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Chief Minister, Treasury and
Economic Development

Freedom of Information Publication Coversheet

The following information is provided pursuant to section 28 of the *Freedom of Information Act 2016*.

FOI Reference: CMTEDDFOI 2022-261

Information to be published	Status
1. Access application	Published
2. Decision notice	Published
3. Documents and schedule	Published
4. Additional information identified	No
5. Fees	Waived
6. Processing time (in working days)	23
7. Decision made by Ombudsman	N/A
8. Additional information identified by Ombudsman	N/A
9. Decision made by ACAT	N/A
10. Additional information identified by ACAT	N/A

From: [REDACTED]
To: [CMTEDD FOI](#)
Cc: [REDACTED]
Subject: 2022-261 FOI Request | ACT Public Service Employee Survey - Overall
Date: Wednesday, 24 August 2022 12:40:14 PM
Attachments: [image001.jpg](#)

Good Afternoon,

RE: FOI REQUEST – ACT PUBLIC SERVICE EMPLOYEE SURVEY

I write to request under the *Freedom of Information Act 2016* a copy of the overall results of the latest ACT Public Service Employee Survey, which have been provided to all Directorates by the Pilot ACTPS Survey team.

I ask that my request is forwarded to the relevant directorates, should they hold the relevant documents.

Should you require any further information or clarification about my request, please contact my office on [REDACTED]

Best,





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Chief Minister, Treasury and
Economic Development

Our ref: CMTEDDFOI2022-261



FREEDOM OF INFORMATION REQUEST

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by the Chief Minister, Treasury and Economic Development Directorate (CMTEDD) on 24 August 2022, in which you sought access to *a copy of the overall results of the latest ACT Public Service Employee Survey, which have been provided to all Directorates by the Pilot ACTPS Survey team.*

Authority

I am an Information Officer appointed by the Director-General under section 18 of the Act to deal with access applications made under Part 5 of the Act.

Timeframes

In accordance with section 40 of the Act CMTEDD was required to provide you a decision with 20 working days of receipt of your request, however following an extension sought under section 41 a decision on your access application is due 13 October 2022.

Decision on access

Searches were completed for relevant documents and one document was identified that falls within the scope of your request.

I have included as **Attachment A** to this decision the schedule for the relevant document, providing a short description of the document and the access decision.

I have decided to grant full access to the relevant document. The document released to you is provided as **Attachment B** to this letter.

Charges

Processing charges are waived as less than 50 pages are being released to you.

Online publishing – Disclosure Log

Under section 28 of the Act, CMTEDD maintains an online record of access applications called a disclosure log. Your original access application, my decision and documents

released to you in response to your access application will be published in the CMTEDD disclosure log three days after the date of my decision. Your personal contact details will not be published. You may view CMTEDD disclosure log at

<https://www.cmtedd.act.gov.au/functions/foi>

Ombudsman Review

My decision on your access request is a reviewable decision as identified in Schedule 3 of the Act. You have the right to seek Ombudsman review of this outcome under section 73 of the Act within 20 working days from the day that my decision is published in CMTEDD disclosure log, or a longer period allowed by the Ombudsman.

We recommend using this form [Applying for an Ombudsman Review](#) to ensure you provide all of the required information. Alternatively, you may write to the Ombudsman:

The ACT Ombudsman
GPO Box 442
CANBERRA ACT 2601

Via email: actfoi@ombudsman.gov.au

ACT Civil and Administrative Tribunal (ACAT) Review

Under section 84 of the Act, if a decision is made under section 82(1) on an Ombudsman review, you may apply to the ACAT for review of the Ombudsman decision. Further information may be obtained from the ACAT at:

ACT Civil and Administrative Tribunal
Level 4, 1 Moore St
GPO Box 370
Canberra City ACT 2601
Telephone: (02) 6207 1740
<http://www.acat.act.gov.au/>

Should you have any queries in relation to your request please contact me by telephone on CMTEDDFOI2022-261 or email CMTEDDFOI@act.gov.au.

Yours sincerely,



Allan McLean
Information Officer
Workforce and Information Services
Chief Minister, Treasury and Economic Development Directorate

26 September 2022



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Chief Minister, Treasury and
Economic Development

FREEDOM OF INFORMATION REQUEST SCHEDULE

WHAT ARE THE PARAMETERS OF THE REQUEST							Reference NO.
A copy of the overall results of the latest ACT Public Service Employee Survey, which have been provided to all Directorates by the Pilot ACTPS Survey team.							CMTEDD2022-261
Ref No	Page number	Description	Date	Status	Reason for Exemption	Online Release Status	
1	1-23	ACT Government 2021 Employee Survey – Sector-level presentation	October 2021	Full	n/a	Yes	
Total No of Docs							
1							

ACT GOVERNMENT

2021 EMPLOYEE SURVEY

Sector-level presentation

October 2021





ACTPS Employee Survey conducted:
26 July to 13 August 2021



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

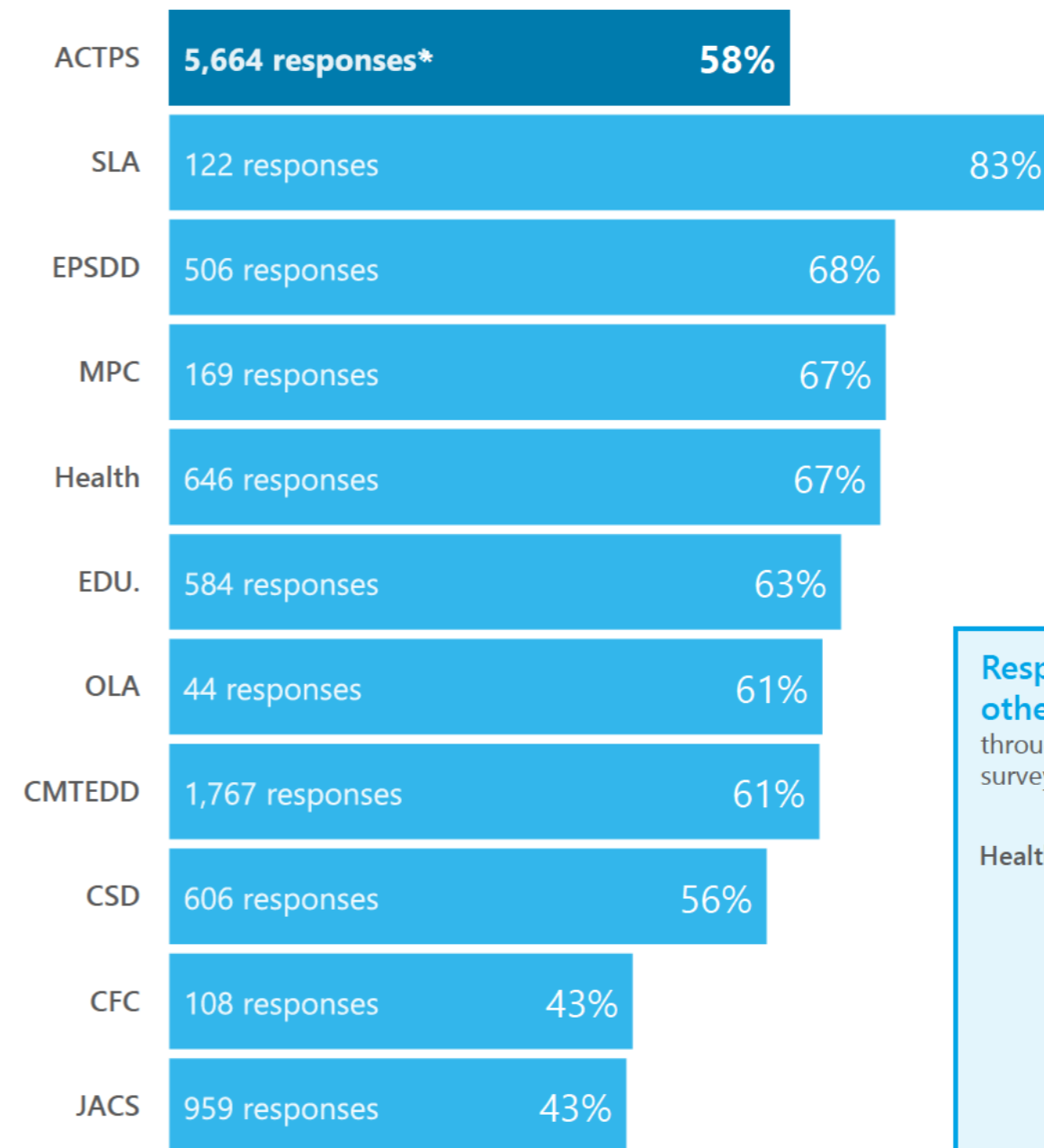


Median survey completion time:
26 minutes



Reporting based on:
199 questions

RESPONSES and PARTICIPATION RATE BY DIRECTORATE



Responses from other directorates through the generic survey entry point:

Health Services	75
CIT	44
TCCS	27
Other	7

* Includes 437 responses received through the generic survey entry point

DIRECTORATES

Directorates refers to the ACT Public Service directorates and entities actively participating in this survey:

CMTEDD	Chief Minister, Treasury and Economic Development Directorate (Including the ACT Insurance Authority)
CFC	Cultural Facilities Corporation
CSD	Community Services Directorate
Education	Education Directorate
EPSDD	Environment, Planning and Sustainable Development Directorate
Health	ACT Health Directorate
JACS	Justice and Community Safety Directorate
MPC	Major Projects Canberra
OLA	Office of the Legislative Assembly
SLA	Suburban Land Agency

