

6 Conclusions

The results of this study allow us to conclude that there are five (5) key priority issues which drive overall employee satisfaction. In addition, for each of these issues, there are particular areas where employees as a group are less satisfied. Action on these items hold the key to improving employee satisfaction and the effective the delivery of the Commercial Program. The table below presents the key satisfaction drivers and the corresponding action items.

Satisfaction Driver	Action Item
Department Leadership	Vision for Commercial Program Consistency between messages and actions
CBS Promotion process	Promotion opportunities (FS) Promotions based on competence
Communications	Feedback from HQ
Workload	Unclaimed overtime Balance of work/family Hours spent on HQ and bureaucracy
Commercial Program Delivery	Mission contract Municipal/Multi-sectoral missions not effective Satisfaction with major partners

Overall, this study shows that slightly more than half of employees are satisfied to a level of 7 /10. This compares to approximately 70-80% in most other organisations where PricewaterhouseCoopers has conducted similar work in both the public and private sectors. The most important determinant of employees' satisfaction is whether or not they are satisfied with the leadership provided by the Department. Specifically, employees identified the vision for the Commercial Program (or lack thereof), and the lack of consistency between messages and actions. The perceived lack of career opportunity is also an important cause for dissatisfaction.