

South Australia Police

RESPONSE RATE: **52%**
RESPONSES: **3,064 of 5,920**



EMPLOYEE ENGAGEMENT INDEX

61%

VARIANCE from SA PUBLIC
SECTOR OVERALL -4

VARIANCE from LARGE
AGENCIES (> 1000) -3

VARIANCE from 2018 SURVEY -2



ENABLING HIGH PERFORMANCE

63%

VARIANCE from SA PUBLIC
SECTOR OVERALL -5 ↓

VARIANCE from LARGE
AGENCIES (> 1000) -4

VARIANCE from 2018 SURVEY +1



LEADERSHIP

48%

VARIANCE from SA PUBLIC
SECTOR OVERALL -4

VARIANCE from LARGE
AGENCIES (> 1000) -2

VARIANCE from 2018 SURVEY +1



VALUES

76%

VARIANCE from SA PUBLIC
SECTOR OVERALL +1

VARIANCE from LARGE
AGENCIES (> 1000) +2

VARIANCE from 2018 SURVEY -1



EMPLOYEE- ORGANISATION ALIGNMENT

73%

VARIANCE from SA PUBLIC
SECTOR OVERALL +3

VARIANCE from LARGE
AGENCIES (> 1000) +3

VARIANCE from 2018 SURVEY 0



CAREER & WORKING CONDITIONS (EMPLOYER OF CHOICE)

56%

VARIANCE from SA PUBLIC
SECTOR OVERALL 0

VARIANCE from LARGE
AGENCIES (> 1000) +1

VARIANCE from 2018 SURVEY 0



EMPLOYEE WELLBEING

60%

VARIANCE from SA PUBLIC
SECTOR OVERALL 0

VARIANCE from LARGE
AGENCIES (> 1000) +1

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.

28%

of employees replied favourably to:

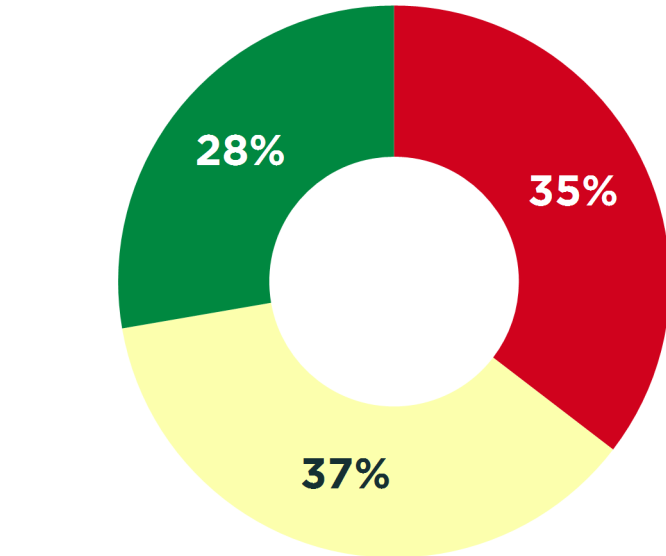
'I believe action will be taken on the results from this survey by the sector.'

VARIANCE FROM 2018 SURVEY

+8↑

VARIANCE FROM SA PUBLIC SECTOR OVERALL

-6↓



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
Q11b. I understand what is expected of me to do well in my role	90%	Q16h. I am confident in relating my agency's Reconciliation Action Plan to my work	47%	Q29. I believe action will be taken on the results from this survey by my agency	42%
Q11g. I understand how my work contributes to my agency's objectives	89%	Q28. I believe action will be taken on the results from this survey by the sector	37%	Q16f. In my agency, recruitment and promotion decisions are fair	37%
Q12e. People in my workgroup are committed to workplace safety	84%	Q15f. Senior managers promote collaboration between my agency and other agencies or organisations we work with	35%	Q15d. I feel senior managers in my agency actively engage with employees	37%
Q12b. The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	84%	Q29. I believe action will be taken on the results from this survey by my agency	34%	Q15g. I feel that senior managers keep employees informed about what's going on	37%
Q11i. I feel secure in my job	82%	Q16i. I am satisfied with the cultural learning opportunities within my agency	34%	Q28. I believe action will be taken on the results from this survey by the sector	35%