RESULTS INCLUDED IN THIS REPORT

- Overall 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 ten directorates that participated in the survey, listed on the left.
- These ten directorates will receive a briefing on their individual results separately. These directorates will also receive access to an online interactive dashboard system, detailed results on each individual question asked in the survey, 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



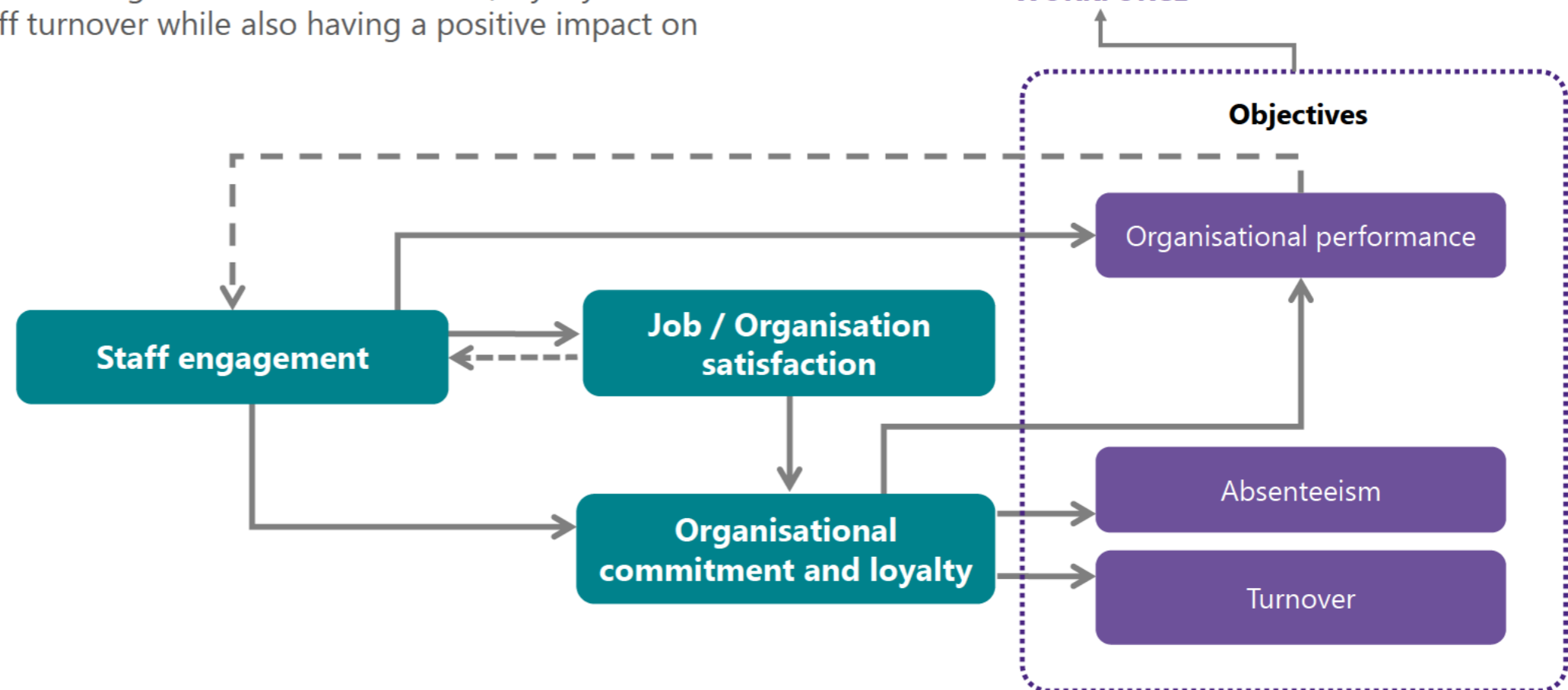
The **High Performing Organisation Model (HPO)** was designed following a comprehensive review of literature and previous research conducted in relation to the key characteristics that drive high performance in businesses. The review found that three key attributes are required to drive high performance,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



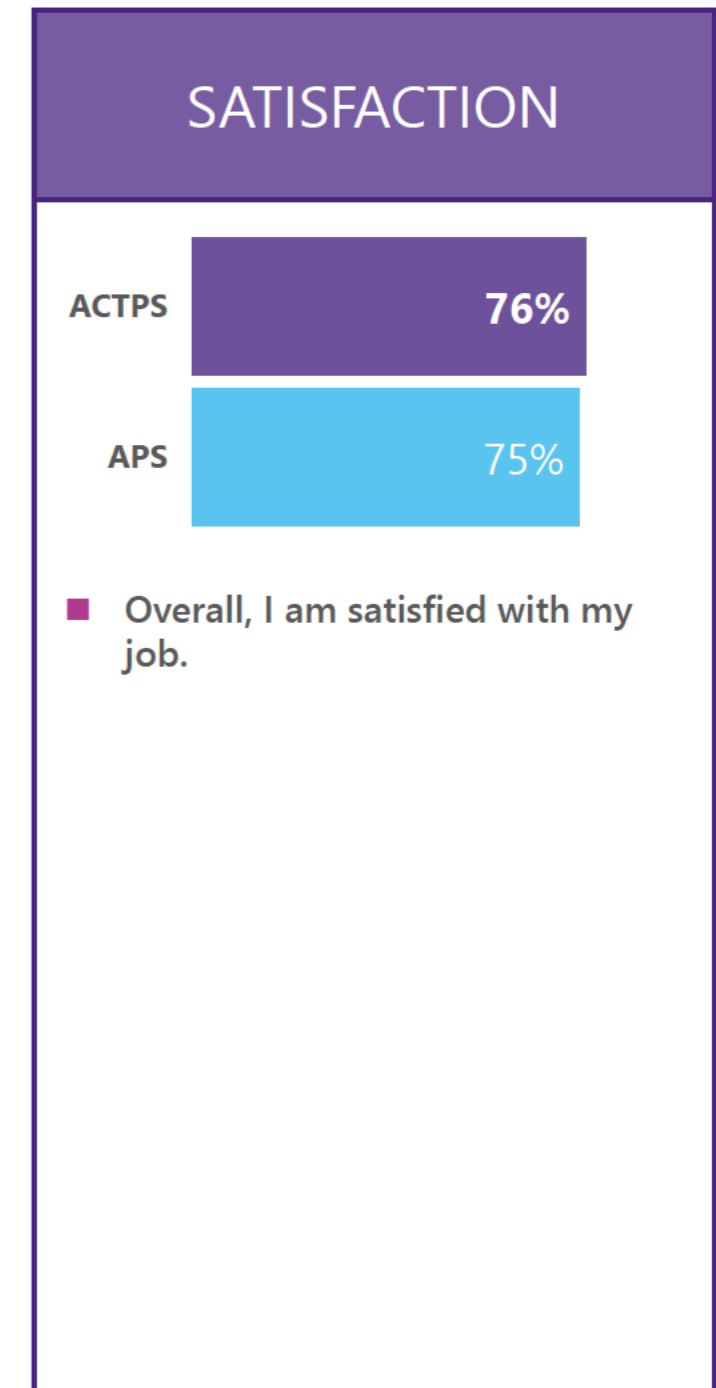
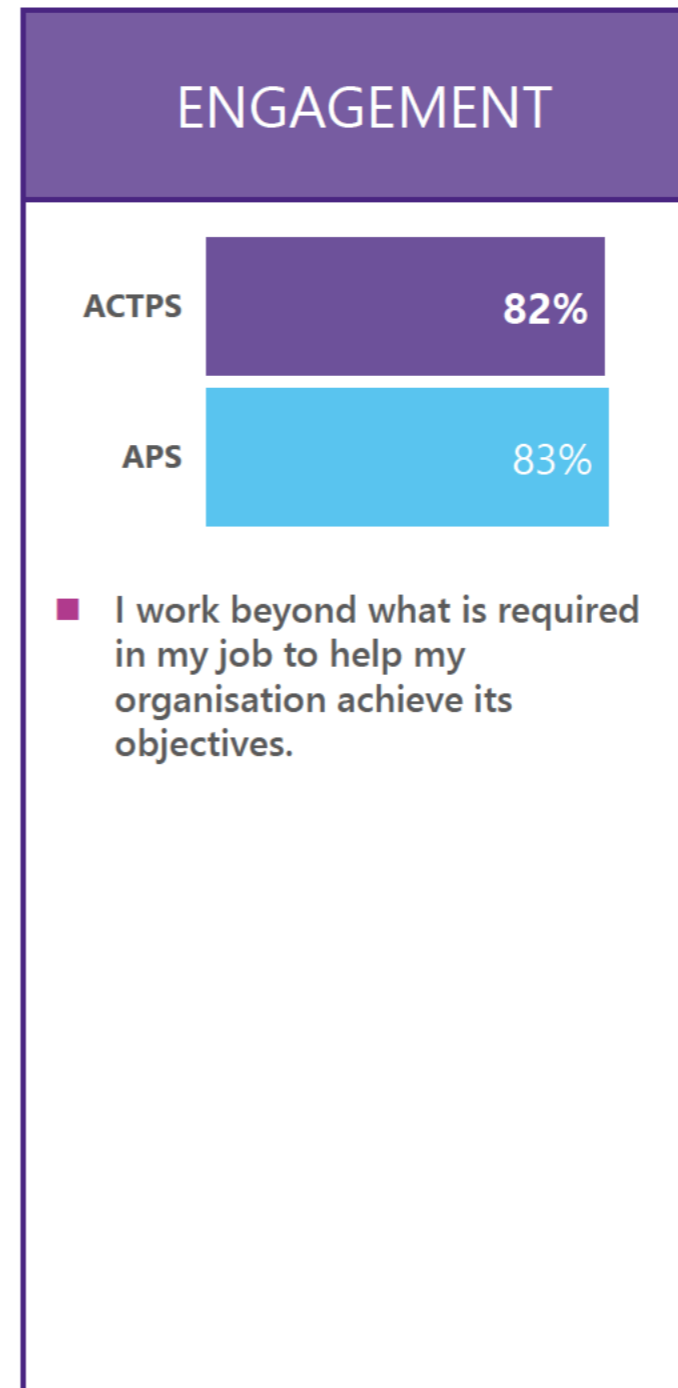
This page illustrates the ratings for the **Key Outcome Measures for the ACTPS**.

