



ACT
Government

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 2022-269

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)	18
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: FOI Request | ACT Public Service Employee Survey - CMTEDD
Date: Wednesday, 31 August 2022 1:56:48 PM

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 results of the November 2021 ACT Public Service Employee Survey, which have been provided to the CMTEDD Directorate by the Pilot ACTPS Survey team.

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

Best,





ACT
Government

Chief Minister, Treasury and
Economic Development

Our ref: CMTEDDFOI2022-269



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 31 August 2022, in which you sought access to *a copy of the results of the November 2021 ACT Public Service Employee Survey, specific to the CMTEDD Directorate*.

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 your access application on 29 September 2022.

Decision on access

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

I have included as **Attachment A** to this decision a 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 the 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 CMTEDDFOI2022-269 or email CMTEDDFOI@act.gov.au.

Yours sincerely,



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

27 September 2022



ACT
Government

Chief Minister, Treasury and
Economic Development

FREEDOM OF INFORMATION REQUEST SCHEDULE

WHAT ARE THE PARAMETERS OF THE REQUEST	Reference NO.
A copy of the results of the November 2021 ACT Public Service Employee Survey, specific to the CMTEDD Directorate.	CMTEDDFOI2022-269

Ref No	Page number	Description	Date	Status	Reason for Exemption	Online Release Status
1	1-22	ACT Government 2021 Employee Survey Directorate-level presentation CMTEDD	November 2021	Full	N/A	Yes
Total No of Docs						
1						