*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		61%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
SAY	Q27d. I am proud to tell others I work for my agency	24	43	22	7	67%	-2	0	+1	
	Q27e. I would recommend my agency as a good place to work	17	39	24	13	56%	-9 ↓	-2	-1	
STAY	Q27b. I feel a strong personal attachment to my agency	18	42	23	12	60%	-2	-2	-1	
STRIVE	Q27a. My agency really inspires me to do the best work every day	9	34	32	18	44%	-1	-12 ↓	-11 ↓	
	Q27c. My agency motivates me to help it achieve its objectives	10	34	33	17	44%	-3	-9 ↓	-8 ↓	

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 LARGE AGENCIES (> 1000)
1.	Q17b. I think my agency cares about my health and wellbeing		49%	+5	-4	-2
2.	Q16b. My agency focuses on improving the work we do		56%	-3	-9	-8
3.	Q15b. I feel that senior managers effectively lead and manage change		41%	+4	-4	-3
4.	Q11l. I am satisfied with the recognition I receive for doing a good job		41%	0	-10	-8
5.	Q17a. I am satisfied with the policies/practices in place to help me manage my health and wellbeing		61%	+6	0	+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	63%					RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
	18	40	22	13	59%	+1	-5	-4		
Q13a. My manager encourages us to come up with new or better ways of doing things	18	40	22	13	59%	-1	-10	-9		
Q13b. My manager listens to what I have to say	25	46	15	9	70%	-1	-4	-3		
Q13c. My manager treats me with respect	31	49	12		79%	0	-1	0		
Q13d. My manager gives me responsibility and holds me to account for what I deliver	28	54	12		81%	0	0	+1		
Q13e. I have confidence in the decisions my manager makes	25	41	18	10	66%	-4	-2	-1		
Q13f. My manager recognises and acknowledges when I have done my job well	23	40	19	11	63%	-2	-6	-4		
Q14b. In the last 12 months I received useful feedback on my work to enable me to deliver required results	16	43	22	14	59%	+7	-6	-5		
Q14c. My performance is assessed against clear criteria	13	44	25	13	57%	+6	-1	0		
Q14d. Learning and development activities I have completed in the past 12 months have helped to improve my performance	12	32	30	18	44%	-3	-11	-13		

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



ENABLING HIGH PERFORMANCE



EXPLORE THE QUESTIONS MAKING UP EACH INDEX

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

WHAT IS WORKING WELL?

WHAT AREAS DO YOU NEED TO FOCUS ON?

ENABLING HIGH PERFORMANCE		63%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
Q14e. My manager openly demonstrates commitment to enhancing performance	16	40	26	12		55%	+2	-8 ↓	-8 ↓	
Q14f. My overall experience of performance and development conversations in my agency have been useful for my growth	11	35	28	17	8	46%	+5 ↑	-7 ↓	-7 ↓	
Q19b. How often do you feel that your manager acts in accordance with the South Australia Public Sector Values in their everyday work?	33	43	18			76%	-3	-2	-1	

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 AND INSPIRE THEIR PEOPLE THROUGH THEIR ACTIONS AND BEHAVIOURS.