As this survey was a pilot, there are **no baseline results for comparison**. Instead, comparisons are made to equivalent questions from the 2020 APS Commission's Employee Census (APS) as these are the most relevant public sector benchmarks available.

Results are broadly consistent with the 2020 APS results.

KEY OUTCOME MEASURES

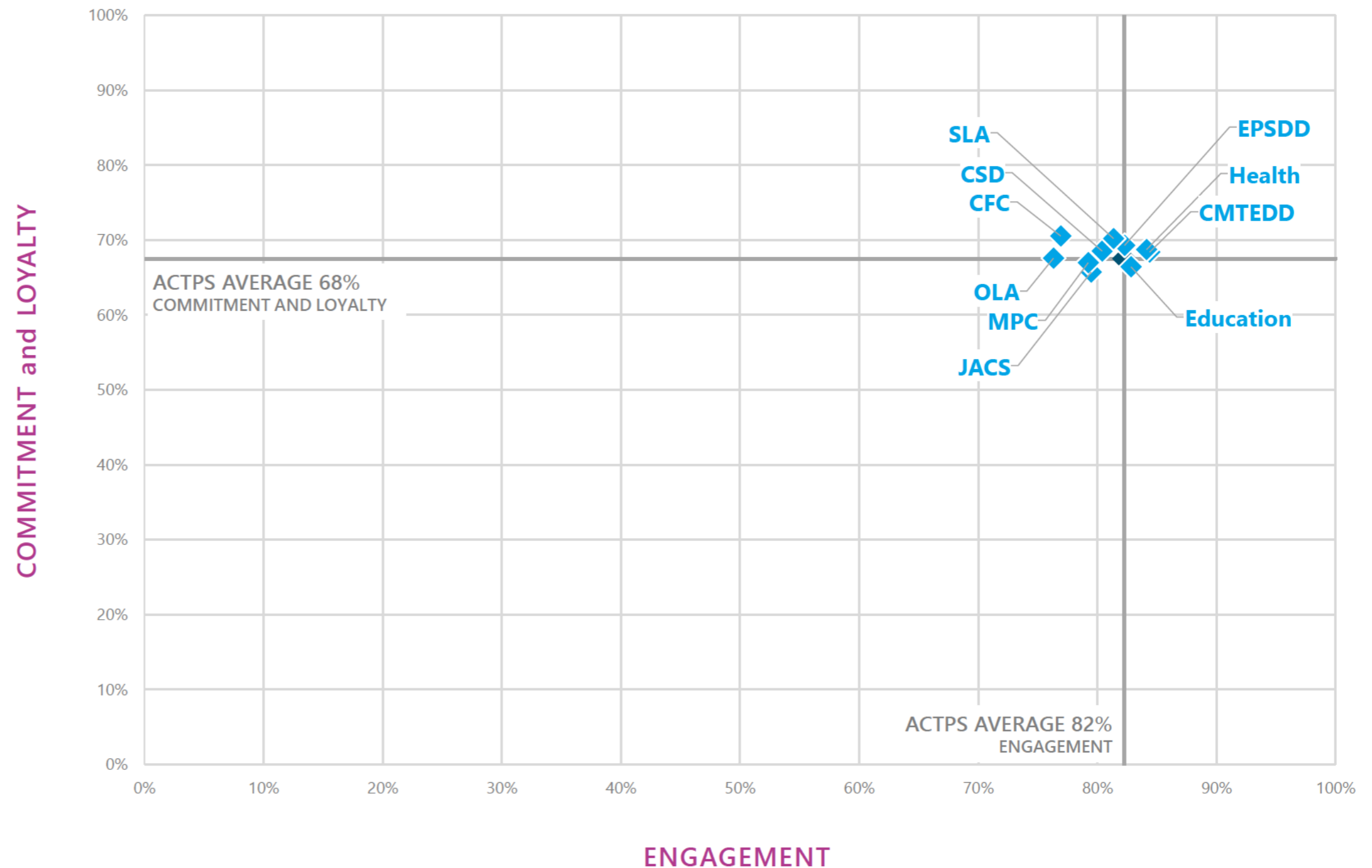
COMPARISON BETWEEN **ACTPS** AND **APS**



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

There were minimal differences across directorates for both measures.

COMMITMENT/LOYALTY AND ENGAGEMENT SCORES ACROSS DIRECTORATES

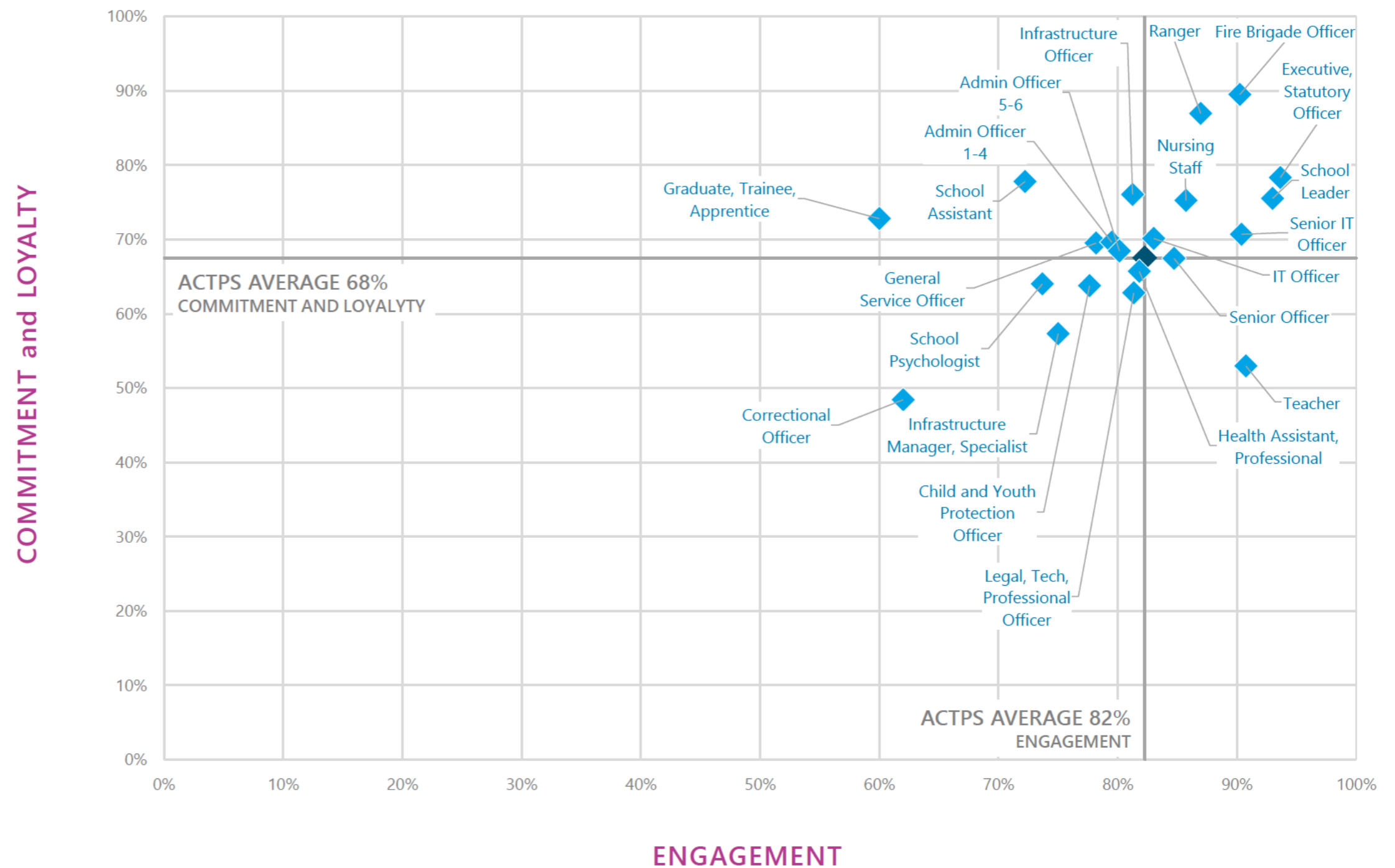


This chart shows the scores for employee organisational **commitment and loyalty**, and **engagement** across job roles.

The **differences across job roles were much more pronounced** compared to differences between directorates.

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 participants.

