

# HSU Survey Report October 2020

This survey was distributed to all Guide Dogs NSW/ACT Health Survey Union. There was a response rate of 69% of members.

## Q 1. Years of Service

Surveyed respondents ranged from just over one year of service, to a “looong time”, with 57% of respondents working for Guide Dogs for 10 years or longer.

## Q 2. Specialisation area

94% Client-facing roles

6% Other

Graph of Specialisation



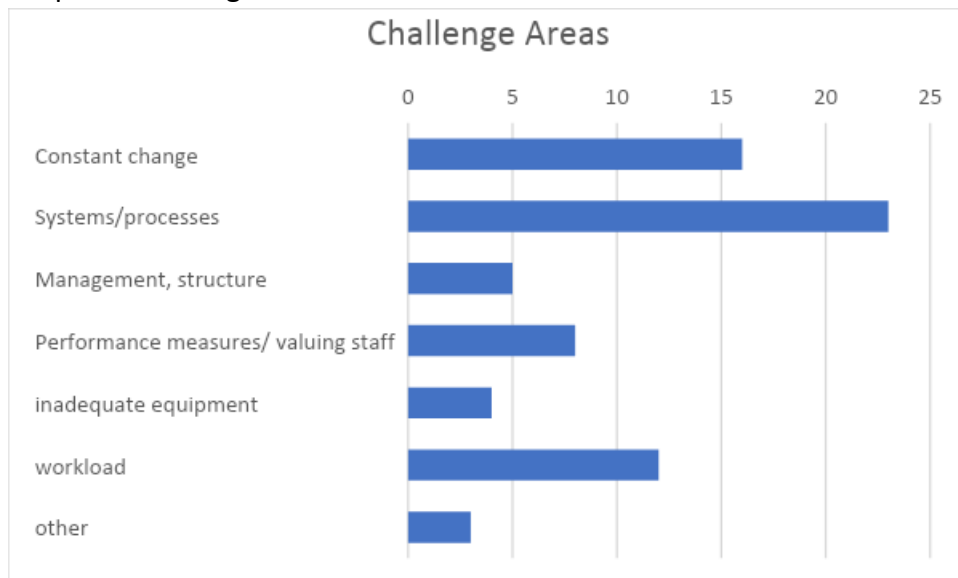
The remainder of the survey questions allowed respondents to answer without any categories to lead the results. Despite this, there were some clear themes. The areas raised were related to change (in particular, poor change management), inadequate processes and systems, management/structure, performance measures/valuing staff, inappropriate equipment for the job & workload.

The questions are listed as headings and the answers (modified only to remove identifying features) are below.

## Q 3. What do you find most challenging about your role at Guide Dogs NSW/ACT?

Responses in this area highlighted that many of the pressures resulting from changing of structure (redundancies), inadequate equipment (old phones), keeping up with constant change were negatively impacting on how staff felt they could perform their duties and many indicated this was reducing their ability to provide a quality service to clients.

Graph of Challenge Areas Raised



### Change

1. Catching up with all the updates. ( software; forms; procedures)
2. Lots of changes in practice and policy since I started...it is hard to keep up
3. Poorly managed change
4. Constant changes
5. Coping with the constant changes in processes and systems
6. Keeping up with process change
7. Keeping up with organizational changes
8. Constant change for no explained reason, it seems like change for change sake
9. Trying to be client focused when there are constant changes that take away from that.
10. Constant change in many different areas
11. Number of changes that are impacting my ability to provide the best service to the clients I work with.
12. Constant change in P&P
13. Keeping up with changes while completing my tasks in a timely manner
14. Keep up to date with constant changes
15. Constant pointless changes
16. The constant changes to systems and processes that aren't well planned and executed

### Systems/processes

1. Keeping up with the rostering in the new database system
2. NDIS has brought uncertainty, frustration and a feeling that it's "money over client" every time. In these times it has to be done in order to compete but what a shame!
3. The overwhelming number of electronic systems we have to use with less than adequate accessibility for employees who are blind or have low vision.

