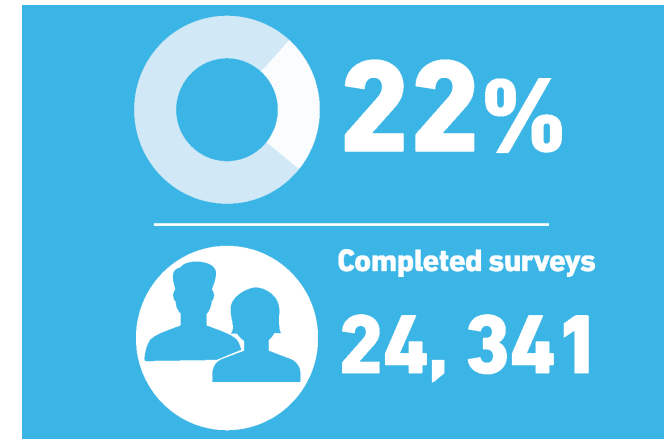




I WORK FOR SA – Your Voice Survey South Australian Government Highlights Report

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Overview

The **I WORK FOR SA – Your Voice Survey South Australian Government Highlights Report** presents key whole-of-sector findings from the 2018 survey. This report was prepared by independent survey provider, ORC International.

The inaugural survey was conducted from 24 September to 26 October 2018. The Commissioner for Public Sector Employment invited all South Australian Public Sector employees to participate. The final sector-wide response rate was 22 per cent (24,341 responses).

This voluntary, confidential and anonymous survey provides employees with the opportunity to have their say about their workplace. It gathers information on employees' perceptions on a range of workplace matters including values, development, leadership, service and inclusivity.

More information

To find out more, visit publicsector.sa.gov.au/survey or email the project team at: iworkfora-yourvoicesurvey@sa.gov.au

Government of South Australia

RESPONSE RATE: **22%**

RESPONSES: **24341 of 109901**



EMPLOYEE
ENGAGEMENT INDEX

64%



ENABLING HIGH
PERFORMANCE

64%



LEADERSHIP

50%



VALUES

74%



EMPLOYEE-
ORGANISATION
ALIGNMENT

70%



CAREER & WORKING
CONDITIONS
(EMPLOYER OF
CHOICE)

54%



PROGRESSIVE
WORKPLACE

58%



EMPLOYEE
WELLBEING

49%



WHAT NOW?

1.

TAKE THE TIME TO EXPLORE

AND UNDERSTAND THE RESULTS IN THIS
REPORT.

2.

DISCUSS THE RESULTS WITH YOUR TEAM

IDENTIFY THE THINGS TO CELEBRATE
(STRENGTHS) OR IMPROVE (ACTION AREAS).

3.

DEVELOP A PLAN OF ACTION

SEE THE SUGGESTED TEMPLATE AT THE
BACK OF THIS REPORT.

TIPS & SUGGESTIONS

01.

Take the time to digest the scores and identify the areas where you are performing well.

These will tend to be high scores which are notably above any comparative scores. These should be celebrated. Share the good news with employees.



UNDERSTANDING YOUR REPORT AND GETTING TO ACTION!

- THE SCORES ON THE FRONT PAGE GIVE YOU SOME SUMMARY INFORMATION. FIRST TAKE THE TIME TO FULLY UNDERSTAND THIS REPORT BEFORE SHARING WITH OTHERS.

- WHAT IS YOUR RESPONSE RATE? IF HIGH, THE RESULTS WILL BE REPRESENTATIVE OF THE VIEWS OF YOUR COLLEAGUES. IF LOW (<20%) TAKE CARE WHEN INTERPRETING THE RESULTS. ENCOURAGE ALL COLLEAGUES TO HELP WITH ACTION PLANNING AND HOPEFULLY THIS WILL ENCOURAGE THEM TO COMPLETE THE SURVEY NEXT TIME.

- HOW DO YOUR SCORES COMPARE TO YOUR PARENT UNIT OR THE ORGANISATION OVERALL?

ARE THERE ANY SCORES THAT ARE UNEXPECTED?

Identify areas that need improvement.

02.

These will be the lower scores, and/or those which are scoring notably below your comparators. Discuss these areas with your colleagues in focus groups or one2ones, gather their thoughts and solutions before deciding actions to take.

03.

High neutral responses (lots of employees ticking 'neither agree nor disagree')

Ask your colleagues about their views to find out what is causing this uncertainty. More communication and involvement may help to shift them to a positive frame of mind.

04.

It may be helpful to discuss with your manager or other colleagues (your peers, HR, subject experts) to share ideas before developing plans for action.

There are lots of websites of ideas and case studies to give you further inspiration and top tips.

05.

Some actions may be 'quick wins' and short term. However, in most instances, you will need to think longer term.

What do you want employees to be saying about their working lives in the future?

What should be put in place to achieve this?

The 'All questions' pages show every question asked in the survey and the proportion of colleagues responding positively (strongly agree + agree), neutrally (neither agree nor disagree) or negatively (disagree + strongly disagree). Look at how your positive score compares to your parent unit, and your last survey's results.

Is there room for improvement?

06.



WHAT'S NEXT?

EMPLOYEES HAVE GIVEN THEIR FEEDBACK AND THESE RESULTS SHOW YOU WHERE YOU NEED TO MAKE IMPROVEMENTS OR WHERE YOU ARE PERFORMING WELL.

IT IS IMPORTANT TO DISCUSS THINGS FULLY IN ORDER TO UNDERSTAND UNDERLYING REASONS FOR THEIR OPINIONS BEFORE TAKING ACTION.