All factors measured in the survey influence the Key Outcome Measures. Analysis shows that five factors correlated highly with the Key Outcome Measures:

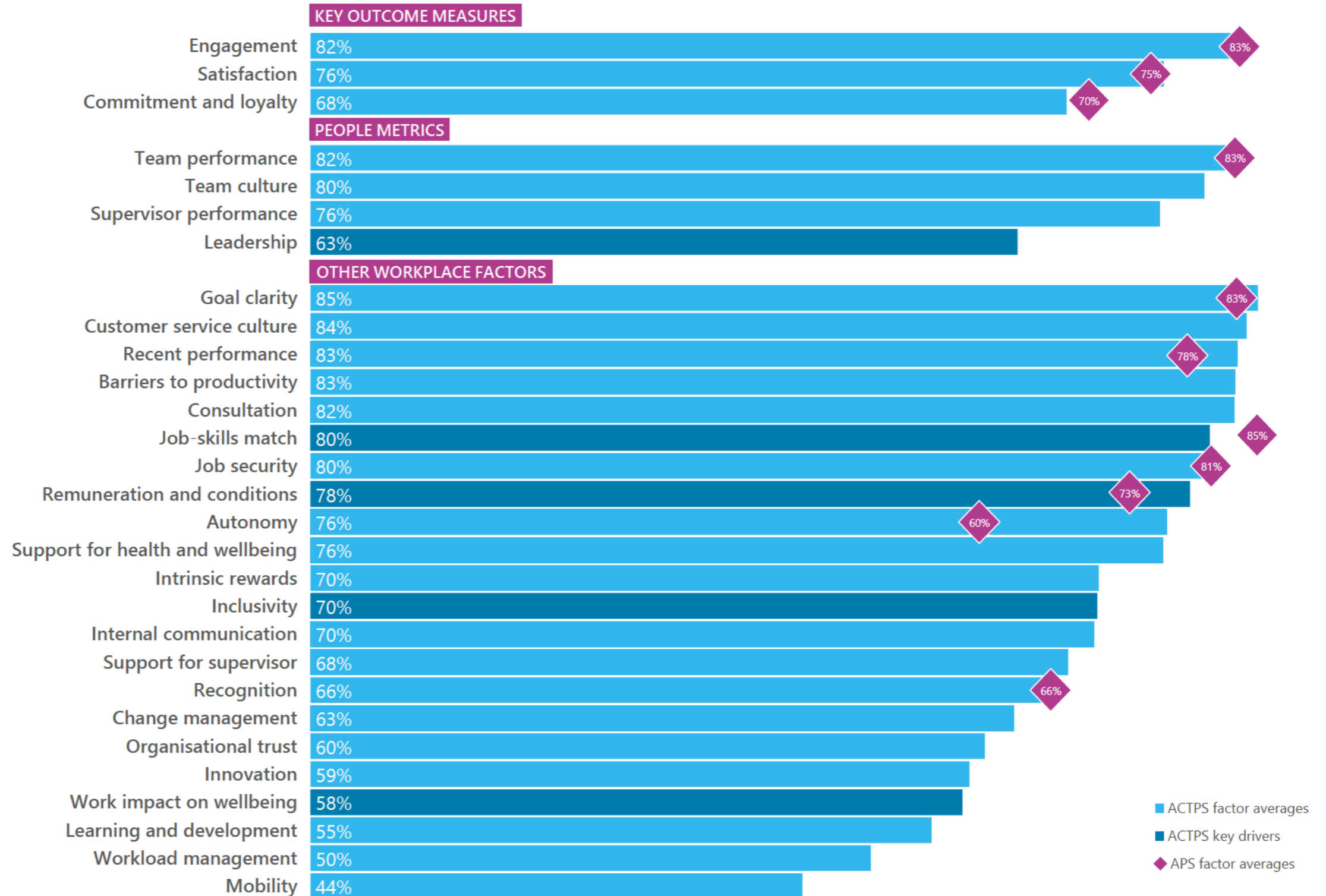
- **Leadership**
- **Job-skills match**
- **Intrinsic rewards**
- **Inclusivity**
- **Work impact on wellbeing**

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

- **50% of the variation in employee engagement**
- **60% of the variation in employee commitment and loyalty**
- **73% of the variation in employee satisfaction**

Addressing these key drivers is likely to have a greater impact on Service-wide staff engagement, compared to other factors.

OVERALL SCORES FOR ALL FACTORS ACROSS THE ACTPS



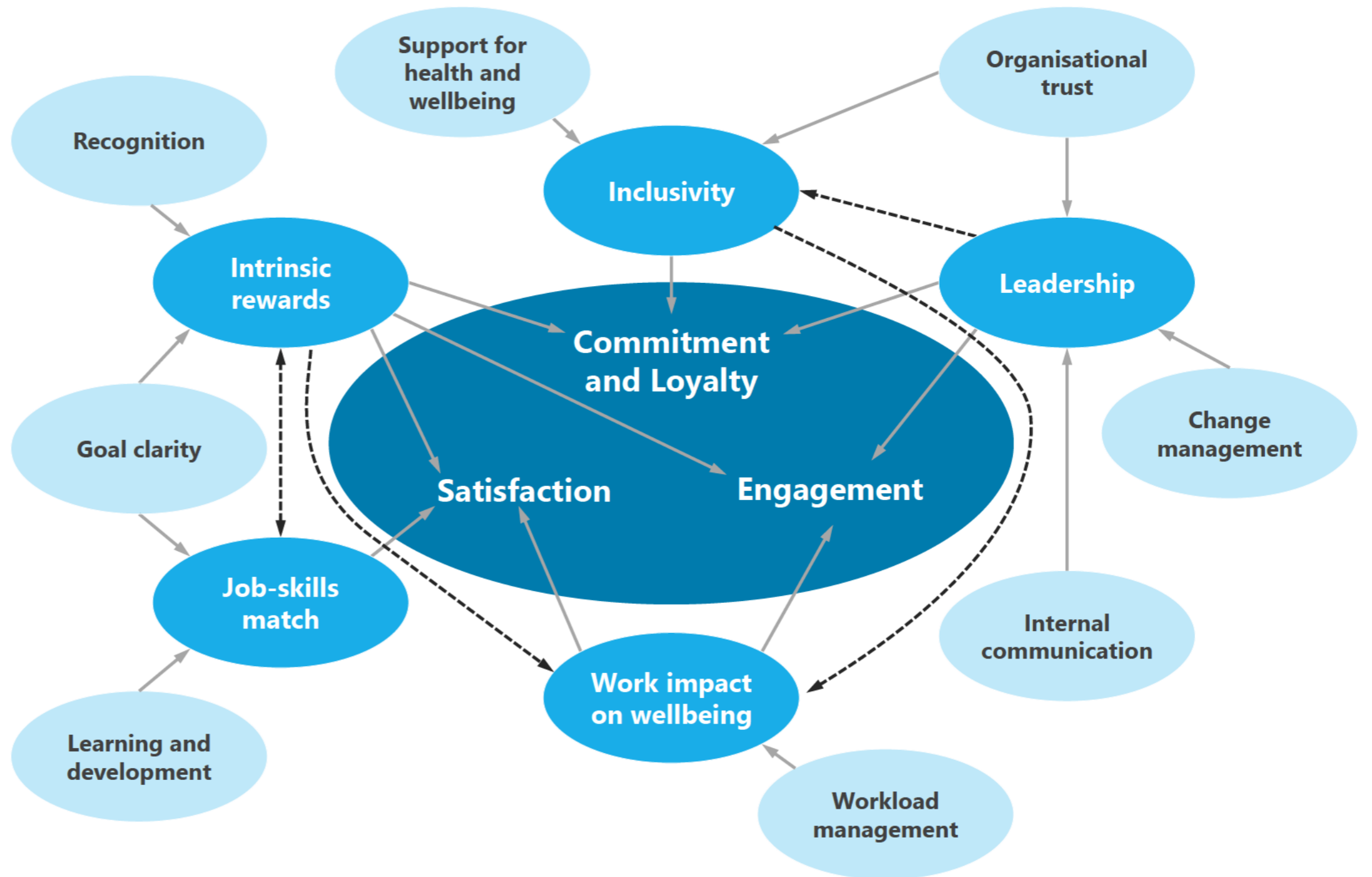
Workplace factors are interrelated.

This diagram shows the relationship between the different workplace factors and can offer a deeper understanding of key drivers across the Service 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 drivers:

- Goal clarity,
- Job-skills match, and
- Recognition.

ADDITIONAL AREAS OF FOCUS FOR THE ACTPS



This diagram illustrates the top three key drivers for each directorate.

This high-level analysis shows that **Intrinsic rewards is a key driver across all directorates**, and **Inclusivity is a key driver in the majority of directorates**.

The analysis also highlights some local variations that may reflect the unique characteristics of each directorate.

