

## South Australia Government

RESPONSE RATE: **36%**  
RESPONSES: **39,688 of 109,251**



EMPLOYEE  
ENGAGEMENT  
INDEX

**65%**

VARIANCE from 2018 SURVEY **+1**



ENABLING HIGH  
PERFORMANCE

**68%**

VARIANCE from 2018 SURVEY **+3**



LEADERSHIP

**52%**

VARIANCE from 2018 SURVEY **+2**



VALUES

**75%**

VARIANCE from 2018 SURVEY **0**



EMPLOYEE-  
ORGANISATION  
ALIGNMENT

**71%**

VARIANCE from 2018 SURVEY **+1**



CAREER & WORKING  
CONDITIONS  
(EMPLOYER OF CHOICE)

**56%**

VARIANCE from 2018 SURVEY **0**



EMPLOYEE  
WELLBEING

**61%**

VARIANCE from 2018 SURVEY **+1**



### 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.

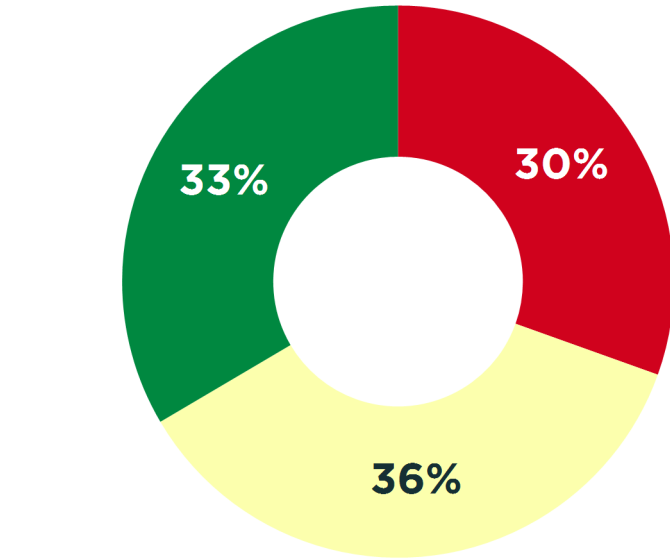
# 33%

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↑



2018 SURVEY

% positive

% neutral

% negative

# HEADLINE SCORES

| HIGHEST POSITIVE SCORING QUESTIONS  | % POSITIVE | HIGHEST NEUTRAL SCORING QUESTIONS   | % NEUTRAL | HIGHEST NEGATIVE SCORING QUESTIONS   | % NEGATIVE |
|---|------------|---|-----------|--|------------|
| <b>Q11b.</b> I understand what is expected of me to do well in my role  | 88%        | <b>Q16h.</b> I am confident in relating my agency's Reconciliation Action Plan to my work                             | 43%       | <b>Q17c.</b> I feel the level of stress in my job is appropriate                                 | 36%        |
| <b>Q11g.</b> I understand how my work contributes to my agency's objectives                                   | 86%        | <b>Q28.</b> I believe action will be taken on the results from this survey by the sector                              | 36%       | <b>Q29.</b> I believe action will be taken on the results from this survey by my agency          | 33%        |
| <b>Q11m.</b> I am happy to go the 'extra mile' at work when required  | 85%        | <b>Q15f.</b> Senior managers promote collaboration between my agency and other agencies or organisations we work with | 35%       | <b>Q11h.</b> I think it is safe to speak up and challenge the way things are done in this agency | 32%        |
| <b>Q12b.</b> The people in my workgroup behave in an accepting manner towards people from diverse backgrounds | 84%        | <b>Q29.</b> I believe action will be taken on the results from this survey by my agency                               | 32%       | <b>Q15d.</b> I feel senior managers in my agency actively engage with employees                  | 32%        |
| <b>Q12e.</b> People in my workgroup are committed to workplace safety   | 83%        | <b>Q16i.</b> I am satisfied with the cultural learning opportunities within my agency                                 | 32%       | <b>Q28.</b> I believe action will be taken on the results from this survey by the sector         | 30%        |

\*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.

|  |                                       |            |                       |                   |                                  |
|--|---------------------------------------|------------|-----------------------|-------------------|----------------------------------|
|  | <b>YOUR EMPLOYEE ENGAGEMENT SCORE</b> | <b>65%</b> | <b>RESPONSE SCALE</b> | <b>% POSITIVE</b> | <b>VARIANCE FROM 2018 SURVEY</b> |
|--|---------------------------------------|------------|-----------------------|-------------------|----------------------------------|

|        |  | 26 | 41 | 22 |    | 67% | +1   |
|--------|--|----|----|----|----|-----|------|
| SAY    | Q27d. I am proud to tell others I work for my agency             |    |    |    |    |     |      |
|        | Q27e. I would recommend my agency as a good place to work        | 21 | 37 | 26 | 10 | 57% | -4   |
| STAY   | Q27b. I feel a strong personal attachment to my agency           | 20 | 42 | 24 | 10 | 62% | +3   |
| STRIVE | Q27a. My agency really inspires me to do the best work every day | 15 | 41 | 28 | 12 | 56% | +7 ↑ |
|        | Q27c. My agency motivates me to help it achieve its objectives   | 14 | 39 | 30 | 12 | 53% | +1   |