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

LEADERSHIP		48%					RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
Q15a.	I believe senior managers provide clear direction for the future of the agency	9	35	27	20	9	44%	+3	-3	-2	
Q15b.	I feel that senior managers effectively lead and manage change	9	32	27	21	11	41%	+4	-4	-3	
Q15c.	I feel that senior managers model the behaviours expected of employees	11	38	26	15	11	49%	+5 ↑	-1	0	
Q15e.	Senior managers in my agency are genuinely supportive of career advancement of women	21	39	30			60%	+2	+3	+4	
Q15f.	Senior managers promote collaboration between my agency and other agencies or organisations we work with	12	42	35	7		54%	0	+3	+5 ↑	
Q15g.	I feel that senior managers keep employees informed about what's going on	8	28	27	22	15	36%	+1	-9 ↓	-8 ↓	
Q16b.	My agency focuses on improving the work we do	11	45	28	12		56%	-3	-9 ↓	-8 ↓	
Q16f.	In my agency, recruitment and promotion decisions are fair	8	24	31	21	16	32%	+4	-13 ↓	-12 ↓	
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?	24	40	25	9		63%	-5 ↓	-1	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





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	76%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
	22	54	13	8		76%	-1	+1	+2
Q12a. People in my workgroup treat each other with respect	22	54	13	8		76%	-1	+2	+3
Q12b. The people in my workgroup behave in an accepting manner towards people from diverse backgrounds	27	57	10			84%	0	0	+1
Q12c. People in my workgroup are honest, open and transparent in their dealings with each other	19	47	18	12		66%	0	+2	+3
Q12e. People in my workgroup are committed to workplace safety	25	60	12			84%	-2	+1	+1
Q12f. People in my workgroup work effectively with other workgroups in my agency to deliver services to our customers	23	57	13			80%	-1	+3	+4
Q16a. In my workplace, people take responsibility for their decisions and actions	10	52	22	12		63%	-2	+2	+2
Q19a. How often do you feel that your agency colleagues act in accordance with the South Australia Public Sector Values in their everyday work?	26	51	19			78%	-2	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



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	73%	RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
Q11a. My job makes good use of my skills and abilities	22 54 11 10		76%	-2	-3	-3
Q11b. I understand what is expected of me to do well in my role	33 57		90%	0	+2	+2
Q11c. I believe strongly in the purpose and objectives of my agency	34 47 13		81%	+3	+1	+2
Q11d. I have the authority to do my job effectively (e.g. the necessary delegation(s), autonomy, level of responsibility)	24 52 12 9		76%	0	+3	+3
Q11e. The work processes we have in place allow me to be as productive as possible	12 36 19 23 9		49%	0	-3	-2
Q11g. I understand how my work contributes to my agency's objectives	32 57 8		89%	+1	+3	+4
Q11h. I think it is safe to speak up and challenge the way things are done in this agency	13 33 20 20 14		45%	+2	-2	-1
Q11i. I feel secure in my job	35 47 10		82%	-3	+21↑	+21↑

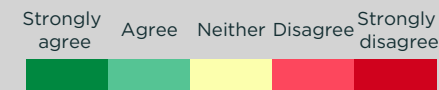
KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR



CAREER AND WORKING CONDITIONS (EMPLOYER OF CHOICE)



EXPLORE THE QUESTIONS MAKING UP EACH INDEX

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

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

CAREER AND WORKING CONDITIONS (EMPLOYER OF CHOICE)	56%					RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
								0	0	+1
Q11j. I am fairly remunerated (e.g. salary, superannuation) for the work that I do	26	48	12	10		73%	-2	+13 ↑	+13 ↑	
Q11k. I am satisfied with my non-monetary employment conditions (e.g. leave, flexible work arrangements, other benefits)	23	49	15	9		73%	-1	+4	+6 ↑	
Q11l. I am satisfied with the recognition I receive for doing a good job	10	31	24	23	12	41%	0	-10 ↓	-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)	17	42	22	13		59%	+3	-3	0	
Q14g. I am satisfied with the opportunities available for career development in my agency	11	31	24	19	15	43%	-2	-2	-2	
Q16g. My agency provides opportunities for job mobility (e.g. secondment and/or temporary transfers)	10	40	25	16	9	49%	+3	-3	-3	

