

ACT GOVERNMENT

2021 EMPLOYEE SURVEY

Directorate-level presentation | EPSDD

November 2021





Survey conducted:
**26 July to
13 August 2021**



ACTPS response rate:
58%
5,664 responses
out of 9,748 invitees and
participating registrants



Median survey
completion time:
26 minutes

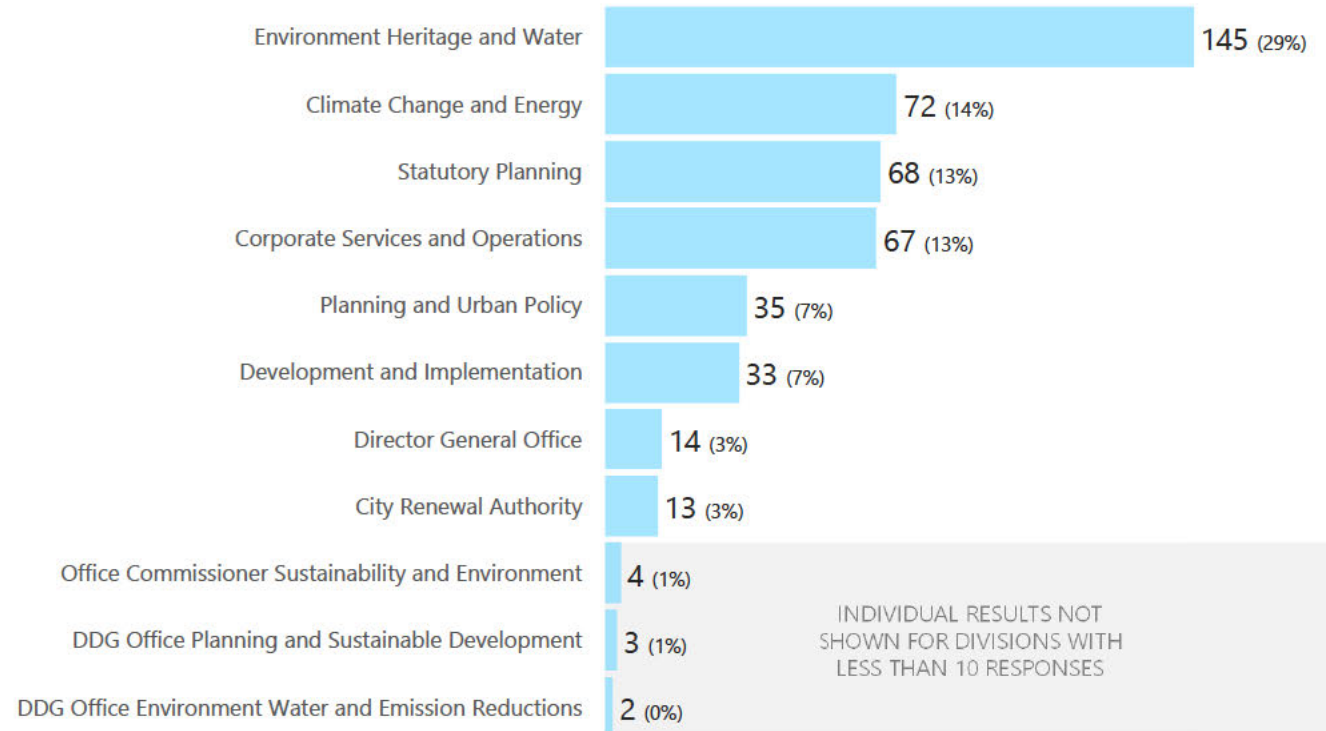


Reporting based on:
199 questions

RESPONSE NUMBERS and PARTICIPATION RATE



RESPONSE NUMBERS by division



This page outlines the key notes to take into consideration when interpreting this report.

RESULTS INCLUDED IN THIS REPORT

- Overall ACTPS results include all responses to the survey. This includes directorates and sector entities that actively participated in the survey, as well as responses from other directorates/entities that did not actively promote the survey to staff.
- In this report, these directorates/entities are referred to as **directorates**.
- This report includes individual results for the Environment, Planning and Sustainable Development Directorate (EPSDD).
- EPSDD will also receive access to an online interactive dashboard system, which provides detailed results on each individual question asked in the survey (including the EPSDD tailored questions), and comments provided by respondents through the survey.

RESULT PERCENTAGES

- Percentages in this report are based on the total number of valid responses for each question.
- Results reflect respondents who expressed a view and for whom the questions were applicable.
- Percentage results throughout the report may not add up to 100% (particularly when displayed in chart form) due to rounding, or where respondents were able to select more than one response.

Employees have spoken, and it's time to listen

High Performing Organisation (HPO) Model



The **High Performing Organisation Model (HPO)** was designed following a comprehensive review of literature and previous research conducted in relation to the key characteristics that drive high performance in businesses. The review found that three key attributes are required to drive high performance, being: purpose (strategy and direction); resourcing; and workforce.

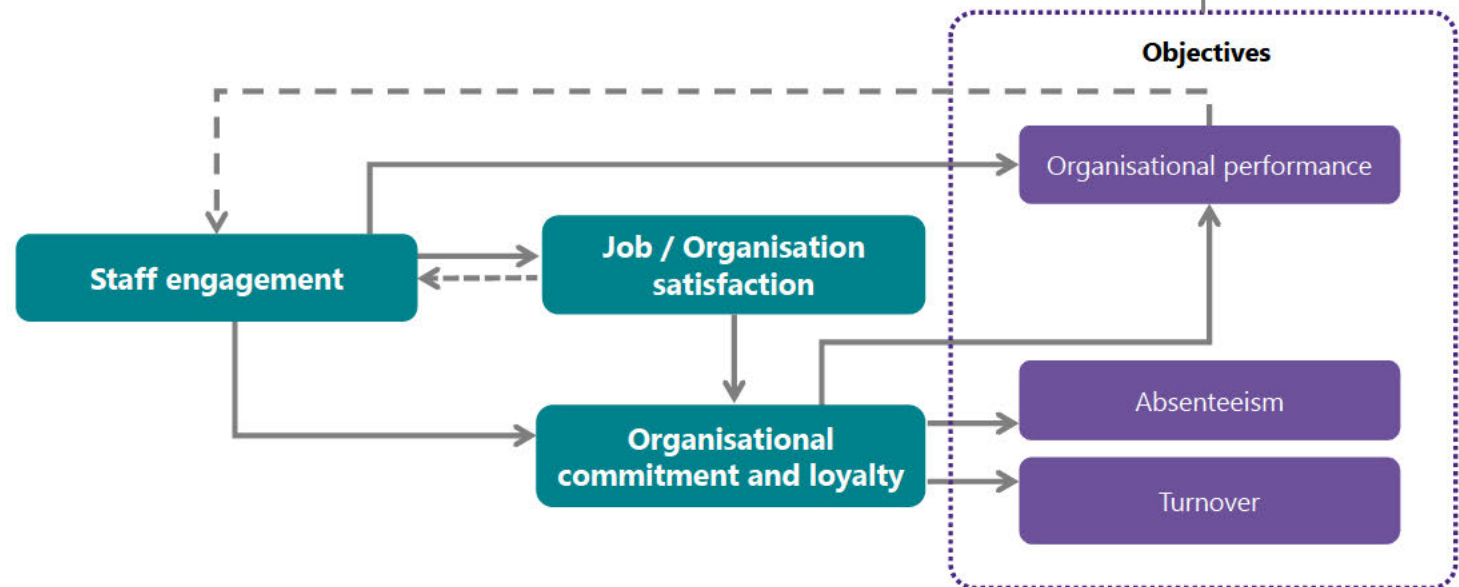
Staff surveys are designed to measure engagement within the workforce, which is one of three key outcome measures identified in the **ORIMA Employee Engagement Model (OREEM)**, along with commitment/loyalty and job satisfaction.