ACT GOVERNMENT

2021 EMPLOYEE SURVEY

Directorate-level presentation | CMTEDD

November 2021



ACT
Government





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

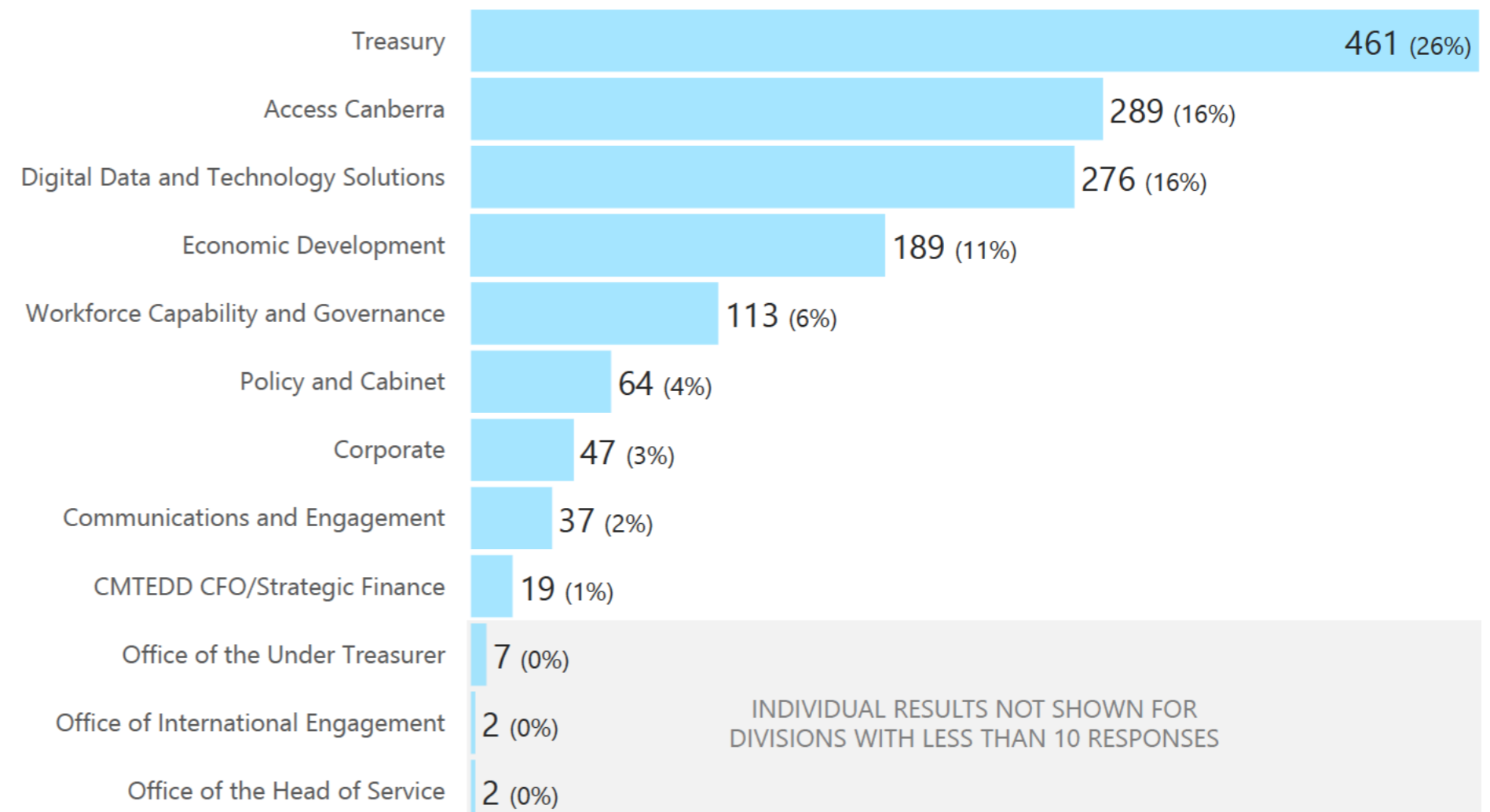


Reporting based on:
199 questions

RESPONSE NUMBERS and PARTICIPATION RATE

CMTEDD	1,767 responses	61%
ACTPS	5,664 responses	58%

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 Chief Minister, Treasury and Economic Development Directorate (including the ACT Insurance Authority) (CMTEDD).