4. Admin systems that don't support our workplace needs which means doubling and tripling on data entry and tracking and waiting for other departments to process things so we can commence and continue client work
5. Carelink - it's is very difficult to use and constantly changes
6. Using poorly designed systems and ever-changing processes
7. Following processes procedures
8. Managing required administration tasks in poorly designed systems
9. Processes (referrals/ funding/ new rostering system)
10. Not much client work to do due to low referrals and then being published for this in performance review stats.
11. If we don't have enough client work to do is it actually our fault or management's fault?
12. Time spent on Administration, Carelink
13. The reliance on Specialists to get funding from and explain funding to clients
14. Meeting after meeting.
15. Knowing that all our time and activities are continually monitored via our mobile phone and computers
16. Record how time is spent down to 15 minute time intervals on the cumbersome Carelink software rostering system
17. The amount of paperwork and the Carelink system
18. Inadequate client relationship software that requires a ridiculously amount of time inputting data & is incapable of generating useful templates, reports etc that are pre populated, cannot email or SMS from within system, diary is so time consuming to enter appointments & alter them
19. The essence of the charity I started working for has changed. It's all about money, funding, paperwork and less about fair career opportunities for staff and high quality service and positive experience and individualised services for clients.
20. Processes not being efficient - intake - service agreements
21. Challenging to use Carelink system
22. Carelink, record keeping systems
23. The roll out of Carelink

#### Management/structure

1. Lack of support from the ELT, their willingness to ignore that there's a shortage of staff and hiring for positions in admin roles
2. Leadership and lack of transparency. Senior management have little focus on client service, nor do they try to understand what the services are that we deliver.
3. Not having a CLO/admin in the office to do printing, mail, bins etc
4. Ongoing chaos in the area I work in, and associated lack of direction when compared with our historical position
5. The Sydney-centric focus and the centralisation of processes

#### Performance measures/valuing staff

1. Not knowing the outcome of my performance review which was completed a couple of months ago
2. Concern about meeting 70/30 split
3. Not being financially recognised for workload/expertise.
4. Ignoring staff pleas for help and telling us that we need to work harder and more efficiently when we're already giving 100%

5. Continual time pressure to achieve the required ratio of 70:30 client time vs non-client time in our rostered session times in Carelink
6. 70% client 30% admin
7. I find it most challenging to meet KPI requirements
8. Lack of recognition, expectation to do more for less

#### Inadequate equipment

1. Not having equipment that works, currently using my personal computer and phone does not hold charge anymore.
2. Ageing technology
3. Having an old phone with battery issues so am not able to do some aspects of my job properly
4. The lack of support with technology for work including phones and surface pro

#### Workload

1. Keeping up with the ever increasing daily requirements of documentation/Online courses
2. Referrals just keep coming regardless of a staff members capacity in terms of caseload.
3. There seems to be no business rules in relation to maximum caseload for full time specialist and case load for part time specialists or full time specialists who have split roles like location lead or practice lead roles.
4. Keeping up with the constant changes in processes and systems and maintaining quality client work
5. Getting my head around the independent learning associated with my position
6. Taking on telepractice in the O&M space
7. The workload (including client load and admin load)
8. Caseload management
9. Feeling guilty about all non-client related activity even if it is important and sometimes feeling like I need to do it in my own time so I don't affect my stats. There is pressure to pretend it didn't take me as long as it did to complete a client related activity, it is a battle to get "funding" (e.g. transition) secured for clients and it is stressful as I expect it to be rejected each time and I spend a long time trying to justify in multiple emails why I need it sometimes rather than having a bit of trust I feel it is necessary, also not being allowed to participate in referral generation but not knowing what we are doing about this locally
10. Staff have very little control over how time is spent in an organisation that expects staff to be always client focused in their activities, take out of the blue phone calls from clients etc. we have to multi-task
11. Inadequate client relationship software that requires a ridiculously amount of time inputting data & is incapable of generating useful templates, reports etc that are pre populated, cannot email or SMS from within system, diary is so time consuming to enter appointments & alter them
12. The allocation of new tasks from job positions that have been made redundant - extra duties from roles once performed by other staff (admin, managers, stats, etc)

#### Other

1. At its core, my job remains a challenge, albeit a pleasant and privileged one.

2. Seems staff morale is down
3. I generally have low job satisfaction and am interested in new directions where I can find more variety in my day.