- **Staff engagement** relates to employee motivation and willingness to expend discretionary effort, and is typically driven by intrinsic rewards, job-skills match and career progression/development. Engagement has been shown to have positive relationships with staff performance/productivity, organisational commitment/loyalty and a reciprocal relationship with job and organisational satisfaction.
- **Commitment/loyalty** relates to employee goodwill towards the organisation and can be a proxy indicator for organisational resilience. Organisational commitment/loyalty has been shown to reduce absenteeism and staff turnover while also having a positive impact on organisational performance.



General workplace themes

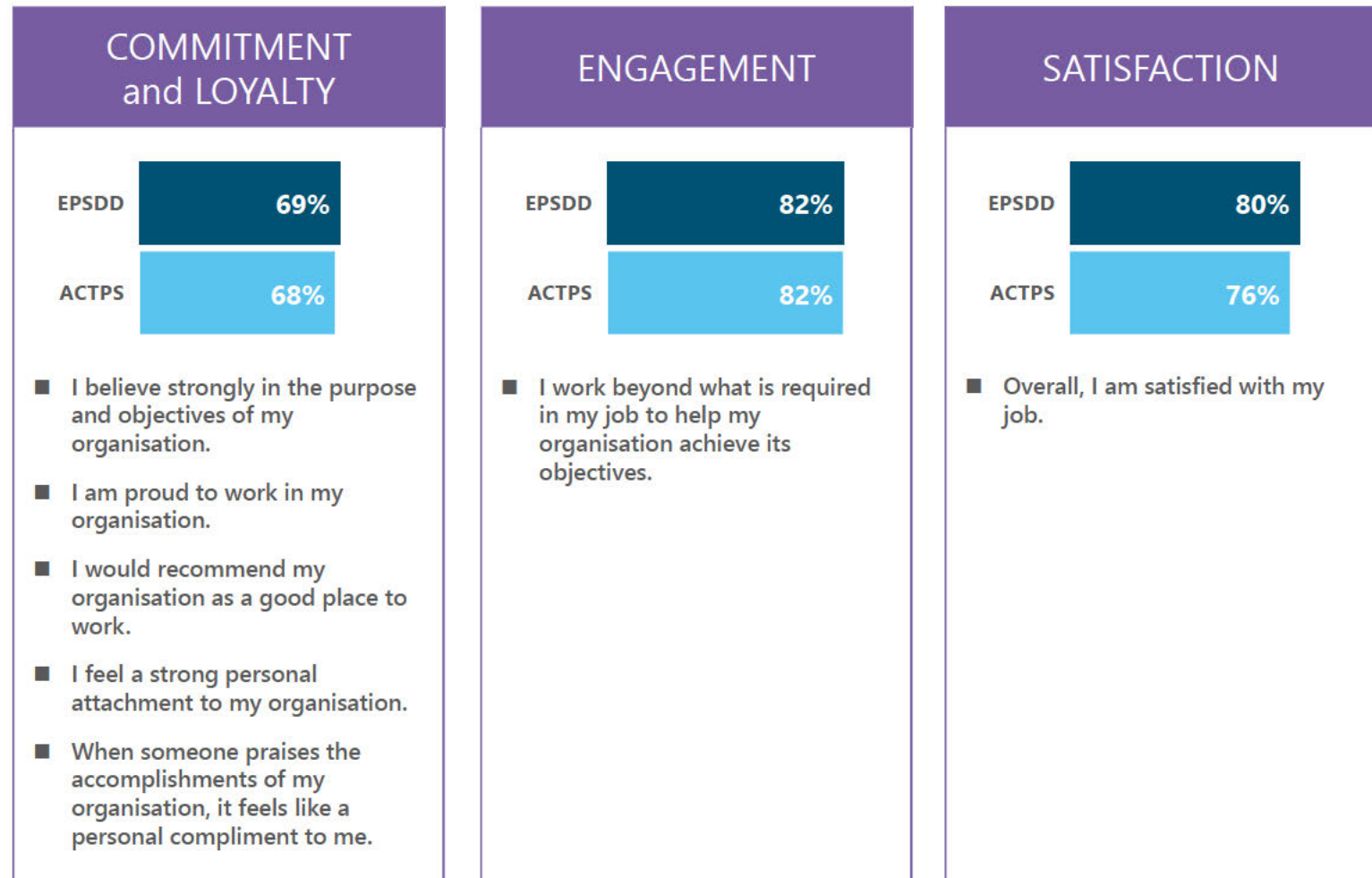
- Leadership Factors
- Relationship Factors
- Job and Career Factors
- Corporate Factors
- Effectiveness Factors
- Wellbeing Factors



This page illustrates the ratings for the **Key Outcome Measures**.

