

Department for Trade and Investment

RESPONSE RATE: **86%**

RESPONSES: **119 of 139**



EMPLOYEE ENGAGEMENT INDEX

49%

VARIANCE from SA PUBLIC
SECTOR OVERALL -16 ↓

VARIANCE from SMALL
AGENCIES (20 - 250) -21 ↓

VARIANCE from 2018 SURVEY -10 ↓



ENABLING HIGH PERFORMANCE

65%

VARIANCE from SA PUBLIC
SECTOR OVERALL -3

VARIANCE from SMALL
AGENCIES (20 - 250) -7 ↓

VARIANCE from 2018 SURVEY +7 ↑



LEADERSHIP

45%

VARIANCE from SA PUBLIC
SECTOR OVERALL -7 ↓

VARIANCE from SMALL
AGENCIES (20 - 250) -15 ↓

VARIANCE from 2018 SURVEY +1



VALUES

71%

VARIANCE from SA PUBLIC
SECTOR OVERALL -4

VARIANCE from SMALL
AGENCIES (20 - 250) -8 ↓

VARIANCE from 2018 SURVEY +8 ↑



EMPLOYEE- ORGANISATION ALIGNMENT

54%

VARIANCE from SA PUBLIC
SECTOR OVERALL -17 ↓

VARIANCE from SMALL
AGENCIES (20 - 250) -19 ↓

VARIANCE from 2018 SURVEY -6 ↓



CAREER & WORKING CONDITIONS (EMPLOYER OF CHOICE)

42%

VARIANCE from SA PUBLIC
SECTOR OVERALL -14 ↓

VARIANCE from SMALL
AGENCIES (20 - 250) -18 ↓

VARIANCE from 2018 SURVEY -9 ↓



EMPLOYEE WELLBEING

59%

VARIANCE from SA PUBLIC
SECTOR OVERALL -2

VARIANCE from SMALL
AGENCIES (20 - 250) -12 ↓

VARIANCE from 2018 SURVEY +6 ↑



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

COMMIT TO 2-3 ACTIONS THAT WILL HAVE
THE BIGGEST IMPACT FOR YOUR PEOPLE.

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 THE AVAILABLE COMPARISONS?

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 one-to-one discussions. Gather their thoughts and solutions before deciding actions to take.

03.

Review the 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.

Consider what actions could be taken which will have the greatest impact on employee engagement.

It may be helpful to discuss with your manager or other colleagues (your peers, HR, subject matter 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?

SHARE RESULTS WITH YOUR PEOPLE.

SPEND TIME EXPLORING THE DRIVERS BEHIND THE SCORES WITH YOUR PEOPLE.

DISCUSS WITH THEM WHAT ACTIONS THEY FEEL SHOULD BE TAKEN WHICH WILL HAVE THE GREATEST IMPACT ON EMPLOYEE ENGAGEMENT.

AGREE ON A SMALL NUMBER OF IMPACTFUL ACTIONS.

AGREE HOW YOU WILL MEASURE THAT ACTIONS HAVE BEEN SUCCESSFUL.

COMMUNICATE PROGRESS AGAINST YOUR ACTIONS.

37%

of employees replied favourably to:

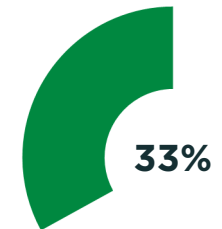
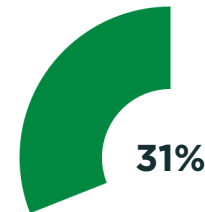
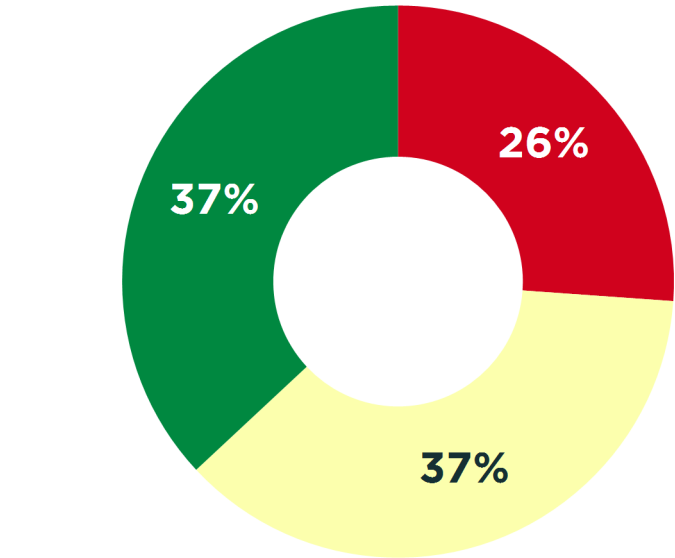
'I believe action will be taken on the results from this survey by the sector.'

