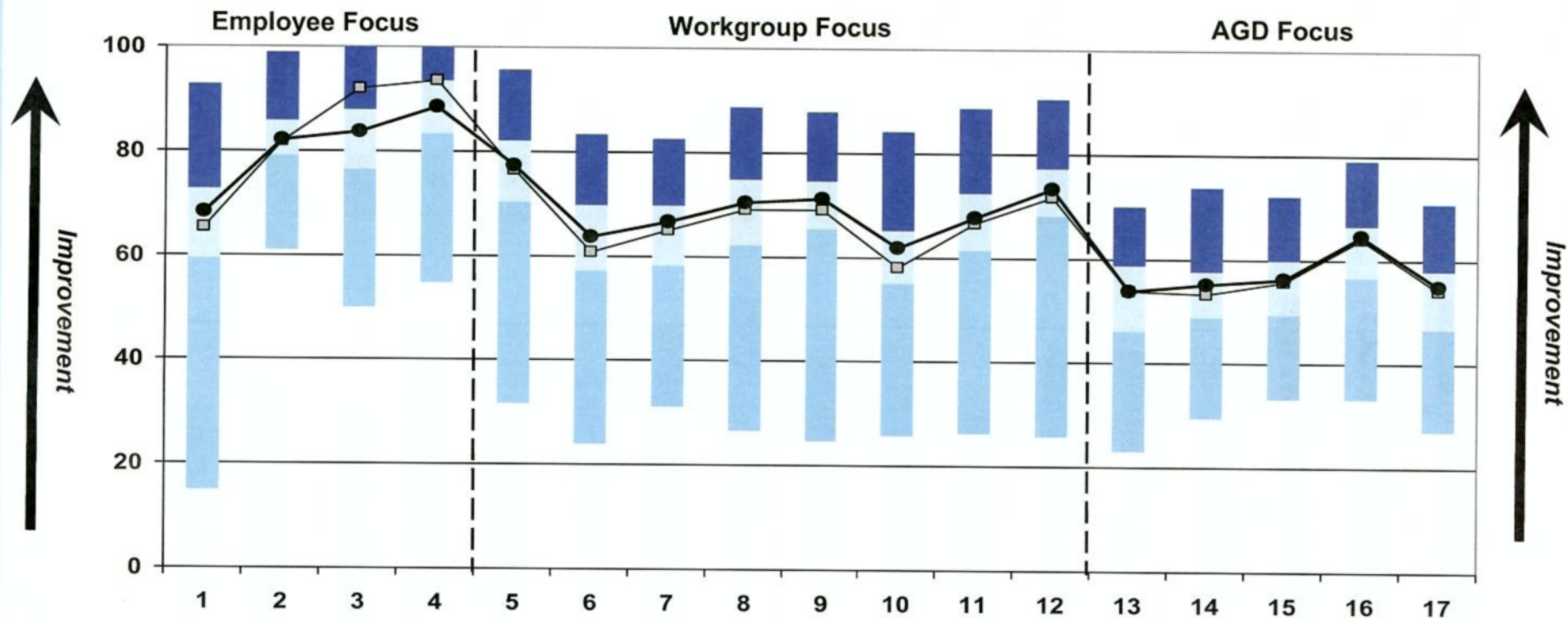
—●— Civil Justice and Legal Services Group 2008 (366)



APPROACH TO WORK

AGD 2008

Historical and Comparison to Range of Workgroup Scores (top 25%, middle 50%, lower 25%)



LEGEND

- | | | | |
|--|--|--|---|
| <ul style="list-style-type: none"> Top 25% Middle 50% Bottom 25% | <ul style="list-style-type: none"> 1. Work-Family Conflict* 2. Family-Work Conflict* 3. Stress at Work* 4. Pain & Discomfort at Work* 5. Achievement/Outcome Focus 6. Innovation | <ul style="list-style-type: none"> 7. Red Tape & Office Politics 8. Effective Work Practices 9. Interdependency 10. Client Partnership 11. Performance Monitoring 12. Client Focus | <ul style="list-style-type: none"> 13. Consultation Process 14. Strategy 15. Organisational Direction - AGD 16. Quality Outputs 17. People |
|--|--|--|---|