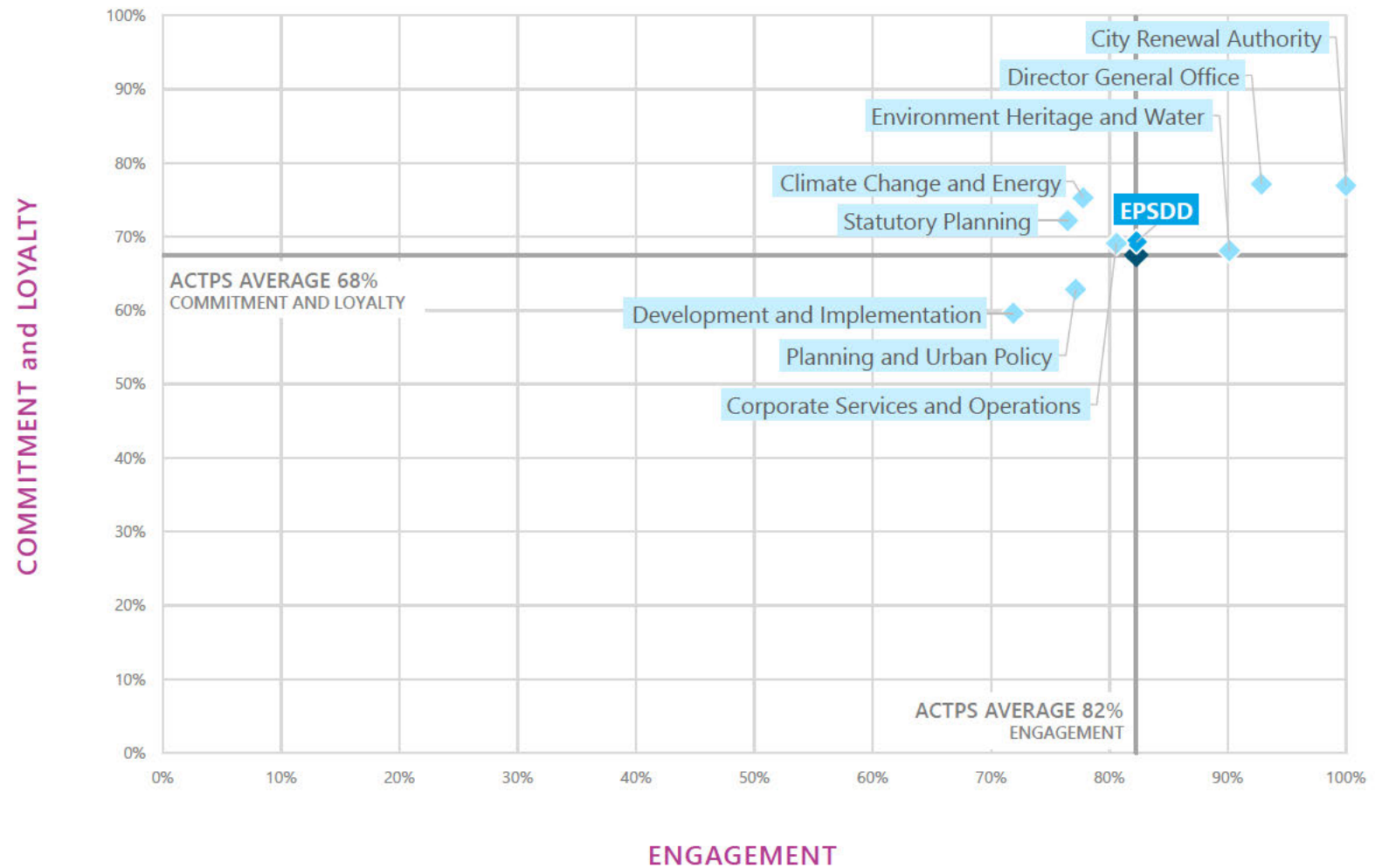
KEY OUTCOME MEASURES

COMPARISON BETWEEN **EPSDD** AND THE **ACT PUBLIC SERVICE**



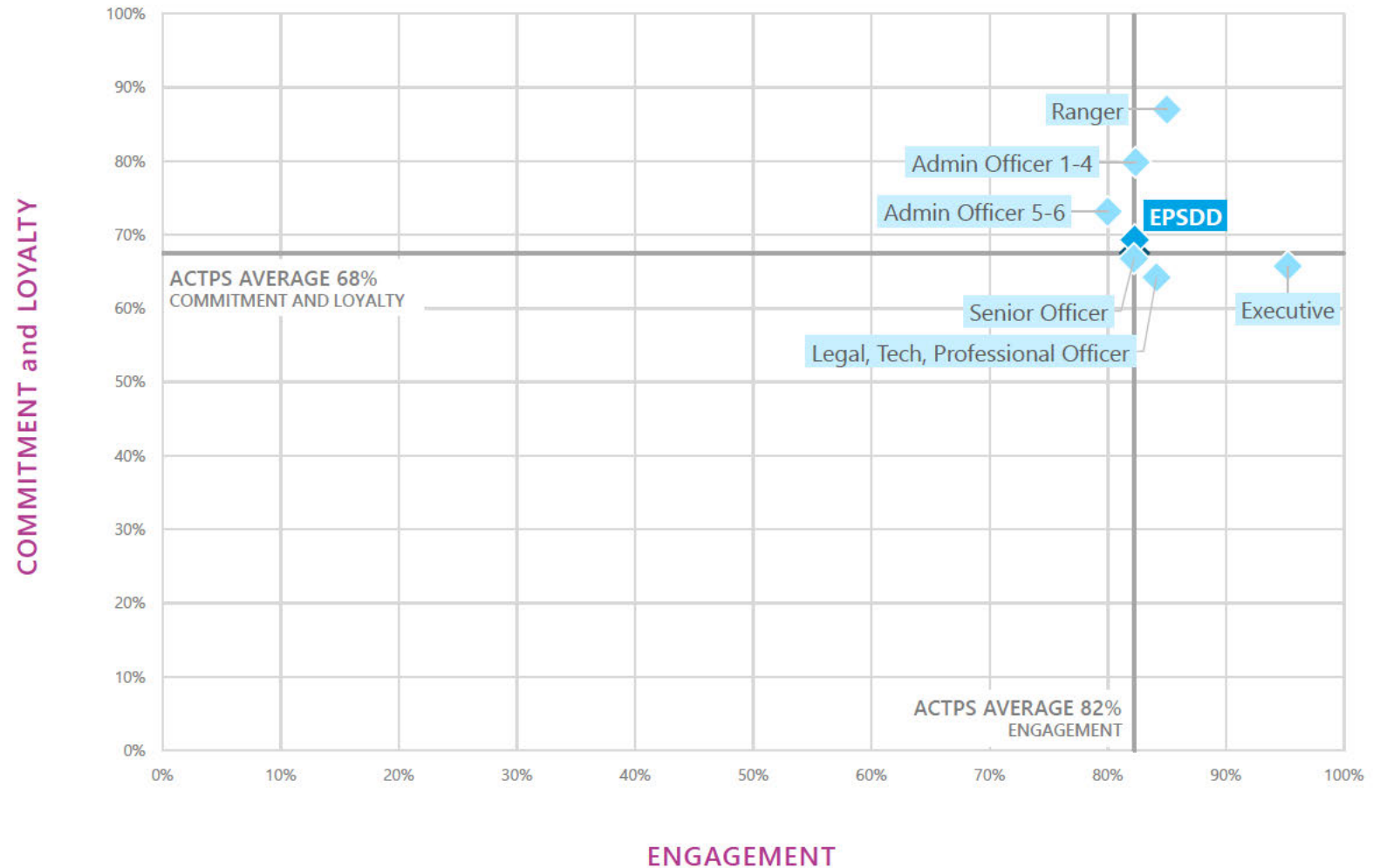
This chart shows the scores for employee organisational **commitment and loyalty**, and **engagement** across EPSDD divisions.

COMMITMENT/LOYALTY AND ENGAGEMENT SCORES ACROSS DIVISIONS



This chart shows the scores for employee organisational **commitment and loyalty**, and **engagement** across job roles in EPSDD.

COMMITMENT/LOYALTY AND ENGAGEMENT SCORES ACROSS JOB ROLES



The survey questions were summarised into the 29 themes (workplace factors) shown in this chart with the average result for all EPSDD participants.