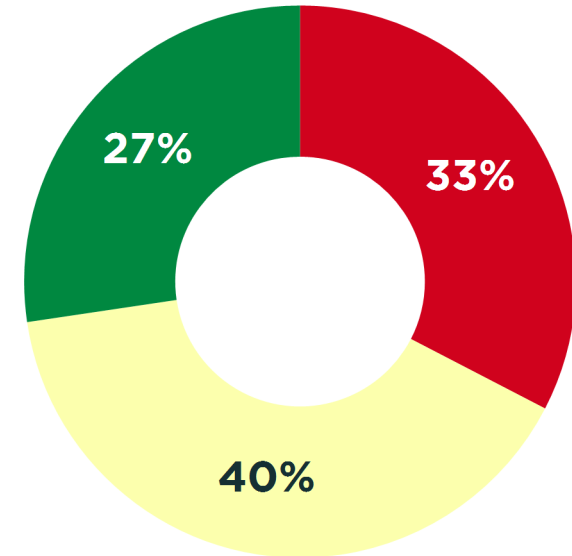
HOW WILL YOU MEASURE WHETHER YOUR ACTIONS HAVE BEEN SUCCESSFUL?

DON'T JUST WAIT FOR THE NEXT SURVEY. KEEP ASKING YOUR COLLEAGUES FOR THEIR FEEDBACK AND IDEAS THROUGHOUT THE YEAR.

27%

of employees replied favourably to:

'I believe action will be taken on the results from this survey by the sector.'



% positive

% neutral

% negative

EMPLOYEE ENGAGEMENT

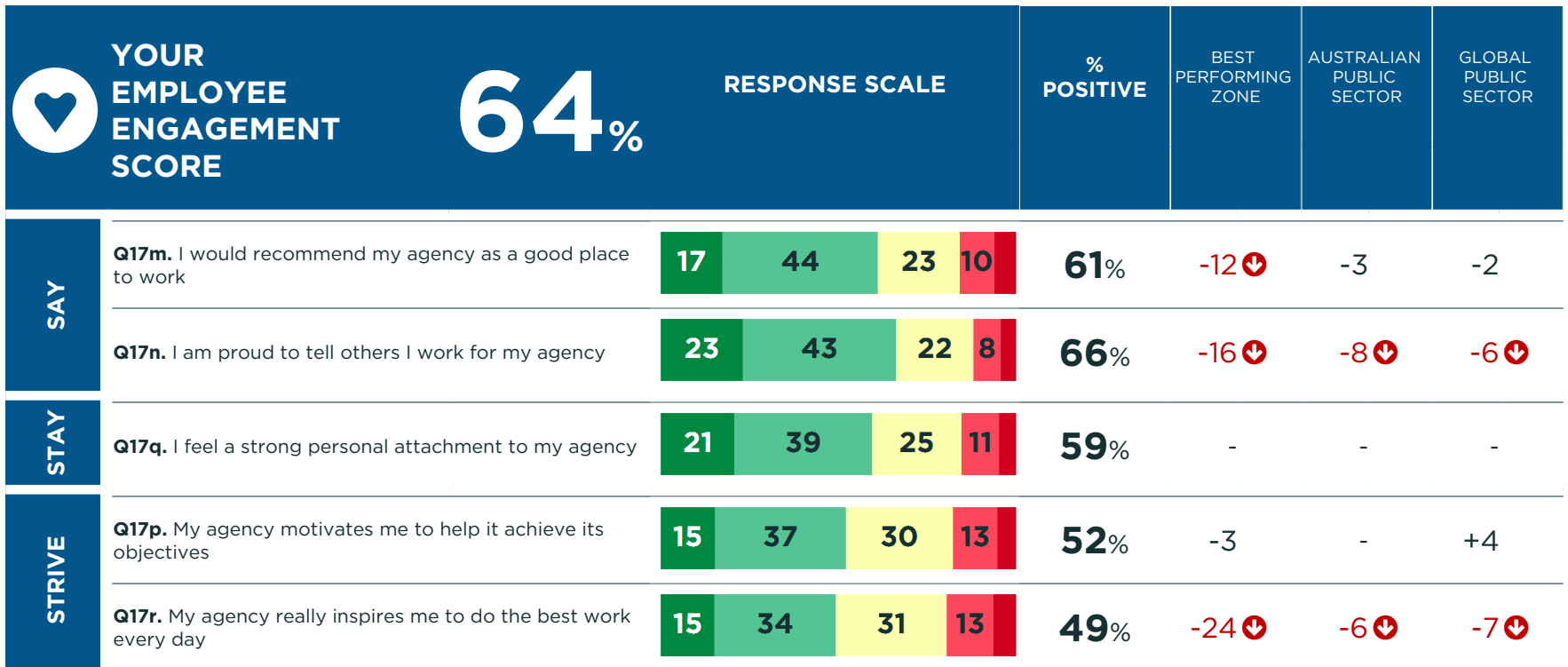


HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR YOUR TEAM.

YOUR ENGAGEMENT SCORE ISN'T JUST ABOUT HOW MUCH PEOPLE LIKE WORKING FOR YOU. IT ALSO MEASURES THE EMOTIONAL CONNECTION AND COMMITMENT COLLEAGUES HAVE TO WORKING FOR THE SECTOR.

THERE'S A LOT OF EVIDENCE TO SHOW A STRONG LINK BETWEEN ENGAGED COLLEAGUES AND IMPROVED BUSINESS PERFORMANCE.



KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



KEY QUESTIONS TO FOCUS ON



WHAT TO FOCUS ON?

THESE KEY QUESTIONS HAVE BEEN IDENTIFIED AS BEING IMPORTANT TO EMPLOYEES IN YOUR BUSINESS UNIT.

THEY ARE NOT NECESSARILY THE QUESTIONS WITH THE LOWEST SCORES.

