

Office of the Commissioner for Public Sector Employment

RESPONSE RATE: **100%**
RESPONSES: **67 of 66**



EMPLOYEE ENGAGEMENT INDEX

73%

VARIANCE from SA PUBLIC
SECTOR OVERALL **+8** ↑

VARIANCE from SMALL
AGENCIES (20 - 250) **+3**

VARIANCE from 2018 SURVEY **+2**



ENABLING HIGH PERFORMANCE

75%

VARIANCE from SA PUBLIC
SECTOR OVERALL **+7** ↑

VARIANCE from SMALL
AGENCIES (20 - 250) **+2**

VARIANCE from 2018 SURVEY **0**



LEADERSHIP

67%

VARIANCE from SA PUBLIC
SECTOR OVERALL **+15** ↑

VARIANCE from SMALL
AGENCIES (20 - 250) **+6** ↑

VARIANCE from 2018 SURVEY **+11** ↑



VALUES

82%

VARIANCE from SA PUBLIC
SECTOR OVERALL **+7** ↑

VARIANCE from SMALL
AGENCIES (20 - 250) **+3**

VARIANCE from 2018 SURVEY **+3**



EMPLOYEE- ORGANISATION ALIGNMENT

74%

VARIANCE from SA PUBLIC
SECTOR OVERALL **+3**

VARIANCE from SMALL
AGENCIES (20 - 250) **+1**

VARIANCE from 2018 SURVEY **+8** ↑



CAREER & WORKING CONDITIONS (EMPLOYER OF CHOICE)

71%

VARIANCE from SA PUBLIC
SECTOR OVERALL **+15** ↑

VARIANCE from SMALL
AGENCIES (20 - 250) **+11** ↑

VARIANCE from 2018 SURVEY **+6** ↑



EMPLOYEE WELLBEING

77%

VARIANCE from SA PUBLIC
SECTOR OVERALL **+17** ↑

VARIANCE from SMALL
AGENCIES (20 - 250) **+7** ↑

VARIANCE from 2018 SURVEY **+3**



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.

71%

of employees replied favourably to:

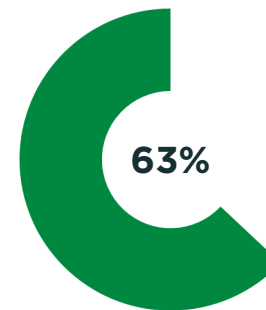
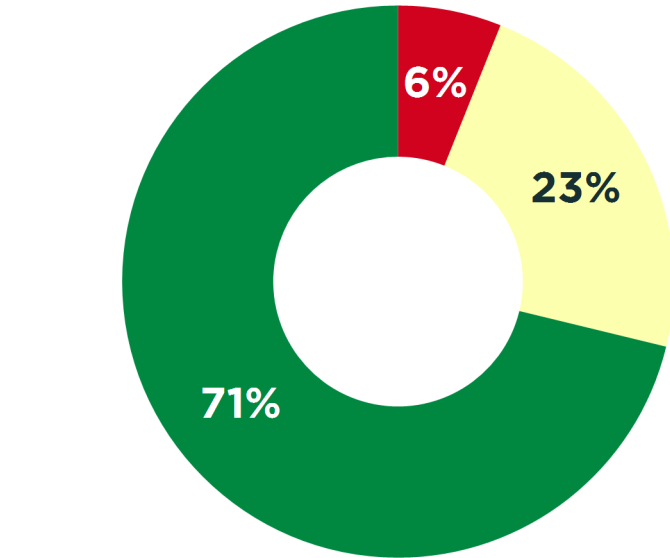
'I believe action will be taken on the results from this survey by the sector.'

VARIANCE FROM 2018 SURVEY

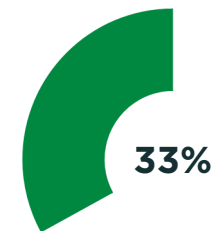
+8↑

VARIANCE FROM SA PUBLIC SECTOR OVERALL

+38↑



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
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)	97%	Q14d. Learning and development activities I have completed in the past 12 months have helped to improve my performance	38%	Q11e. The work processes we have in place allow me to be as productive as possible	37%
Q11g. I understand how my work contributes to my agency's objectives	94%	Q16h. I am confident in relating my agency's Reconciliation Action Plan to my work	35%	Q14g. I am satisfied with the opportunities available for career development in my agency	30%
Q11b. I understand what is expected of me to do well in my role	93%	Q16i. I am satisfied with the cultural learning opportunities within my agency	35%	Q15g. I feel that senior managers keep employees informed about what's going on	24%
Q12b. The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	93%	Q13g. My manager takes appropriate action to address underperformance within my workgroup	32%	Q17c. I feel the level of stress in my job is appropriate	22%
Q13d. My manager gives me responsibility and holds me to account for what I deliver	92%	Q16f. In my agency, recruitment and promotion decisions are fair	32%	Q17e. I feel comfortable discussing my mental health and wellbeing with my manager	20%