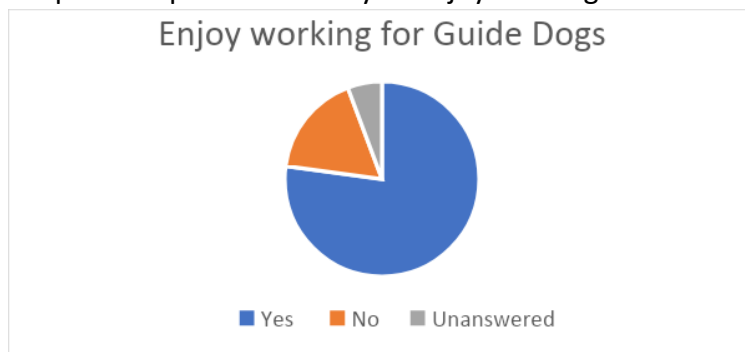
#### Q 4. Do you enjoy working at Guide Dogs?

Yes 77%

No 17%

Unanswered 6%

Graph of responses to “Do you enjoy working at Guide Dogs?”



#### Summary of comments related to enjoyment

There were 77% staff who said they enjoyed working at Guide Dogs however, 40% of those followed up with a ‘but’ comment that referenced an area they did not enjoy and 18% stipulated that their enjoyment was only due to clients and peers. 50% of those the respondents who answered “no” followed this with the exception being client work. Overall, there was a high instance of enjoying the work with just under 50% of comments still referencing a positive side of the work done for Guide Dogs.

#### Change

1. (Not enjoying) the recent changes in structure and direction that the organisation seems to be heading in.

#### Systems/processes

1. There are challenges with systems and processes
2. There is so much more focus on administration and accountability which makes doing my job more difficult and less productive
3. The associated administrative tasks are becoming more and more of a burden

#### Management/structure

1. I enjoy my job, but struggle with senior management and the direction we are heading in at the moment
2. Lack of pathways
3. Stagnant wage for life
4. Lack of innovation from management in CS area & retention of clients

#### Performance measures/valuing staff

1. Less secure in my position than ever before

### Workload

1. Finding my stress levels have increased and managing work/life balance has proved difficult
2. I find myself working outside of my usual hours in order to get everything done.

### Things enjoyed

1. The organisation has offered me many opportunities which I fully appreciate.
2. My co-workers are clever, conscientious, Professional to the core and approachable
3. I enjoy working with my clients
4. Love it
5. Team members support each other well and we are all here for the common goal of improving independence and lives of people living with blindness and low vision.
6. I enjoy the direct client work
7. The work with clients and high quality peers are what keeps me here
8. I enjoy the client work, I dislike most other aspects
9. I enjoy the client work but staff morale is low in all other aspects
10. I enjoy the role
11. Best job ever!
12. I enjoy my client-facing role
13. I love my role and the work that I do with clients

### Other

1. Feeling quite unsettled at present
2. I used to really love it!
3. I love my job but there are difficulties too
4. Not what I was expecting given a good reputation.
5. It's getting harder to enjoy working at Guide Dogs
6. I used to love this place and still do love working with clients. This place has lost its way.
7. Can be challenging at times but the work I love
8. Working with clients is great. Everything else is horrible.

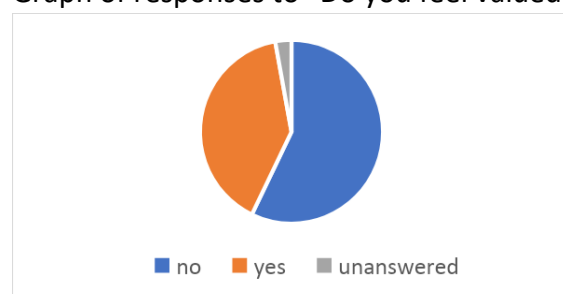
## Q 5. Do you feel valued at Guide Dogs?

Yes 40%

No 57%

Unanswered 3%

Graph of responses to "Do you feel valued at Guide Dogs?"



## Summary of comments related to feeling valued

Participants identified feeling valued in some areas but there were some areas where this was impacted negatively by organisational factors one example of this is: “mostly but some expectations place a great deal of pressure and then I do not feel valued.”

Of the 40% who said they felt valued at Guide Dogs 25% were conditional - 8% included a ‘but’/ ‘except for’ type comment, 6% said somewhat/ sometimes and 11% said the value they felt was from feedback from their team/colleagues (including Location Leads and Area Manager). No-one mentioned feeling valued by higher level management. The 57% who answered “no” offered a wide range of reasons why not. One of the “unanswered” responses was followed up with the comment “only by colleagues and clients, not necessarily management”.