SOME WILL BE AREAS TO IMPROVE UPON AND SOME WILL BE AREAS TO MAINTAIN.

DEVELOP ACTIONS AND ACTIVITIES TO IMPROVE UPON THESE, WHERE POSSIBLE, TO DRIVE HIGHER LEVELS OF PERFORMANCE.

	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR
.1 Q17b. My agency focuses on improving the work we do			67%	-18	-	-15
.2 Q17j. In my agency, recruitment and promotion decisions are fair			38%	-	-	-
.3 Q11j. I think it is safe to speak up and challenge the way things are done in this agency			47%	-23	-24	-12
.4 Q11d. I believe strongly in the purpose and objectives of my agency			79%	-5	-1	-1
.5 Q17f. When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks			56%	-	-	-

ENABLING HIGH PERFORMANCE



EXPLORE THE FULL RESULTS

HIGH-PERFORMING CULTURES SET VERY HIGH STANDARDS AND APPLY PRESSURE ON PEOPLE TO ACHIEVE WHAT MAY APPEAR TO BE IMPOSSIBLE GOALS. BUT THESE ORGANISATIONS MAKE SURE THEY HAVE THE RIGHT PEOPLE IN PLACE WHO CAN THRIVE UNDER PRESSURE AND THAT SUPPORT IS AVAILABLE, SO THAT ACHIEVING GREAT THINGS BECOMES A POSITIVE EXPERIENCE FOR ALL. AS THIS MEASURE HIGHLIGHTS, A HIGH PERFORMING CULTURE RELIES ON GREAT MANAGERS.

WHAT MORE CAN YOU DO TO ENSURE YOU HAVE A POSITIVE AND HIGH PERFORMING CULTURE?

ENABLING HIGH PERFORMANCE		64%				RESPONSE SCALE	% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR
Q13a. My manager encourages us to come up with new or better ways of doing things	25	41	18	10	66%	-9↓	-5↓	-5↓		
Q13b. My manager listens to what I have to say	29	42	14	9	72%	-	-	-9↓		
Q13c. My manager treats me with respect	35	43	11		78%	-11↓	-7↓	-7↓		
Q13d. My manager gives me responsibility and holds me to account for what I deliver	31	49	13		79%	-11↓	-	-10↓		
Q13e. I have confidence in the decisions my manager makes	27	39	19	9	66%	-13↓	-4	-7↓		
Q13f. My manager recognises and acknowledges when I have done my job well	27	38	18	9	65%	-15↓	-5↓	-11↓		
Q15a. I have regular feedback conversations with my manager	20	41	18	15	61%	-11↓	+2	-4		
Q15b. In the last 12 months I received useful feedback on my work to enable me to deliver required results	19	41	19	14	60%	-	-	-		
Q15c. My performance is assessed against clear criteria	14	40	25	15	54%	-23↓	+1	-14↓		

KEY

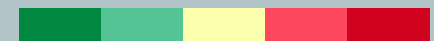


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



ENABLING HIGH PERFORMANCE



EXPLORE THE FULL RESULTS

HIGH-PERFORMING CULTURES SET VERY HIGH STANDARDS AND APPLY PRESSURE ON PEOPLE TO ACHIEVE WHAT MAY APPEAR TO BE IMPOSSIBLE GOALS. BUT THESE ORGANISATIONS MAKE SURE THEY HAVE THE RIGHT PEOPLE IN PLACE WHO CAN THRIVE UNDER PRESSURE AND THAT SUPPORT IS AVAILABLE, SO THAT ACHIEVING GREAT THINGS BECOMES A POSITIVE EXPERIENCE FOR ALL. AS THIS MEASURE HIGHLIGHTS, A HIGH PERFORMING CULTURE RELIES ON GREAT MANAGERS.

WHAT MORE CAN YOU DO TO ENSURE YOU HAVE A POSITIVE AND HIGH PERFORMING CULTURE?

ENABLING HIGH PERFORMANCE		64%				RESPONSE SCALE	% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR
Q15d. Learning and development activities I have completed in the past 12 months have helped to improve my performance	16	38	28	12		53%	-	-	-	
Q15e. Support by my manager has helped to improve my performance	18	37	25	13	8	54%	-12 ↓	+37 ↑	-1	
Q15f. My manager openly demonstrates commitment to performance management	19	39	24	11	7	58%	-	-	-	
Q15g. My overall experience of performance management in my agency has been useful for my development	12	32	29	16	10	45%	-	-	-	
Q19b. Does your manager act in accordance with the South Australian Public Sector Values in his or her everyday work?	46	34	15			80%	-	-	-	

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



LEADERSHIP



EXPLORE THE FULL RESULTS

AUTHENTICITY, CONNECTIVITY, INSPIRATION AND AGILITY ARE THE FOUR ATTRIBUTES ORC INTERNATIONAL HAS IDENTIFIED AS BEING ESSENTIAL FOR LEADERS OF TODAY AND TOMORROW TO DISPLAY.