—□— Civil Justice & Legal Services Group 2006 (292)

—●— Civil Justice and Legal Services Group 2008 (366)

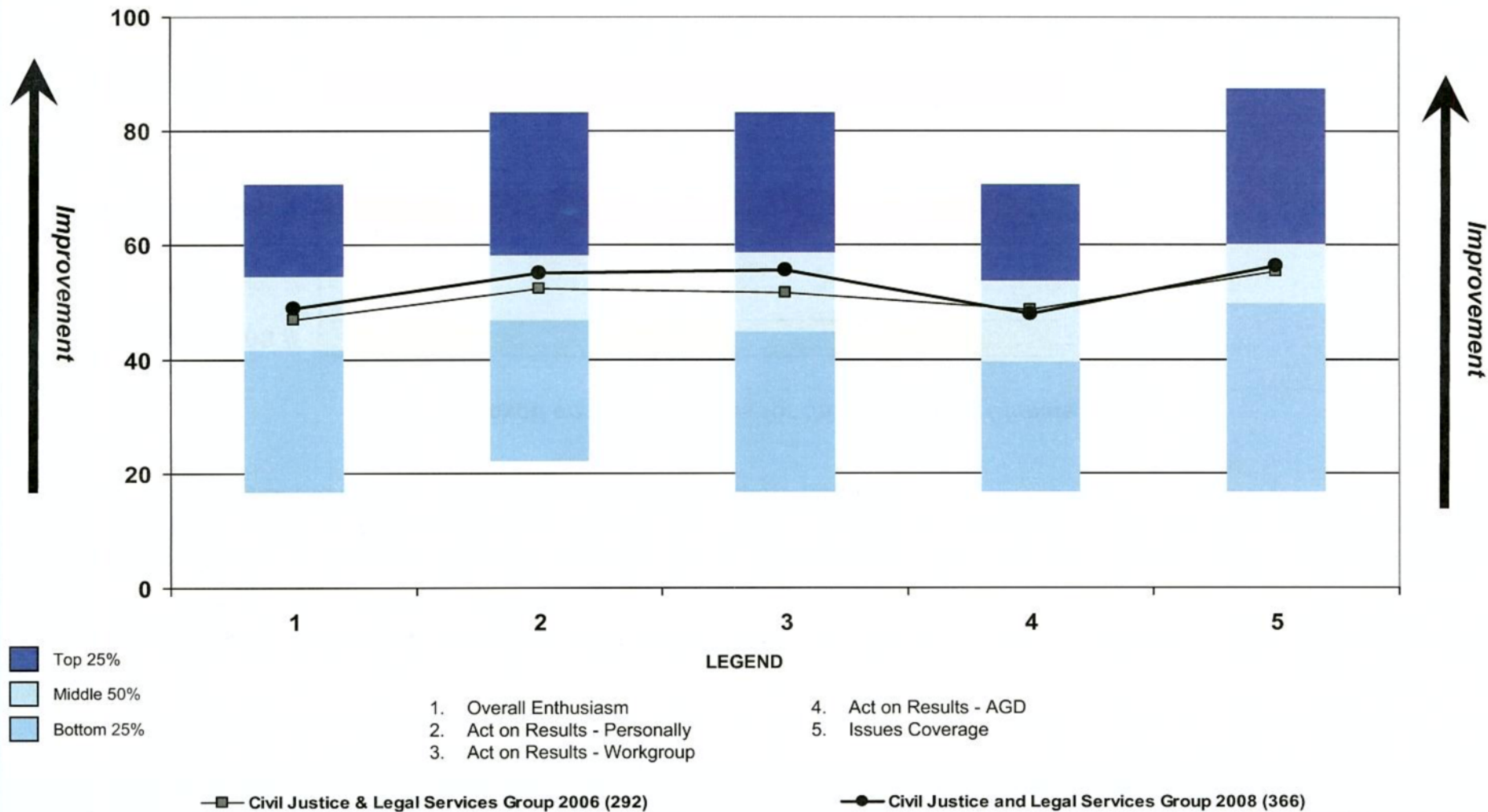
* NB These indicators have been reverse scored, i.e. a higher score means there is less conflict and less response to stress or pain & discomfort.