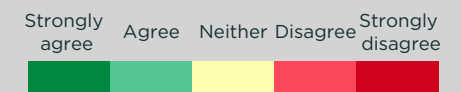
### KEY



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

|    |  |     |    |
|----|--|-----|----|
| 1. | <b>Q16b.</b> My agency focuses on improving the work we do                                       | 65% | -2 |
| 2. | <b>Q11h.</b> I think it is safe to speak up and challenge the way things are done in this agency | 48% | +1 |
| 3. | <b>Q11c.</b> I believe strongly in the purpose and objectives of my agency                       | 80% | +1 |
| 4. | <b>Q11e.</b> The work processes we have in place allow me to be as productive as possible        | 51% | +2 |
| 5. | <b>Q20b.</b> In my workgroup our everyday actions are guided by the Public Sector Values         | 65% | -  |

# 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   |  | 68% |    |    |    | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 SURVEY |
|---|--|-----|----|----|----|----------------|------------|---------------------------|
| <b>Q13a.</b> My manager encourages us to come up with new or better ways of doing things                                      |  | 28  | 40 | 17 | 9  |                | 69%        | +3                        |
| <b>Q13b.</b> My manager listens to what I have to say   |  | 34  | 40 | 13 | 8  |                | 74%        | +2                        |
| <b>Q13c.</b> My manager treats me with respect  |  | 40  | 40 | 11 |    |                | 80%        | +2                        |
| <b>Q13d.</b> My manager gives me responsibility and holds me to account for what I deliver                                    |  | 35  | 47 | 12 |    |                | 81%        | +2                        |
| <b>Q13e.</b> I have confidence in the decisions my manager makes  |  | 31  | 37 | 17 | 8  |                | 68%        | +3                        |
| <b>Q13f.</b> My manager recognises and acknowledges when I have done my job well  |  | 31  | 37 | 17 | 9  |                | 69%        | +3                        |
| <b>Q14b.</b> In the last 12 months I received useful feedback on my work to enable me to deliver required results             |  | 21  | 44 | 19 | 11 |                | 65%        | +4                        |
| <b>Q14c.</b> My performance is assessed against clear criteria  |  | 16  | 41 | 25 | 12 |                | 57%        | +3                        |
| <b>Q14d.</b> Learning and development activities I have completed in the past 12 months have helped to improve my performance |  | 17  | 38 | 28 | 11 |                | 55%        | +2                        |

### 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



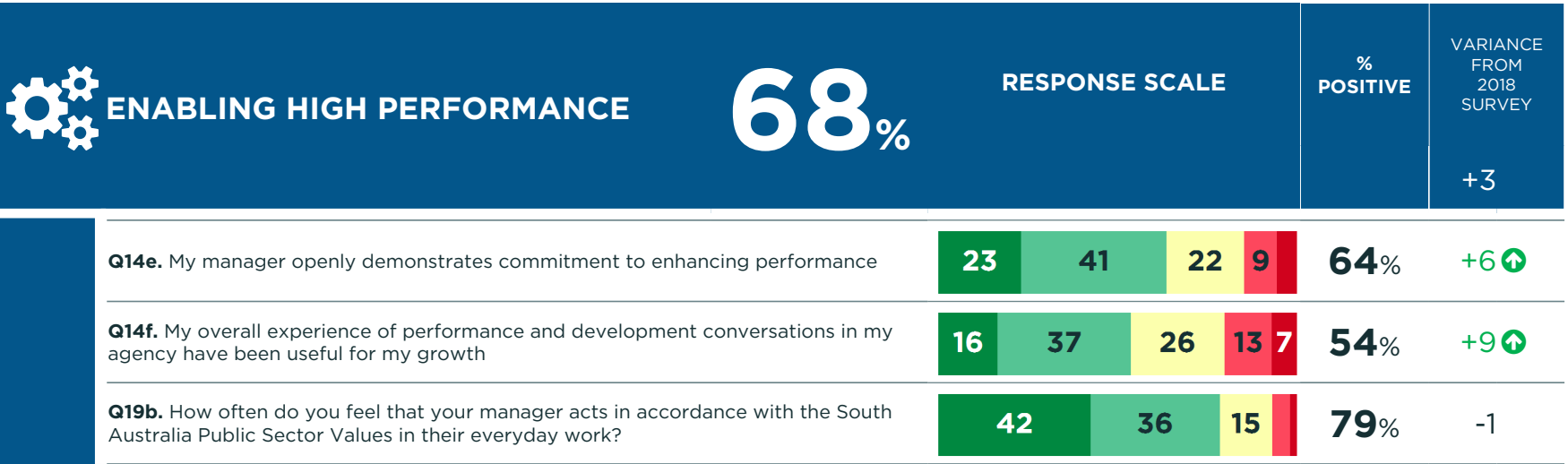
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WHAT IS WORKING WELL?

WHAT AREAS DO YOU NEED TO FOCUS ON?