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

LEADERSHIP		50% RESPONSE SCALE					% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR
Q16a.	I believe senior managers provide clear direction for the future of the agency	9	33	28	19	11	42%	-17 ↓	-8 ↓	-6 ↓
Q16b.	I feel that senior managers effectively lead and manage change	9	31	28	20	12	40%	-17 ↓	-5 ↓	-8 ↓
Q16c.	I feel that senior managers model the behaviours expected of its employees	11	35	27	16	12	45%	-26 ↓	-15 ↓	-11 ↓
Q16d.	Senior managers are sufficiently visible in this agency	12	37	22	17	11	49%	-21 ↓	-13 ↓	-11 ↓
Q16e.	Senior managers in my agency are genuinely supportive of career advancement of women	19	36	33			55%	-	-	-
Q16f.	Senior managers promote collaboration between my agency and other agencies or organisations we work with	13	39	35	8		51%	-	-	-
Q16g.	I feel that senior managers keep employees informed about what's going on	9	32	27	18	13	41%	-26 ↓	-6 ↓	-10 ↓
Q17b.	My agency focuses on improving the work we do	15	51	21	9		67%	-18 ↓	-	-15 ↓
Q17i.	My agency is making the necessary improvements to meet our future challenges	11	38	32	12		50%	-	-	-

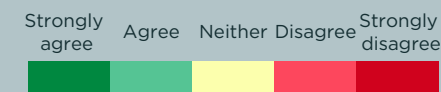
KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



LEADERSHIP



EXPLORE THE FULL RESULTS

AUTHENTICITY, CONNECTIVITY, INSPIRATION AND AGILITY ARE THE FOUR ATTRIBUTES ORC INTERNATIONAL HAS IDENTIFIED AS BEING ESSENTIAL FOR LEADERS OF TODAY AND TOMORROW TO DISPLAY.

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

LEADERSHIP		50%					RESPONSE SCALE	% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR
	Q17j. In my agency, recruitment and promotion decisions are fair	7	31	31	19	11	38%	-	-	-	
	Q19c. Do senior leaders in your agency act in accordance with the South Australian Public Sector Values?	31	38	23			69%	-	-	-	

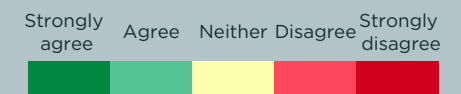
KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR





EXPLORE THE FULL RESULTS

THE PUBLIC SECTOR VALUES HAVE BEEN DEVELOPED TO MAKE IT EASIER FOR THE SECTOR TO WORK TOGETHER BY FORMING A CULTURE AND A VISION THAT IS SHARED. THE PUBLIC SECTOR VALUES INCLUDE:

SERVICE - PROUDLY SERVE THE COMMUNITY AND GOVERNMENT OF SOUTH AUSTRALIA.
 PROFESSIONALISM - STRIVE FOR EXCELLENCE.
 TRUST - WE HAVE CONFIDENCE IN THE ABILITY OF OTHERS.
 RESPECT - WE VALUE EVERY INDIVIDUAL.
 COLLABORATION & ENGAGEMENT - WE CREATE SOLUTIONS TOGETHER.
 HONESTY & INTEGRITY - WE ACT TRUTHFULLY, CONSISTENTLY, AND FAIRLY.
 COURAGE & TENACITY - WE NEVER GIVE UP.
 SUSTAINABILITY - WE WORK TO GET THE BEST RESULTS FOR CURRENT AND FUTURE GENERATIONS OF SOUTH AUSTRALIANS.

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

VALUES	74% RESPONSE SCALE				% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR
Q12a. People in my workgroup treat each other with respect	23	49	14	10	72%	-	-	-
Q12b. The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	31	52	11		83%	-	-	-
Q12c. People in my workgroup are honest, open and transparent in their dealings with each other	19	44	20	13	62%	-	-	-
Q12e. People in my workgroup are committed to workplace safety	27	57	11		85%	-	-	-
Q12f. People in my workgroup work effectively with other workgroups in my agency to deliver services to our customers	24	54	15		78%	-	-	-
Q17a. In my workplace, people take responsibility for their decisions and actions	10	51	23	13	61%	-	-	-
Q19a. Do colleagues in your immediate workgroup act in accordance with the South Australian Public Sector Values in their everyday work?	36	44	17		80%	-	-	-

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



EMPLOYEE-ORGANISATION ALIGNMENT



EXPLORE THE FULL RESULTS

HOW ALIGNED ARE YOUR PEOPLE WITH THE PURPOSE AND STRATEGIC OBJECTIVES OF YOUR AGENCY? ALIGNMENT OF PEOPLE TO THE STRATEGY AND CORE PURPOSE OF THE ORGANISATION IS VITAL FOR SUCCESS.

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

EMPLOYEE-ORGANISATION ALIGNMENT	70%				RESPONSE SCALE	% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR
Q11a. My job makes good use of my skills and abilities	28	50	9	10		78%	-9 ↓	-3	-5 ↓
Q11b. I understand what is expected of me to do well in my role	37	51				88%	-2	+2	+2
Q11d. I believe strongly in the purpose and objectives of my agency	33	46	14			79%	-5 ↓	-1	-1
Q11e. I have the authority to do my job effectively (e.g. the necessary delegation(s), autonomy, level of responsibility)	23	48	14	11		71%	-3	+1	+1
Q11f. The work processes we have in place allow me to be as productive as possible	13	36	20	23	8	49%	-10 ↓	-5 ↓	-5 ↓
Q11h. I understand how my work contributes to my agency's objectives	33	55	9			88%	-5 ↓	-	-1
Q11j. I think it is safe to speak up and challenge the way things are done in this agency	14	33	20	19	14	47%	-23 ↓	-24 ↓	-12 ↓
Q11i. I feel secure in my job	18	40	17	16	9	58%	-15 ↓	-8 ↓	-6 ↓

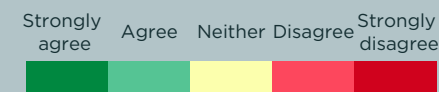
KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



CAREER AND WORKING CONDITIONS (EMPLOYER OF CHOICE)



EXPLORE THE FULL RESULTS

THE PSYCHOLOGICAL CONTRACT BETWEEN EMPLOYER AND EMPLOYEE IS IMPORTANT FOR BEING CONSIDERED AN EMPLOYER OF CHOICE.