TOP THREE KEY DRIVERS FOR EACH DIRECTORATE

	EPSDD	OLA	CMTEDD	JACS	MPC	CFC	SLA	Health	EDU.	CSD
Intrinsic rewards										
Inclusivity										
Work impact on wellbeing										
Job-skills match										
Leadership										
Support for health and wellbeing										
Recognition										
Organisational trust										
Goal clarity										
Change management										

NOTE: Darker blue indicates key drivers of Key Outcome Measures at ACTPS level

Opportunities to better understand our workforce

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

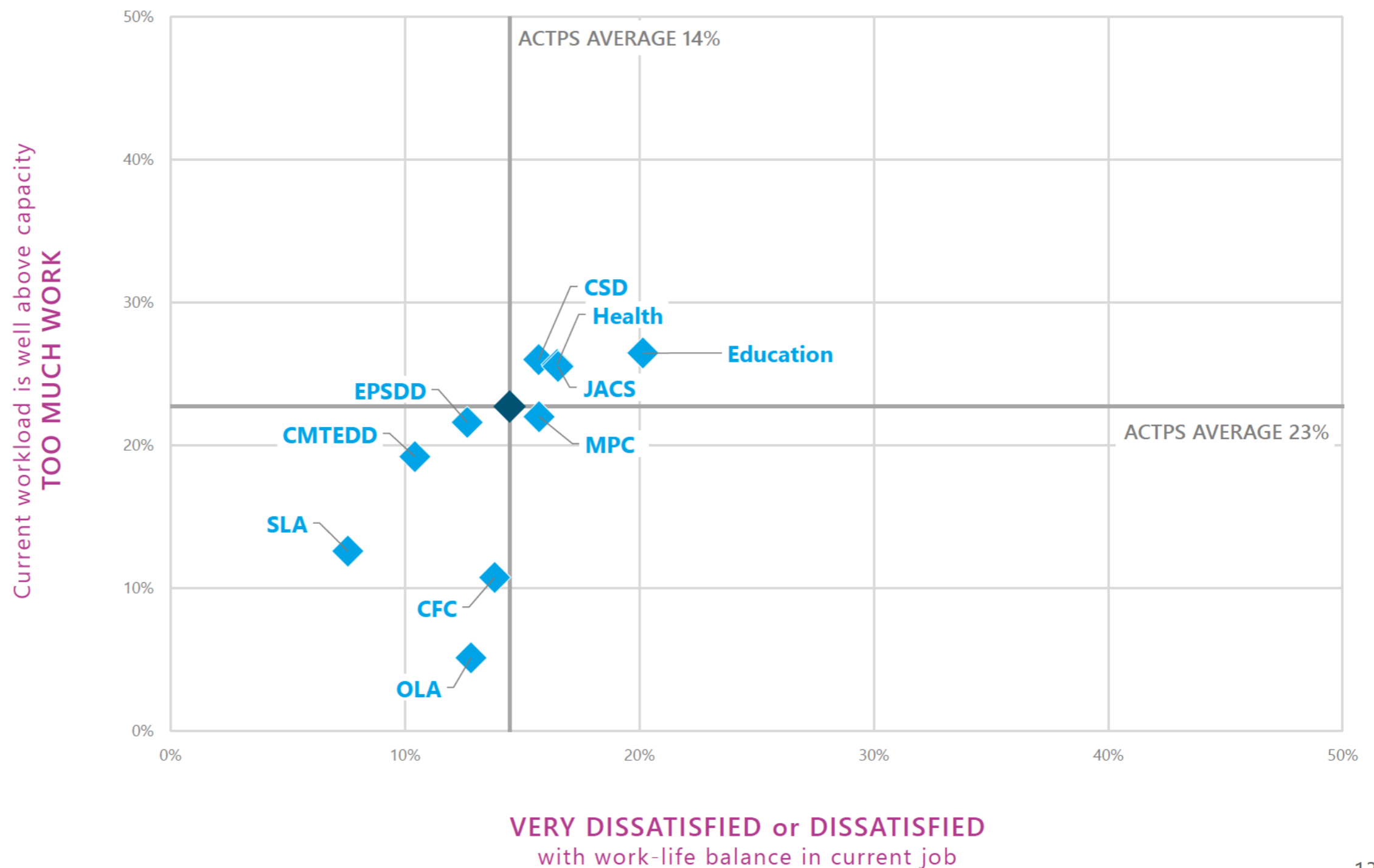


This graph illustrates the relationship between workload and work-life balance.

Predictably, they are positively correlated (i.e. **employees with 'too much' workload tend to be more dissatisfied with their work-life balance**).

Cultural Facilities Corporation and Office of the Legislative Assembly are outliers on the negative work-life balance results, despite having a better workload management.

WORKLOAD MANAGEMENT ACROSS DIRECTORATES



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, ACTPS employees rated their workgroup's performance as 7.6 out of 10, compared to 7.8 for the APS.

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

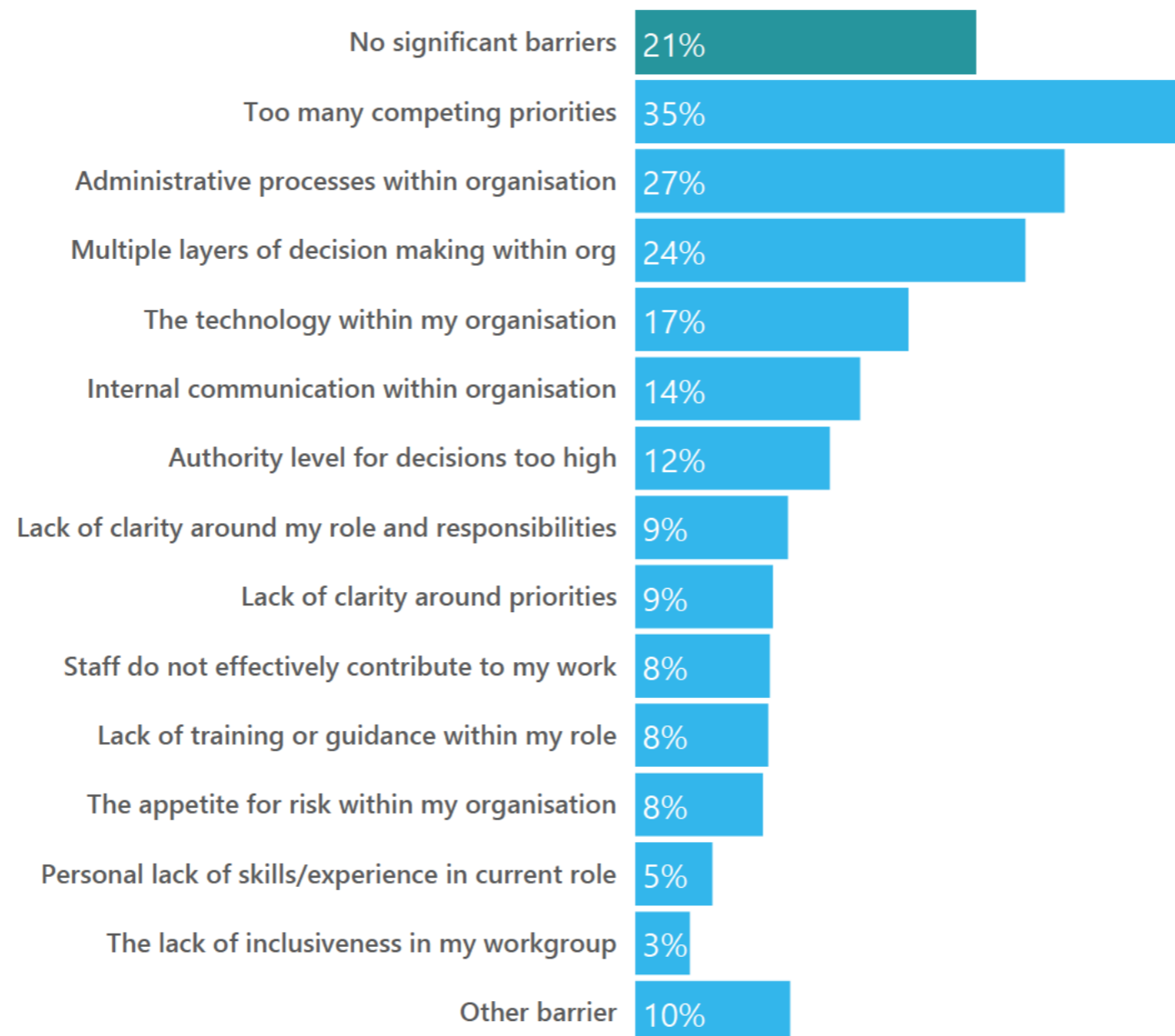
The most significant productivity barriers related to **too many competing priorities, administrative processes, and multiple layers of decision making.**

PRODUCTIVITY BARRIERS

ACROSS THE ACTPS

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

Maximum 3 selections per respondent



Top two barriers by directorate

	Biggest barrier	Second-biggest barrier
Health	Too many competing priorities	Administrative processes within my organisation
CFC	The technology within my organisation	The internal communication within my organisation
CMTEDD	Too many competing priorities	Multiple layers of decision making within my organisation
CSD	Too many competing priorities	Administrative processes within my organisation
Education	Too many competing priorities	Administrative processes within my organisation
EPSD	Too many competing priorities	Administrative processes within my organisation
JACS	Too many competing priorities	Administrative processes within my organisation
MPC	Administrative processes within my organisation	Too many competing priorities
OLA	Too many competing priorities	The internal communication within my organisation
SLA	Too many competing priorities	Multiple layers of decision making within my organisation

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

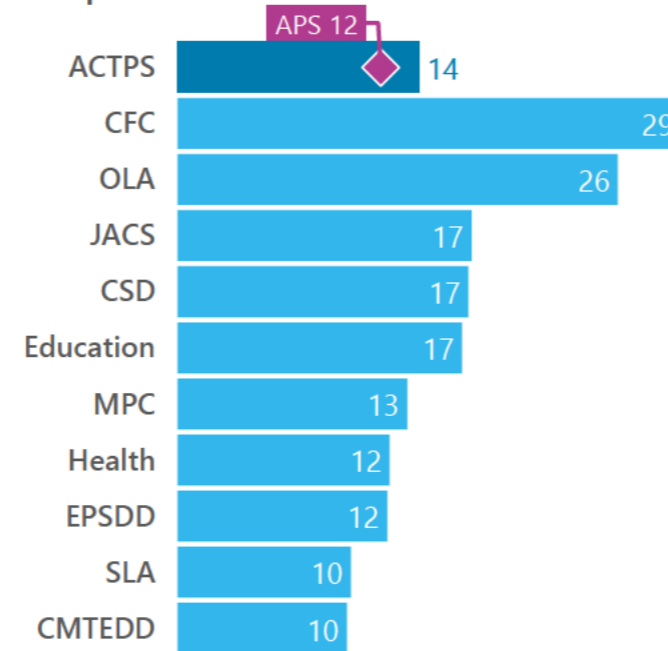
Levels of inappropriate conduct across the ACTPS are broadly in line with benchmarks.