KEY

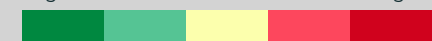


AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

Strongly agree Agree Neither Disagree Strongly disagree



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	60%				RESPONSE SCALE	% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
							+3	0	+1
Q11f. I am provided with the tools and equipment to do my job safely	22	52	13	9	74%	+2	0	+1	
Q12d. My workgroup has the tools and resources to perform well	14	48	19	15	62%	+2	+2	+3	
Q17a. I am satisfied with the policies/practices in place to help me manage my health and wellbeing	13	49	21	12	61%	+6	0	+2	
Q17b. I think my agency cares about my health and wellbeing	12	38	22	18	49%	+5	-4	-2	
Q17d. I am able to strike the right balance between my work and home life	11	44	21	17	55%	-1	0	+2	

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR





WHAT ARE YOUR PEOPLE SAYING ABOUT THEIR WORKING EXPERIENCES?

THE COMMENTS WERE GROUPED INTO THEMES.

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

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

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

YOUR TOP 5 THEMES:





WHAT ARE YOUR PEOPLE SAYING ABOUT THEIR WORKING EXPERIENCES?

THE COMMENTS WERE GROUPED INTO THEMES.

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

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

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

YOUR TOP 5 THEMES:



OTHER QUESTIONS



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

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

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

	RESPONSE SCALE					% POSITIVE	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
Q11m. I am happy to go the 'extra mile' at work when required	30	51	12	1	1	81%	-4	-4	-3
Q13g. My manager takes appropriate action to address underperformance within my workgroup	16	36	25	14	10	52%	-	-1	0
Q15d. I feel senior managers in my agency actively engage with employees	9	29	25	22	14	38%	-	-6 ↓	-4
Q16c. When things go wrong, my agency uses this as an opportunity to review, learn, and improve the management of similar risks	10	42	25	16	5	52%	-2	-5 ↓	-4
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+)	21	53	20	1	1	74%	-2	+6 ↑	+6 ↑
Q16e. Personal background is not a barrier to success in my agency (e.g. cultural background, age, disability, sexual orientation, gender etc.)	19	46	21	9	5	66%	-1	-4	-4
Q16h. I am confident in relating my agency's Reconciliation Action Plan to my work	9	31	47	9	2	40%	-	-4	-4
Q16i. I am satisfied with the cultural learning opportunities within my agency	11	44	34	8	1	55%	-	-1	-1
Q17c. I feel the level of stress in my job is appropriate	7	39	21	22	11	46%	-	+2	+4

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	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
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Q17e. I feel comfortable discussing my mental health and wellbeing with my manager	12	36	19	19	15	47%	-	-5 ↓	-4
Q20a. I feel a connection with the public sector values	17	48	27			66%	-	-8 ↓	-7 ↓
Q20b. In my workgroup our everyday actions are guided by the Public Sector Values	14	42	34	8		56%	-	-8 ↓	-8 ↓
Q28. I believe action will be taken on the results from this survey by the sector	24	37	21	14		28%	+8 ↑	-6 ↓	-5 ↓
Q29. I believe action will be taken on the results from this survey by my agency	20	34	23	19		24%	-	-10 ↓	-9 ↓

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
Q14a. I have a current performance and development plan that sets out my individual objectives		2738				
Yes		2102	77%	+20 ↑	-3	-3
No		636	23%	-20 ↓	+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





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 LARGE AGENCIES (> 1000)
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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)	22	52	14	8	74%	-	-3	-1
Q18b. My manager provided me with sufficient direction about my priorities	16	53	19	8	69%	-	-3	-2
Q18c. I was satisfied with the communications I received from senior managers about changes impacting my work	14	45	21	13	7	59%	-7↓	-5↓
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)	18	45	21	9	7	63%	-8↓	-6↓
Q18e. I felt that my workgroup went the extra mile to support each other	22	45	23	7	67%	-	-8↓	-8↓

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
Q18f. Were you mobilised to another agency or another role within your agency because of COVID-19 requirements?		2945				
Yes		1004	34%	-	+26↑	+25↑
No		1895	64%	-	-24↓	-24↓
Not sure		46	2%	-	-1	-1