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

CAREER AND WORKING CONDITIONS (EMPLOYER OF CHOICE) 54%		RESPONSE SCALE				% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR
Q11m. I am fairly remunerated (e.g. salary, superannuation) for the work that I do		62%	-7 ↓	-2	+1				
Q11n. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)		71%	-6 ↓	-10 ↓	+14 ↑				
Q11o. I am satisfied with the recognition I receive for doing a good job		48%	-19 ↓	-16 ↓	-15 ↓				
Q11t. I am satisfied with my ability to access and use flexible working arrangements (flexible hours of work, patterns of work, locations of work, or other arrangements)		65%	-17 ↓	-	-8 ↓				
Q15h. I am satisfied with the opportunities available for career development in my agency		40%	-10 ↓	-2	-2				
Q17k. My agency provides opportunities for mobility within my agency (e.g. temporary transfers)		49%	-	-	-				
Q17l. My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)		39%	-	-	-				

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



PROGRESSIVE WORKPLACE



EXPLORE THE FULL RESULTS

EMPLOYEE ENGAGEMENT PLUS INNOVATION BRINGS OUT THE BEST IN ORGANISATIONS. INNOVATION IS A TOOL TO PROVIDE COMPETITIVE EDGE BUT ALSO MOTIVATION AND INSPIRATION TO EMPLOYEES.

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

PROGRESSIVE WORKPLACE	58%	RESPONSE SCALE	% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR		
Q17d. Employees in my agency have the right skills to manage risk effectively	10	51	27	10	61%	-	-	-
Q17e. In my agency, the benefits of risk management match the time required to complete risk management activities		34	40	15	40%	-	-	-
Q17f. When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	11	45	26	13	56%	-	-	-
Q17g. My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, indigenous, LGBTI+)	18	47	28		65%	-16 ↓	-12 ↓	-11 ↓
Q17h. Personal background is not a barrier to success in my agency (e.g. cultural background, age, disability, sexual orientation, gender etc.)	20	48	22		68%	-13 ↓	-8 ↓	-7 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



EMPLOYEE WELLBEING



EXPLORE THE FULL RESULTS

A SUCCESSFUL AGENCY NEEDS A WORKFORCE THAT IS BOTH HEALTHY AND ENGAGED.

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.

EMPLOYEE WELLBEING	49%				RESPONSE SCALE	% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR
Q11g. I am provided with the tools and equipment to do my job safely	25	50	13	8		76%	-	-	-
Q12d. My workgroup has the tools and resources we need to perform well	12	45	20	17		57%	-18 ↓	-11 ↓	-10 ↓
Q18a. I am satisfied with the policies/practices in place to help me manage my health and wellbeing	12	46	22	13		58%	-19 ↓	-14 ↓	-13 ↓
Q18b. I think my agency cares about my health and wellbeing	13	39	23	15	10	52%	-	-	-
Q18d. I am able to strike the right balance between my work and home life	11	46	23	15		57%	-16 ↓	-8 ↓	-10 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



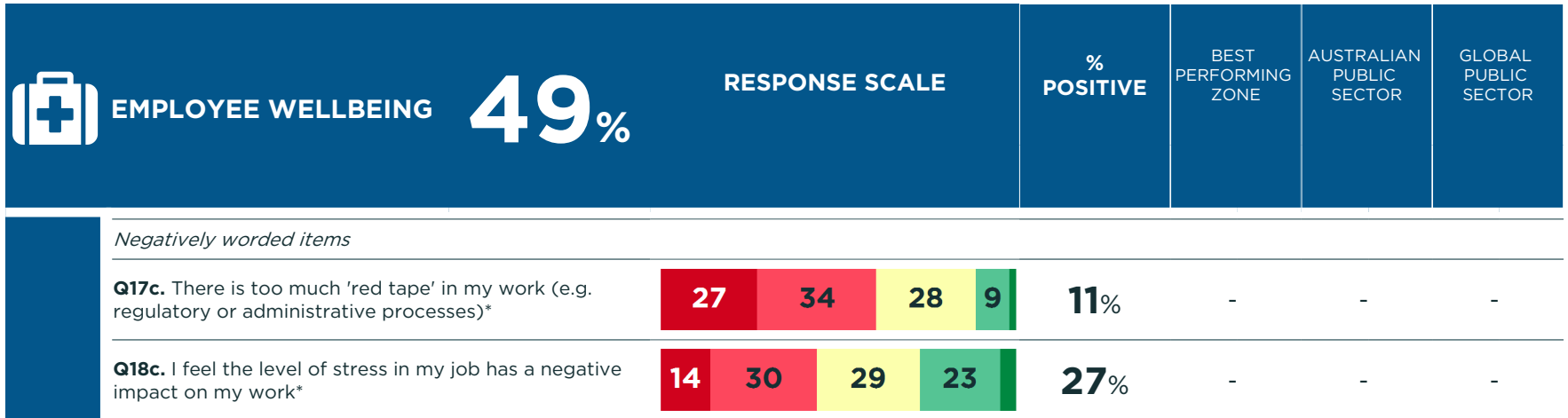
EMPLOYEE WELLBEING



EXPLORE THE FULL RESULTS

A SUCCESSFUL AGENCY NEEDS A WORKFORCE THAT IS BOTH HEALTHY AND ENGAGED.

LOOK AT HOW YOUR POSITIVE SCORE COMPARES TO THE AVAILABLE COMPARISONS.



*Please note these items are negatively worded. The % of respondents who disagreed or strongly disagreed to this item are highlighted in green. The % positive reflects those who disagreed or strongly disagreed to this item.