VARIANCE FROM 2018 SURVEY

+6↑

VARIANCE FROM SA PUBLIC SECTOR OVERALL

+3



2018 SURVEY

SOUTH AUSTRALIA PUBLIC SECTOR OVERALL

% positive

% neutral

% negative

HEADLINE SCORES

HIGHEST POSITIVE SCORING QUESTIONS	% POSITIVE	HIGHEST NEUTRAL SCORING QUESTIONS	% NEUTRAL	HIGHEST NEGATIVE SCORING QUESTIONS	% NEGATIVE
Q13d. My manager gives me responsibility and holds me to account for what I deliver	87%	Q14d. Learning and development activities I have completed in the past 12 months have helped to improve my performance	47%	Q11e. The work processes we have in place allow me to be as productive as possible	56%
Q12b. The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	87%	Q16h. I am confident in relating my agency's Reconciliation Action Plan to my work	38%	Q11h. I think it is safe to speak up and challenge the way things are done in this agency	50%
Q13c. My manager treats me with respect	84%	Q28. I believe action will be taken on the results from this survey by the sector	37%	Q14g. I am satisfied with the opportunities available for career development in my agency	48%
Q11m. I am happy to go the 'extra mile' at work when required	82%	Q16i. I am satisfied with the cultural learning opportunities within my agency	36%	Q29. I believe action will be taken on the results from this survey by my agency	48%
Q11f. I am provided with the tools and equipment to do my job safely	81%	Q14f. My overall experience of performance and development conversations in my agency have been useful for my growth	35%	Q15b. I feel that senior managers effectively lead and manage change	44%

*Note: Agency specific questions have been excluded from the above rankings.



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)

EMPLOYEE ENGAGEMENT



HOW ENGAGED IS YOUR TEAM?

THESE RESULTS PROVIDE A MEASURE OF ENGAGEMENT FOR YOUR TEAM.

THE ENGAGEMENT SCORE TELLS US THE EXTENT TO WHICH YOUR PEOPLE ARE PROUD TO WORK HERE, WOULD RECOMMEND IT, INTEND TO STAY, AND STRIVE TO GO ABOVE AND BEYOND (SAY, STAY AND STRIVE).

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

YOUR EMPLOYEE ENGAGEMENT SCORE		49%					RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
SAY	Q27d. I am proud to tell others I work for my agency	12	30	33	14	12	41%	-21 ↓	-26 ↓	-36 ↓	
	Q27e. I would recommend my agency as a good place to work	7	20	29	23	22	27%	-24 ↓	-30 ↓	-37 ↓	
STAY	Q27b. I feel a strong personal attachment to my agency	10	26	26	23	14	36%	-12 ↓	-26 ↓	-36 ↓	
STRIVE	Q27a. My agency really inspires me to do the best work every day	9	24	32	23	12	33%	-8 ↓	-23 ↓	-32 ↓	
	Q27c. My agency motivates me to help it achieve its objectives	10	28	31	18	14	38%	-10 ↓	-15 ↓	-25 ↓	

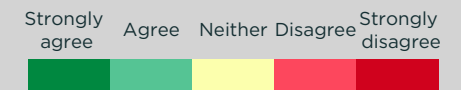
KEY



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 QUESTIONS HAVE BEEN IDENTIFIED THROUGH STATISTICAL ANALYSIS AS HAVING THE STRONGEST INFLUENCE ON YOUR EMPLOYEE ENGAGEMENT SCORE.

IF YOU FOCUS ON IMPROVING THE LOWER SCORING QUESTIONS AND MAINTAINING THE HIGHER SCORING QUESTIONS, IT WILL HAVE THE BIGGEST IMPACT ON YOUR ENGAGEMENT SCORE.

SEE APPENDIX A - METHODOLOGY FOR MORE INFORMATION ON HOW THIS STATISTICAL ANALYSIS WAS DONE.

DEVELOP ACTIONS AND ACTIVITIES TO ADDRESS THESE QUESTIONS TO IMPROVE THE EXPERIENCE EMPLOYEES HAVE AT WORK AND DRIVE HIGHER PERFORMANCE.

	AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR	AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
1.	Q15b. I feel that senior managers effectively lead and manage change		30%	-2	-14	-21
2.	Q14g. I am satisfied with the opportunities available for career development in my agency		21%	-3	-23	-20
3.	Q19c. How often do you feel that the senior leaders in your agency act in accordance with the South Australia Public Sector Values in their everyday work?		54%	-4	-10	-17
4.	Q17b. I think my agency cares about my health and wellbeing		47%	+2	-7	-21
5.	Q15d. I feel senior managers in my agency actively engage with employees		41%	-	-4	-18

ENABLING HIGH PERFORMANCE



EXPLORE THE QUESTIONS MAKING UP EACH INDEX

THE HIGH PERFORMANCE INDEX MEASURES THE EXTENT TO WHICH MANAGERS ENABLE HIGH PERFORMANCE WITHIN TEAMS THROUGH IDEAS GENERATION, RECOGNITION, PERFORMANCE MANAGEMENT, FEEDBACK AND BEHAVIOURS.

THE WAY MANAGERS INTERACT WITH TEAM MEMBERS HAS A BIG IMPACT ON INDIVIDUAL AND TEAM PERFORMANCE.

WHAT IS WORKING WELL?

WHAT AREAS DO YOU NEED TO FOCUS ON?