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 LARGE AGENCIES (> 1000)
Q21. Which of the following describes why you joined the public sector? [Multiple Response]		8752				
Type of work offered		1913	22%	+22	+1	+1
Job security and stability		2241	26%	+8	+6	+6
Service to the general public		1772	20%	+20	+5	+4
T The work aligned with my job skills/experience		885	10%	-11	-9	-9
The department I work for		567	6%	-9	0	0
Geographical location		264	3%	-5	-4	-4
Remuneration		684	8%	+5	+3	+3
Workplace culture		344	4%	-2	0	0
Other		82	1%	0	-1	-1
Q22. Which of the following statements best reflect your working life intentions?		2922				
I want to stay in my agency long-term		2362	81%	-	+5	+4
I want to leave my agency but stay in the public sector		320	11%	-	-5	-5
I want to leave the public sector		240	8%	-	+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

RECRUITMENT AND RETENTION



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IS THERE ROOM FOR IMPROVEMENT?

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
Q23a. Which of the following describes your reasons for wanting to stay? [Multiple Response]		10789				
Long term career progression		994	9%	-	+2	+2
Type of work offered		1313	12%	-	0	0
Employment conditions		1296	12%	-	+2	+2
Job security and stability		1957	18%	-	+5	+4
Service to the general public		1179	11%	-	+1	0
The work aligns with my job skills/experience		1018	9%	-	-4	-4
The department I work for		621	6%	-	-1	-1
Geographical location		361	3%	-	-2	-2
Remuneration		910	8%	-	+4	+4
Workplace culture		452	4%	-	-1	-1
Confidence in immediate manager		392	4%	-	-3	-3
Confidence in senior management		214	2%	-	-1	-1
Other		82	1%	-	0	0

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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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	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
Q23b. Which of the following best describes when you intend to leave?		553				
I want to leave within 12 months		175	32%	-	-8 ↓	-7 ↓
I want to leave within 1-2 years		148	27%	-	0	0
I want to leave within 2-5 years		149	27%	-	+3	+3
I want to leave within 5+ years		81	15%	-	+5 ↑	+4

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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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	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
Q23c. Which of the following describe your reasons for wanting to leave? [Multiple Response]		2221				
T There is a lack of future career opportunities		255	11%	-7 ⬇️	0	+1
I want to try a different type of work or I am seeking a career change		181	8%	-2	+1	+1
I am not fulfilled by the role I am in		234	11%	+11 ⬆️	+1	+1
T My expectations have not been met		125	6%	-6 ⬇️	0	0
I am pursuing the next phase in my life/career journey		223	10%	+10 ⬆️	+1	+1
My workload is not manageable		96	4%	+4	-2	-3
I am not satisfied with my employment conditions		128	6%	+6 ⬆️	0	0
The work does not fully utilise my skills and abilities		181	8%	+8 ⬆️	0	0
I do not like the workplace culture		191	9%	+1	-1	-1
There is a lack of job security		24	1%	+1	-2	-2
I lack confidence in senior managers		227	10%	+10 ⬆️	+1	0
I am not satisfied with my current manager		118	5%	+5 ⬆️	0	0
Experiences of bullying, harassment or discrimination		155	7%	+7 ⬆️	+1	0
Other		83	4%	+4	0	0

KEY

T TEXT CHANGE SINCE 2018 SURVEY

⬆️ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇️ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

BULLYING AND HARASSMENT



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

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

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
Q24. During the last 12 months, have you witnessed harassment (including sexual harassment) or bullying in your current workplace?		2925				
Yes		739	25%	-5 ↓	-4	-5 ↓
No		2018	69%	+6 ↑	+7 ↑	+8 ↑
Not sure		168	6%	-1	-3	-3
Q24a. What did you do in response to the bullying and harassment you witnessed? [Multiple Response]		1686				
Submitted a report through the agency's formal WHS system		117	7%	-	+3	+3
Approached the person and asked them to stop		211	13%	-	+2	+2
Approached the victim and offered support		375	22%	-	-1	-1
Took leave		70	4%	-	-1	-1
Left the role/team/agency		47	3%	-	+1	+1
Sought support from a colleague		179	11%	-	-4	-4
Sought support from a manager		247	15%	-	-2	-2
Accessed counselling through the agency's Employee Assistance Program		92	5%	-	+1	+1
Accessed professional help		61	4%	-	-1	-1
Lodged a grievance or complaint		152	9%	-	+4	+4
Nothing		77	5%	-	-1	-1
Other		58	3%	-	-1	-1