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW EVERY QUESTION THAT FALL OUTSIDE OF THE KEY MEASURES IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE				% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR
Q11c. My job gives me a feeling of personal accomplishment	26	46	15	9	72%	-7↓	-3	-3
Q11i. I feel motivated to contribute more than what is normally required at work	28	41	16	10	69%	-5↓	0	+1
Q11k. My work is interesting to me	35	46	12		81%	-11↓	-	-8↓
Q11p. I work beyond what is required in my job to help my agency achieve its objectives	34	48	14		82%	-	-	-
Q11q. I suggest ideas to improve our ways of doing things	27	58	11		85%	-4	-2	-1

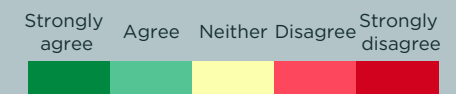
KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



ALL QUESTIONS



EXPLORE THE FULL RESULTS

THESE PAGES SHOW EVERY QUESTION THAT FALL OUTSIDE OF THE KEY MEASURES IN THE SURVEY AND THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE				% POSITIVE	BEST PERFORMING ZONE	AUSTRALIAN PUBLIC SECTOR	GLOBAL PUBLIC SECTOR
Q11r. My everyday actions are guided by the South Australian Public Sector Values	29	51	18		79%	-	-	-
Q11s. I am happy to go the 'extra mile' at work when required	40	49	8		89%	-6 ↓	-5 ↓	-5 ↓
Q11u. Considering everything, I am satisfied with my job	19	50	18	9	69%	-6 ↓	-2	-2
Q17o. I feel committed to my agency's goals	26	52	17		78%	-4	+22 ↑	+17 ↑
Q31. I believe action will be taken on the results from this survey by the sector	23	40	21	12	27%	-27 ↓	-12 ↓	-15 ↓

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



HEADLINE SCORES

HIGHEST POSITIVE SCORING QUESTIONS	% POSITIVE	HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL	HIGHEST NEGATIVE SCORING QUESTIONS	% NEGATIVE
Q11s. I am happy to go the 'extra mile' at work when required	89%	Q17e. In my agency, the benefits of risk management match the time required to complete risk management activities	40%	Q15h. I am satisfied with the opportunities available for career development in my agency	34%
Q11b. I understand what is expected of me to do well in my role	88%	Q31. I believe action will be taken on the results from this survey by the sector	40%	Q11j. I think it is safe to speak up and challenge the way things are done in this agency	33%
Q11h. I understand how my work contributes to my agency's objectives	88%	Q17l. My agency provides opportunities for mobility outside my agency (e.g. secondments and temporary transfers)	40%	Q31. I believe action will be taken on the results from this survey by the sector	33%
Q11q. I suggest ideas to improve our ways of doing things	85%	Q16f. Senior managers promote collaboration between my agency and other agencies or organisations we work with	35%	Q16b. I feel that senior managers effectively lead and manage change	32%
Q12e. People in my workgroup are committed to workplace safety	85%	Q16e. Senior managers in my agency are genuinely supportive of career advancement of women	33%	Q16g. I feel that senior managers keep employees informed about what's going on	31%

*Note: Negatively worded items q17c and q18c have been excluded from ranking.



FIND YOUR HIGHEST SCORES

THESE QUESTIONS ARE YOUR HIGHEST SCORING.

- WHAT ARE EMPLOYEES MOST POSITIVE ABOUT? (STRENGTHS)

- WHAT ARE EMPLOYEES MOST NEUTRAL ABOUT? WHERE A LOT OF EMPLOYEES ARE RESPONDING 'NEITHER AGREE NOR DISAGREE' (% NEUTRAL), THIS MAY INDICATE MIXED VIEWS OR INCONSISTENT EXPERIENCES. (AREAS OF POTENTIAL)

- WHAT ARE EMPLOYEES MOST NEGATIVE ABOUT? (AREAS OF CONCERN)

PERFORMANCE AND DEVELOPMENT



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE		%
Q14. I have a current performance and development plan that sets out my individual objectives		18075	
Yes		13569	75%
No		4506	25%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

VALUES AND CONDUCT



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE		%
Q20. During the last 12 months, have you witnessed harassment or bullying in your current workplace?			22454
Yes		8419	37%
No		11767	52%
Not sure		2268	10%
Q21. During the last 12 months, have you been subjected to harassment or bullying in your current workplace?			22416
Yes		4797	21%
No		16001	71%
Not sure		1618	7%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

VALUES AND CONDUCT



EXPLORE THE FULL RESULTS

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IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE		%
Q22. What type of harassment or bullying did you experience? [Multiple Response]		9033	
Physical behaviour		260	3%
Sexual harassment		263	3%
Cyberbullying (e.g. harassment via IT or the spreading of gossip/materials intended to defame or humiliate)		284	3%
Verbal abuse (e.g. offensive language, derogatory remarks, shouting or screaming)		2535	28%
Initiations or pranks		207	2%
Interference with your personal property or work equipment		437	5%
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)		2282	25%
Inappropriate and unfair application of work policies or rules (e.g. performance management, access to leave, access to learning and development)		1830	20%
Other		935	10%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

VALUES AND CONDUCT



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE		%
Q23. Who was responsible for the harassment or bullying? [Multiple Response]		7045	
Your current manager		1287	18%
A previous manager		834	12%
Someone more senior (other than your supervisor)		1519	22%
Co-worker		2158	31%
Contractor		37	1%
Someone more junior than you		483	7%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

VALUES AND CONDUCT



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE		%
Q23. Who was responsible for the harassment or bullying? [Multiple Response]		7045	
Client, customer or stakeholder		439	6%
Consultant/service provider		90	1%
Representative of another South Australian Public Sector agency		91	1%
Minister or ministerial adviser		21	0%
Unknown		86	1%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