## Change

1. The organisational changes have seen many experienced individuals in the company leave and this worries me

## Systems/processes

1. I feel like I don't see enough clients to be valued
2. KPI focus & job insecurity
3. Lack of information from management regarding current/future organisation plans
4. The systems that have changed have added to client wait times and administration rather than improving anything.

## Management/structure

1. I understand the need to “blood” younger, less experienced staff and promote into positions where hopefully they will remain positive workers and managers.
2. Cuts to salary and conditions over the past few years make me feel that I'm not valued.
3. I feel like I am valued and my opinion if I agree with management
4. I feel expendable and a huge sense of job insecurity
5. Not all the time. Lately it feels like it's just about bringing in money for the organisation.
6. Great colleagues, supervisor & manager
7. Never consulted re: strategy, planning, changes to services.
8. Segregation of workforce in a relatively small organisation - on need to know basis
9. Feel valued by O&Ms, LL and AM
10. I don't feel heard when I put forward ideas or frustrations. I don't think that management respects the experience and qualifications I have.
11. I feel valued by my colleagues and clients but not necessarily by management.
12. I feel that there is an ongoing dispute between the senior levels of management and the staff who work with clients

## Performance measures/valuing staff

1. Expectations like seeing clients with 70% -30% ratio but still expected to attend all these extra staff meetings
2. Yes by my immediate team members. It is good though that values nomination acknowledgements have been announced at staff members and CEO updates.
3. I feel those I work directly with value my contribution

4. Not always. Recognition is always geared towards high achievers.
5. Yes by team, clients, external providers
6. Current remuneration level does not make me feel valued at all.
7. As a long term staff member I feel undervalued
8. Treated as a number.
9. It feels as though no matter what I do I can not meet the expectations of management.
10. I do not feel I have been valued for putting in the extra effort

#### Other

1. Sometimes
2. I feel valued by clients and peers but not by management
3. Very undervalued
4. Somewhat.
5. I know all staff are valued. I would feel more valued if management proactively protected staff from the harmful health effects of EMF. According to the World Health Organization's International Agency for Research on Cancer (IARC), EMFs are "possibly carcinogenic to humans."  
<https://www.healthline.com/health/emf#research>. I would feel more valued if management issued a statement about how their insurance policies offer cover for staff against the harmful effects of EMF, regardless of whether staff are working at home, in cars, in GDN offices, etc.
6. Only positive comments I receive or value are from clients who I help to become independent.
7. Somewhat valued

### Q 6. Do you ever feel stressed working for Guide Dogs?

Yes 94%

No 3%

Unanswered 3%

Graph of responses to "Do you feel stressed working for Guide Dogs?"



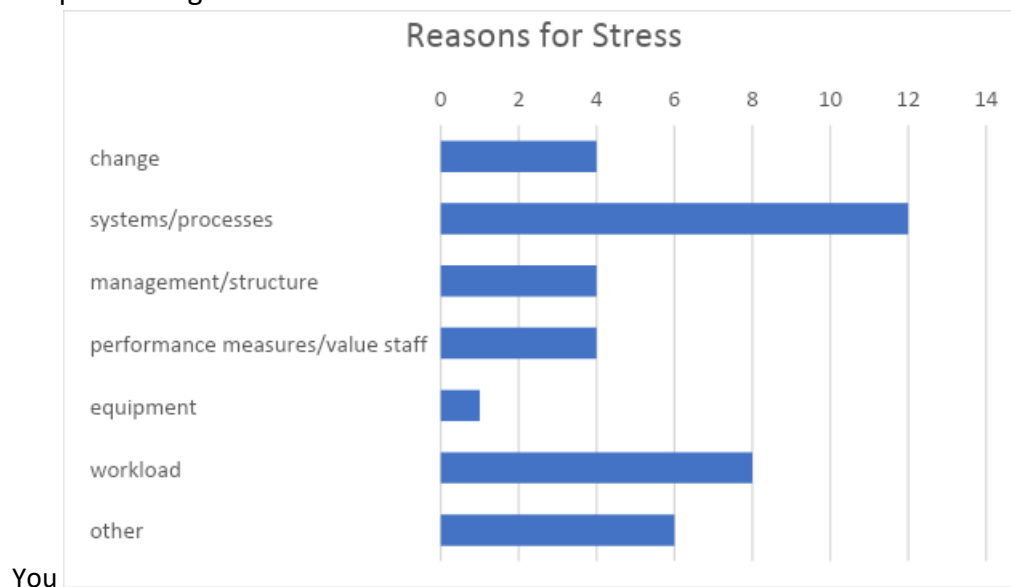
#### Summary of comments related to stress

Stress was indicated by almost all respondents. A participant who did not answer with a yes or no, commented "especially when trying to keep up with roster/ meetings". Stress was largely described as being related to systems and processes but was also caused by



increasing workload. Arguably, the systems, training and expectations all relate to workload and a sense that there is a lot to do. Many themes overlapped.