ENABLING HIGH PERFORMANCE	65%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
							+7 ↑	-3	-7 ↓
Q13a. My manager encourages us to come up with new or better ways of doing things	32	41	19		73%	+6 ↑	+4	-5 ↓	
Q13b. My manager listens to what I have to say	37	42	11		79%	+4	+5 ↑	-2	
Q13c. My manager treats me with respect	38	46	9		84%	+7 ↑	+4	-1	
Q13d. My manager gives me responsibility and holds me to account for what I deliver	37	50	9		87%	+15 ↑	+6 ↑	0	
Q13e. I have confidence in the decisions my manager makes	31	35	17	14	66%	+6 ↑	-3	-10 ↓	
Q13f. My manager recognises and acknowledges when I have done my job well	32	44	16		76%	+10 ↑	+7 ↑	-1	
Q14b. In the last 12 months I received useful feedback on my work to enable me to deliver required results	15	50	19	14	65%	+9 ↑	+1	-5 ↓	
Q14c. My performance is assessed against clear criteria	12	44	26	16	56%	+11 ↑	-1	-4	
Q14d. Learning and development activities I have completed in the past 12 months have helped to improve my performance	19	47	17	10	25%	-5 ↓	-30 ↓	-23 ↓	

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 QUESTIONS MAKING UP EACH INDEX

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THE WAY MANAGERS INTERACT WITH TEAM MEMBERS HAS A BIG IMPACT ON INDIVIDUAL AND TEAM PERFORMANCE.

WHAT IS WORKING WELL?

WHAT AREAS DO YOU NEED TO FOCUS ON?

ENABLING HIGH PERFORMANCE		65%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q14e. My manager openly demonstrates commitment to enhancing performance	16	43	29	9	59%	+15 ↑	-4	-9 ↓		
Q14f. My overall experience of performance and development conversations in my agency have been useful for my growth	8	29	35	17	12	36%	+2	-17 ↓	-18 ↓	
Q19b. How often do you feel that your manager acts in accordance with the South Australia Public Sector Values in their everyday work?	42	34	19		76%	+4	-3	-9 ↓		

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



LEADERSHIP



EXPLORE THE QUESTIONS MAKING UP EACH INDEX

THE LEADERSHIP INDEX MEASURES PERCEPTIONS OF HOW EFFECTIVELY SENIOR LEADERS (IE. EXECUTIVES AND EXECUTIVE DIRECTORS) COMMUNICATE THEIR VISION FOR THE AGENCY, ENABLE ADVANCEMENT AND INSPIRE THEIR PEOPLE THROUGH THEIR ACTIONS AND BEHAVIOURS.

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

LEADERSHIP	45%					RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q15a. I believe senior managers provide clear direction for the future of the agency	8	35	21	23	13	43%	+4	-4	-15 ↓	
Q15b. I feel that senior managers effectively lead and manage change	24	26	27	17	30%	-2	-14 ↓	-21 ↓		
Q15c. I feel that senior managers model the behaviours expected of employees	8	30	25	22	16	38%	-5 ↓	-12 ↓	-18 ↓	
Q15e. Senior managers in my agency are genuinely supportive of career advancement of women	17	44	22	12	61%	+12 ↑	+4	-4		
Q15f. Senior managers promote collaboration between my agency and other agencies or organisations we work with	13	42	23	11	10	55%	-6 ↓	+5 ↑	-9 ↓	
Q15g. I feel that senior managers keep employees informed about what's going on	11	36	27	15	11	47%	+13 ↑	+2	-9 ↓	
Q16b. My agency focuses on improving the work we do	10	40	32	16	50%	-6 ↓	-15 ↓	-23 ↓		
Q16f. In my agency, recruitment and promotion decisions are fair	9	20	29	20	21	29%	+2	-15 ↓	-21 ↓	
Q19c. How often do you feel that the senior leaders in your agency act in accordance with the South Australia Public Sector Values in their everyday work?	17	38	29	13	54%	-4	-10 ↓	-17 ↓		

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree





EXPLORE THE QUESTIONS MAKING UP EACH INDEX

THE VALUES INDEX MEASURES THE EXTENT TO WHICH WE DEMONSTRATE THE SOUTH AUSTRALIAN PUBLIC SECTOR VALUES IN OUR DAY-TO-DAY WORK AND WHEN COLLABORATING WITH OTHERS.

THE SA PUBLIC SECTOR VALUES HAVE BEEN DEVELOPED TO MAKE IT EASIER FOR THE SECTOR TO WORK TOGETHER BY SETTING A CONSISTENT SET OF BEHAVIOURS AND PRACTICES FOR ALL EMPLOYEES.

VALUES	71%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)		
Q12a. People in my workgroup treat each other with respect	29	44	11	11	73%	+15 ↑	-1	-7 ↓
Q12b. The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	39	48	8		87%	+15 ↑	+3	0
Q12c. People in my workgroup are honest, open and transparent in their dealings with each other	25	41	13	14	66%	+14 ↑	+2	-5 ↓
Q12e. People in my workgroup are committed to workplace safety	28	50	15		78%	+1	-6 ↓	-10 ↓
Q12f. People in my workgroup work effectively with other workgroups in my agency to deliver services to our customers	25	49	14	10	74%	+5 ↑	-3	-6 ↓
Q16a. In my workplace, people take responsibility for their decisions and actions	36	28	23		42%	-5 ↓	-18 ↓	-17 ↓
Q19a. How often do you feel that your agency colleagues act in accordance with the South Australia Public Sector Values in their everyday work?	23	50	21		74%	+9 ↑	-4	-9 ↓

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-ORGANISATION ALIGNMENT



EXPLORE THE QUESTIONS MAKING UP EACH INDEX

THE EMPLOYEE-ORGANISATION ALIGNMENT INDEX MEASURES THE EXTENT TO WHICH EMPLOYEES FEEL ALIGNED TO THE PURPOSE AND OBJECTIVES OF THEIR AGENCY AND EMPOWERED AND ENABLED TO DELIVER.