### KEY

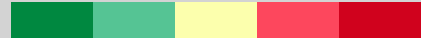


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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 |  | 52% |    |    |    |    | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 SURVEY |
|------------|--|-----|----|----|----|----|----------------|------------|---------------------------|
| Q15a.      | I believe senior managers provide clear direction for the future of the agency   | 12  | 35 | 26 | 17 | 9  | 47%            | +5 ↑       |                           |
| Q15b.      | I feel that senior managers effectively lead and manage change   | 11  | 33 | 27 | 18 | 11 | 44%            | +5 ↑       |                           |
| Q15c.      | I feel that senior managers model the behaviours expected of employees   | 14  | 36 | 26 | 14 | 11 | 49%            | +4         |                           |
| Q15e.      | Senior managers in my agency are genuinely supportive of career advancement of women   | 21  | 36 | 32 |    |    | 57%            | +2         |                           |
| Q15f.      | Senior managers promote collaboration between my agency and other agencies or organisations we work with   | 14  | 36 | 35 | 9  |    | 51%            | -1         |                           |
| Q15g.      | I feel that senior managers keep employees informed about what's going on  | 12  | 34 | 25 | 17 | 13 | 45%            | +4         |                           |
| Q16b.      | My agency focuses on improving the work we do  | 16  | 48 | 22 | 10 |    | 65%            | -2         |                           |
| Q16f.      | In my agency, recruitment and promotion decisions are fair   | 12  | 33 | 30 | 15 | 11 | 45%            | +6 ↑       |                           |
| 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? | 27  | 37 | 24 | 9  |    | 64%            | -5 ↓       |                           |

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR





## 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

# 75%

RESPONSE SCALE

% POSITIVE

VARIANCE FROM 2018 SURVEY

0

**Q12a.** People in my workgroup treat each other with respect



**74%**

+2

**Q12b.** The people in my workgroup behave in an accepting manner towards people from diverse backgrounds



**84%**

+1

**Q12c.** People in my workgroup are honest, open and transparent in their dealings with each other



**64%**

+2

**Q12e.** People in my workgroup are committed to workplace safety



**83%**

-1

**Q12f.** People in my workgroup work effectively with other workgroups in my agency to deliver services to our customers



**77%**

-1

**Q16a.** In my workplace, people take responsibility for their decisions and actions



**61%**

0

**Q19a.** How often do you feel that your agency colleagues act in accordance with the South Australia Public Sector Values in their everyday work?



**78%**

-2

### 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   | 71% | RESPONSE SCALE | % POSITIVE | VARIANCE FROM 2018 SURVEY |
|---|-----|----------------|------------|---------------------------|
| Q11a. My job makes good use of my skills and abilities  | 30  | 49             | 9 9        | 79% +1                    |
| Q11b. I understand what is expected of me to do well in my role   | 37  | 51             |            | 88% 0                     |
| Q11c. I believe strongly in the purpose and objectives of my agency   | 35  | 45             | 14         | 80% +1                    |
| Q11d. I have the authority to do my job effectively (e.g. the necessary delegation(s), autonomy, level of responsibility) | 26  | 48             | 13 10      | 73% +2                    |
| Q11e. The work processes we have in place allow me to be as productive as possible  | 15  | 37             | 19 21 8    | 51% +2                    |
| Q11g. I understand how my work contributes to my agency's objectives  | 34  | 52             | 10         | 86% -2                    |
| Q11h. I think it is safe to speak up and challenge the way things are done in this agency                                 | 15  | 33             | 20 19 13   | 48% +1                    |
| Q11i. I feel secure in my job   | 21  | 40             | 18 13 8    | 61% +3                    |

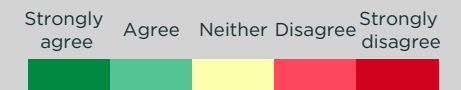
### KEY



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.

|  <b>CAREER AND WORKING CONDITIONS (EMPLOYER OF CHOICE)</b>                                     | <b>56%</b> |    |    |    | <b>RESPONSE SCALE</b> | <b>% POSITIVE</b> | <b>VARIANCE FROM 2018 SURVEY</b> |
|---|------------|----|----|----|-----------------------|-------------------|----------------------------------|
| <b>Q11j.</b> I am fairly remunerated (e.g. salary, superannuation) for the work that I do   | 17         | 43 | 18 | 15 | 60%                   | -2                |                                  |
| <b>Q11k.</b> I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)   | 23         | 46 | 16 | 10 | 68%                   | -3                |                                  |
| <b>Q11l.</b> I am satisfied with the recognition I receive for doing a good job   | 15         | 36 | 22 | 17 | 51%                   | +2                |                                  |
| <b>Q11n.</b> 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) | 23         | 39 | 18 | 12 | 62%                   | -3                |                                  |
| <b>Q14g.</b> I am satisfied with the opportunities available for career development in my agency  | 13         | 31 | 26 | 18 | 44%                   | +4                |                                  |
| <b>Q16g.</b> My agency provides opportunities for job mobility (e.g. secondment and/or temporary transfers)   | 13         | 40 | 31 | 10 | 52%                   | +3                |                                  |

### KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree   Agree   Neither   Disagree   Strongly disagree



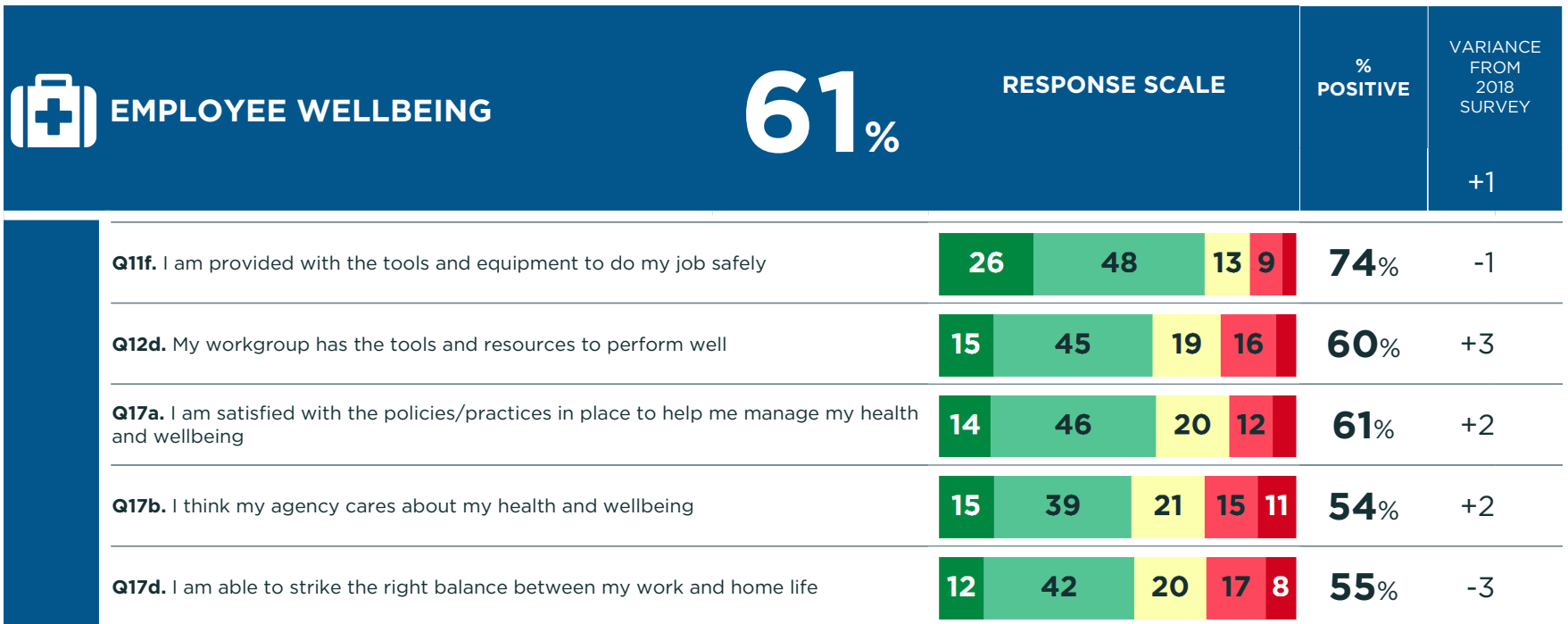
# EMPLOYEE WELLBEING



## 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.



### 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 |
|--|----------------|----|----|----|----|------------|---------------------------|
| <b>Q11m.</b> I am happy to go the 'extra mile' at work when required   | 39             | 46 | 10 |    |    | 85%        | -4                        |
| <b>Q13g.</b> My manager takes appropriate action to address underperformance within my workgroup   | 19             | 33 | 28 | 12 | 8  | 52%        | -                         |
| <b>Q15d.</b> I feel senior managers in my agency actively engage with employees  | 13             | 32 | 24 | 19 | 13 | 45%        | -                         |
| <b>Q16c.</b> When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks   | 14             | 43 | 25 | 13 |    | 57%        | +1                        |
| <b>Q16d.</b> My agency is committed to creating a diverse workforce (e.g. gender, age, cultural and linguistic background, disability, Aboriginal and Torres Strait Islander, LGBTIQ+) | 21             | 47 | 25 |    |    | 68%        | +3                        |
| <b>Q16e.</b> Personal background is not a barrier to success in my agency (e.g. cultural background, age, disability, sexual orientation, gender etc.)                                 | 23             | 46 | 20 |    |    | 70%        | +2                        |
| <b>Q16h.</b> I am confident in relating my agency's Reconciliation Action Plan to my work  | 10             | 33 | 43 | 9  |    | 44%        | -                         |
| <b>Q16i.</b> I am satisfied with the cultural learning opportunities within my agency  | 13             | 43 | 32 | 9  |    | 56%        | -                         |
| <b>Q17c.</b> I feel the level of stress in my job is appropriate   | 8              | 35 | 20 | 22 | 14 | 44%        | -                         |