VALUES AND CONDUCT



EXPLORE THE FULL RESULTS

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IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE		%
Q24. Have you submitted a formal complaint regarding the harassment or bullying you were subjected to in the last 12 months?			4739
Yes		806	17%
No		3725	79%
Unsure		208	4%
Q25. Was your complaint resolved to your satisfaction?			805
Yes		139	17%
No		420	52%
Unsure		103	13%
The complaint is still being processed		143	18%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

VALUES AND CONDUCT



EXPLORE THE FULL RESULTS

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IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE		%
Q26. Did the harassment or bullying you experienced cause you to take sick leave?		4741	
Yes		1854	39%
No		2744	58%
Unsure		143	3%
Q27. Did the harassment or bullying you experienced cause you to make a workers' compensation claim?		4736	
Yes		116	2%
No		4547	96%
Unsure		73	2%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RECRUITMENT AND RETENTION



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE		%
Q28. What attracted you to work in the SA Public Sector? [Multiple Response]		66590	
Long term career progression		8196	12%
Type of work offered		11436	17%
Employment conditions		8092	12%
Security and stability		10783	16%
Service to the general public		8708	13%
The work aligned with my job skills/experience		11105	17%
Geographical location		4236	6%
Remuneration		3058	5%
Other		976	1%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RECRUITMENT AND RETENTION



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE		%
Q29. Which of the following statements best reflect your current thoughts about working for your agency?		22342	
I want to leave my agency as soon as possible		1133	5%
I want to leave my agency within the next 12 months		1467	7%
I want to leave my agency within the next 12 months but feel it will be unlikely in the current environment		2289	10%
I want to stay working for my agency for the next one to two years		3097	14%
I want stay working for my agency for the next three years		3573	16%
I have no desire to leave my agency		10783	48%

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RECRUITMENT AND RETENTION



EXPLORE THE FULL RESULTS

- THESE PAGES SHOW THE NON STANDARD QUESTIONS ASKED IN THE SURVEY AND HOW THE PROPORTION OF COLLEAGUES RESPONDED.

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE		%
Q30. What is the primary reason behind your desire to leave your agency? [Multiple Response]		10292	
There is a lack of future career opportunities in my agency		2236	22%
I want to try a different type of work or I am seeking a career change		1005	10%
I am not satisfied with the work		1418	14%
My expectations for work in my agency have not been meet		1144	11%
I have achieved all I can in my agency		584	6%
I am intending to retire		366	4%
Senior leadership is of a poor quality		1953	19%
I can receive a higher salary elsewhere		628	6%
Other		958	9%

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



WHAT ARE YOUR COLLEAGUES SAYING ABOUT THEIR WORKING EXPERIENCES?

‘What is the one thing the South Australian Public Sector is doing really well?’

YOUR TOP 5 THEMES:



THE COMMENTS MADE BY YOUR COLLEAGUES WERE GROUPED INTO THEMES.

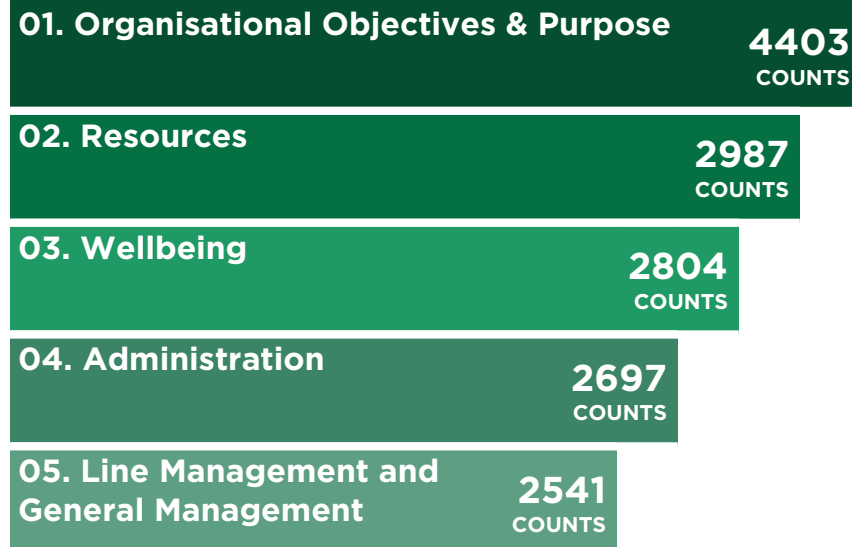
THE BAR CHART SHOWS THE TOP THEMES TO GIVE YOU AN IDEA OF WHERE TO FOCUS ACTION.



WHAT ARE YOUR COLLEAGUES SAYING ABOUT THEIR WORKING EXPERIENCES?

‘What is the most important issue that needs to be addressed across the South Australian Public Sector?’

YOUR TOP 5 THEMES:



THE COMMENTS MADE BY YOUR COLLEAGUES WERE GROUPED INTO THEMES.

THE BAR CHART SHOWS THE TOP THEMES TO GIVE YOU AN IDEA OF WHERE TO FOCUS ACTION.

TIME TO TAKE ACTION



CELEBRATE

The things we do well:

THINK ABOUT HOW WE CAN BUILD ON OUR STRENGTHS AND LEARN FROM WHAT WE ARE GOOD AT.



INVESTIGATE FURTHER WITH OUR TEAMS

Are there any other opportunities coming out of the results that we want to explore further?

HOW COULD WE INVESTIGATE? THROUGH LOOKING AT THE DATA IN MORE DETAIL OR THROUGH DISCUSSIONS WITH STAFF?



OPPORTUNITIES

Areas we need to focus on and turn into action plans:

WHAT ARE THE KEY THINGS WE NEED TO IMPROVE TO MAKE WORKING HERE BETTER?