*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		73%	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	39	38	15	77%	-1	+10 ↑	0	
	Q27e. I would recommend my agency as a good place to work	29	35	26	8	64%	+2	+6 ↑	0
STAY	Q27b. I feel a strong personal attachment to my agency	30	39	18	11	70%	+11 ↑	+8 ↑	-2
STRIVE	Q27a. My agency really inspires me to do the best work every day	29	48	8	15	77%	+10 ↑	+21 ↑	+12 ↑
	Q27c. My agency motivates me to help it achieve its objectives	30	44	12	14	74%	+4	+21 ↑	+11 ↑

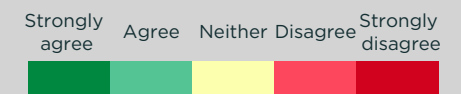
KEY



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.	Q11c. I believe strongly in the purpose and objectives of my agency		85%	+1	+5	-3
2.	Q11h. I think it is safe to speak up and challenge the way things are done in this agency		61%	+5	+13	+8
3.	Q16b. My agency focuses on improving the work we do		86%	+15	+21	+14
4.	Q13e. I have confidence in the decisions my manager makes		76%	-5	+7	0
5.	Q16c. When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks		58%	+11	+2	-2

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		75%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q13a. My manager encourages us to come up with new or better ways of doing things	44	35	9	11	79%	-1	+10 ↑	+2		
Q13b. My manager listens to what I have to say	50	29	12	8	79%	-7 ↓	+5 ↑	-2		
Q13c. My manager treats me with respect	48	30	17		79%	-5 ↓	-1	-6 ↓		
Q13d. My manager gives me responsibility and holds me to account for what I deliver	47	45			92%	+10 ↑	+11 ↑	+5 ↑		
Q13e. I have confidence in the decisions my manager makes	44	32	14	9	76%	-5 ↓	+7 ↑	0		
Q13f. My manager recognises and acknowledges when I have done my job well	42	39	14		82%	+2	+13 ↑	+4		
Q14b. In the last 12 months I received useful feedback on my work to enable me to deliver required results	39	36	18		76%	+3	+11 ↑	+5 ↑		
Q14c. My performance is assessed against clear criteria	33	36	20	11	70%	+3	+12 ↑	+10 ↑		
Q14d. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	36	38	11	48%	-4	-7 ↓	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



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		75%				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	36	36	18	8	73%	0	+9 ↑	+4	
Q14f.	My overall experience of performance and development conversations in my agency have been useful for my growth	27	33	20	20	61%	-2	+7 ↑	+6 ↑	
Q19b.	How often do you feel that your manager acts in accordance with the South Australia Public Sector Values in their everyday work?	53	32	14		85%	+2	+6 ↑	0	

KEY

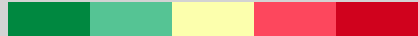


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



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	67%				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	21	41	20	17	62%	+13 ↑	+15 ↑	+4	
Q15b. I feel that senior managers effectively lead and manage change	17	33	30	18	50%	+7 ↑	+6 ↑	-1	
Q15c. I feel that senior managers model the behaviours expected of employees	22	37	23	14	58%	+14 ↑	+9 ↑	+3	
Q15e. Senior managers in my agency are genuinely supportive of career advancement of women	39	35	21		74%	+8 ↑	+17 ↑	+9 ↑	
Q15f. Senior managers promote collaboration between my agency and other agencies or organisations we work with	27	52	20		79%	+9 ↑	+28 ↑	+14 ↑	
Q15g. I feel that senior managers keep employees informed about what's going on	23	32	21	23	55%	+8 ↑	+9 ↑	-2	
Q16b. My agency focuses on improving the work we do	26	61	14		86%	+15 ↑	+21 ↑	+14 ↑	
Q16f. In my agency, recruitment and promotion decisions are fair	24	33	32	8	58%	+10 ↑	+13 ↑	+7 ↑	
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?	33	44	21		77%	+15 ↑	+13 ↑	+6 ↑	