- **Bullying** was seen as coming from a mix of sources, with the main perpetrators being managers, more senior staff and colleagues.
- **Aggression** most commonly took the form of intimidation, and was most commonly instigated by customers and other members of the public (in community-facing directorates)
- **Discrimination** was most commonly seen to be based on work-related activities, and was perpetrated mostly by supervisors or more senior staff.
- **Sexual harassment** was mostly perpetrated by colleagues, and less commonly by more senior staff.

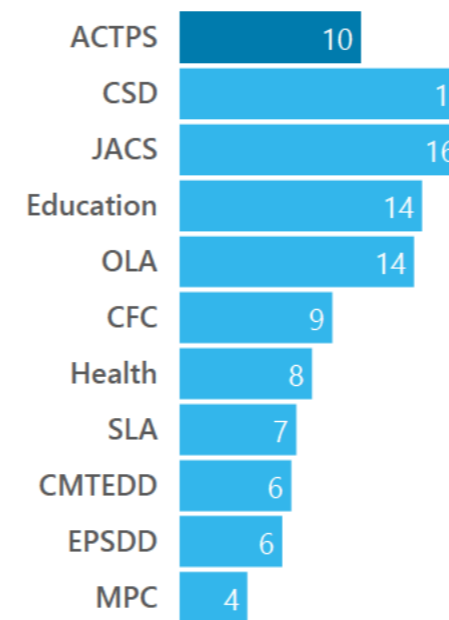
INAPPROPRIATE BEHAVIOURS IN THE LAST 12 MONTHS ACROSS DIRECTORATES

◆ APS average

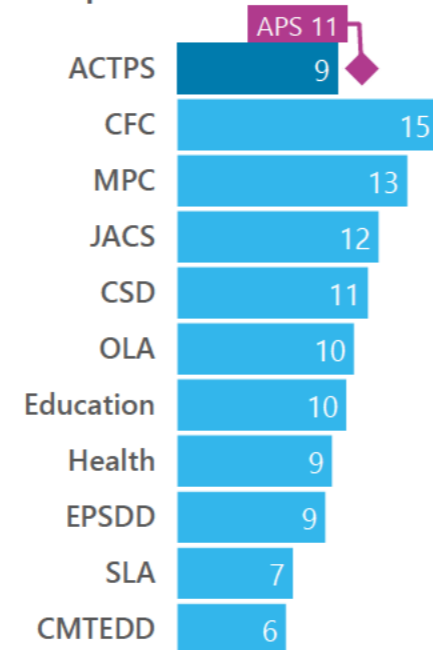
% Experienced **BULLYING**



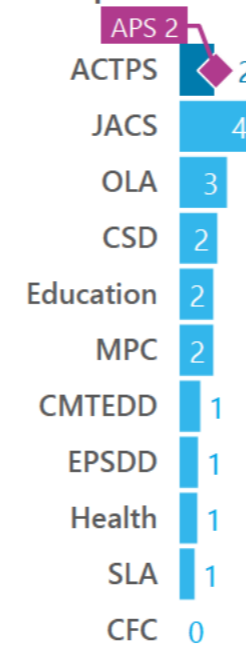
% Experienced **AGGRESSION/VIOLENCE**



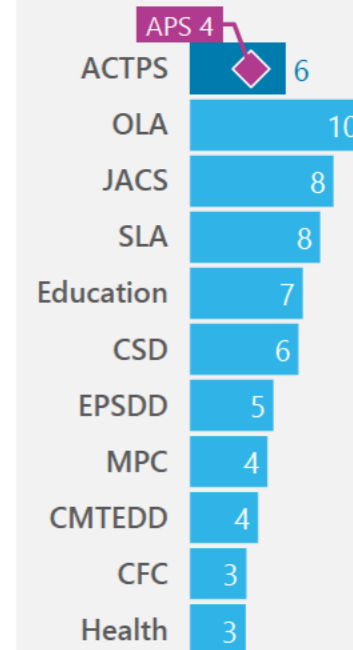
% Experienced **DISCRIMINATION**



% Experienced **SEXUAL HARRASSMENT**



% 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:

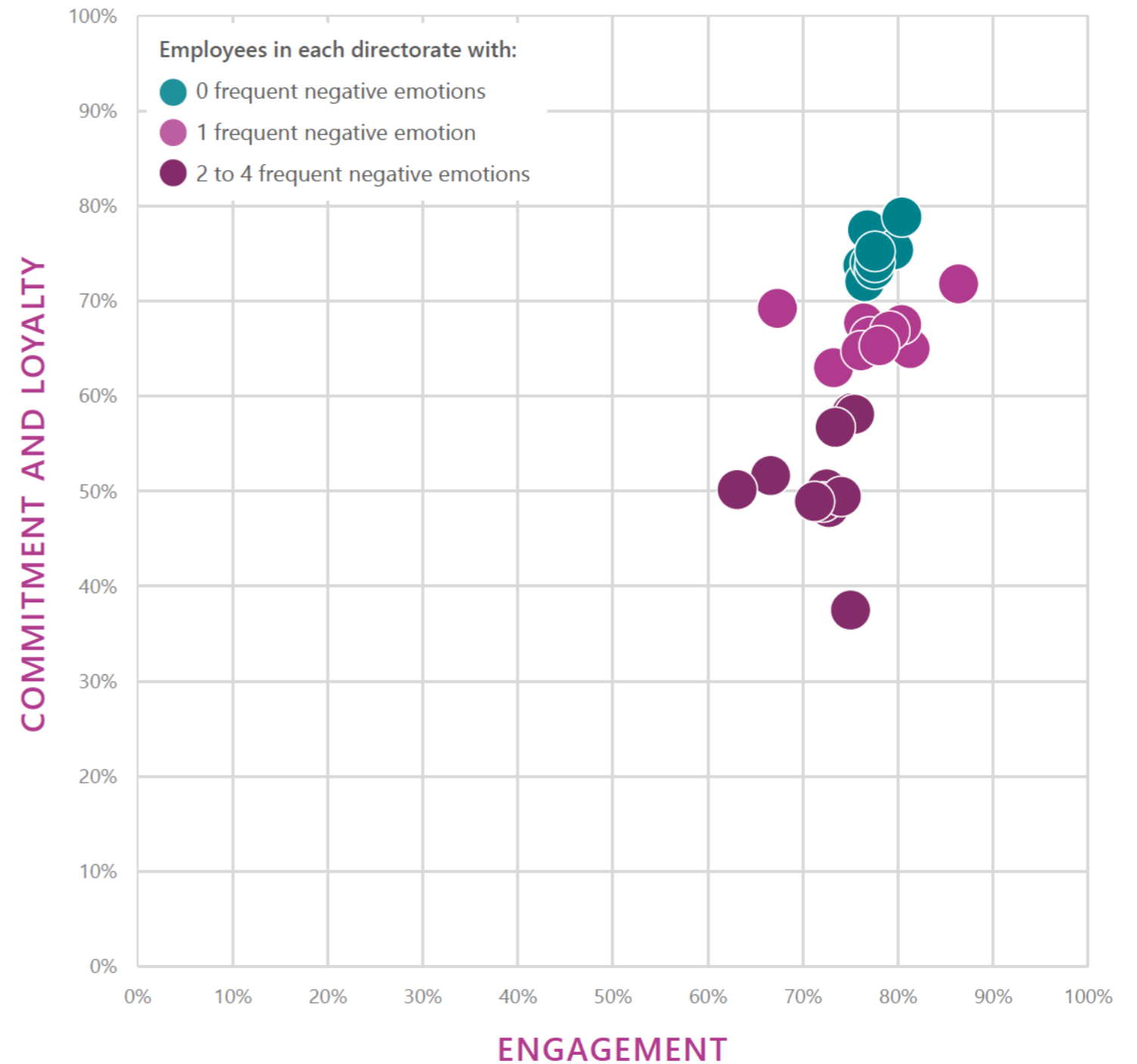
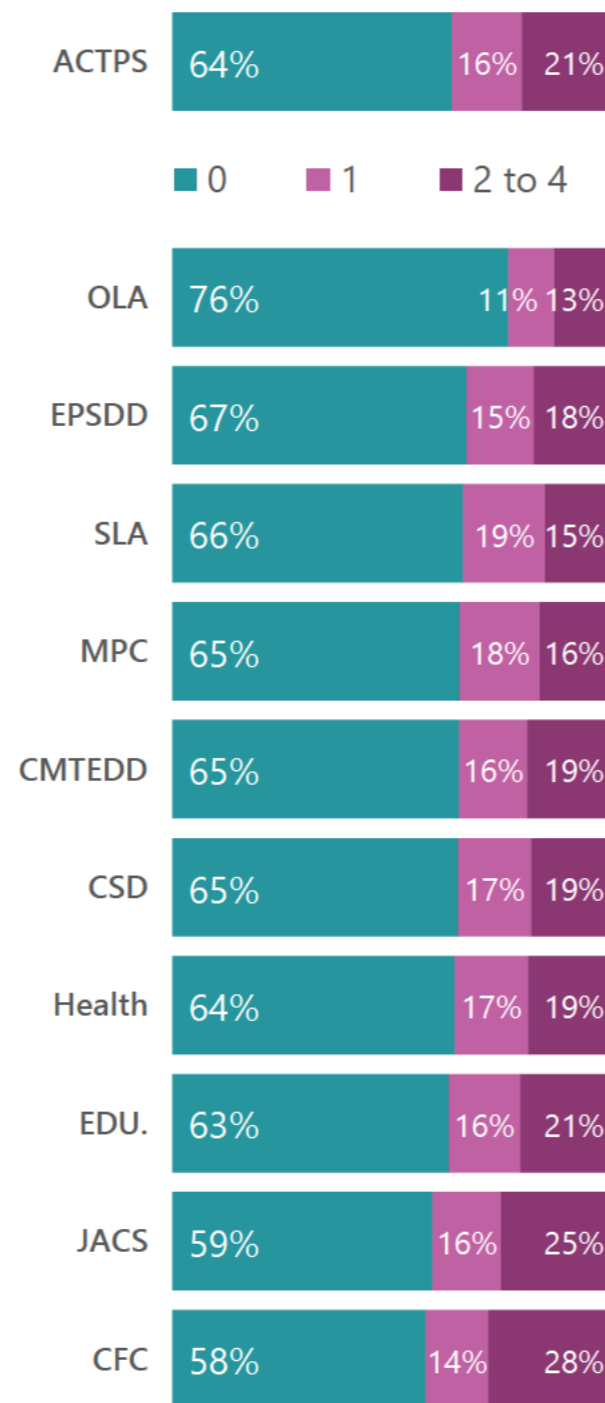
- Rarely/never enthusiastic
- Rarely/never happy
- Always/often miserable
- Always/often burned out