WHERE DO WE NEED TO IMPROVE?

WHAT DO WE NEED TO DO DIFFERENTLY?

EMPLOYEE-ORGANISATION ALIGNMENT	54%					RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q11a. My job makes good use of my skills and abilities	25	43	9	18		69%	+4	-10 ↓	-11 ↓	
Q11b. I understand what is expected of me to do well in my role	25	47	14	12		72%	+2	-16 ↓	-15 ↓	
Q11c. I believe strongly in the purpose and objectives of my agency	24	47	14	11		70%	-9 ↓	-10 ↓	-18 ↓	
Q11d. I have the authority to do my job effectively (e.g. the necessary delegation(s), autonomy, level of responsibility)	16	39	14	23	8	55%	-2	-18 ↓	-19 ↓	
Q11e. The work processes we have in place allow me to be as productive as possible	8	17	19	30	26	25%	-9 ↓	-26 ↓	-27 ↓	
Q11g. I understand how my work contributes to my agency's objectives	31	47		10		78%	-8 ↓	-8 ↓	-13 ↓	
Q11h. I think it is safe to speak up and challenge the way things are done in this agency	11	13	26	26	24	24%	-22 ↓	-24 ↓	-29 ↓	
Q11i. I feel secure in my job	10	28	26	23	12	38%	-5 ↓	-23 ↓	-21 ↓	

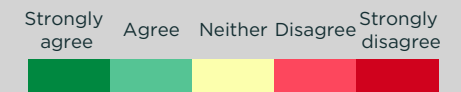
KEY



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 QUESTIONS MAKING UP EACH INDEX

THE CAREER AND WORKING CONDITIONS INDEX INDICATES HOW SATISFIED PEOPLE ARE WITH THE CAREER AND WORKING CONDITIONS OF THE SOUTH AUSTRALIAN PUBLIC SECTOR.

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

CAREER AND WORKING CONDITIONS (EMPLOYER OF CHOICE)	RESPONSE SCALE					% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
	17	36	23	16	8				
Q11j. I am fairly remunerated (e.g. salary, superannuation) for the work that I do	17	36	23	16	8	53%	-5 ↓	-7 ↓	-3
Q11k. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	14	40	18	21	8	54%	-19 ↓	-15 ↓	-22 ↓
Q11l. I am satisfied with the recognition I receive for doing a good job	12	33	25	17	13	45%	+1	-6 ↓	-16 ↓
Q11n. 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)	14	32	21	20	13	46%	-24 ↓	-16 ↓	-30 ↓
Q14g. I am satisfied with the opportunities available for career development in my agency	16	31	28	20		21%	-3	-23 ↓	-20 ↓
Q16g. My agency provides opportunities for job mobility (e.g. secondment and/or temporary transfers)	7	26	34	19	14	33%	-2	-19 ↓	-17 ↓

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 QUESTIONS MAKING UP EACH INDEX

THE WELLBEING SCORE MEASURES THE EXTENT TO WHICH EMPLOYEES FEEL SUPPORTED IN MAINTAINING THEIR HEALTH AND WELLBEING.

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

EMPLOYEE WELLBEING	59%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q11f. I am provided with the tools and equipment to do my job safely	28	53	15			81%	-1	+7	-5
Q12d. My workgroup has the tools and resources to perform well	13	38	27	18		50%	+9	-9	-16
Q17a. I am satisfied with the policies/practices in place to help me manage my health and wellbeing	10	52	19	10	10	62%	+16	+1	-9
Q17b. I think my agency cares about my health and wellbeing	11	36	23	17	13	47%	+2	-7	-21
Q17d. I am able to strike the right balance between my work and home life	10	45	15	20	10	55%	+7	0	-7

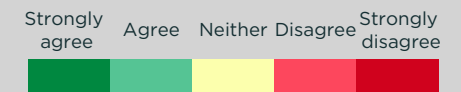
KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR





WHAT ARE YOUR PEOPLE SAYING ABOUT THEIR WORKING EXPERIENCES?

THE COMMENTS WERE GROUPED INTO THEMES.

THE BAR CHART SHOWS THE TOP 5 THEMES, TO GIVE YOU AN IDEA OF WHERE TO FOCUS.

REVIEW THESE COMMENT THEMES IN THE CONTEXT OF YOUR RESULTS - HOW DO THEY REINFORCE OR PROVIDE ADDITIONAL CONTEXT TO YOUR RESULTS?

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

YOUR TOP 5 THEMES:





WHAT ARE YOUR PEOPLE SAYING ABOUT THEIR WORKING EXPERIENCES?