Graphed categories outlined as reasons for stress



### Change

1. Due to the sheer weight of the requirement to complete new projects, up skill to new systems that are required but are changed frequently.
2. Ever changing systems and processes.
3. Constantly catching up on new processes
4. Coping with change, especially when it does not improve outcomes for clients and the real reason is not being communicated.

### Systems/processes

1. Especially with trying to keep the roster and outlook calendar as well (they do not talk to each other) up to date
2. Always strive to do my best, but do struggle in terms of accessibility to systems like Carelink and caseload.
3. Stressed by poorly managed change
4. Constant change can be stressful
5. Changing to new client/staff management software that is not working as hoped
6. The time pressure to roster at 15 minute intervals in the cumbersome Carelink roster system creates stress in conjunction with knowing our mobile phones and computer software provides continual monitoring of how time is spent
7. There is an overwhelming amount of paperwork. The need to get our 'numbers' right is particularly stressful and requires a lot of effort
8. Only when waiting for service agreements for MANY weeks
9. Carelink rostering takes a lot of time to complete, I need to add appointments to outlook and roster as the roster is only accessible via SP4 not mobile phone
10. Too much administration
11. Constantly wading through treacle to get the job done. This organisation used to facilitate the work that we do.

## 12. Carelink is the biggest source of stress

### Management/structure

1. When I felt lost in the meetings. Even we had a few 'let's connect' meetings.
2. Distrust senior management
3. Lack of adequate training meaning that I am often having to read and reread new information
4. Then management who don't care about their employees (second reason for stress in response)

### Performance measures/valuing staff

1. The 70:30 work target is quite stressful
2. Chasing clients, getting donor funds sourced whilst awaiting SA just to try and get near the 70% client work KPI
3. Staff are supposed to meet performance targets of 70% of time spent on client activities, despite all the meetings and non-client time we have to include in our rosters
4. I feel stressed about meeting performance goals. I feel the goals set Impact my ability to provide the high quality service I pride myself in.

### Equipment

1. My phone battery won't last an hour

### Workload

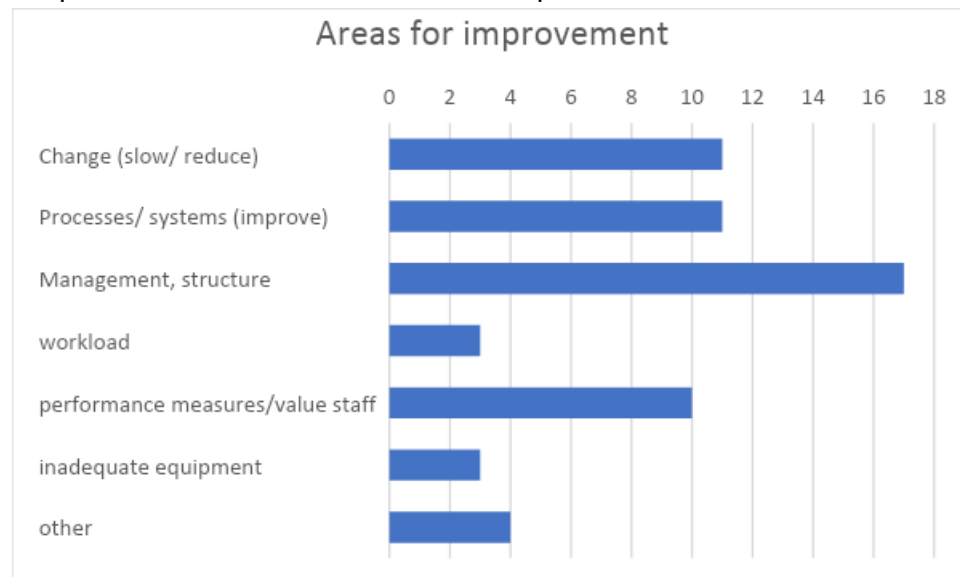
1. Needing to attend lots more meetings
2. When I needed to complete additional learning (and work)
3. There is stress most days due to unrealistic work expectations in my (PT) position
4. excessive HR modules
5. I often overwork, go 'above and beyond' and I do not believe despite my best efforts that I will be able to exceed expectations in the next work performance review.
6. My workdays are always full and I do get stressed when I feel I have not completed what I set out to do.
7. Overwhelmed with all the paperwork/ Carelink shortcomings
8. Time management issues due to ever increasing workload, particularly from management & hr positions attempting to justify their positions through increased procedures/paperwork/etc for front line staff