KEY



AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR



AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

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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 LARGE AGENCIES (> 1000)
Q25. During the last 12 months, have you been subjected to harassment (including sexual harassment) or bullying in your current workplace?		2929				
	Yes	455	16%	-2	-2	-3
	No	2352	80%	+3	+4	+5
	Not sure	122	4%	-1	-2	-2
Q25a. What type of harassment or bullying did you experience? [Multiple Response]		833				
T	Physical behaviour (e.g. assault, aggressive body language)	44	5%	+3	-2	-3
	Sexual harassment	35	4%	0	+1	+1
	Cyberbullying (e.g. harassment via IT or the spreading of gossip/materials intended to defame or humiliate)	31	4%	+2	0	0
T	Verbal abuse (e.g. offensive language, derogatory remarks, threats, shouting or screaming)	206	25%	-1	-4	-4
	'Initiations' or pranks	24	3%	-2	+1	+1
	Interference with your personal property or work equipment	48	6%	-2	+2	+2
	Interference with work tasks (i.e. withholding needed information, undermining or sabotage)	167	20%	+1	-4	-4
	Inappropriate and unfair application of work policies or rules (e.g. perf mgmt, access to leave, access to L&D)	207	25%	+2	+7	+7
	Other	71	9%	-2	-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



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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 LARGE AGENCIES (> 1000)
Q25b. Who was responsible for the harassment or bullying? [Multiple Response]		653				
Someone more junior than you		47	7%	-8 ⬇	0	0
Client, customer or stakeholder		6	1%	-19 ⬇	-5 ⬇	-5 ⬇
T Co-worker		167	26%	+4	-1	-1
A group of co-workers		61	9%	-22 ⬇	+1	+1
Contractor		3	0%	0	0	0
Consultant/service provider		3	0%	-7 ⬇	-1	-1
Representative of another South Australian Public Sector agency		1	0%	-1	-1	-1
Your current manager		109	17%	+17 ⬆	0	0
A previous manager		109	17%	+16 ⬆	+7 ⬆	+7 ⬆
Someone more senior than you (other than your manager)		142	22%	+22 ⬆	0	0
Minister or ministerial adviser		1	0%	-1	0	0
Unknown		4	1%	+1	0	0

KEY

T TEXT CHANGE SINCE 2018 SURVEY

⬆ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

⬇ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

BULLYING AND HARASSMENT



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

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

	RESPONSE SCALE	RESPONSES	%	VARIANCE FROM 2018 SURVEY	VARIANCE FROM SA PUBLIC SECTOR OVERALL	VARIANCE FROM LARGE AGENCIES (> 1000)
Q25c. What did you do in response to the bullying and harassment you experienced? [Multiple Response]		986				
Lodged an internal grievance or complaint		117	12%	-	+4	+4
Lodged an external complaint (e.g. with the Equal Opportunity Commission, SafeWork SA or the ICAC)		11	1%	-	0	0
Took leave		85	9%	-	-1	-1
Submitted a workers compensation claim		29	3%	-	+2	+2
Left the role/team/agency		57	6%	-	+2	+2
Accessed counselling through the agency's Employee Assistance Program (EAP)		73	7%	-	+1	+1
Accessed professional help (other than EAP)		64	6%	-	-1	-1
Sought support from my manager		129	13%	-	-3	-3
Sought support from a colleague		172	17%	-	-4	-4
Approached the person and asked them to stop		90	9%	-	0	0
Nothing		119	12%	-	+3	+3
Other		40	4%	-	-2	-2