USE THIS PAGE TO START YOUR LOCAL ACTION PLANS

- IDENTIFY AREAS TO CELEBRATE, OPPORTUNITIES FOR IMPROVEMENT AND AREAS WHICH YOU NEED TO INVESTIGATE FURTHER.

- PRIORITISE 3 AREAS TO TAKE FORWARD

	PRIORITISE 3 AREAS FOR ACTION	TIMESCALES	OWNER	RESOURCES REQUIRED	TARGET / SUCCESS MEASURE
01.					
02.					
03.					

APPENDIX A: METHODOLOGY

SURVEY TIMEFRAME

This report contains results for the I WORK FOR SA - Your Voice Survey 2018 which was open from 24 September to 26 October 2018.

INDEX CALCULATIONS

Where questions have been grouped together to form an index for example Enabling High Performance, this has been calculated by adding the positive scores of all items in the group, and then dividing by the total number of respondents across all questions in the group to create a % positive average figure. For ease of reporting this figure has been rounded. Please note this does not apply to the Engagement Index or the Employee Wellbeing Index which have been calculated using the methods outlined below.

EMPLOYEE ENGAGEMENT INDEX

Scores are assigned to each of the question responses in the index (100% strongly Agree, 75% Agree, 50% Neither agree nor disagree, 25% Disagree, and 0 Strongly disagree). Once the scores are added together these are then divided by the number of respondents to create an average % positive. For ease of reporting this figure has been rounded.

EMPLOYEE WELLBEING INDEX

There are two negatively phrased items within the employee wellbeing index: Q17c. There is too much 'red tape' in my work (e.g.regulatory or administrative processes) and Q18c. I feel the level of stress in my job has a negative impact on my work. Therefore the employee wellbeing index has been calculated by adding the unrounded disagree and strongly disagree scores for the two negatively worded items and then adding the unrounded agree and strongly agree (positive scores) for the remainder of the items, and then dividing by the number of questions in the index to create a % positive average figure. For ease of reporting this figure has been rounded.

KEY DRIVER ANALYSIS

Experience tells us that a successful response to survey results requires focus on key priorities. Key Driver Analysis (KDA) helps identify these priority areas. Statistical techniques including factor and regression analysis identifies the factors (groups of questions) and individual questions with the **strongest influence on your engagement index**.

Firstly, **Factor Analysis** identifies patterns in the survey questions, allowing us to see if a group of questions are measuring the same underlying characteristic(s) (i.e. they belong to the same survey theme). This statistical technique assumes that when questions are answered in a similar way, the employee is thinking about the same underlying theme.

Regression analysis is then used to identify questions most likely to influence and drive employee engagement within each theme. This is achieved by developing a statistical model which determines the importance ('weight') of each question on engagement. These weights are used to identify which questions have the most impact on engagement. Once we know the highest impacting factors, to simplify reporting we take the highest impacting questions from the top factors to determine 5 Key Driver questions.

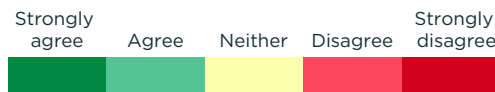
In order to assist smaller organisations and teams to obtain a set priorities or 'Key Drivers' we also use Local Driver Analysis (LDA). This is an automated technique which uses correlation analysis to explore the relationship between the survey questions and Engagement. Correlation will rank survey questions, and the top 5 are reported as 'Key Drivers'. Where a team has less than 20 respondents' drivers are inherited from the parent unit.

GUIDE TO THIS REPORT

% POSITIVE

WHERE RESULTS ARE SHOWN AS POSITIVE PERCENTAGES (% POSITIVE), THESE ARE CALCULATED BY ADDING TOGETHER POSITIVE RESPONSES ("STRONGLY AGREE" + "AGREE") AND DIVIDING BY THE NUMBER OF RESPONDENTS WHO ANSWERED THE QUESTION.

NOTE: NEGATIVELY WORDED ITEMS. Q17C AND Q18C ARE NEGATIVELY WORDED ITEMS. THUS THE PROPORTION OF RESPONDENTS WHO AGREE TO THESE ITEMS IS A NEGATIVE RESULT.



$$\frac{\text{number of respondents who answered the question}}{\text{number of respondents who answered the question}} = \% \text{ POSITIVE}$$

ROUNDING

RESULTS ARE PRESENTED AS WHOLE NUMBERS FOR EASE OF READING, WITH ROUNDING PERFORMED AT THE LAST STAGE OF CALCULATION FOR MAXIMUM ACCURACY. VALUES FROM X.00 TO X.49 ARE ROUNDED DOWN AND VALUES FROM X.50 TO X.99 ARE ROUNDED UP. THEREFORE IN SOME INSTANCES, RESULTS MAY NOT TOTAL 100%.

	STRONGLY AGREE	AGREE	NEITHER	DISAGREE	STRONGLY DISAGREE	TOTAL
NUMBER OF RESPONSES	151	166	176	96	24	613
PERCENTAGE	24.63%	27.08%	28.71%	15.66%	3.92%	100%
ROUNDED PERCENTAGE	25%	27%	29%	16%	4%	101%
NUMBER OF POSITIVE	151 + 166 = 317					
% POSITIVE	317 ÷ 613 = 52%					

ANONYMITY

IT IS ORC INTERNATIONAL'S PRACTICE NOT TO DISPLAY THE RESULTS OF GROUPS TO THE EXTENT WHERE THE ANONYMITY OF INDIVIDUALS MAY BE COMPROMISED. RESULTS FOR TEAMS WITH LESS THAN 10 WILL NOT RECEIVE AN INDIVIDUAL REPORT. HOWEVER, THEIR DATA WILL STILL CONTRIBUTE TO THE SCORES FOR THEIR GROUP AND THE ORGANISATION OVERALL.