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



VALUES



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	82%	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	37	48	12	85%	+4	+11 ↑	+5 ↑	
Q12b. The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	48	45	7	93%	+4	+9 ↑	+5 ↑	
Q12c. People in my workgroup are honest, open and transparent in their dealings with each other	33	45	19	78%	+11 ↑	+13 ↑	+7 ↑	
Q12e. People in my workgroup are committed to workplace safety	45	45	10	90%	+1	+6 ↑	+2	
Q12f. People in my workgroup work effectively with other workgroups in my agency to deliver services to our customers	36	36	18	72%	-11 ↓	-6 ↓	-8 ↓	
Q16a. In my workplace, people take responsibility for their decisions and actions	20	45	24	11	65%	+2	+4	+5 ↑
Q19a. How often do you feel that your agency colleagues act in accordance with the South Australia Public Sector Values in their everyday work?	33	58	9	91%	+13 ↑	+13 ↑	+8 ↑	

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	74%	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	36	49	7	85%	+7 ↑	+6 ↑	+6 ↑		
Q11b. I understand what is expected of me to do well in my role	30	63		93%	+8 ↑	+5 ↑	+6 ↑		
Q11c. I believe strongly in the purpose and objectives of my agency	42	43	12	85%	+1	+5 ↑	-3		
Q11d. I have the authority to do my job effectively (e.g. the necessary delegation(s), autonomy, level of responsibility)	22	43	16	16	66%	+9 ↑	-8 ↓	-9 ↓	
Q11e. The work processes we have in place allow me to be as productive as possible	18	27	18	31	45%	+1	-6 ↓	-8 ↓	
Q11g. I understand how my work contributes to my agency's objectives	43	51		94%	+5 ↑	+8 ↑	+3		
Q11h. I think it is safe to speak up and challenge the way things are done in this agency	18	43	19	12	7	61%	+5 ↑	+13 ↑	+8 ↑
Q11i. I feel secure in my job	21	42	18	18	63%	+24 ↑	+2	+3	

KEY

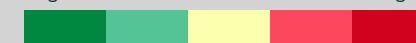


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



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)	71% RESPONSE SCALE				% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM SMALL AGENCIES (20 - 250)
Q11j. I am fairly remunerated (e.g. salary, superannuation) for the work that I do	22	52	15	9	75%	+9 ↑	+14 ↑	+18 ↑
Q11k. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	34	52	7	1	87%	+4	+18 ↑	+11 ↑
Q11l. I am satisfied with the recognition I receive for doing a good job	27	42	18	13	69%	+6 ↑	+18 ↑	+8 ↑
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)	42	39	12	1	81%	-1	+18 ↑	+5 ↑
Q14g. I am satisfied with the opportunities available for career development in my agency	20	27	23	23	47%	+10 ↑	+3	+6 ↑
Q16g. My agency provides opportunities for job mobility (e.g. secondment and/or temporary transfers)	27	41	21	9	68%	+5 ↑	+16 ↑	+18 ↑

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		77%			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	37	54	7		91%	+5 ↑	+17 ↑	+5 ↑
Q12d.	My workgroup has the tools and resources to perform well	22	40	24	12	63%	+1	+3	-4
Q17a.	I am satisfied with the policies/practices in place to help me manage my health and wellbeing	28	50	14	8	78%	+1	+17 ↑	+7 ↑
Q17b.	I think my agency cares about my health and wellbeing	48	35	9		83%	+1	+29 ↑	+15 ↑
Q17d.	I am able to strike the right balance between my work and home life	23	49	14	9	72%	+8 ↑	+18 ↑	+10 ↑

KEY

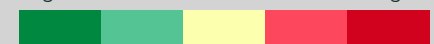


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree





WHAT ARE YOUR PEOPLE SAYING ABOUT THEIR WORKING EXPERIENCES?