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 LARGE AGENCIES (> 1000)
Q25d. Was your complaint resolved to your satisfaction?	117				
Yes		19	16%	-1	+1
No		68	58%	+9 	+4
Unsure		5	4%	-5 	-8 
The complaint is still being processed		25	21%	-3	+4

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 LARGE AGENCIES (> 1000)
Q25e. Why did you not lodge one? [Multiple Response]	873				
The matter was resolved informally	39	4%	-	0	0
It could affect my career	132	15%	-	+1	+1
It could affect my working relationships	172	20%	-	+2	+2
Managers accepted the behaviour	93	11%	-	+1	+1
I did not trust that action would be taken	194	22%	-	+1	+1
I didn't think anyone would believe me	29	3%	-	-1	-1
I did not have enough evidence	32	4%	-	-1	-1
I did not think the harassment/bullying was serious enough	66	8%	-	+2	+2
I did not know how to report it	8	1%	-	-3	-3
I thought the reporting process was too difficult	39	4%	-	+1	+1
I thought that action would be too slow	17	2%	-	-1	-1
Other	52	6%	-	0	0

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 LARGE AGENCIES (> 1000)
Q26. During the last 12 months, in your current agency, have you personally experienced workplace discrimination?	2924				
No	2373	81%	-	-1	0
Yes, from people in my agency	332	11%	-	+2	+2
Yes, from people outside my agency	33	1%	-	0	0
Don't know	186	6%	-	-2	-2

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 LARGE AGENCIES (> 1000)
Q26a. What was the type of discrimination you experienced? [Multiple Response]		546				
Age		49	9%	-	-6 ↓	-6 ↓
Breastfeeding		3	1%	-	0	0
Caring responsibilities		30	5%	-	0	-1
Disability/impairment		17	3%	-	0	0
Gender identity/gender history		41	8%	-	+3	+2
Marital status		8	1%	-	0	0
Part-time work status		44	8%	-	-1	-1
Political conviction including trade union activity		7	1%	-	-1	-1
Pregnancy including maternity/paternity leave status		10	2%	-	0	0
Race/cultural background		46	8%	-	-6 ↓	-6 ↓
Religious conviction		5	1%	-	0	0
Sex		93	17%	-	+9 ↑	+10 ↑
Sexual orientation		16	3%	-	+1	+1
Work from home/remote status		45	8%	-	+2	+3
Physical health/mental health challenges (not defined as a disability)		41	8%	-	-2	-2
Other		91	17%	-	+1	+1

KEY

↑ AT LEAST 5 PERCENTAGE POINTS GREATER THAN COMPARATOR

↓ AT LEAST 5 PERCENTAGE POINTS LESS THAN COMPARATOR

APPENDIX A: METHODOLOGY

SURVEY TIMEFRAME

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

INDEX CALCULATIONS

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

EMPLOYEE ENGAGEMENT INDEX

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

KEY DRIVER ANALYSIS

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

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

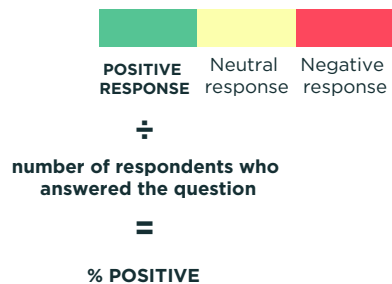
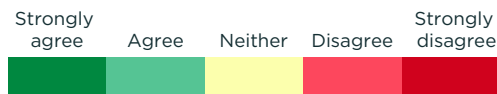
Regression analysis is then used to identify questions most likely to influence and drive employee engagement within each theme. This is achieved by developing a statistical model which determines the importance ('weight') of each question on engagement. These weights are used to identify which questions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

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

THE FINE PRINT

% POSITIVE

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



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	$317 \div 613 = 52\%$					

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.