ATTITUDE TOWARDS THE SURVEY

AGD 2008

Historical and Comparison to Range of Workgroup Scores (top 25%, middle 50%, lower 25%)



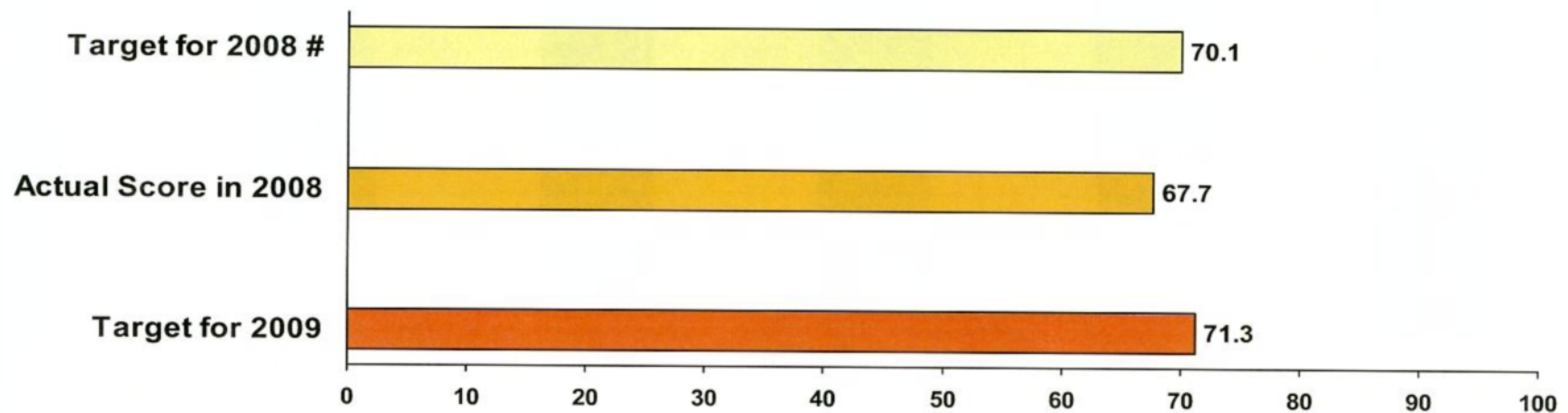
Workgroup Climate Improvement Targets

Overall organisational health will improve in AGD if each workgroup commits to building a better climate within their own workgroup.

This graph shows your workgroup's results on the Climate Index for this year. It also shows your workgroup's improvement targets for next year and this year, if available.

The Climate Index is the average score for Empathy, Clarity, Engagement and Learning. These are the four key principles that underpin the quality of the workgroup environment in AGD. Importantly, research shows that these principles explain approximately 80% of the differences in the levels of workgroup morale.

Based on Actual Scores for the Workgroup Climate Index



(# If Historical Comparison Available)

Civil Justice and Legal Services Group 2008 (366)

A Guide to Interpreting Your Workgroup Results

The percentile rankings presented on pages 15 and 16 are “**development**” graphs, rather than an “**accountability**” tool.

Percentile rankings enable your workgroup to clearly identify its **relative strengths and weaknesses**, and **opportunities for improvement**.

Percentile Rankings:

Your workgroup’s percentile rankings represent your workgroup score compared with the range of other workgroup scores. For example, a percentile ranking of 35% indicates that your workgroup has scored as well as or better than 35% of other workgroups.

Note: Percentile rankings are not “reverse scored”. This means that the greater the percentile ranking the better – on all factors.

For example, a percentile ranking of 72% on “Excessive Work Demands” would indicate that only 28% of other workgroups feel less overloaded than you do.

Key Questions for Interpretation

- ▶ What do the results tell us about the motivation of our workgroup? (Morale and Distress)
- ▶ What do the results tell us about Empathy, Clarity, Engagement and Learning (the key drivers of Morale and Distress) in our workgroup?
- ▶ How does other data add to this picture (e.g. Outcome factors)?