THE COMMENTS WERE GROUPED INTO THEMES.

THE BAR CHART SHOWS THE TOP 5 THEMES, TO GIVE YOU AN IDEA OF WHERE TO FOCUS.

REVIEW THESE COMMENT THEMES IN THE CONTEXT OF YOUR RESULTS - HOW DO THEY REINFORCE OR PROVIDE ADDITIONAL CONTEXT TO YOUR RESULTS?

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

YOUR TOP 5 THEMES:



OTHER QUESTIONS



THESE PAGES SHOW ADDITIONAL QUESTIONS THAT WERE ASKED OF ALL PUBLIC SECTOR EMPLOYEES, THAT ARE NOT INCLUDED IN THE SURVEY INDICES SHOWN ON THE PREVIOUS PAGES.

THE RESULTS OUTLINE THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

REVIEW THESE QUESTIONS FOR ADDITIONAL CONTEXT AND INSIGHTS THAT MAY WARRANT FURTHER INVESTIGATION OR ACTION.

	RESPONSE SCALE					% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q11m. I am happy to go the 'extra mile' at work when required	36	46	9	1	1	82%	-12 ↓	-3	-8 ↓
Q13g. My manager takes appropriate action to address underperformance within my workgroup	21	35	23	15	4	56%	-	+3	-2
Q15d. I feel senior managers in my agency actively engage with employees	9	31	28	21	11	41%	-	-4	-18 ↓
Q16c. When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	9	29	30	21	12	38%	+1	-19 ↓	-23 ↓
Q16d. My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Aboriginal and Torres Strait Islander, LGBTIQ+)	16	42	30	7	5	58%	+13 ↑	-10 ↓	-11 ↓
Q16e. Personal background is not a barrier to success in my agency (e.g. cultural background, age, disability, sexual orientation, gender etc.)	20	39	26	10	6	59%	+10 ↑	-11 ↓	-13 ↓
Q16h. I am confident in relating my agency's Reconciliation Action Plan to my work	12	35	38	9	7	46%	-	+2	+2
Q16i. I am satisfied with the cultural learning opportunities within my agency	11	36	36	11	6	47%	-	-9 ↓	-3
Q17c. I feel the level of stress in my job is appropriate	9	32	25	23	12	41%	-	-3	-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



OTHER QUESTIONS



THESE PAGES SHOW ADDITIONAL QUESTIONS THAT WERE ASKED OF ALL PUBLIC SECTOR EMPLOYEES, THAT ARE NOT INCLUDED IN THE SURVEY INDICES SHOWN ON THE PREVIOUS PAGES.

THE RESULTS OUTLINE THE PROPORTION OF COLLEAGUES RESPONDING POSITIVELY (STRONGLY AGREE + AGREE), NEUTRALLY (NEITHER AGREE NOR DISAGREE) OR NEGATIVELY (DISAGREE + STRONGLY DISAGREE).

REVIEW THESE QUESTIONS FOR ADDITIONAL CONTEXT AND INSIGHTS THAT MAY WARRANT FURTHER INVESTIGATION OR ACTION.

	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
--	----------------	------------	---------------------------	--	---

Q17e. I feel comfortable discussing my mental health and wellbeing with my manager		47%	-	-6 ↓	-15 ↓
Q20a. I feel a connection with the public sector values		72%	-	-2	-8 ↓
Q20b. In my workgroup our everyday actions are guided by the Public Sector Values		60%	-	-5 ↓	-7 ↓
Q28. I believe action will be taken on the results from this survey by the sector		37%	+6 ↑	+3	-5 ↓
Q29. I believe action will be taken on the results from this survey by my agency		27%	-	-8 ↓	-20 ↓

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q14a. I have a current performance and development plan that sets out my individual objectives		106				
Yes		89	84%	+21 ↑	+5 ↑	+9 ↑
No		17	16%	-21 ↓	-5 ↓	-9 ↓

KEY

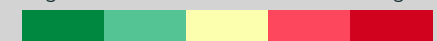


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree





THE 2021 SURVEY ASKED QUESTIONS ABOUT HOW EFFECTIVELY AGENCIES MANAGED THE CHANGES REQUIRED AS A RESULT OF COVID-19.

REVIEW THE RESULTS AND IDENTIFY SPECIFIC AREAS OF ACTION THAT MAY BE REQUIRED AS A RESULT - WHAT DO YOU NEED TO FOCUS ON FOR IMPROVEMENT?

REFLECT ON THIS INFORMATION TO UNDERSTAND HOW EMPLOYEES FEEL YOUR AGENCY WAS ABLE TO RAPIDLY ADAPT TO THE COVID-19 SITUATION. THIS CAN BE USED TO INFORM FUTURE ACTIONS REQUIRED WHEN OUR EXTERNAL CIRCUMSTANCES CHANGE.