Analysis shows that six factors correlated highly with the Key Outcome Measures for EPSDD:

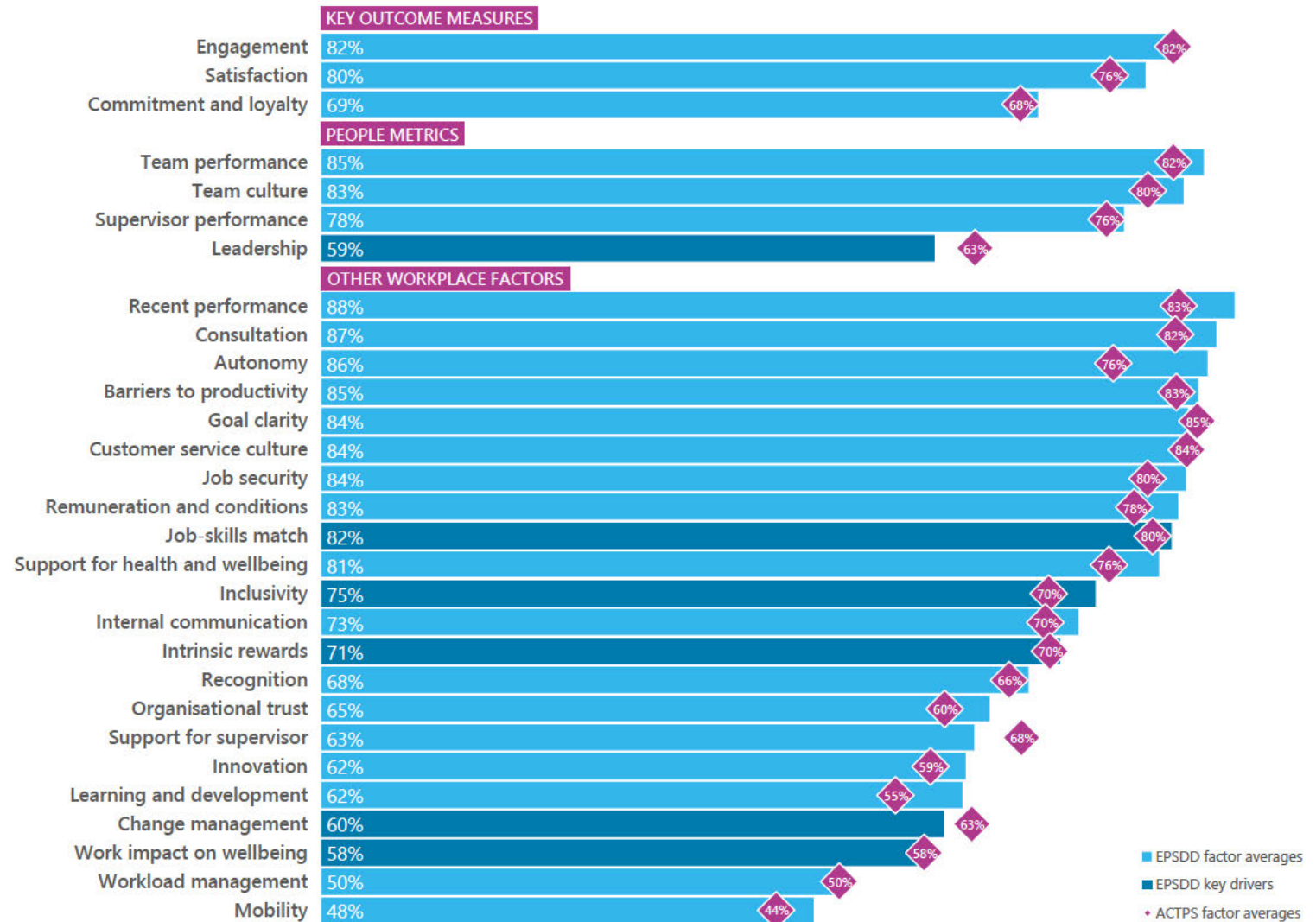
- Leadership
- Job-skills match
- Inclusivity
- Intrinsic rewards
- Change management
- Work impact on wellbeing

These six factors are referred to as key drivers, and explain:

- 51% of the variation in employee engagement
- 62% of the variation in employee commitment and loyalty
- 71% of the variation in employee satisfaction

Addressing these key drivers is likely to have a greater impact on staff engagement in EPSDD, compared to other factors.

OVERALL SCORES FOR ALL FACTORS



Workplace factors are interrelated.

This diagram shows the relationship between the different workplace factors and can offer a deeper understanding of key drivers across EPSDD that impact on the Key Outcome Measures.

For example, intrinsic rewards is a strong driver of all Key Outcome Measures, and can be best influenced through action strategies that target improving the secondary driver:

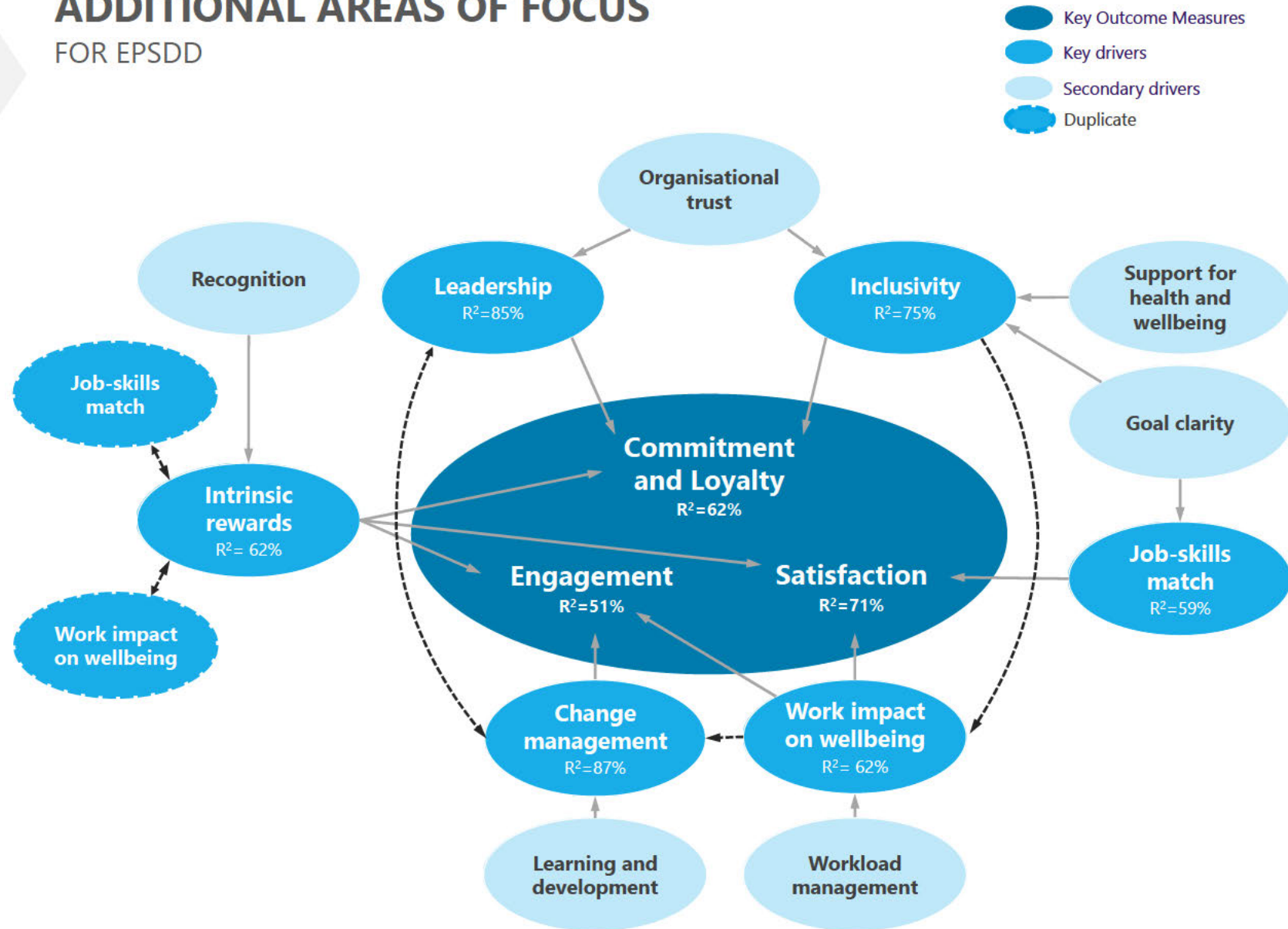
- Recognition

And the other key drivers:

- Job-skills match, and
- Work impact on wellbeing.

The R^2 score represents the explanatory power of a model, whereby a range of independent variables (or drivers) can be used to predict the movement of a dependent variable (or Key Outcome Measure).

ADDITIONAL AREAS OF FOCUS FOR EPSDD



Opportunities to better understand our workforce

- Workload management
- Productivity barriers
- Inappropriate behaviours
- Wellbeing
- Work stress
- Career intentions



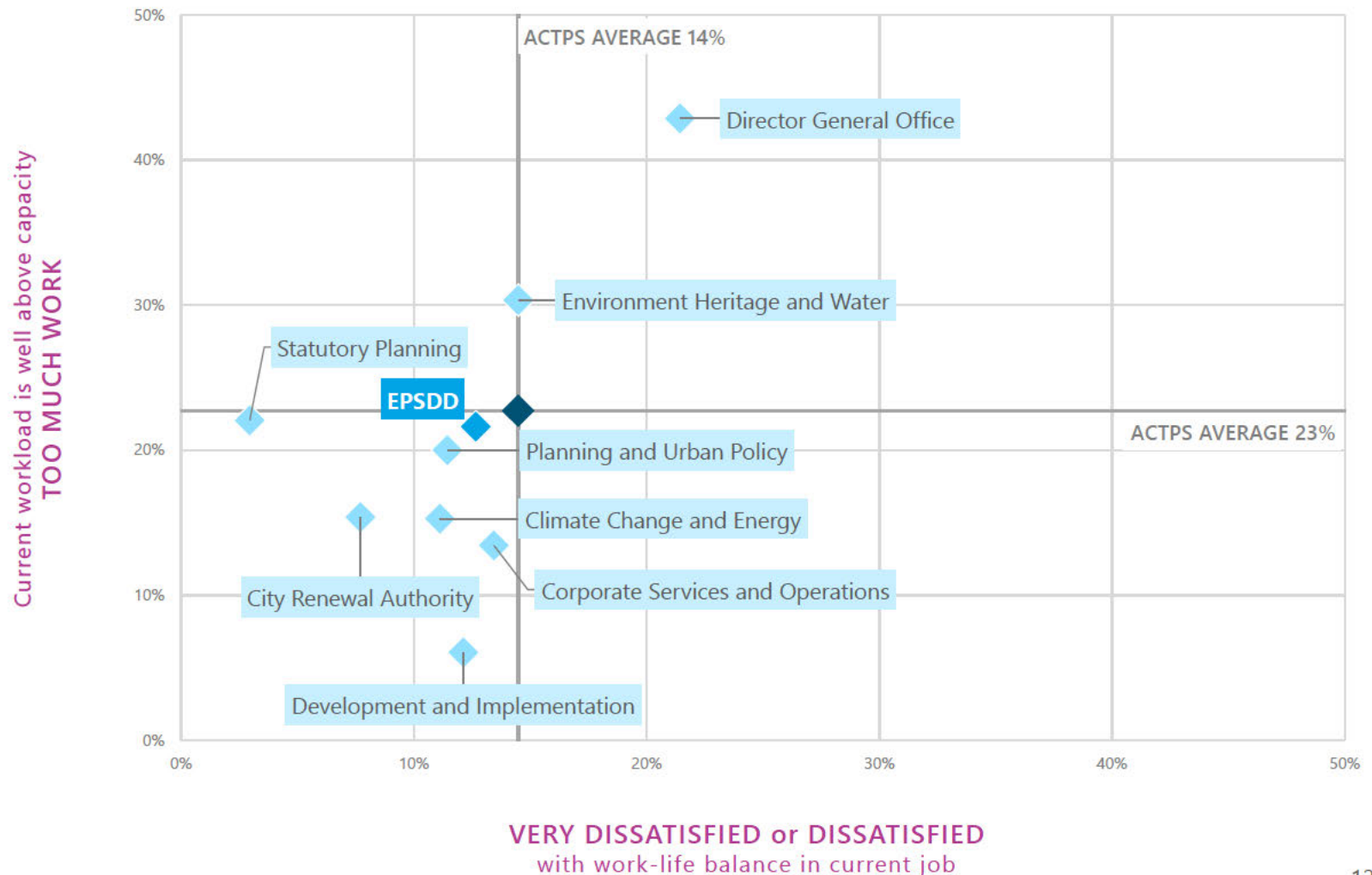
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This graph illustrates the relationship between workload and work-life balance.

Divisions in the top of the chart tend to have a greater proportion of staff working well above capacity, where divisions on the right tend to be more dissatisfied with their work-life balance. Attention should be paid to divisions in the **top-right quadrant** as they have a greater proportion of staff working well above capacity and dissatisfied with their work-life balance.

WORKLOAD MANAGEMENT ACROSS DIVISIONS



Employees were asked to rate their workgroup performance over the past three months from 1 to 10, where 1 represents the worst possible performance, and 10 represents the best possible performance.

On average, EPSDD employees rated their workgroup's performance as 7.7 out of 10, compared to 7.6 for the ACTPS.