Six Steps to Interpretation

Focus on **BALANCE + BIG PICTURE + CONSISTENCY**

Look for balance across:

▶ **Workgroup Climate:**

1. the four **Motivation** indicators (individual morale, individual distress, workgroup morale, workgroup distress)
2. **Empathy** (supportive leadership) and **Clarity** (role clarity)
3. the three **Engagement** indicators (co-worker interaction, participative decision-making, & goal alignment)
4. the two **Learning** indicators (feedback, & employee development)
5. the four pillars of **workplace culture** (empathy, clarity, engagement and learning)

▶ **Other information:**

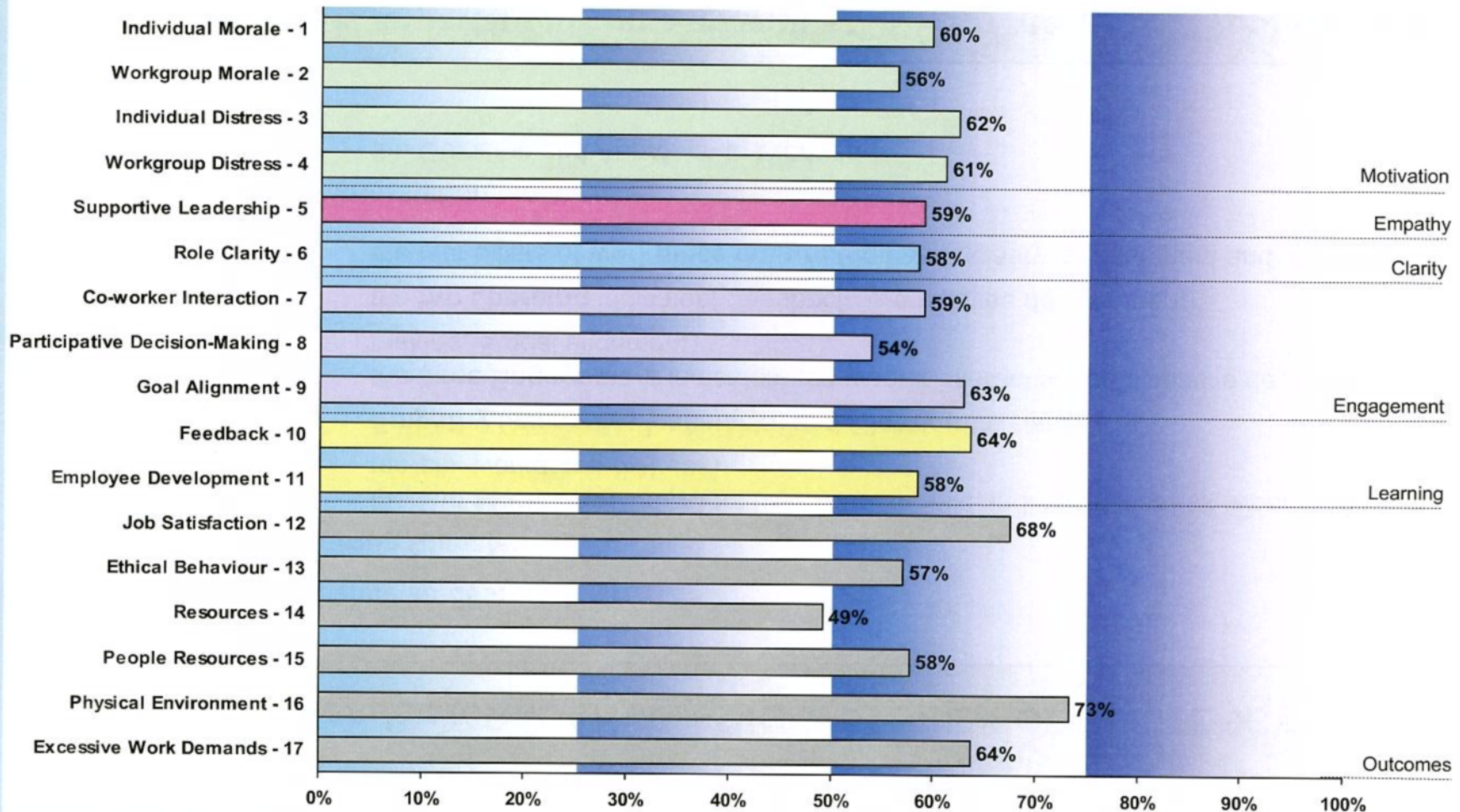
6. the Outcome and Approach to Work data

Note: It is important to come up with a 100 word story about your workgroup that highlights its cultural strengths and weaknesses.