- CMTEDD will also receive access to an online interactive dashboard system, which provides detailed results on each individual question asked in the survey (including the CMTEDD 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



ACT
Government



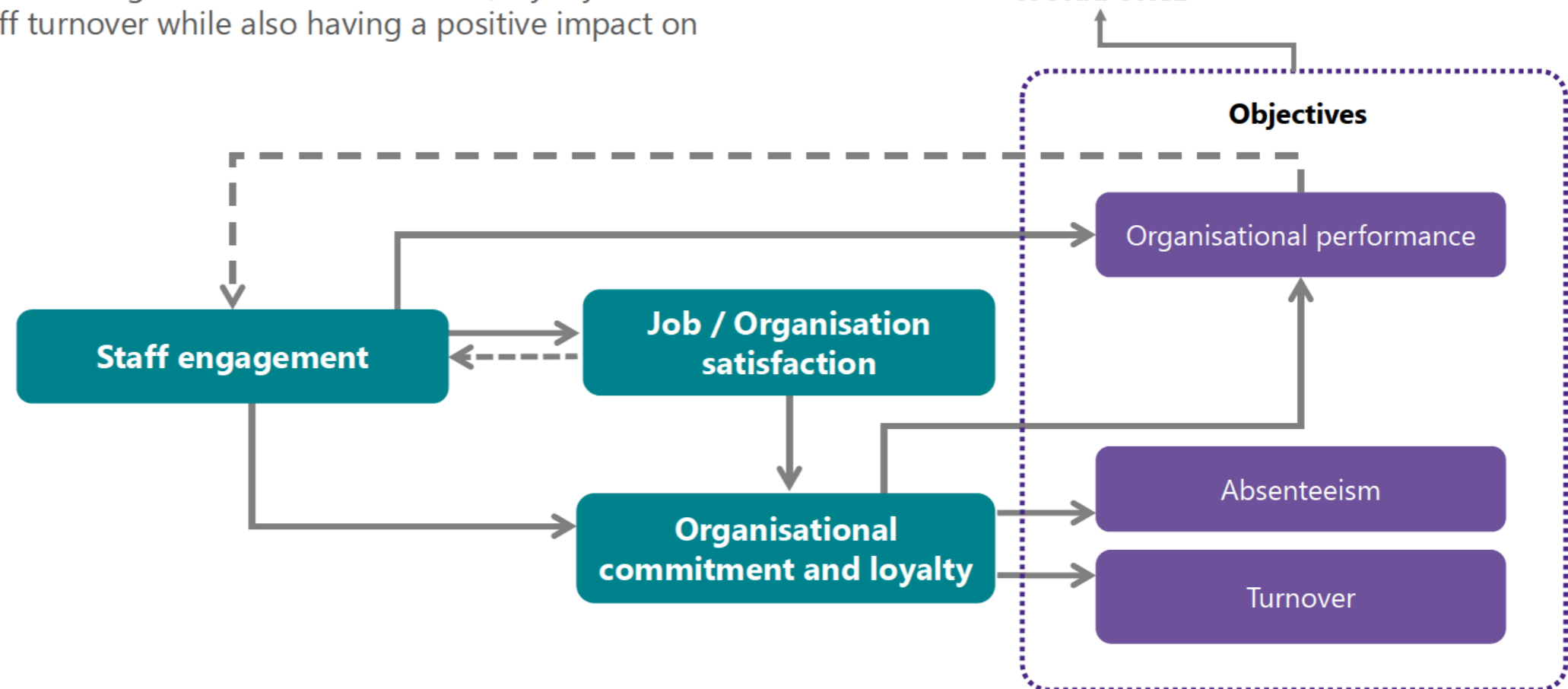
The **High Performing Organisation Model (HPO)** was designed following a comprehensive review of literature and previous research conducted in relation to the key characteristics that drive high performance in businesses. The review found that three key attributes are required to drive high performance,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