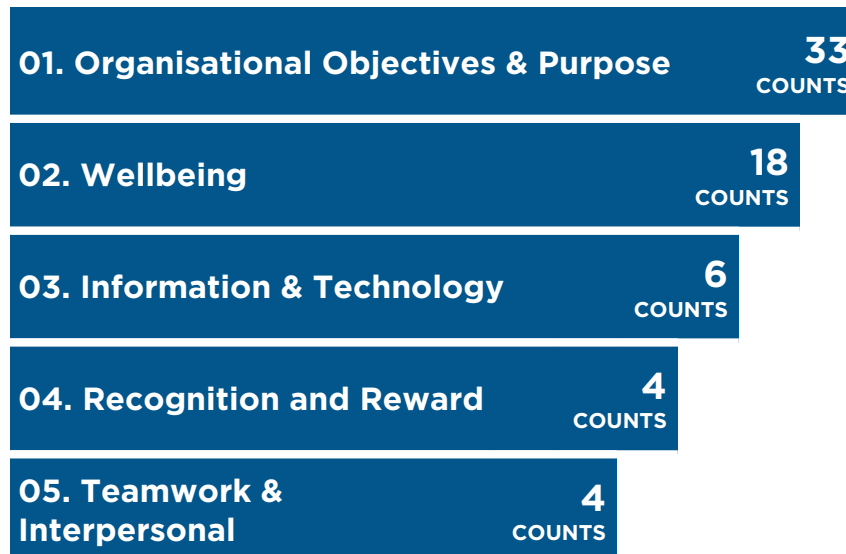
THE COMMENTS WERE GROUPED INTO THEMES.

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	48	43	7		91%	+1	+6 ↑	+1
Q13g. My manager takes appropriate action to address underperformance within my workgroup	26	38	32		64%	-	+12 ↑	+6 ↑
Q15d. I feel senior managers in my agency actively engage with employees	24	38	21	14	62%	-	+18 ↑	+3
Q16c. When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	23	35	31	9	58%	+11 ↑	+2	-2
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+)	50	39	11		89%	+13 ↑	+21 ↑	+21 ↑
Q16e. Personal background is not a barrier to success in my agency (e.g. cultural background, age, disability, sexual orientation, gender etc.)	45	38	15		83%	+12 ↑	+13 ↑	+11 ↑
Q16h. I am confident in relating my agency's Reconciliation Action Plan to my work	27	24	35	11	52%	-	+8 ↑	+7 ↑
Q16i. I am satisfied with the cultural learning opportunities within my agency	26	32	35		58%	-	+2	+8 ↑
Q17c. I feel the level of stress in my job is appropriate	15	43	20	15	58%	-	+15 ↑	+4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



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		65%	-	+12	+3
Q20a. I feel a connection with the public sector values		85%	-	+11	+5
Q20b. In my workgroup our everyday actions are guided by the Public Sector Values		79%	-	+14	+12
Q28. I believe action will be taken on the results from this survey by the sector		71%	+8	+38	+29
Q29. I believe action will be taken on the results from this survey by my agency		76%	-	+41	+29

	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		59				
Yes		51	86%	0	+7	+12
No		8	14%	0	-7	-12

KEY

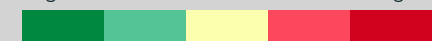


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



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)	55	42	97%	-	+20 ↑	+9 ↑		
Q18b. My manager provided me with sufficient direction about my priorities	43	38	11	8	82%	-	+9 ↑	+3
Q18c. I was satisfied with the communications I received from senior managers about changes impacting my work	43	38	12	8	82%	-	+16 ↑	+7 ↑
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)	45	40	8	8	85%	-	+14 ↑	+6 ↑
Q18e. I felt that my workgroup went the extra mile to support each other	46	35	14	8	82%	-	+7 ↑	+4

	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?		65				
Yes		6	9%	-	+1	+1
No		59	91%	-	+2	+2
Not sure		0	0%	-	-3	-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



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]		180				
Type of work offered		31	17%	+17	-4	-4
Job security and stability		35	19%	+4	0	+3
Service to the general public		26	14%	+14	-1	+1
T The work aligned with my job skills/experience		41	23%	+10	+3	0
The department I work for		8	4%	-11	-2	-4
Geographical location		11	6%	-11	-1	0
Remuneration		16	9%	+3	+4	+4
Workplace culture		7	4%	-5	0	-1
Other		5	3%	+3	+1	+1
Q22. Which of the following statements best reflect your working life intentions?		66				
I want to stay in my agency long-term		36	55%	-	-21	-16
I want to leave my agency but stay in the public sector		24	36%	-	+20	+16
I want to leave the public sector		6	9%	-	+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