### Other

1. I feel confident and challenged in my everyday dealings with the core part of my job function i.e. client and dog work and feel lucky to be still in this unique Profession.
2. Frequently
3. All of the time. I've taken so many mental health days whilst working at GD than any other company I've worked for
4. Constantly. I feel like I am struggling and drowning.
5. Generally not stressed
6. Almost constantly

## Q 7. What is something that Guide Dogs NSW/ACT could do to improve as a workplace?

Graph of areas staff would like to see improvement



### Change

1. Less changes in such a short time
2. Improve and simplify change management and communication.
3. Allow staff to adapt to changes before implementing more.
4. Be more understanding of the changes and impact on staff.
5. Slow down and give some advanced notice of process change
6. Improve processes
7. Stop changing things
8. Stay charity focused. Move away from changing to a not for profit. If the organisation changes to a not for profit a lot of clients will be negatively impacted as a lot of our clients are not eligible it do not want to apply for funding
9. Slow down with the constant changes and give us all time to catch our breath. I understand change is just a part of life but it has been a huge amount in recent years.
10. Stop the gimmicks, the unnecessary and constant change that has no apparent purpose other than to reflect the interests of those at the top who use this wonderful organisation as their plaything
11. Stop the constant pointless change.

### Systems/processes

1. Implement processes for intake and billing that are efficient and admin programs that actually make our jobs easier, not harder
2. Improve systems and processes.
3. Realistic expectations and more extensive trials/consultations of hardware/software before new systems/devices are rolled out to staff.
4. Refine systems and increase staff resources regarding billing/Service Agreements.
5. Return to CRM, accept Carelink is not fit for purpose.
6. Update technology and an improved client services database.
7. Get a much better purpose built or custom client relationship software package

8. Have clear processes and current documents or templates that are more easy and consistent to find have clear processes and current documents or templates that are more easy and consistent to find have clear processes and current documents or templates that are more easy and consistent to find have clear processes and current documents or templates that are more easy and consistent to find
9. Fix process for SA and intake/ referrals
10. Reduce multiple communication platforms
11. Fix Carelink.

#### Management/structure

1. More notice for expected attendance at meetings
2. Take a chill pill! Slow down, place a halt on employing new staff (employed to support the technical running of the organisation). This in turn will assist in helping the financial situation of GDN.
3. Be more support for our roles. Don't put barriers between staff.
4. Look at implementing dedicated roles around NDIS and MAC processes so that specialists can get on with their role of providing client centred service which is where all our skill sets are our strengths.
5. Promote the workforce as much as the puppies.
6. Provide some security to staff for the future, build trust
7. Consult with and listen to staff before making decisions, instead of token consultation to try and give an impression of listening to staff when a decision has already been made
8. Listen to staff about ideas regarding referral generation
9. Listen to their staff
10. Work together to get more client referrals and allocate these fairly. Support rather than punish us for not having enough client work to do - we don't like it either. It is bad for morale and job satisfaction.
11. Stop employing bosses
12. Hurry up with the redundancies so we know where we stand.
13. Get a decent CEO
14. Limit contract employment
15. Stop breaking down areas of GD into depts that have no interaction - the organisation is too small.
16. Leave us alone to work with clients.
17. Allow more local control over processes

#### Workload

1. Reduce administration tasks for specialists
2. Check in more with employees to make sure they have enough or too many clients and work to go on with.
3. Limit padded/constant meetings

#### Performance measures/valuing staff

1. Let's know that we are valued.
2. From the top, redevelop and then communicate a genuine appreciation for individual contribution and the value of the individual doing their job at a high standard.