Overall, **64% of ACTPS employees reported no frequent experience of negative emotions as a result of work** in the last three months, 16% had frequently experienced one negative emotion and 21% reported more than one.

The chart on the right illustrates that there is a **clear relationship between wellbeing and employee commitment or goodwill towards one another**. This is particularly eroded when more than one negative emotion is frequently felt.

IMPACT OF WELLBEING AT WORK

NUMBER OF FREQUENT NEGATIVE EMOTIONS EXPERIENCED IN THE LAST 3 MONTHS



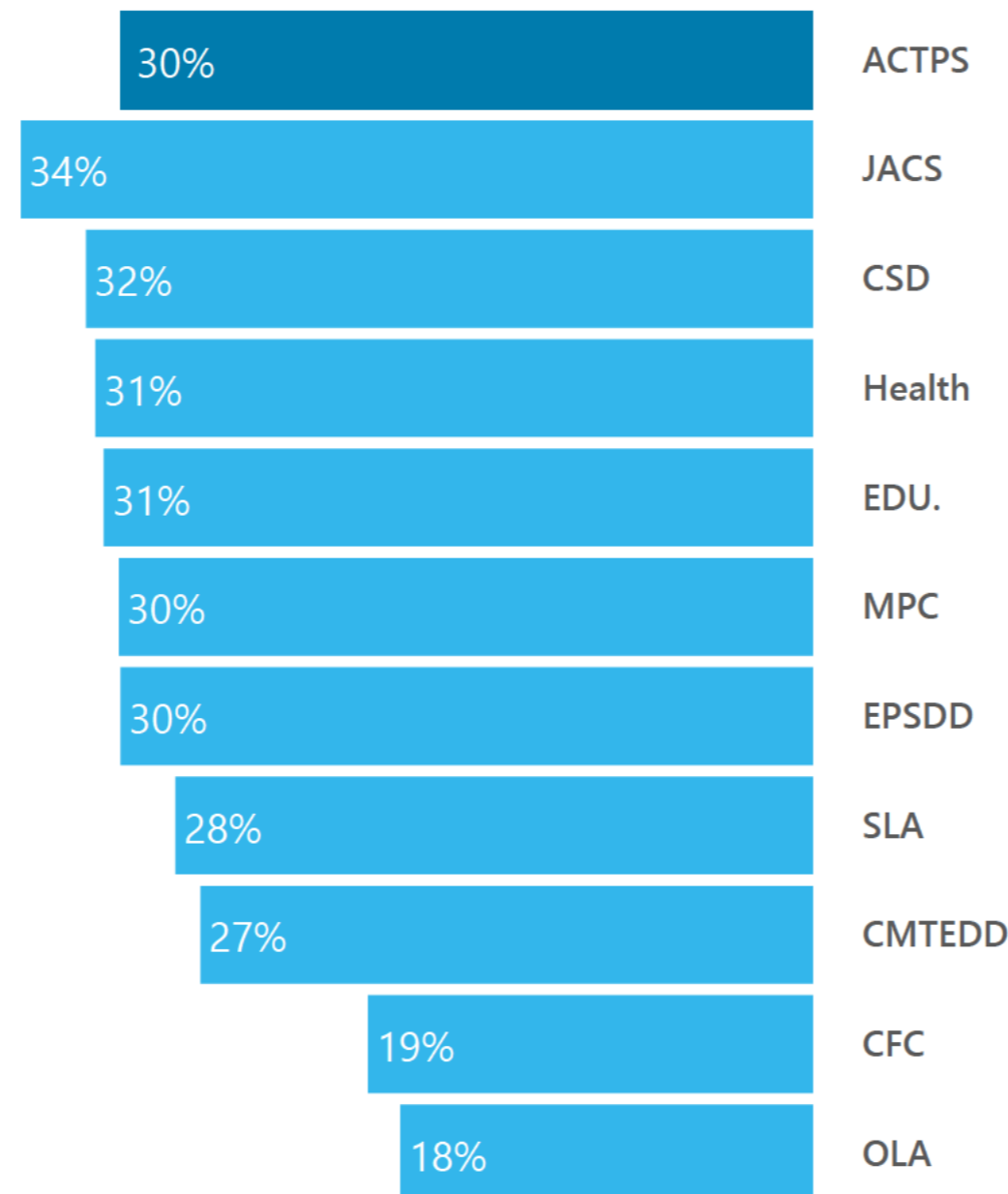
Across the Service, **30% of staff reported high, very high, or severe level of work-related stress.**

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 ACROSS DIRECTORATES

CURRENT LEVEL OF WORK-RELATED STRESS
% high, very high, severe



MAIN CAUSES OF WORK-RELATED STRESS
Top 2 causes for each directorate

Time pressure	Amount of work (workload)
Time pressure	Staff shortages
Time pressure	Amount of work (workload)
Time pressure	Amount of work (workload)
Time pressure	Amount of work (workload)
Time pressure	Amount of work (workload)
Time pressure	Amount of work (workload)
Time pressure	Amount of work (workload)
Time pressure	Amount of work (workload)
Time pressure	Social environment (relationships with colleagues, managers, leaders)
Competing home-work responsibilities (includes caring)	Time pressure/Amount of work/ Social environment

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

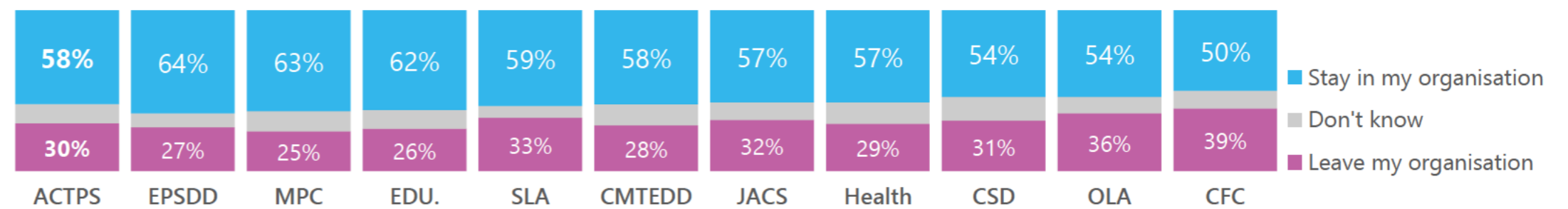
58% of ACTPS employees expect to stay in their directorate, with 30% expecting to leave, and 12% uncertain. These are shown in the top chart.