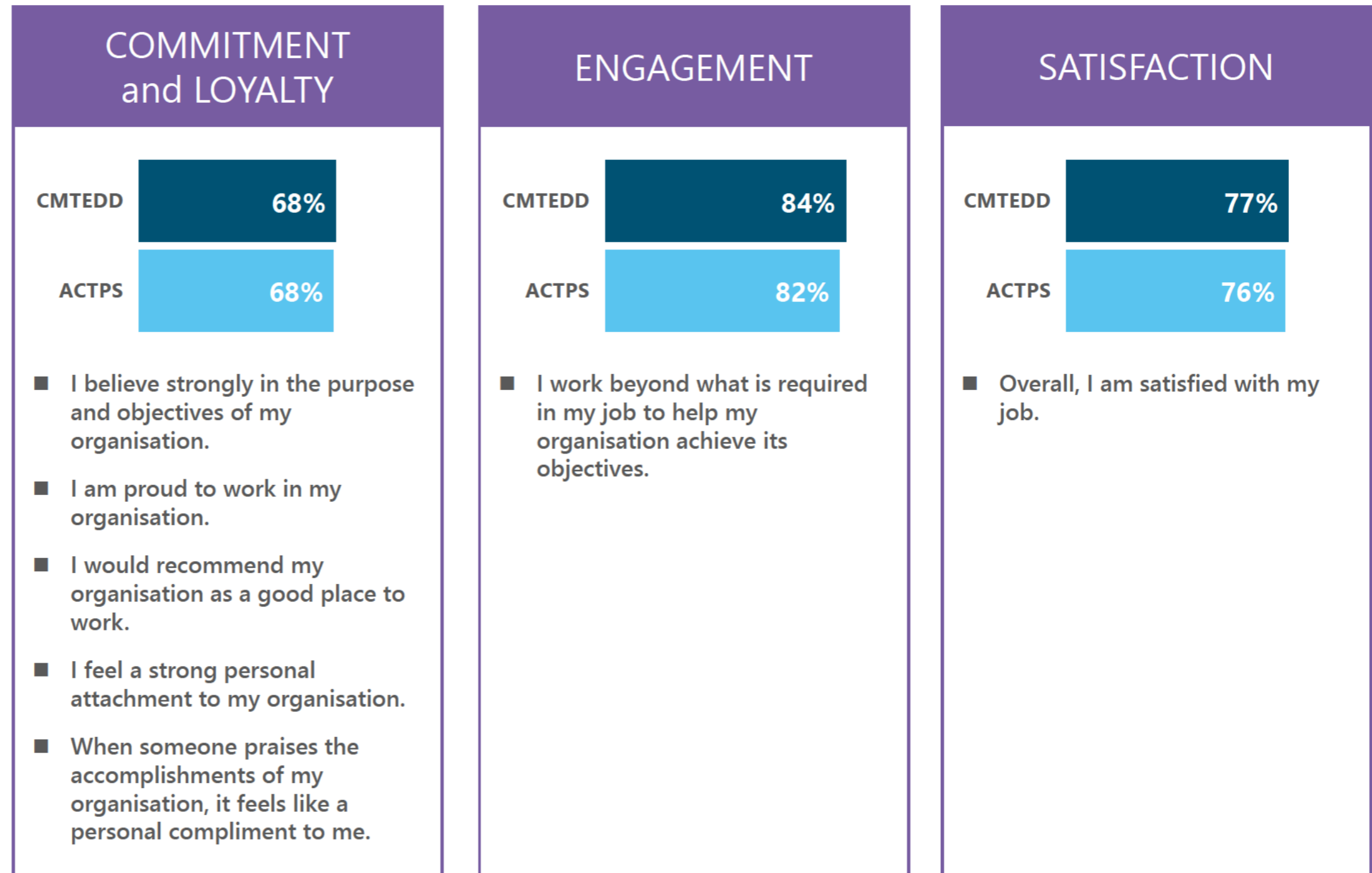
- General workplace themes**
- Leadership Factors
 - Relationship Factors
 - Job and Career Factors
 - Corporate Factors
 - Effectiveness Factors
 - Wellbeing Factors