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR





# OTHER QUESTIONS



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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 |
|--|----------------|--|--|--|--|------------|---------------------------|
|--|----------------|--|--|--|--|------------|---------------------------|

|   |    |    |    |    |    |     |      |
|---|----|----|----|----|----|-----|------|
| <b>Q17e.</b> I feel comfortable discussing my mental health and wellbeing with my manager | 16 | 36 | 19 | 16 | 13 | 53% | -    |
| <b>Q20a.</b> I feel a connection with the public sector values                            | 26 | 48 | 20 |    |    | 74% | -    |
| <b>Q20b.</b> In my workgroup our everyday actions are guided by the Public Sector Values  | 20 | 44 | 26 | 7  |    | 65% | -    |
| <b>Q28.</b> I believe action will be taken on the results from this survey by the sector  |    | 27 | 36 | 19 | 11 | 33% | +6 ↑ |
| <b>Q29.</b> I believe action will be taken on the results from this survey by my agency   | 8  | 26 | 32 | 19 | 14 | 35% | -    |

|  | RESPONSE SCALE | RESPONSES | % | VARIANCE FROM 2018 SURVEY |
|--|----------------|-----------|---|---------------------------|
|--|----------------|-----------|---|---------------------------|

|   |  |              |            |    |
|---|--|--------------|------------|----|
| <b>Q14a.</b> I have a current performance and development plan that sets out my individual objectives |  | <b>35723</b> |            |    |
| Yes   |  | <b>28380</b> | <b>79%</b> | +4 |
| No  |  | <b>7343</b>  | <b>21%</b> | -4 |

## KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR





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 |
|--|----------------|--|--|--|------------|---------------------------|
|--|----------------|--|--|--|------------|---------------------------|

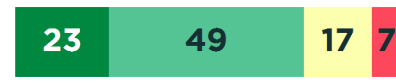
**Q18a.** I believe my agency provided sufficient resources and arrangements to help me feel safe (e.g. physical distancing measures, working from home arrangements, face masks, hand sanitiser)



77%

-

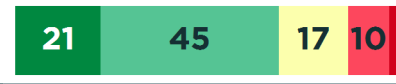
**Q18b.** My manager provided me with sufficient direction about my priorities



72%

-

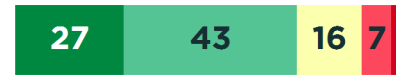
**Q18c.** I was satisfied with the communications I received from senior managers about changes impacting my work



66%

-

**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)



70%

-

**Q18e.** I felt that my workgroup went the extra mile to support each other



75%

-

|  | RESPONSE SCALE | RESPONSES | % | VARIANCE FROM 2018 SURVEY |
|--|----------------|-----------|---|---------------------------|
|--|----------------|-----------|---|---------------------------|

**Q18f.** Were you mobilised to another agency or another role within your agency because of COVID-19 requirements?

37169

|          |  |       |     |   |
|----------|--|-------|-----|---|
| Yes      |  | 3168  | 9%  | - |
| No       |  | 32962 | 89% | - |
| Not sure |  | 1039  | 3%  | - |

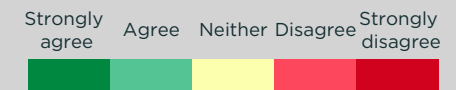
## KEY



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 |
|--|----------------|---------------|------------|---------------------------|
| <b>Q21.</b> Which of the following describes why you joined the public sector? [Multiple Response] |                | <b>112738</b> |            |                           |
| Type of work offered   |                | <b>23640</b>  | <b>21%</b> | +21                       |
| Job security and stability   |                | <b>22064</b>  | <b>20%</b> | +2                        |
| Service to the general public  |                | <b>17596</b>  | <b>16%</b> | +16                       |
| <b>T</b> The work aligned with my job skills/experience  |                | <b>22074</b>  | <b>20%</b> | +3                        |
| The department I work for  |                | <b>7319</b>   | <b>6%</b>  | -7                        |
| Geographical location  |                | <b>7818</b>   | <b>7%</b>  | -10                       |
| Remuneration   |                | <b>5840</b>   | <b>5%</b>  | -1                        |
| Workplace culture  |                | <b>4689</b>   | <b>4%</b>  | 0                         |
| Other  |                | <b>1698</b>   | <b>2%</b>  | 0                         |
| <b>Q22.</b> Which of the following statements best reflect your working life intentions?           |                | <b>36580</b>  |            |                           |
| I want to stay in my agency long-term  |                | <b>27813</b>  | <b>76%</b> | -                         |
| I want to leave my agency but stay in the public sector  |                | <b>5979</b>   | <b>16%</b> | -                         |
| I want to leave the public sector  |                | <b>2788</b>   | <b>8%</b>  | -                         |