CLIMATE

AGD 2008

Percentile Rankings Relative to AGD Workgroups



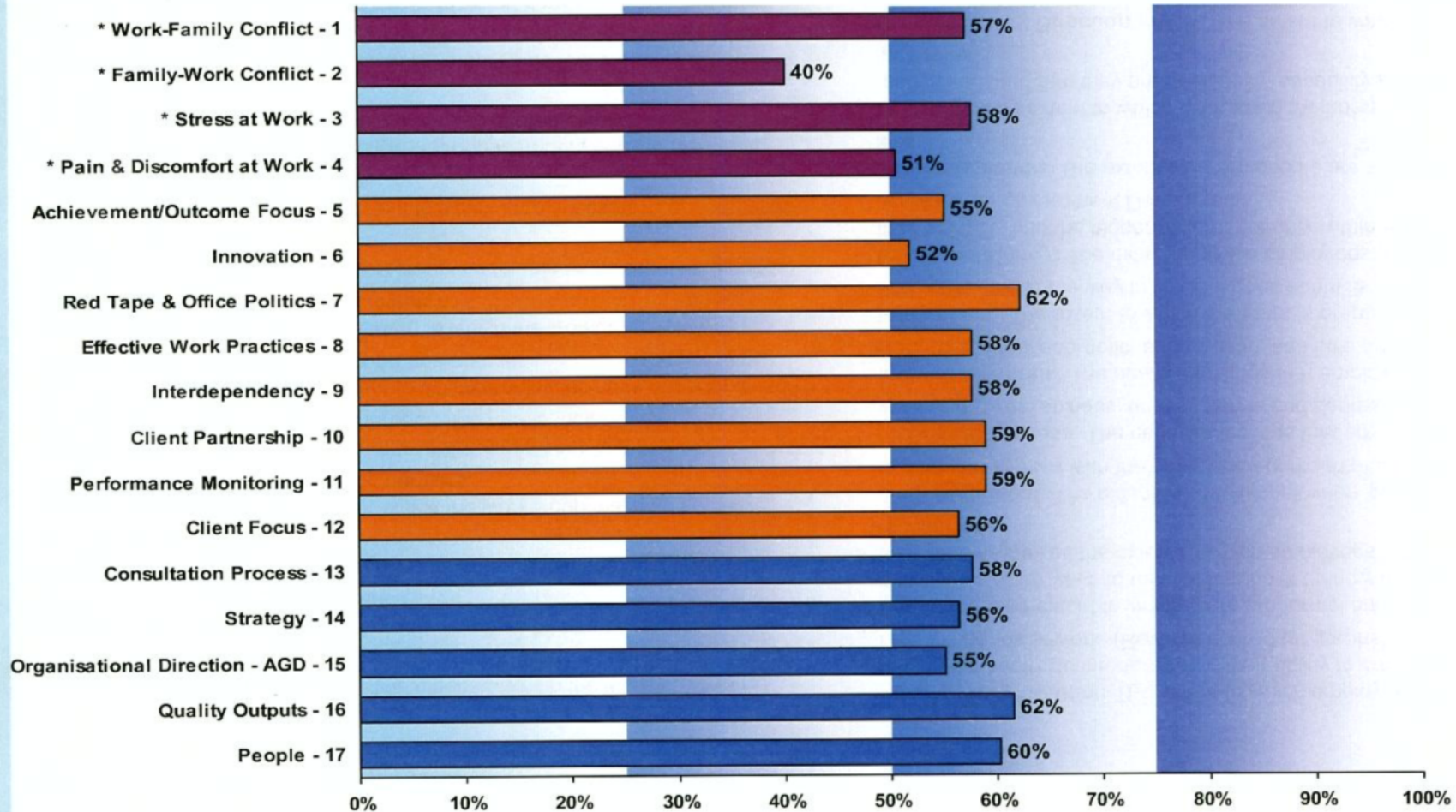
Civil Justice and Legal Services Group 2008 (366)



APPROACH TO WORK

AGD 2008

Percentile Rankings Relative to AGD Workgroups



* NB These indicators have been reverse scored, i.e. a higher score means there is less conflict and less response to stress or pain & discomfort.