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

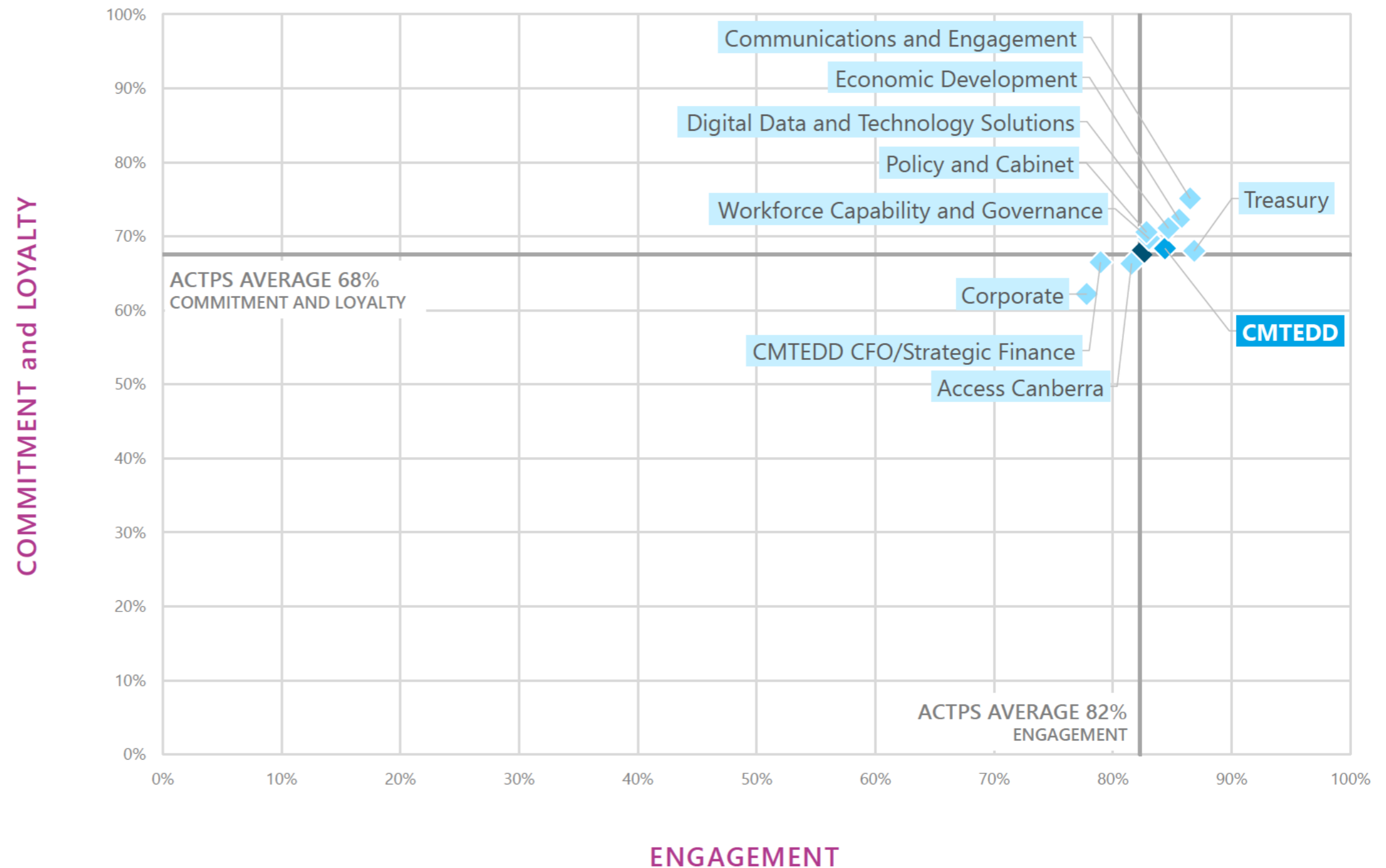
KEY OUTCOME MEASURES

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



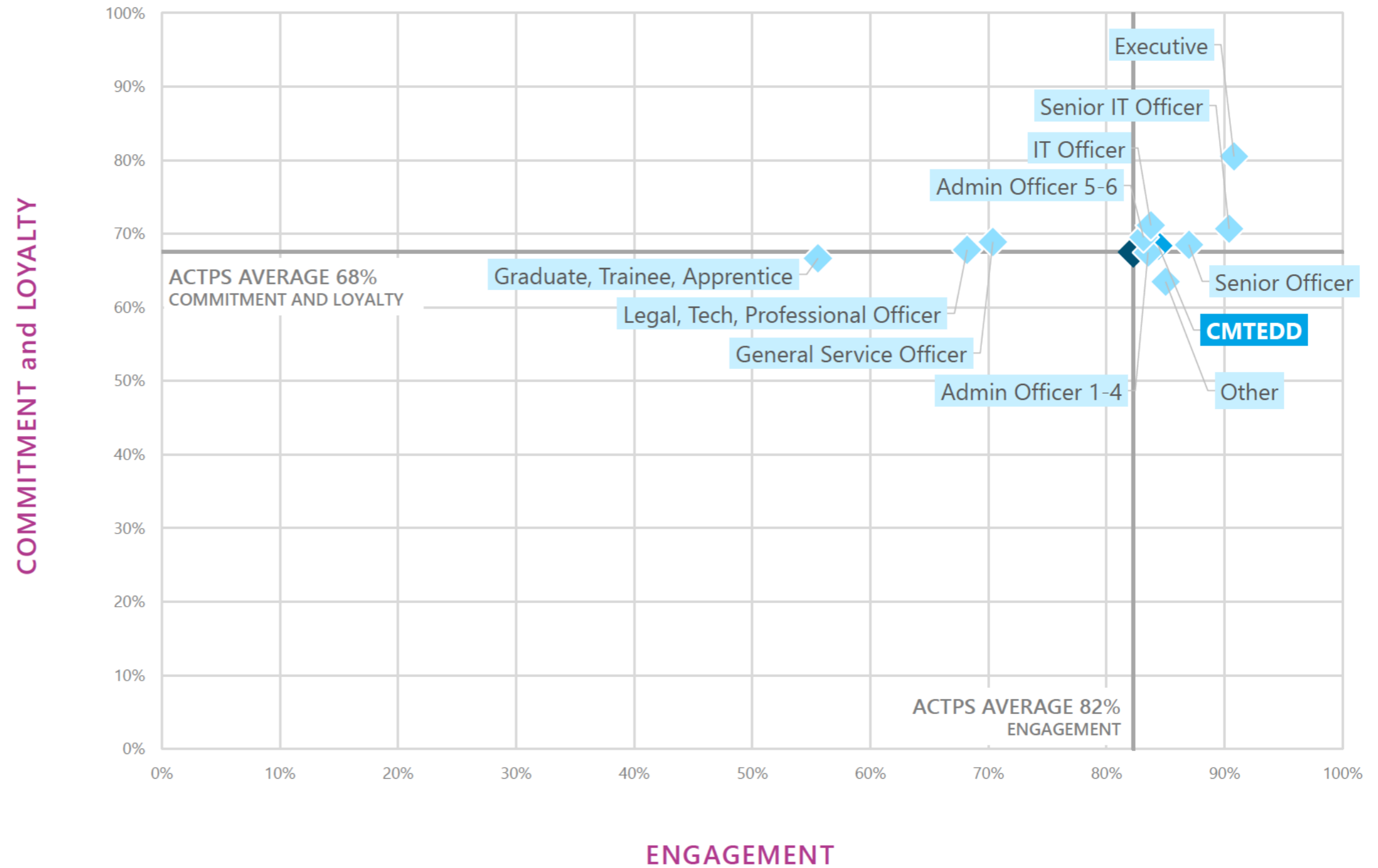
This chart shows the scores for employee organisational **commitment and loyalty**, and **engagement** across CMTEDD divisions.