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)
Q23a. Which of the following describes your reasons for wanting to stay? [Multiple Response]		205				
Long term career progression		18	9%	-	+2	+3
Type of work offered		26	13%	-	0	-1
Employment conditions		19	9%	-	-1	-1
Job security and stability		20	10%	-	-4	-1
Service to the general public		14	7%	-	-3	-2
The work aligns with my job skills/experience		27	13%	-	0	-1
The department I work for		16	8%	-	+1	-1
Geographical location		7	3%	-	-2	-1
Remuneration		11	5%	-	+1	+1
Workplace culture		14	7%	-	+2	0
Confidence in immediate manager		18	9%	-	+2	+1
Confidence in senior management		14	7%	-	+4	+2
Other		1	0%	-	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?		29				
I want to leave within 12 months		12	41%	-	+2	-7 ⬇️
I want to leave within 1-2 years		9	31%	-	+4	+4
I want to leave within 2-5 years		7	24%	-	+1	+5 ⬆️
I want to leave within 5+ years		1	3%	-	-7 ⬇️	-1

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]		103				
T There is a lack of future career opportunities		18	17%	-10 ↓	+6 ↑	+3
I want to try a different type of work or I am seeking a career change		11	11%	-9 ↓	+3	+3
I am not fulfilled by the role I am in		11	11%	+11 ↑	+2	+2
T My expectations have not been met		1	1%	-7 ↓	-4	-3
I am pursuing the next phase in my life/career journey		17	17%	+17 ↑	+7 ↑	+6 ↑
My workload is not manageable		4	4%	+4	-3	-1
I am not satisfied with my employment conditions		4	4%	+4	-2	-1
The work does not fully utilise my skills and abilities		8	8%	+8 ↑	0	-1
I do not like the workplace culture		8	8%	+3	-1	-2
There is a lack of job security		4	4%	+4	+1	0
I lack confidence in senior managers		6	6%	+6 ↑	-4	-3
I am not satisfied with my current manager		4	4%	+4	-2	0
Experiences of bullying, harassment or discrimination		4	4%	+4	-3	-2
Other		3	3%	+3	-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)
Q24. During the last 12 months, have you witnessed harassment (including sexual harassment) or bullying in your current workplace?		66				
Yes		15	23%	-4	-6 ↓	0
No		45	68%	+16 ↑	+6 ↑	+2
Not sure		6	9%	-12 ↓	0	-1
Q24a. What did you do in response to the bullying and harassment you witnessed? [Multiple Response]		24				
Submitted a report through the agency's formal WHS system		1	4%	-	0	+2
Approached the person and asked them to stop		1	4%	-	-7 ↓	-5 ↓
Approached the victim and offered support		4	17%	-	-6 ↓	-5 ↓
Took leave		3	13%	-	+7 ↑	+7 ↑
Left the role/team/agency		0	0%	-	-2	-2
Sought support from a colleague		4	17%	-	+2	+1
Sought support from a manager		4	17%	-	0	-1
Accessed counselling through the agency's Employee Assistance Program		2	8%	-	+4	+2
Accessed professional help		2	8%	-	+4	+3
Lodged a grievance or complaint		1	4%	-	0	0
Nothing		2	8%	-	+2	+2
Other		0	0%	-	-5 ↓	-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)
Q25. During the last 12 months, have you been subjected to harassment (including sexual harassment) or bullying in your current workplace?		66				
Yes		9	14%	+4	-4	0
No		55	83%	+4	+7	+2
Not sure		2	3%	-8	-3	-2
Q25a. What type of harassment or bullying did you experience? [Multiple Response]		19				
T Physical behaviour (e.g. assault, aggressive body language)		4	21%	+1	+13	+14
Sexual harassment		0	0%	-10	-3	-2
Cyberbullying (e.g. harassment via IT or the spreading of gossip/materials intended to defame or humiliate)		0	0%	0	-4	-4
T Verbal abuse (e.g. offensive language, derogatory remarks, threats, shouting or screaming)		5	26%	+16	-2	0
'Initiations' or pranks		0	0%	0	-2	-2
Interference with your personal property or work equipment		0	0%	0	-4	-4
Interference with work tasks (i.e. withholding needed information, undermining or sabotage)		4	21%	-29	-3	-7
Inappropriate and unfair application of work policies or rules (e.g. perf mgmt, access to leave, access to L&D)		5	26%	+26	+8	+10
Other		1	5%	-5	-4	-4