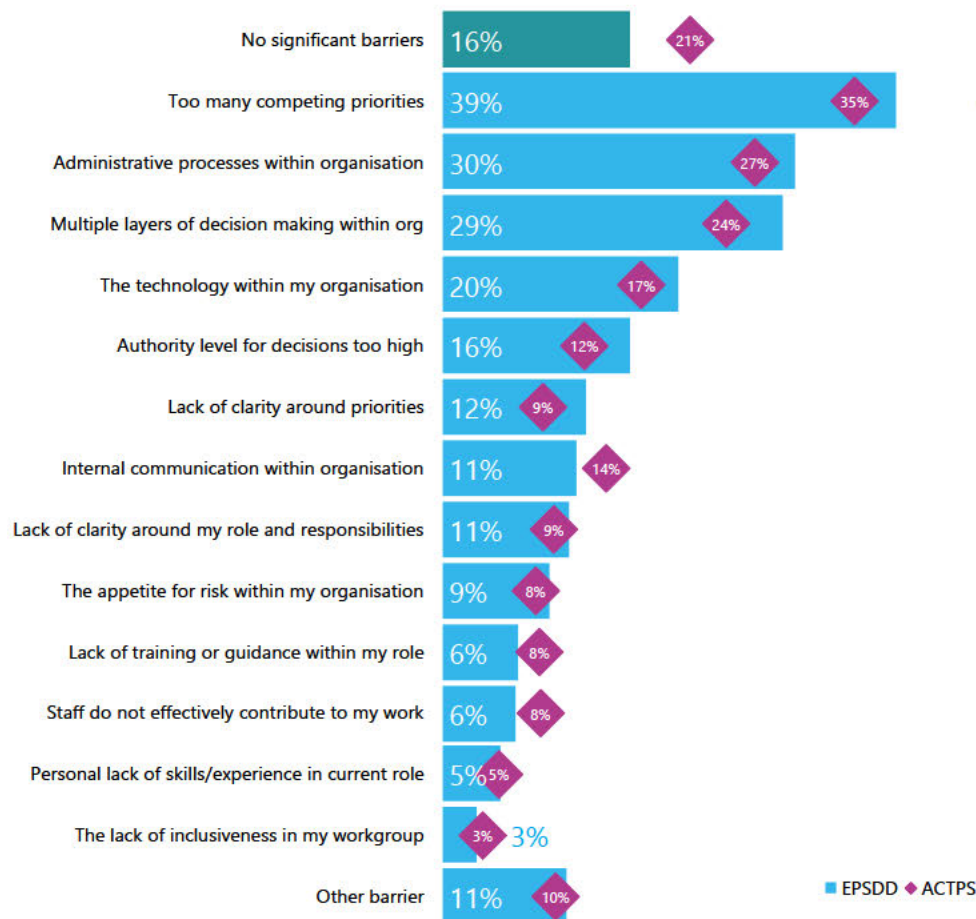
Employees were also asked to nominate up to three barriers to productivity. This page groups performance and productivity barriers.

The most significant productivity barriers related to **too many competing priorities, administrative processes, and multiple layers of decision making.**

PRODUCTIVITY BARRIERS

What are the most significant barriers to you performing at your best?

Maximum 3 selections per respondent



Top two barriers by division

Division	Biggest barrier	Second-biggest barrier
Environment Heritage and Water	Too many competing priorities	Administrative processes within organisation
Climate Change and Energy	Too many competing priorities	Multiple layers of decision making
Statutory Planning	Too many competing priorities	The technology within my organisation
Corporate Services and Operations	Multiple layers of decision making	Too many competing priorities
Planning and Urban Policy	Too many competing priorities	Multiple layers of decision making
Development and Implementation	Too many competing priorities	Multiple layers of decision making
Director General Office	Too many competing priorities	Multiple layers of decision making
City Renewal Authority	Administrative processes within organisation	Too many competing priorities

This page shows the levels of **inappropriate behaviours** experienced or witnessed.

Across EPSDD:

- **Bullying** was seen as coming from a mix of sources, with the main perpetrators being more senior staff, immediate supervisors and colleagues.
- **Aggression** most commonly took the form of intimidation or abusive language, and was most commonly instigated by customers and other members of the public
- **Discrimination** was most commonly seen to be based on age, employment activity, and sex/gender. It was perpetrated mostly by more senior staff and immediate supervisors.
- **Sexual harassment** was mostly perpetrated by colleagues.

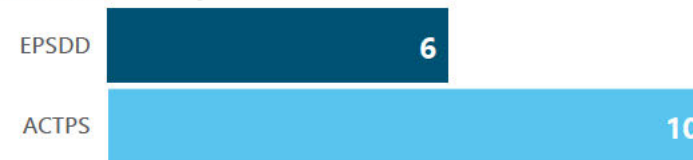
INAPPROPRIATE BEHAVIOURS IN THE LAST 12 MONTHS

% EXPERIENCED

BULLYING



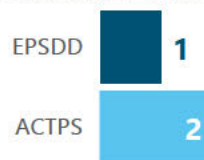
AGGRESSION/VIOLENCE



DISCRIMINATION

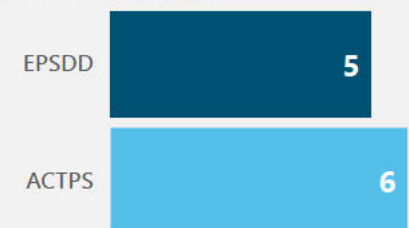


SEXUAL HARASSMENT



% WITNESSED

CORRUPTION



Staff were asked how often their work made them feel enthusiastic, happy, miserable, and burned out in the last three months.

These charts summarise those four wellbeing questions into a **single metric of frequent negative emotions**, identifying whether employees were:

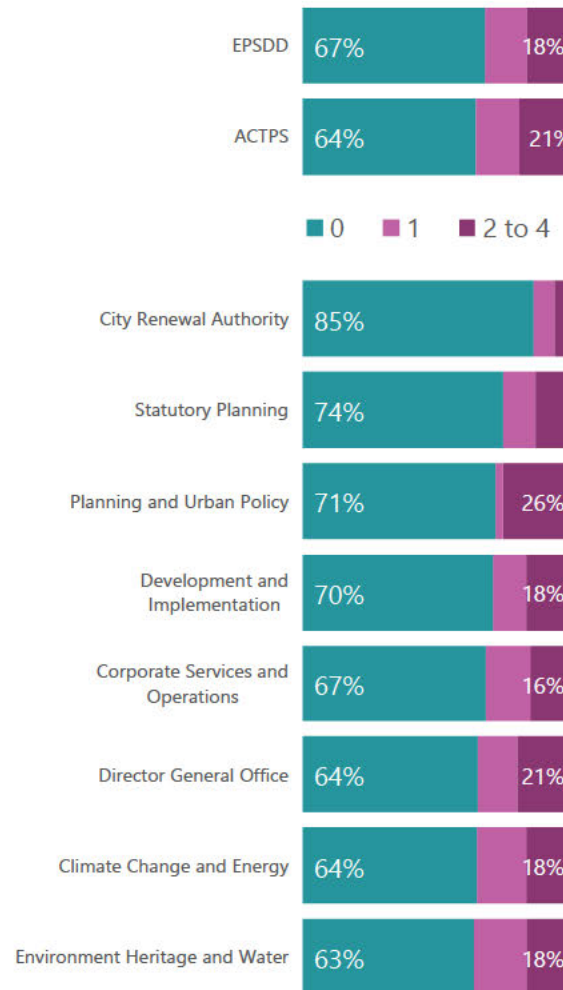
- Rarely/never enthusiastic
- Rarely/never happy
- Always/often miserable
- Always/often burned out

Overall, **67% of EPSDD employees reported no frequent experience of negative emotions as a result of work** in the last three months, 15% had frequently experienced one negative emotion and 18% reported more than one.