	RESPONSE SCALE				% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
--	----------------	--	--	--	------------	---------------------------	--	---

Q18a. I believe my agency provided sufficient resources and arrangements to help me feel safe (e.g. physical distancing measures, working from home arrangements, face masks, hand sanitiser)	20	57	12		77%	-	0	-11 ↓
Q18b. My manager provided me with sufficient direction about my priorities	21	55	14		76%	-	+4	-2
Q18c. I was satisfied with the communications I received from senior managers about changes impacting my work	14	53	21	7	67%	-	+1	-8 ↓
Q18d. During this time, I felt that my manager cared about my wellbeing (if you have more than one manager, consider the manager who you report to most frequently)	21	48	20	7	69%	-	-2	-10 ↓
Q18e. I felt that my workgroup went the extra mile to support each other	22	49	21		71%	-	-3	-6 ↓

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q18f. Were you mobilised to another agency or another role within your agency because of COVID-19 requirements?		113				
Yes		6	5%	-	-3	-3
No		104	92%	-	+3	+3
Not sure		3	3%	-	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



RECRUITMENT AND RETENTION



THESE QUESTIONS GIVE YOU VALUABLE INSIGHT INTO THE REASONS YOUR EMPLOYEES JOINED THE PUBLIC SECTOR, AND THEIR REASONS FOR WANTING TO STAY OR LEAVE.

WHAT DOES THIS TELL YOU ABOUT YOUR CURRENT EMPLOYEE VALUE PROPOSITION?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q21. Which of the following describes why you joined the public sector? [Multiple Response]		318				
Type of work offered		60	19%	+19	-2	-3
Job security and stability		66	21%	+4	+1	+4
Service to the general public		47	15%	+15	-1	+1
T The work aligned with my job skills/experience		79	25%	+13	+5	+2
The department I work for		22	7%	-7	0	-1
Geographical location		17	5%	-15	-2	-1
Remuneration		13	4%	0	-1	-1
Workplace culture		11	3%	-1	-1	-1
Other		3	1%	-2	-1	-1
Q22. Which of the following statements best reflect your working life intentions?		113				
I want to stay in my agency long-term		52	46%	-	-30	-24
I want to leave my agency but stay in the public sector		41	36%	-	+20	+16
I want to leave the public sector		20	18%	-	+10	+9

KEY

T TEXT CHANGE SINCE 2018 SURVEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RECRUITMENT AND RETENTION



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IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q23a. Which of the following describes your reasons for wanting to stay? [Multiple Response]		213				
Long term career progression		14	7%	-	-1	+1
Type of work offered		38	18%	-	+5	+5
Employment conditions		25	12%	-	+2	+2
Job security and stability		29	14%	-	0	+3
Service to the general public		18	8%	-	-2	0
The work aligns with my job skills/experience		41	19%	-	+6	+5
The department I work for		11	5%	-	-2	-3
Geographical location		3	1%	-	-4	-3
Remuneration		5	2%	-	-2	-2
Workplace culture		5	2%	-	-3	-4
Confidence in immediate manager		19	9%	-	+2	+1
Confidence in senior management		3	1%	-	-2	-4
Other		2	1%	-	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR









RECRUITMENT AND RETENTION



THESE QUESTIONS GIVE YOU VALUABLE INSIGHT INTO THE REASONS YOUR EMPLOYEES JOINED THE PUBLIC SECTOR, AND THEIR REASONS FOR WANTING TO STAY OR LEAVE.

WHAT DOES THIS TELL YOU ABOUT YOUR CURRENT EMPLOYEE VALUE PROPOSITION?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q23b. Which of the following best describes when you intend to leave?		60				
I want to leave within 12 months		34	57%	-	+17 	+8 
I want to leave within 1-2 years		15	25%	-	-2	-2
I want to leave within 2-5 years		11	18%	-	-5 	-1
I want to leave within 5+ years		0	0%	-	-10 	-5 

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

RECRUITMENT AND RETENTION



THESE QUESTIONS GIVE YOU VALUABLE INSIGHT INTO THE REASONS YOUR EMPLOYEES JOINED THE PUBLIC SECTOR, AND THEIR REASONS FOR WANTING TO STAY OR LEAVE.

WHAT DOES THIS TELL YOU ABOUT YOUR CURRENT EMPLOYEE VALUE PROPOSITION?

IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q23c. Which of the following describe your reasons for wanting to leave? [Multiple Response]		268				
T There is a lack of future career opportunities		32	12%	-9 ⬇	+1	-3
I want to try a different type of work or I am seeking a career change		15	6%	-1	-2	-2
I am not fulfilled by the role I am in		24	9%	+9 ⬆	0	0
T My expectations have not been met		13	5%	-11 ⬇	-1	+1
I am pursuing the next phase in my life/career journey		20	7%	+7 ⬆	-2	-3
My workload is not manageable		13	5%	+5 ⬆	-2	0
I am not satisfied with my employment conditions		14	5%	+5 ⬆	-1	+1
The work does not fully utilise my skills and abilities		25	9%	+9 ⬆	+1	+1
I do not like the workplace culture		41	15%	+2	+6 ⬆	+6 ⬆
There is a lack of job security		7	3%	+3	-1	-1
I lack confidence in senior managers		31	12%	+12 ⬆	+2	+3
I am not satisfied with my current manager		12	4%	+4	-1	+1
Experiences of bullying, harassment or discrimination		12	4%	+4	-2	-1
Other		9	3%	+3	-1	0

KEY

T TEXT CHANGE SINCE 2018 SURVEY

⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

BULLYING AND HARASSMENT



THESE RESULTS GIVE YOU INSIGHT INTO THE EXTENT TO WHICH BULLYING AND HARASSMENT HAVE BEEN EXPERIENCED OR OBSERVED IN YOUR AGENCY / TEAM.