**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



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 |
|---|----------------|---------------|------------|---------------------------|
| <b>Q23a.</b> Which of the following describes your reasons for wanting to stay? [Multiple Response] |                | <b>136098</b> |            |                           |
| Long term career progression  |                | <b>9732</b>   | <b>7%</b>  | -                         |
| Type of work offered  |                | <b>17023</b>  | <b>13%</b> | -                         |
| Employment conditions   |                | <b>13704</b>  | <b>10%</b> | -                         |
| Job security and stability  |                | <b>18405</b>  | <b>14%</b> | -                         |
| Service to the general public   |                | <b>13946</b>  | <b>10%</b> | -                         |
| The work aligns with my job skills/experience   |                | <b>17942</b>  | <b>13%</b> | -                         |
| The department I work for   |                | <b>9481</b>   | <b>7%</b>  | -                         |
| Geographical location   |                | <b>7781</b>   | <b>6%</b>  | -                         |
| Remuneration  |                | <b>6292</b>   | <b>5%</b>  | -                         |
| Workplace culture   |                | <b>7090</b>   | <b>5%</b>  | -                         |
| Confidence in immediate manager   |                | <b>9100</b>   | <b>7%</b>  | -                         |
| Confidence in senior management   |                | <b>4431</b>   | <b>3%</b>  | -                         |
| Other   |                | <b>1171</b>   | <b>1%</b>  | -                         |

## 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 |
|--|---|-------------|------------|---------------------------|
| <b>Q23b.</b> Which of the following best describes when you intend to leave? |   | <b>8672</b> |            |                           |
| I want to leave within 12 months   |  | <b>3437</b> | <b>40%</b> | -                         |
| I want to leave within 1-2 years   |  | <b>2313</b> | <b>27%</b> | -                         |
| I want to leave within 2-5 years   |  | <b>2047</b> | <b>24%</b> | -                         |
| I want to leave within 5+ years  |  | <b>875</b>  | <b>10%</b> | -                         |

**KEY**

 AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

 AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

# RECRUITMENT AND RETENTION



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

IS THERE ROOM FOR IMPROVEMENT?

|   | RESPONSE SCALE | RESPONSES    | %          | VARIANCE FROM 2018 SURVEY |
|---|----------------|--------------|------------|---------------------------|
| <b>Q23c.</b> Which of the following describe your reasons for wanting to leave? [Multiple Response] |                | <b>35891</b> |            |                           |
| <b>T</b> There is a lack of future career opportunities   |                | <b>4022</b>  | <b>11%</b> | <b>-11</b> ↓              |
| I want to try a different type of work or I am seeking a career change                              |                | <b>2579</b>  | <b>7%</b>  | <b>-3</b>                 |
| I am not fulfilled by the role I am in  |                | <b>3280</b>  | <b>9%</b>  | <b>+9</b> ↑               |
| <b>T</b> My expectations have not been met  |                | <b>1937</b>  | <b>5%</b>  | <b>-6</b> ↓               |
| I am pursuing the next phase in my life/career journey  |                | <b>3242</b>  | <b>9%</b>  | <b>+9</b> ↑               |
| My workload is not manageable   |                | <b>2345</b>  | <b>7%</b>  | <b>+7</b> ↑               |
| I am not satisfied with my employment conditions  |                | <b>2104</b>  | <b>6%</b>  | <b>+6</b> ↑               |
| The work does not fully utilise my skills and abilities   |                | <b>2874</b>  | <b>8%</b>  | <b>+8</b> ↑               |
| I do not like the workplace culture   |                | <b>3274</b>  | <b>9%</b>  | <b>0</b>                  |
| There is a lack of job security   |                | <b>1127</b>  | <b>3%</b>  | <b>+3</b>                 |
| I lack confidence in senior managers  |                | <b>3454</b>  | <b>10%</b> | <b>+10</b> ↑              |
| I am not satisfied with my current manager  |                | <b>1947</b>  | <b>5%</b>  | <b>+5</b> ↑               |
| Experiences of bullying, harassment or discrimination   |                | <b>2310</b>  | <b>6%</b>  | <b>+6</b> ↑               |
| Other   |                | <b>1396</b>  | <b>4%</b>  | <b>+4</b>                 |

**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 |
|---|----------------|--------------|------------|---------------------------|
| <b>Q24.</b> During the last 12 months, have you witnessed harassment (including sexual harassment) or bullying in your current workplace? |                | <b>36768</b> |            |                           |
| Yes   |                | <b>10668</b> | <b>29%</b> | -8 ↓                      |
| No  |                | <b>22770</b> | <b>62%</b> | +10 ↑                     |
| Not sure  |                | <b>3330</b>  | <b>9%</b>  | -1                        |
| <b>Q24a.</b> What did you do in response to the bullying and harassment you witnessed? [Multiple Response]                                |                | <b>23343</b> |            |                           |
| Submitted a report through the agency's formal WHS system   |                | <b>860</b>   | <b>4%</b>  | -                         |
| Approached the person and asked them to stop  |                | <b>2519</b>  | <b>11%</b> | -                         |
| Approached the victim and offered support   |                | <b>5379</b>  | <b>23%</b> | -                         |
| Took leave  |                | <b>1213</b>  | <b>5%</b>  | -                         |
| Left the role/team/agency   |                | <b>491</b>   | <b>2%</b>  | -                         |
| Sought support from a colleague   |                | <b>3480</b>  | <b>15%</b> | -                         |
| Sought support from a manager   |                | <b>3824</b>  | <b>16%</b> | -                         |
| Accessed counselling through the agency's Employee Assistance Program   |                | <b>1065</b>  | <b>5%</b>  | -                         |
| Accessed professional help  |                | <b>987</b>   | <b>4%</b>  | -                         |
| Lodged a grievance or complaint   |                | <b>1081</b>  | <b>5%</b>  | -                         |
| Nothing   |                | <b>1383</b>  | <b>6%</b>  | -                         |
| Other   |                | <b>1061</b>  | <b>5%</b>  | -                         |