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]		10				
Someone more junior than you		0	0%	-43 ↓	-7 ↓	-6 ↓
Client, customer or stakeholder		0	0%	-14 ↓	-6 ↓	-3
T Co-worker		0	0%	-14 ↓	-27 ↓	-24 ↓
A group of co-workers		0	0%	-29 ↓	-8 ↓	-7 ↓
Contractor		0	0%	0	-1	-1
Consultant/service provider		0	0%	0	-1	0
Representative of another South Australian Public Sector agency		0	0%	0	-1	-1
Your current manager		4	40%	+40 ↑	+23 ↑	+22 ↑
A previous manager		3	30%	+30 ↑	+20 ↑	+20 ↑
Someone more senior than you (other than your manager)		3	30%	+30 ↑	+8 ↑	+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]		17				
Lodged an internal grievance or complaint		3	18%	-	+10	+11
Lodged an external complaint (e.g. with the Equal Opportunity Commission, SafeWork SA or the ICAC)		0	0%	-	-1	-1
Took leave		3	18%	-	+8	+7
Submitted a workers compensation claim		0	0%	-	-1	0
Left the role/team/agency		0	0%	-	-4	-4
Accessed counselling through the agency's Employee Assistance Program (EAP)		1	6%	-	-1	-2
Accessed professional help (other than EAP)		4	24%	-	+16	+13
Sought support from my manager		3	18%	-	+1	+2
Sought support from a colleague		2	12%	-	-9	-9
Approached the person and asked them to stop		1	6%	-	-3	-4
Nothing		0	0%	-	-9	-7
Other		0	0%	-	-6	-7

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]		12				
The matter was resolved informally		2	17%	-	+12	+13
It could affect my career		2	17%	-	+2	0
It could affect my working relationships		4	33%	-	+15	+16
Managers accepted the behaviour		0	0%	-	-10	-10
I did not trust that action would be taken		3	25%	-	+4	+3
I didn't think anyone would believe me		0	0%	-	-4	-6
I did not have enough evidence		0	0%	-	-5	-4
I did not think the harassment/bullying was serious enough		0	0%	-	-6	-4
I did not know how to report it		0	0%	-	-4	-4
I thought the reporting process was too difficult		1	8%	-	+5	+5
I thought that action would be too slow		0	0%	-	-3	-3
Other		0	0%	-	-6	-8

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?	66				
No	60	91%	-	+9	+7
Yes, from people in my agency	2	3%	-	-6	-5
Yes, from people outside my agency	1	2%	-	0	+1
Don't know	3	5%	-	-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)
Q26a. What was the type of discrimination you experienced? [Multiple Response]						
Age		The data for this question has been hidden for anonymity reasons.				
Breastfeeding		The data for this question has been hidden for anonymity reasons.				
Caring responsibilities		The data for this question has been hidden for anonymity reasons.				
Disability/impairment		The data for this question has been hidden for anonymity reasons.				
Gender identity/gender history		The data for this question has been hidden for anonymity reasons.				
Marital status		The data for this question has been hidden for anonymity reasons.				
Part-time work status		The data for this question has been hidden for anonymity reasons.				
Political conviction including trade union activity		The data for this question has been hidden for anonymity reasons.				
Pregnancy including maternity/paternity leave status		The data for this question has been hidden for anonymity reasons.				
Race/cultural background		The data for this question has been hidden for anonymity reasons.				
Religious conviction		The data for this question has been hidden for anonymity reasons.				
Sex		The data for this question has been hidden for anonymity reasons.				
Sexual orientation		The data for this question has been hidden for anonymity reasons.				
Work from home/remote status		The data for this question has been hidden for anonymity reasons.				
Physical health/mental health challenges (not defined as a disability)		The data for this question has been hidden for anonymity reasons.				
Other		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

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.

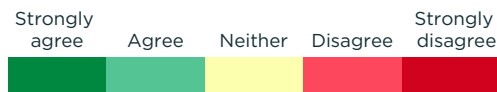
Regression analysis is then used to identify questions most likely to influence and drive employee engagement within each theme. This is achieved by developing a statistical model which determines the importance ('weight') of each question on engagement. These weights are used to identify which questions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