The chart on the right illustrates the **relationship between wellbeing and employee commitment or goodwill towards one another**.

IMPACT OF WELLBEING AT WORK

NUMBER OF FREQUENT NEGATIVE EMOTIONS EXPERIENCED IN THE LAST 3 MONTHS



Across EPSDD, **30% of staff reported high, very high, or severe level of work-related stress.**

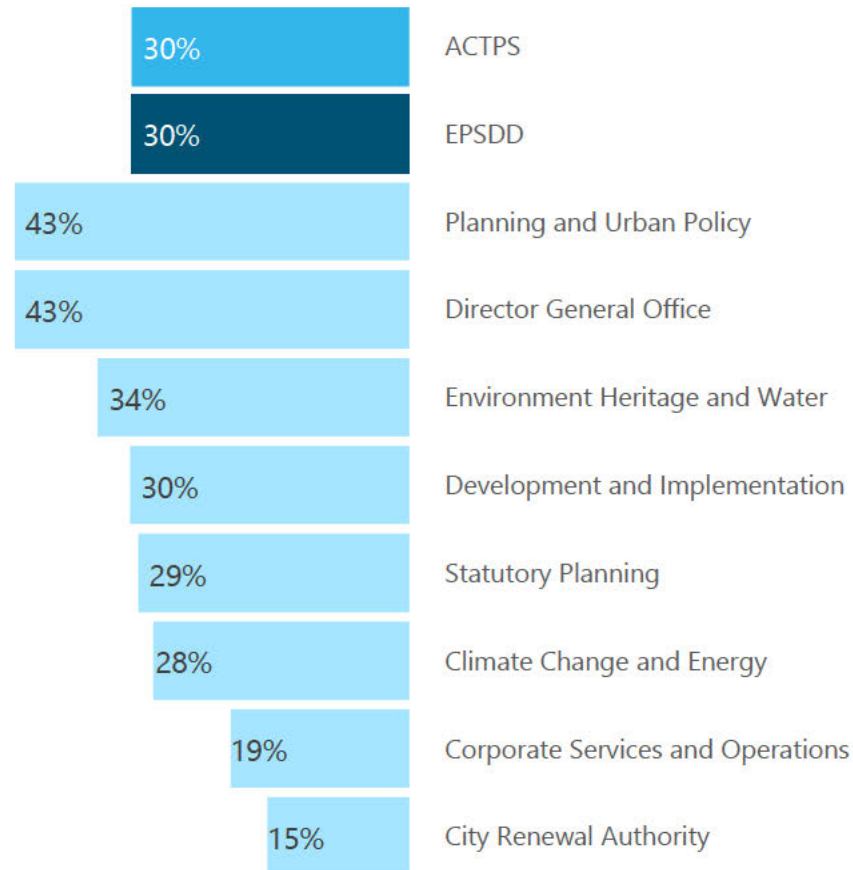
The most common reported causes of work related stress were **time pressure** and **workload**. The chart on the left shows current work-related stress as the percentage of employees that responded high, very high, or severe levels of work-related stress.

The table on the right shows the top two main causes selected by employees for their work-related stress.

WORK-RELATED STRESS

CURRENT LEVEL OF WORK-RELATED STRESS

% high, very high, severe



MAIN CAUSES OF WORK-RELATED STRESS

Top 2 causes for each division

Time pressure	Amount of work (workload)
Time pressure	Amount of work (workload)
Time pressure	Amount of work (workload)
Time pressure	Staff shortages
Amount of work (workload)	Time pressure
Time pressure	Amount of work (workload)
Amount of work (workload)	Time pressure
Time pressure	Amount of work (workload)
Time pressure	Amount of work (workload)
Staff shortages	Ambiguous work requirements

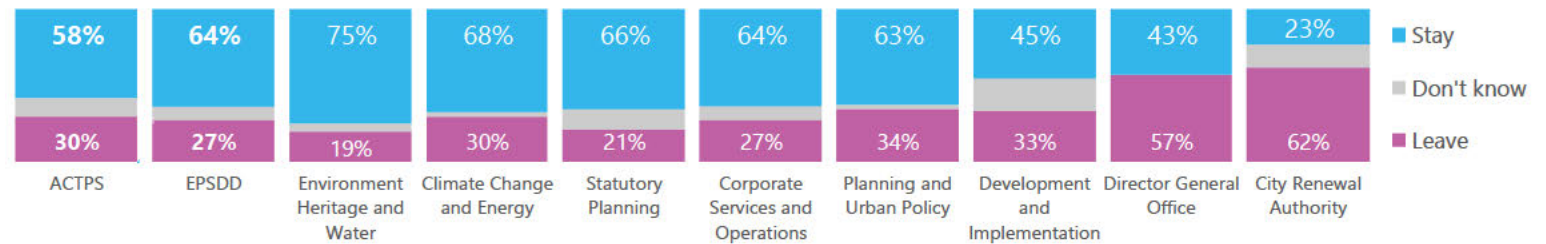
Employees were asked about their career intentions for the next two years.

64% of EPSDD employees expect to stay in their division, with 27% expecting to leave, and 9% uncertain. These are shown in the top chart.

The charts at the bottom, show the reasons behind employees' plan to stay, and the reasons behind their plan to leave.

CAREER INTENTIONS

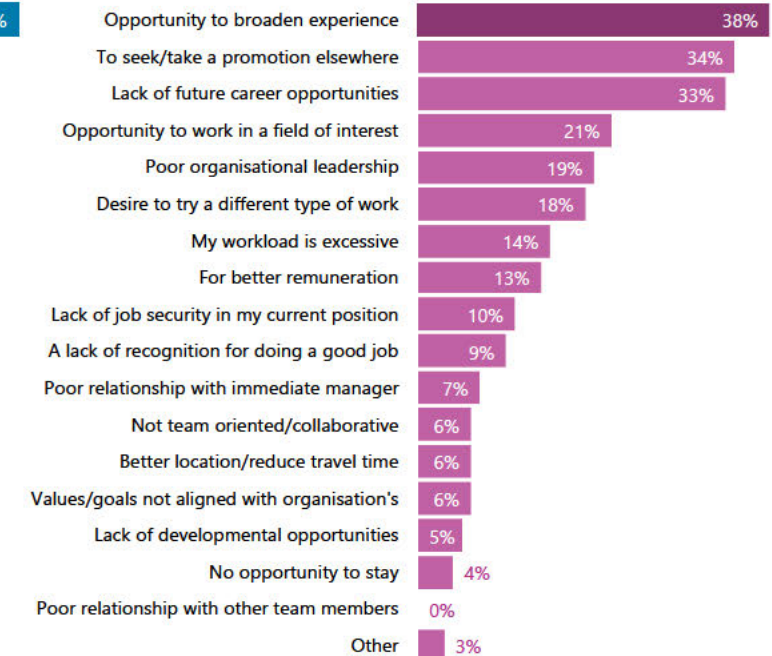
Which of the following best describes your most likely career plan for the next two years?