WHAT ACTION DO YOU NEED TO TAKE IN RESPONSE TO THESE RESULTS?

RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q24. During the last 12 months, have you witnessed harassment (including sexual harassment) or bullying in your current workplace?	112				
Yes	29	26%	-9 ↓	-3	+3
No	70	63%	+16 ↑	+1	-4
Not sure	13	12%	-6 ↓	+3	+1
Q24a. What did you do in response to the bullying and harassment you witnessed? [Multiple Response]	70				
Submitted a report through the agency's formal WHS system	2	3%	-	-1	+1
Approached the person and asked them to stop	4	6%	-	-5 ↓	-3
Approached the victim and offered support	10	14%	-	-9 ↓	-8 ↓
Took leave	6	9%	-	+3	+3
Left the role/team/agency	1	1%	-	-1	0
Sought support from a colleague	11	16%	-	+1	0
Sought support from a manager	12	17%	-	+1	0
Accessed counselling through the agency's Employee Assistance Program	5	7%	-	+3	+1
Accessed professional help	2	3%	-	-1	-2
Lodged a grievance or complaint	4	6%	-	+1	+2
Nothing	3	4%	-	-2	-2
Other	10	14%	-	+10 ↑	+8 ↑

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

BULLYING AND HARASSMENT



THESE RESULTS GIVE YOU INSIGHT INTO THE EXTENT TO WHICH BULLYING AND HARASSMENT HAVE BEEN EXPERIENCED OR OBSERVED IN YOUR AGENCY / TEAM.

WHAT ACTION DO YOU NEED TO TAKE IN RESPONSE TO THESE RESULTS?

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q25. During the last 12 months, have you been subjected to harassment (including sexual harassment) or bullying in your current workplace?		112				
Yes		18	16%	-6 ↓	-1	+3
No		85	76%	+9 ↑	-1	-5 ↓
Not sure		9	8%	-2	+2	+3
Q25a. What type of harassment or bullying did you experience? [Multiple Response]		37				
T Physical behaviour (e.g. assault, aggressive body language)		6	16%	+11 ↑	+9 ↑	+9 ↑
Sexual harassment		2	5%	+1	+3	+3
Cyberbullying (e.g. harassment via IT or the spreading of gossip/materials intended to defame or humiliate)		0	0%	-7 ↓	-4	-4
T Verbal abuse (e.g. offensive language, derogatory remarks, threats, shouting or screaming)		7	19%	-10 ↓	-10 ↓	-8 ↓
'Initiations' or pranks		0	0%	-2	-2	-2
Interference with your personal property or work equipment		2	5%	+5 ↑	+1	+1
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)		9	24%	-3	0	-4
Inappropriate and unfair application of work policies or rules (e.g. perf mgmt, access to leave, access to L&D)		5	14%	-1	-4	-3
Other		6	16%	+6 ↑	+7 ↑	+7 ↑

KEY

T TEXT CHANGE SINCE 2018 SURVEY

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

BULLYING AND HARASSMENT



THESE RESULTS GIVE YOU INSIGHT INTO THE EXTENT TO WHICH BULLYING AND HARASSMENT HAVE BEEN EXPERIENCED OR OBSERVED IN YOUR AGENCY / TEAM.

WHAT ACTION DO YOU NEED TO TAKE IN RESPONSE TO THESE RESULTS?

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q25b. Who was responsible for the harassment or bullying? [Multiple Response]		27				
Someone more junior than you		2	7%	-10 ↓	+1	+1
Client, customer or stakeholder		1	4%	-11 ↓	-2	+1
T Co-worker		5	19%	+4	-8 ↓	-5 ↓
A group of co-workers		2	7%	-28 ↓	-1	0
Contractor		0	0%	-3	-1	-1
Consultant/service provider		0	0%	-9 ↓	-1	0
Representative of another South Australian Public Sector agency		0	0%	-6 ↓	-1	-1
Your current manager		6	22%	+22 ↑	+5 ↑	+4
A previous manager		4	15%	+15 ↑	+5 ↑	+5 ↑
Someone more senior than you (other than your manager)		7	26%	+26 ↑	+4	-2
Minister or ministerial adviser		0	0%	0	0	0
Unknown		0	0%	0	-1	-1

KEY

T TEXT CHANGE SINCE 2018 SURVEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

BULLYING AND HARASSMENT



THESE RESULTS GIVE YOU INSIGHT INTO THE EXTENT TO WHICH BULLYING AND HARASSMENT HAVE BEEN EXPERIENCED OR OBSERVED IN YOUR AGENCY / TEAM.

WHAT ACTION DO YOU NEED TO TAKE IN RESPONSE TO THESE RESULTS?

RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q25c. What did you do in response to the bullying and harassment you experienced? [Multiple Response]	56				
Lodged an internal grievance or complaint	4	7%	-	-1	+1
Lodged an external complaint (e.g. with the Equal Opportunity Commission, SafeWork SA or the ICAC)	1	2%	-	+1	+1
Took leave	9	16%	-	+6	+6
Submitted a workers compensation claim	0	0%	-	-1	0
Left the role/team/agency	2	4%	-	0	0
Accessed counselling through the agency's Employee Assistance Program (EAP)	5	9%	-	+2	+1
Accessed professional help (other than EAP)	5	9%	-	+2	-1
Sought support from my manager	9	16%	-	-1	0
Sought support from a colleague	10	18%	-	-3	-3
Approached the person and asked them to stop	3	5%	-	-4	-4
Nothing	1	2%	-	-7	-5
Other	7	13%	-	+6	+6

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

BULLYING AND HARASSMENT



THESE RESULTS GIVE YOU INSIGHT INTO THE EXTENT TO WHICH BULLYING AND HARASSMENT HAVE BEEN EXPERIENCED OR OBSERVED IN YOUR AGENCY / TEAM.

WHAT ACTION DO YOU NEED TO TAKE IN RESPONSE TO THESE RESULTS?

RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q25d. Was your complaint resolved to your satisfaction?					
Yes	The data for this question has been hidden for anonymity reasons.				
No	The data for this question has been hidden for anonymity reasons.				
Unsure	The data for this question has been hidden for anonymity reasons.				
The complaint is still being processed	The data for this question has been hidden for anonymity reasons.				

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

BULLYING AND HARASSMENT



THESE RESULTS GIVE YOU INSIGHT INTO THE EXTENT TO WHICH BULLYING AND HARASSMENT HAVE BEEN EXPERIENCED OR OBSERVED IN YOUR AGENCY / TEAM.

WHAT ACTION DO YOU NEED TO TAKE IN RESPONSE TO THESE RESULTS?

RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q25e. Why did you not lodge one? [Multiple Response]	48				
The matter was resolved informally	2	4%	-	0	0
It could affect my career	7	15%	-	0	-2
It could affect my working relationships	5	10%	-	-8 ↓	-6 ↓
Managers accepted the behaviour	5	10%	-	+1	0
I did not trust that action would be taken	11	23%	-	+2	+1
I didn't think anyone would believe me	3	6%	-	+2	+1
I did not have enough evidence	2	4%	-	-1	0
I did not think the harassment/bullying was serious enough	1	2%	-	-4	-2
I did not know how to report it	0	0%	-	-4	-4
I thought the reporting process was too difficult	3	6%	-	+3	+3
I thought that action would be too slow	4	8%	-	+5 ↑	+6 ↑
Other	5	10%	-	+4	+3

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR









AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DISCRIMINATION



THESE RESULTS GIVE YOU INSIGHT INTO EXPERIENCES OF DISCRIMINATION IN THIS AGENCY / TEAM

WHAT ACTION DO YOU NEED TO TAKE IN RESPONSE TO THESE RESULTS?

RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)	
Q26. During the last 12 months, in your current agency, have you personally experienced workplace discrimination?	110					
No		85	77%	-	-4	-7 
Yes, from people in my agency		11	10%	-	+1	+2
Yes, from people outside my agency		0	0%	-	-1	-1
Don't know		14	13%	-	+5 	+5 

KEY

 AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

DISCRIMINATION



THESE RESULTS GIVE YOU INSIGHT INTO EXPERIENCES OF DISCRIMINATION IN THIS AGENCY / TEAM

WHAT ACTION DO YOU NEED TO TAKE IN RESPONSE TO THESE RESULTS?

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q26a. What was the type of discrimination you experienced? [Multiple Response]		24				
Age		3	13%	-	-2	-2
Breastfeeding		0	0%	-	0	0
Caring responsibilities		1	4%	-	-2	0
Disability/impairment		0	0%	-	-4	-3
Gender identity/gender history		3	13%	-	+8	+8
Marital status		1	4%	-	+3	+4
Part-time work status		4	17%	-	+8	+8
Political conviction including trade union activity		0	0%	-	-2	-3
Pregnancy including maternity/paternity leave status		1	4%	-	+3	+3
Race/cultural background		0	0%	-	-14	-7
Religious conviction		1	4%	-	+3	+3
Sex		0	0%	-	-8	-12
Sexual orientation		0	0%	-	-2	-2
Work from home/remote status		6	25%	-	+19	+10
Physical health/mental health challenges (not defined as a disability)		1	4%	-	-5	-6
Other		3	13%	-	-3	-1

KEY

AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

APPENDIX A: METHODOLOGY

SURVEY TIMEFRAME

This report contains results for the I WORK FOR SA - Your Voice Survey 2021, which was open from 27 April to 28 May 2021.

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 which has been calculated using the method 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.

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.

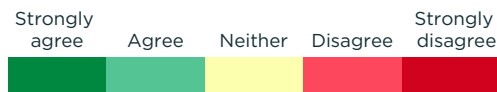
Regression analysis is then used to identify questions most likely to influence and drive employee engagement within each theme. This is achieved by developing a statistical model which determines the importance ('weight') of each question on engagement. These weights are used to identify which questions 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 of 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.

THE FINE PRINT

% 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.



$$\begin{array}{c}
 \div \\
 \text{number of respondents who} \\
 \text{answered the question} \\
 = \\
 \text{\% POSITIVE}
 \end{array}$$

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 ENGINE'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.