## 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 |
|---|----------------|--------------|------------|---------------------------|
| <b>Q25.</b> During the last 12 months, have you been subjected to harassment (including sexual harassment) or bullying in your current workplace? |                | <b>36733</b> |            |                           |
| Yes   |                | <b>6409</b>  | <b>17%</b> | -4                        |
| No  |                | <b>28066</b> | <b>76%</b> | +5                        |
| Not sure  |                | <b>2258</b>  | <b>6%</b>  | -1                        |
| <b>Q25a.</b> What type of harassment or bullying did you experience? [Multiple Response]  |                | <b>12188</b> |            |                           |
| <b>T</b> Physical behaviour (e.g. assault, aggressive body language)  |                | <b>940</b>   | <b>8%</b>  | +5                        |
| Sexual harassment   |                | <b>345</b>   | <b>3%</b>  | 0                         |
| Cyberbullying (e.g. harassment via IT or the spreading of gossip/materials intended to defame or humiliate)                                       |                | <b>448</b>   | <b>4%</b>  | +1                        |
| <b>T</b> Verbal abuse (e.g. offensive language, derogatory remarks, threats, shouting or screaming)   |                | <b>3469</b>  | <b>28%</b> | 0                         |
| 'Initiations' or pranks   |                | <b>232</b>   | <b>2%</b>  | 0                         |
| Interference with your personal property or work equipment  |                | <b>501</b>   | <b>4%</b>  | -1                        |
| Interference with work tasks (i.e. withholding needed information, undermining or sabotage)   |                | <b>2912</b>  | <b>24%</b> | -1                        |
| Inappropriate and unfair application of work policies or rules (e.g. perf mgmt, access to leave, access to L&D)                                   |                | <b>2186</b>  | <b>18%</b> | -2                        |
| Other   |                | <b>1155</b>  | <b>9%</b>  | -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 |
|--|----------------|-------------|------------|---------------------------|
| <b>Q25b.</b> Who was responsible for the harassment or bullying? [Multiple Response] |                | <b>9883</b> |            |                           |
| Someone more junior than you   |                | <b>682</b>  | <b>7%</b>  | -11 ↓                     |
| Client, customer or stakeholder  |                | <b>605</b>  | <b>6%</b>  | -6 ↓                      |
| <b>T</b> Co-worker   |                | <b>2619</b> | <b>27%</b> | +5 ↑                      |
| A group of co-workers  |                | <b>789</b>  | <b>8%</b>  | -23 ↓                     |
| Contractor   |                | <b>55</b>   | <b>1%</b>  | 0                         |
| Consultant/service provider  |                | <b>126</b>  | <b>1%</b>  | -6 ↓                      |
| Representative of another South Australian Public Sector agency                      |                | <b>73</b>   | <b>1%</b>  | -5 ↓                      |
| Your current manager   |                | <b>1659</b> | <b>17%</b> | +16 ↑                     |
| A previous manager   |                | <b>999</b>  | <b>10%</b> | +9 ↑                      |
| Someone more senior than you (other than your manager)                               |                | <b>2165</b> | <b>22%</b> | +22 ↑                     |
| Minister or ministerial adviser  |                | <b>30</b>   | <b>0%</b>  | -1                        |
| Unknown  |                | <b>81</b>   | <b>1%</b>  | +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 |
|---|----------------|--------------|------------|---------------------------|
| <b>Q25c.</b> What did you do in response to the bullying and harassment you experienced?<br>[Multiple Response] |                | <b>14141</b> |            |                           |
| Lodged an internal grievance or complaint   |                | <b>1142</b>  | <b>8%</b>  | -                         |
| Lodged an external complaint (e.g. with the Equal Opportunity Commission, SafeWork SA or the ICAC)              |                | <b>145</b>   | <b>1%</b>  | -                         |
| Took leave  |                | <b>1425</b>  | <b>10%</b> | -                         |
| Submitted a workers compensation claim  |                | <b>139</b>   | <b>1%</b>  | -                         |
| Left the role/team/agency   |                | <b>525</b>   | <b>4%</b>  | -                         |
| Accessed counselling through the agency's Employee Assistance Program (EAP)                                     |                | <b>942</b>   | <b>7%</b>  | -                         |
| Accessed professional help (other than EAP)   |                | <b>1047</b>  | <b>7%</b>  | -                         |
| Sought support from my manager  |                | <b>2344</b>  | <b>17%</b> | -                         |
| Sought support from a colleague   |                | <b>3000</b>  | <b>21%</b> | -                         |
| Approached the person and asked them to stop  |                | <b>1301</b>  | <b>9%</b>  | -                         |
| Nothing   |                | <b>1218</b>  | <b>9%</b>  | -                         |
| Other   |                | <b>913</b>   | <b>6%</b>  | -                         |