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

CAREER INTENTIONS

ACROSS DIRECTORATES

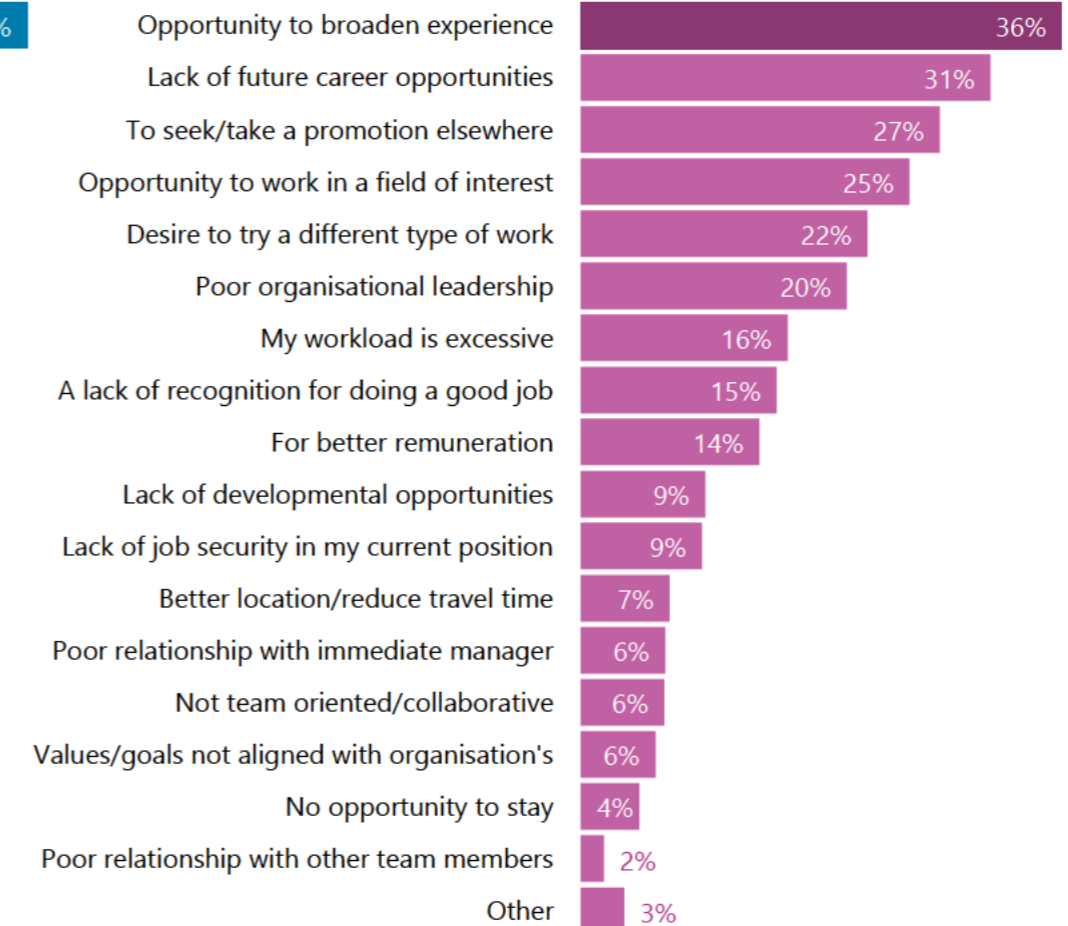
Which of the following best describes your most likely career plan for the next two years?



REASONS FOR STAYING



REASONS FOR LEAVING



Building on our strengths and areas where we can do better



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

These factors are where the directorate scored well, compared to the ACTPS average.

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

STRENGTHS FOR EACH DIRECTORATE

	JACS	CMTEDD	OLA	MPC	Health	EPSDD	EDU.	CFC	CSD	SLA
Innovation	Dark Blue	Dark Blue	Dark Blue							
Inclusivity	Dark Blue	Dark Blue								
Change management	Dark Blue	Dark Blue								
Support for health and wellbeing	Dark Blue									
Supervisor performance			Dark Blue		Dark Blue	Dark Blue				
Learning and development			Dark Blue	Dark Blue						
Support for supervisor				Dark Blue						
Internal communication							Dark Blue			
Organisational trust							Dark Blue			
Barriers to productivity							Dark Blue			
Consultation			Dark Blue					Dark Blue		
Job security								Dark Blue		
Mobility								Dark Blue	Dark Blue	
Autonomy								Dark Blue	Dark Blue	
Customer service culture									Dark Blue	
Team culture										Dark Blue

NOTE: Darker blue indicates key drivers of Key Outcome Measures

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

These factors are where the directorate scored weaker, compared to the ACTPS average.

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

Additional perspectives on the survey results indicate that:

- **executives** tend to be more positive across most workplace factors (apart from workload management);
- **new employees to directorates** and **employees who are new to a role** tend to be more positive as well; and
- optimism declines the longer employees stay in directorates and job roles.

There were no significant differences between males and females. However additional support could be directed to employees who do not identify as male or female and employees with disability.

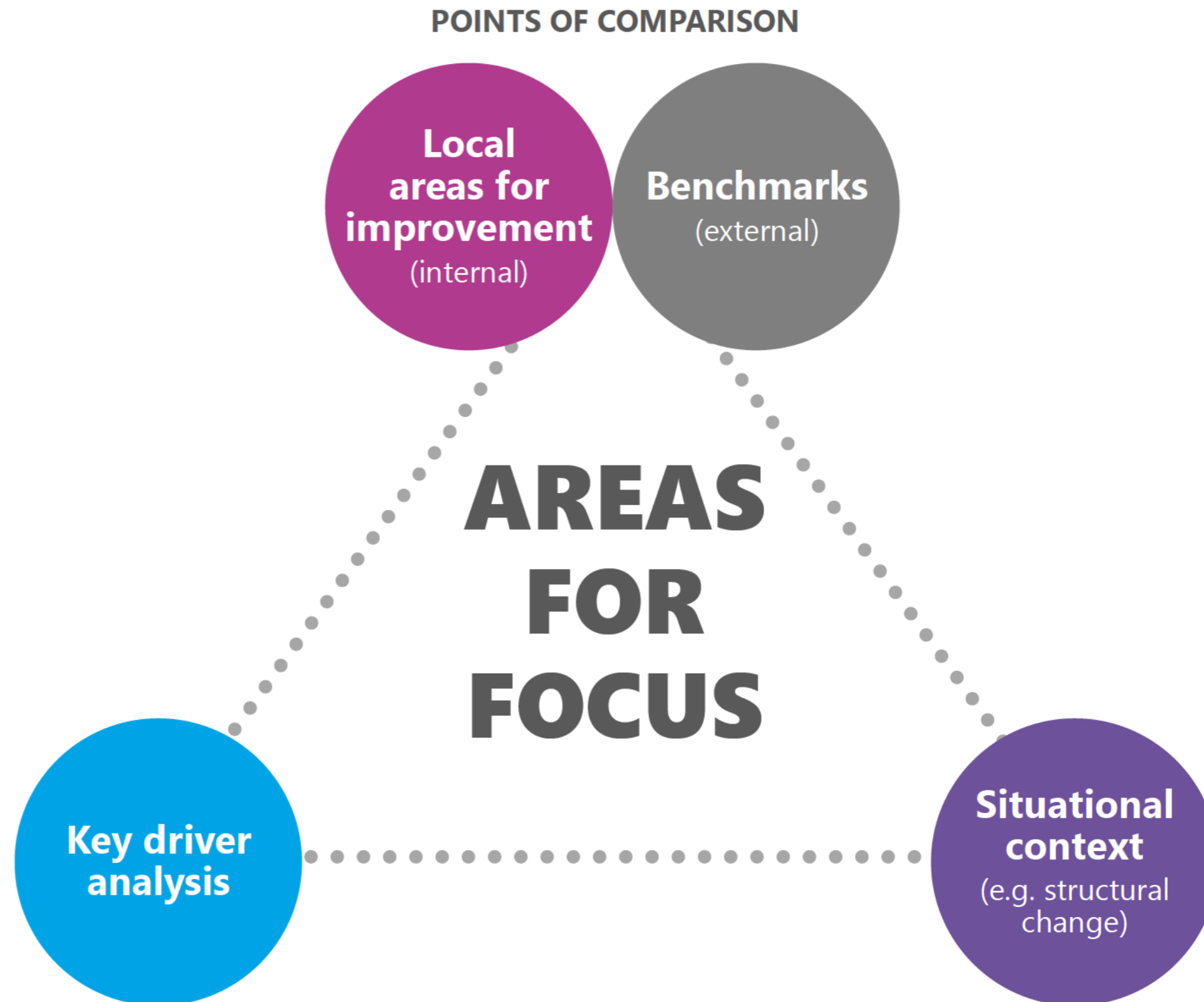
AREAS FOR IMPROVEMENT FOR EACH DIRECTORATE

	EPSDD	SLA	EDU.	JACS	OLA	CFC	CMTEDD	Health	MPC	CSD
Autonomy	Dark Blue	Dark Blue								
Learning and development	Dark Blue	Dark Blue								
Support for health and wellbeing	Dark Blue	Dark Blue								
Innovation		Dark Blue								
Barriers to productivity		Dark Blue				Dark Blue				
Customer service culture			Dark Blue			Dark Blue			Dark Blue	
Support for supervisor			Dark Blue		Dark Blue					
Job security			Dark Blue	Dark Blue						
Leadership					Dark Blue				Dark Blue	
Workload management					Dark Blue	Dark Blue				
Organisational trust					Dark Blue					
Intrinsic rewards							Dark Blue	Dark Blue		
Internal communication								Dark Blue	Dark Blue	
Change management								Dark Blue		
Recent performance	Dark Blue								Dark Blue	
Inclusivity	Dark Blue									
Job-skills match										Dark Blue
Consultation										Dark Blue

NOTE: Darker blue indicates key drivers of Key Outcome Measures

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 the ACTPS as a whole.
- **External benchmarks.** How your work area is performing relative to other public sector benchmarks e.g. APS results.
- **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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