Civil Justice and Legal Services Group 2008 (366)

1 - 4 Employee Focus 5 - 12 Workgroup Focus 13 - 17 AGD Focus



Glossary of Terms

Here we have provided a summary definition for each of the key driver indicators (i.e., factors or issues). This glossary lists the definitions of these indicators in alphabetical order.

- Achievement/Outcome Focus:** The extent to which the workgroup works hard to get the job done.
- Clarity:** The extent to which workgroup members have a sense of purpose and know what is expected of them.
- Client Focus:** The extent to which the workgroup focuses on meeting or exceeding client needs.
- Client Partnership:** The extent to which the workgroup maintains positive relationships with its suppliers and partners.
- Consultation Process:** The extent to which employees feel that the consultation process at AGD is thorough and meets their needs.
- Co-worker Interaction:** The extent to which employees have opportunities to work together collegially and support one another.
- Effective Work Practices:** The extent to which the workgroup follows procedures and routines that are effective.
- Empathy:** The extent to which workgroup leadership understands the needs of workgroup members.
- Employee Development:** The extent to which employees have opportunities to learn and develop in their roles.
- Engagement:** The extent to which workgroup members collaborate, share ideas and solve problems together, leading to shared ownership of workgroup goals.
- Ethical Behaviour:** The extent to which employees feel that they are able to report unethical behaviour and are confident appropriate action will be taken.
- Excessive Work Demands:** 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.

- Family-Work Conflict:** The extent to which employees feel that their family and home life interferes with their ability to carry out their responsibilities at work. (Reverse scored for graphs)
- Feedback:** 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.
- Goal Alignment:** The extent to which employees' goals and approach to work are aligned with the goals and approach of the work workgroup.
- Individual Distress:** The negative feelings that employees have about work (e.g., I feel anxious, uneasy, tense and depressed at work).
- Individual Morale:** The positive feelings that employees have about work (e.g., I feel energetic, enthusiastic, and take pride in my work).
- Innovation:** 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.
- Interdependency:** The extent to which employees understand how their work fits into the bigger picture, not only within AGD, but also across other government Departments
- Job Satisfaction:** The extent to which people are satisfied with their jobs.
- Learning:** The extent to which workgroup members feel their efforts are recognised, and that they are developing capability and confidence in their roles.
- Organisational Direction - AGD:** 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.

Glossary of Terms - Continued

Pain & Discomfort At Work: 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. (Reverse scored for graphs)

Participative Decision-Making: 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.

People Resources: The extent to which employees feel that their workgroup has sufficient staff with the correct skills to complete the workgroup's tasks.

People: 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.

Performance Monitoring: The extent to which the team has access to and uses appropriate knowledge and information about performance and decisions.

Physical Environment: The extent to which employees feel that the workplace physical environment and facilities meet their needs.

Quality Outputs: The extent to which employees believe that AGD is committed to improvement and to being a leader in every aspect of business.

Red Tape & Office Politics: The extent to which excessive paperwork, forms, and workplace politics make work difficult for employees.

Resources: The extent to which necessary resources are available and are distributed fairly.

Role Clarity: The extent to which employees know what is expected and required of them.

Strategy: The extent to which employees believe that AGD has a clear strategy for the future that will enable it to compete effectively.

Stress At Work: 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. (Reverse scored for graphs)

Supportive Leadership: The extent to which immediate workgroup leaders are approachable, can be relied upon, understand the problems facing employees, and communicate well with employees.

Work-Family Conflict: The extent to which employees feel that the demands of their job interferes with their home and family life. (Reverse scored for graphs)

Workgroup Distress: 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).

Workgroup Morale: The extent to which there is a positive emotional tone in the workplace (e.g., My work workgroup is energetic, enthusiastic and takes pride in its work).