COMMITMENT/LOYALTY AND ENGAGEMENT SCORES ACROSS DIVISIONS



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

COMMITMENT/LOYALTY AND ENGAGEMENT SCORES ACROSS JOB ROLES



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

Analysis shows that five factors correlated highly with the Key Outcome Measures for CMTEDD:

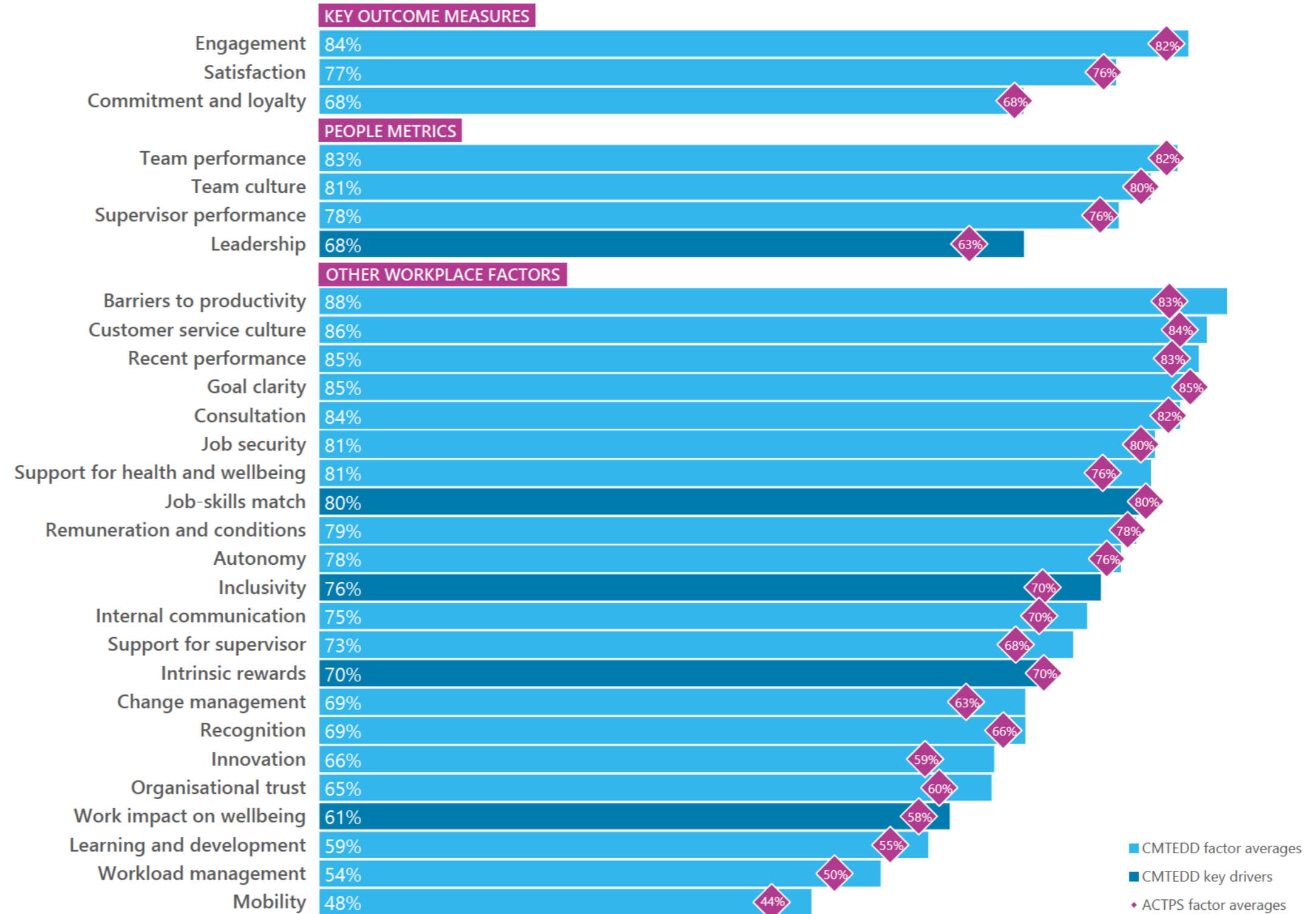
- **Leadership**
- **Job-skills match**
- **Intrinsic rewards**
- **Inclusivity**
- **Work impact on wellbeing**

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

- **56% of the variation in employee engagement**
- **66% of the variation in employee commitment and loyalty**
- **77% of the variation in employee satisfaction**

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

OVERALL SCORES FOR ALL FACTORS



Workplace factors are interrelated.