3. Value employees and their level of knowledge and expertise
4. Clear expectations and timely feedback on performance.
5. Forget KPI's or at least let us talk about what is reasonable
6. Reduce the number of box ticking 1 to 1's and performance reviews that are meaningless and helping us aim for mediocrity
7. I don't feel very qualified to answer this as the only other organisations I have worked for have been government departments. I think NGOs are probably run differently. I understand the need for data about what people are doing, it would be nice to see some effort put into quality (and not just by awards for those who get nominated).
8. Acknowledge that staff can make a valuable contribution.
9. Remove some of the hurdles to an equitable pay scale/system (currently manipulated by the cumbersome appraisal system)
10. Staff recognition

#### Equipment

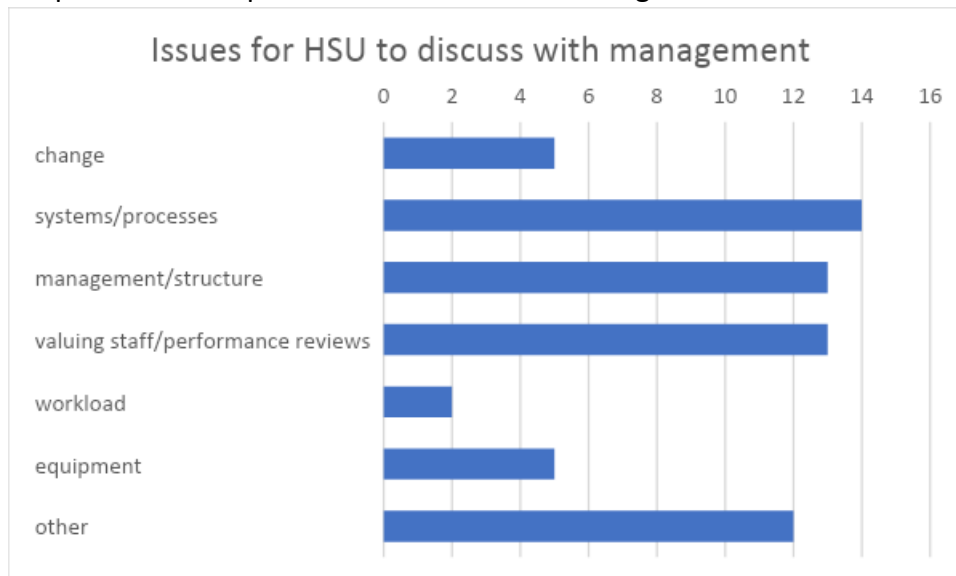
1. Provide staff with equipment to perform their roles - particularly iPhone (another degradation of employment conditions which included cars, laptops & phones).
2. Give staff new phones.
3. Provide better tech to staff

#### Other

1. Listen to concerns of long term staff who have seen cycles of change within the organisation
2. Issue a statement about how GDN insurance policy protects all staff now and through their lifetimes against the harmful effects of EMF, regardless of whether staff are working at home, in cars, in GDN offices, etc.
3. As an organisation they need to remember who they are there for and connect to the people with vision impairment who use our services.
4. Understand that a stable and happy workplace is a positive and sustainable way to ensure quality services are delivered.

## Q 8. What are the issues your HSU delegates or representatives should be talking to Guide Dogs NSW/ACT management about on your behalf?

Graph of areas respondents would like HSU delegates to act on with management



### Change

1. These are difficult times for everyone, more so for senior management than for myself. I think the Association has tried to build too fast, too soon and not given Change Management a second thought. Build it and forget it, move onto the next Project seems to be the new motto.
2. Endless, pointless, change
3. managing change with transparency to create a safer, happier work culture
4. Changing aspects of the organisation that have always worked positively.
5. Adapting to change

### Systems/processes

1. Streamlining systems and processes.
2. Referral processes and allocation.
3. Admin programs and billing and intake waiting times as we have the ongoing relationship with the client, these processes can damage that goodwill from the clients perspective as their services are frequently delayed by issues that need to be fixed by E&I or Billing
4. Carelink.
5. Inefficient intake/SA process.
6. Carelink, as I can see it will force Specialists to leave, it is a woeful system
7. Controlling how staff use their time by implementing performance goals that create time constraints and take away our ability to provide high quality service to clients that meet their individual needs. I feel the whole idea of individual needs is almost non existent.
8. Realise that funding is not what Client Services staff should be focusing on, this should be specifically trained staff. I feel I have to understand every aspect of the

organisation but no one other than the other GDMIs and O&M Specialists get what my job is.