REASONS FOR STAYING



REASONS FOR LEAVING



Building on our strengths and areas where we can do better



This diagram identifies areas of strength for each EPSDD division by applying an algorithm over the results.

These factors are where the division scored well, compared to the EPSDD average.

Recognising the strengths of each division can help form the basis for building on the areas for improvement.

STRENGTHS FOR EACH DIVISION

	Director General Office	Statutory Planning	Climate Change and Energy	Development and Implementation	City Renewal Authority	Corporate Services and Operations	Environment Heritage and Water	Planning and Urban Policy
Mobility								
Job security								
Barriers to productivity								
Leadership								
Remuneration and conditions								
Internal communication								
Consultation								
Change management								
Goal clarity								
Supervisor performance								
Support for supervisor								
Organisational trust								
Work impact on wellbeing								
Workload management								
Innovation								
Autonomy								
Recognition								

NOTE: Darker blue indicates key drivers of Key Outcome Measures for EPSDD

This diagram identifies the factors that are weaker in each EPSDD division by applying an algorithm over the results.

These factors are where the divisions scored weaker, compared to the EPSDD average.

This is one of several considerations that should be taken into account when formulating action strategies.

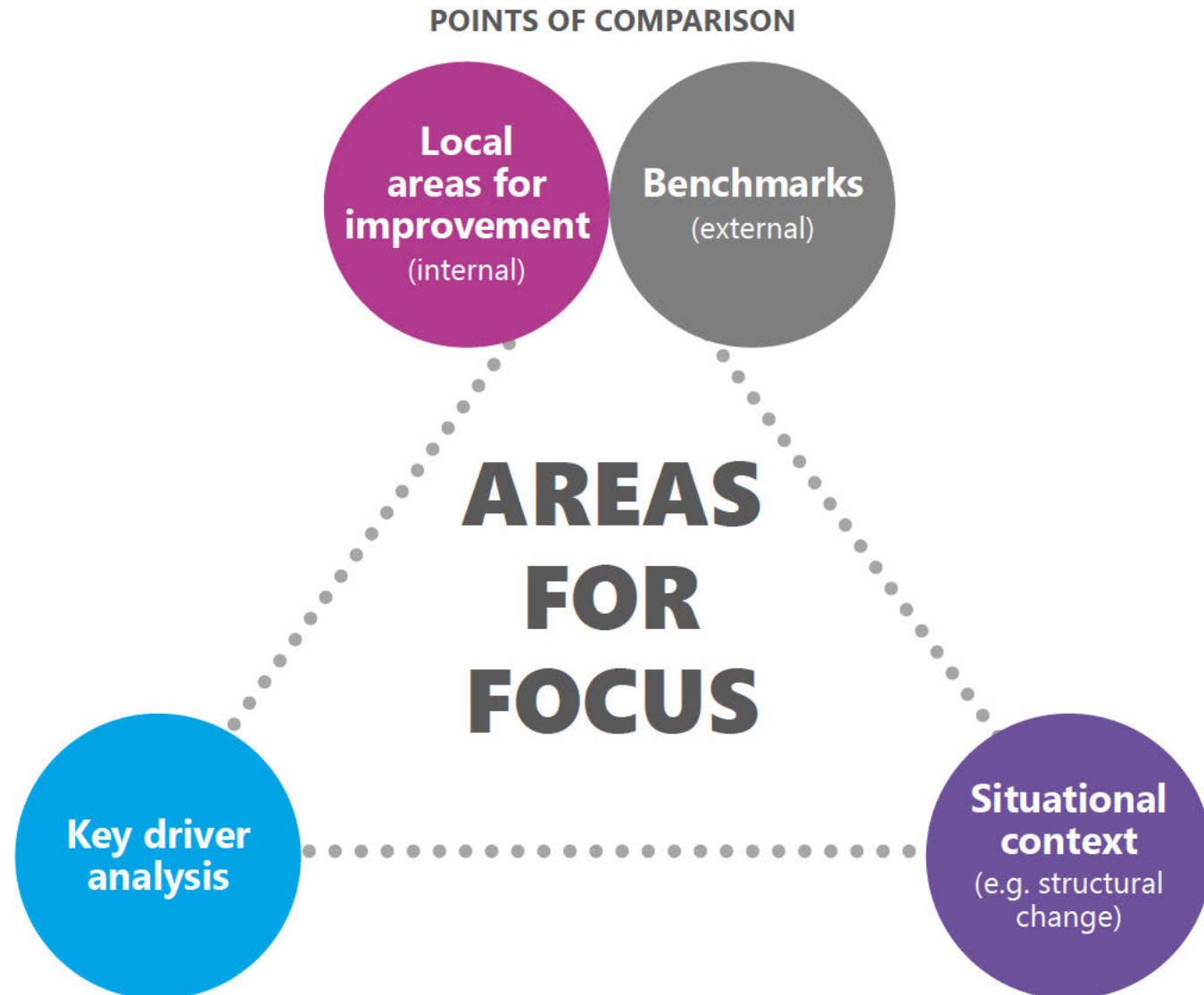
AREAS FOR IMPROVEMENT FOR EACH DIVISION

	Planning and Urban Policy	Environment Heritage and Water	Director General Office	Development and Implementation	Climate Change and Energy	City Renewal Authority	Corporate Services and Operations	Statutory Planning
Mobility								
Leadership								
Support for supervisor								
Internal communication								
Workload management								
Recognition								
Learning and development								
Autonomy								
Goal clarity								
Job-skills match								
Work impact on wellbeing								
Customer service culture								
Change management								
Barriers to productivity								
Innovation								
Intrinsic rewards								
Team culture								

NOTE: Darker blue indicates key drivers of Key Outcome Measures for EPSDD

Survey results are a powerful tool for prioritising action strategies. In responding to staff concerns it is best to ‘triangulate’ or balance the following considerations:

- **Internal points of comparison.** How your work area is performing relative to EPSDD as a whole.
- **External benchmarks.** How your work area is performing relative to the ACTPS overall.
- **Key driver analysis.** This provides insight into the workplace metrics that will have the biggest impact on Key Outcome Measures.
- **Situational context.** Circumstances, such as recent organisational change, or the type of work your work area does, can inform how you make sense of and respond to results that are low relative to the above benchmarks.





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