## 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 |
|--|----------------|-------------|------------|---------------------------|
| <b>Q25d.</b> Was your complaint resolved to your satisfaction? |                | <b>1140</b> |            |                           |
| Yes  |                | <b>178</b>  | <b>16%</b> | -2                        |
| No   |                | <b>622</b>  | <b>55%</b> | +2                        |
| Unsure   |                | <b>144</b>  | <b>13%</b> | 0                         |
| The complaint is still being processed                         |                | <b>196</b>  | <b>17%</b> | -1                        |

## 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 |
|---|----------------|--------------|------------|---------------------------|
| <b>Q25e.</b> Why did you not lodge one? [Multiple Response] |                | <b>15140</b> |            |                           |
| The matter was resolved informally                          |                | <b>702</b>   | <b>5%</b>  | -                         |
| It could affect my career                                   |                | <b>2188</b>  | <b>14%</b> | -                         |
| It could affect my working relationships                    |                | <b>2737</b>  | <b>18%</b> | -                         |
| Managers accepted the behaviour                             |                | <b>1499</b>  | <b>10%</b> | -                         |
| I did not trust that action would be taken                  |                | <b>3151</b>  | <b>21%</b> | -                         |
| I didn't think anyone would believe me                      |                | <b>654</b>   | <b>4%</b>  | -                         |
| I did not have enough evidence                              |                | <b>754</b>   | <b>5%</b>  | -                         |
| I did not think the harassment/bullying was serious enough  |                | <b>893</b>   | <b>6%</b>  | -                         |
| I did not know how to report it                             |                | <b>578</b>   | <b>4%</b>  | -                         |
| I thought the reporting process was too difficult           |                | <b>560</b>   | <b>4%</b>  | -                         |
| I thought that action would be too slow                     |                | <b>467</b>   | <b>3%</b>  | -                         |
| Other   |                | <b>957</b>   | <b>6%</b>  | -                         |

## 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 |
|--|----------------|--------------|------------|---------------------------|
| <b>Q26. During the last 12 months, in your current agency, have you personally experienced workplace discrimination?</b> |                | <b>36675</b> |            |                           |
| No   |                | <b>29965</b> | <b>82%</b> | -                         |
| Yes, from people in my agency  |                | <b>3316</b>  | <b>9%</b>  | -                         |
| Yes, from people outside my agency   |                | <b>389</b>   | <b>1%</b>  | -                         |
| Don't know   |                | <b>3005</b>  | <b>8%</b>  | -                         |

**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 |
|---|----------------|-------------|------------|---------------------------|
| <b>Q26a.</b> What was the type of discrimination you experienced? [Multiple Response] |                | <b>5791</b> |            |                           |
| Age   |                | <b>862</b>  | <b>15%</b> | -                         |
| Breastfeeding   |                | <b>16</b>   | <b>0%</b>  | -                         |
| Caring responsibilities   |                | <b>339</b>  | <b>6%</b>  | -                         |
| Disability/impairment   |                | <b>206</b>  | <b>4%</b>  | -                         |
| Gender identity/gender history  |                | <b>288</b>  | <b>5%</b>  | -                         |
| Marital status  |                | <b>93</b>   | <b>2%</b>  | -                         |
| Part-time work status   |                | <b>502</b>  | <b>9%</b>  | -                         |
| Political conviction including trade union activity                                   |                | <b>136</b>  | <b>2%</b>  | -                         |
| Pregnancy including maternity/paternity leave status                                  |                | <b>96</b>   | <b>2%</b>  | -                         |
| Race/cultural background  |                | <b>824</b>  | <b>14%</b> | -                         |
| Religious conviction  |                | <b>75</b>   | <b>1%</b>  | -                         |
| Sex   |                | <b>451</b>  | <b>8%</b>  | -                         |
| Sexual orientation  |                | <b>91</b>   | <b>2%</b>  | -                         |
| Work from home/remote status  |                | <b>362</b>  | <b>6%</b>  | -                         |
| Physical health/mental health challenges (not defined as a disability)                |                | <b>559</b>  | <b>10%</b> | -                         |
| Other   |                | <b>891</b>  | <b>15%</b> | -                         |

## 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.

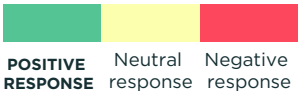
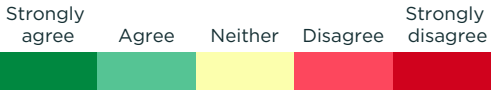
**Regression analysis** is then used to identify questions most likely to influence and drive employee engagement within each theme. This is achieved by developing a statistical model which determines the importance ('weight') of each question on engagement. These weights are used to identify which questions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



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

## 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  | <b>151 + 166 = 317</b> |        |         |          |                   |       |
| % POSITIVE          | <b>317 ÷ 613 = 52%</b> |        |         |          |                   |       |

## 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.