9. Inefficient processes/systems.
10. Finalising this year's performance reviews and ensuring they are an accurate reflection of performance. Creating realistic targets for staff to work towards
11. Performance appraisal system and how difficult it is to progress
12. Unrealistic KPIs
13. Implementation of inaccessible systems
14. Terrible workflow processes

#### Management/structure

1. More transparency regarding opportunities for cs staff especially OMS to take on more responsibilities.
2. Greater discussion O&M and GDMI pathways
3. Re staffing issues, International staff exchanges for 1-3 years would bring diversity into our skill set and create a feeling that we are a learning organisation and want to give and take and support those GD School's that are doing it tougher than we are (obviously this also applied to the other O&M specialities.
4. O&M is a special education program. Please make sure all specialists are qualified. No shortcuts especially for Guide Dog O&M specialists.
5. Dedicated NDIS and MAC roles.
6. Remove the surfeit of managers
7. Remove the hierarchical structure which in recent years has added far too many levels of management, making the organisation top heavy, and remote from those who do the work.
8. I don't think senior management have any idea what we do - it doesn't surprise me because they are all new - no one with more than three years experience. In many cases top management stay for a year or so and then move on.
9. Maintaining a high professional standard to ensure quality services for clients
10. Abundance of short term contracts
11. Not enough focus on the clients and their needs
12. Remuneration structures with only opportunity of increase in salary based on exceeding performance. No room to grow
13. Delay on SA and client circumstances out of our control impacting on availability to train (health issues, concern re COVID-19, vulnerable clients, Uni students online not on campus)

#### Performance measures/valuing staff

1. Better recognition of many and varied skills different people bring to the workplace and utilising those skills and building on their strengths
2. Value employees
3. Performance appraisal process
4. That part time staff are disadvantaged by the 70:30 client/ non client KPI as we cannot meet a 70% client related target given all the training and meetings we are also expected to attend within our reduced hours.
5. Setting achievable performance measures for staff

6. Salary scale and link to cumbersome performance scale ensuring limited progression & stagnant salaries. The delay in this process, that was once a mid-year date & now at management's discretion - yet they enforce hr performance compliance dates on staff
7. Ways that they could make us feel more valued for the work that we do.
8. How to improve staff morale and reduce stress through reviewing how we assess KPIs and generate/allocate referrals.
9. The unrealistic goals to meet KPIs
10. The 70/30 split is not appropriate with GDN's inefficient processes/systems.
11. Recognising the people on the ground more for the work they do with clients.
12. Hard to exceed 70/30 with quiet caseloads
13. It would be nice to be recognised for upskilling, driving my own learning and communicating solutions.

#### Workload

1. The down flow of work from roles made redundant (managers/admin etc) to CS frontline staff.
2. The increased amount of time now spent on admin related tasks (funding/ rostering/ new referrals/ entering data)

#### Equipment

1. Better communication regarding new equipment - cars, mobiles and computers
2. Replacing of equipment sped up. Actually willing to do it faster
3. Not getting rid of cars and expecting cs front line facing staff to supply their own
4. Phones
5. Providing IT equipment/systems that are reliable and fit for purpose to staff.

#### Other

1. Nothing atm
2. Guide Dog Mobility Course
3. Find out what their intentions are.
4. Increasing our superannuation, It is pitiful
5. The GDMI pathways O&M qualification pathways
6. Insurance for workers against harmful effects of EMF, 5G and similar technology, regardless of where workers are, or how long they spend working at home, in cars or offices.
7. I believe you (union) are already addressing the current significant issues
8. Listen to client's feedback, they are confused and unhappy.
9. Listen and trust staff to continue providing the services that have won Guide Dogs Most Trusted Charity multiple times.
10. The 70:30 ratio makes me feel untrusted to just do my job professionally but they can trust me to ensure a person who is blind does not get hit by a car but cannot trust me to get on and do my work without documenting every minute.
11. Keep doing the great job you are doing. Maintaining representation for high standards of client training through a skilled workforce. Would like management to approach HSU delegates as a great resource for connection to their workforce and improving the organisation.
12. Unsure but it would be good to for management to understand that job security and trust goes long way in creating a productive happy workplace