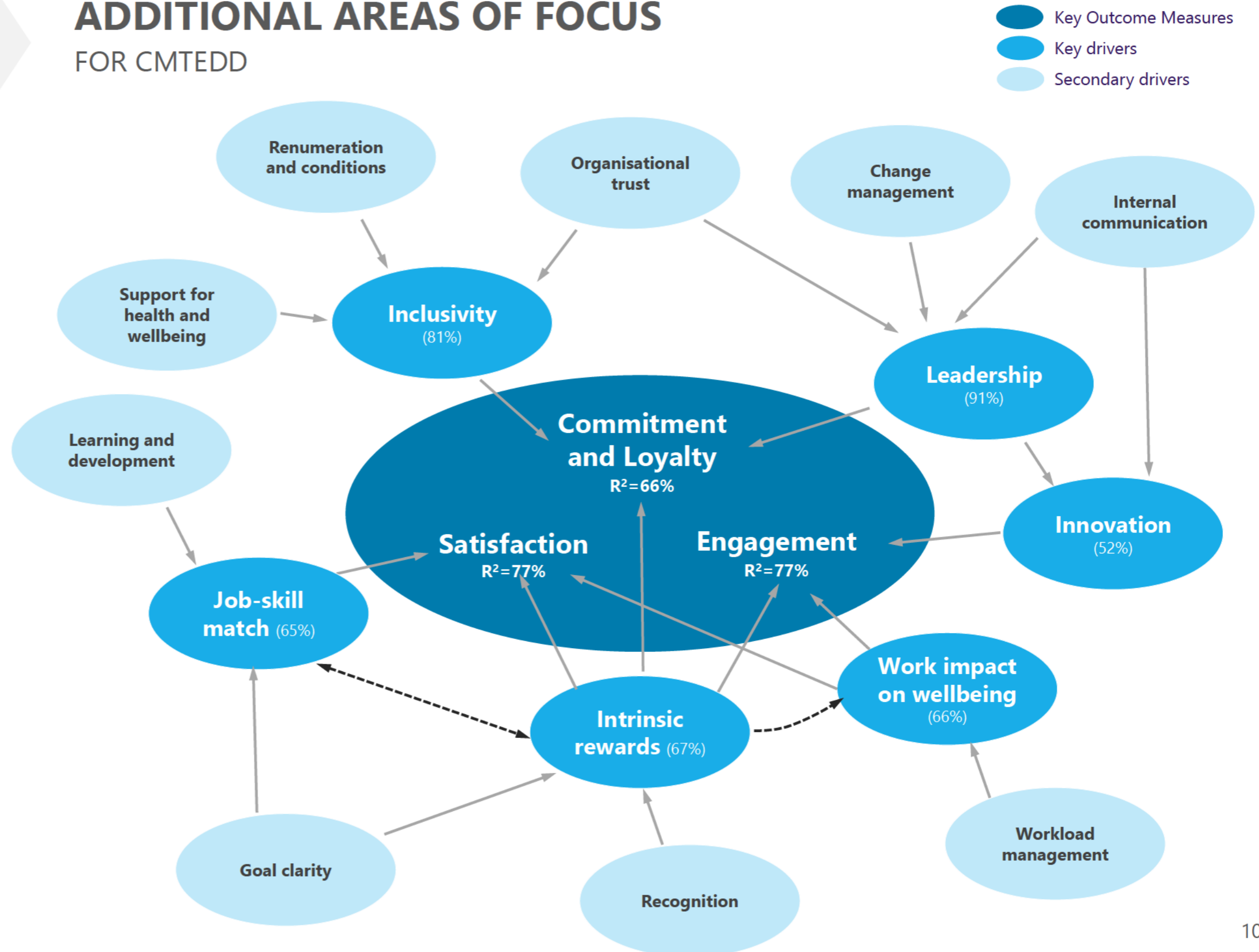
This diagram shows the relationship between the different workplace factors and can offer a deeper understanding of key drivers across CMTEDD that impact on the Key Outcome Measures.

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

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

The percentages within the key drivers circles refer to a factors R^2 scores. This 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 indicators).

ADDITIONAL AREAS OF FOCUS FOR CMTEDD



Opportunities to better understand our workforce

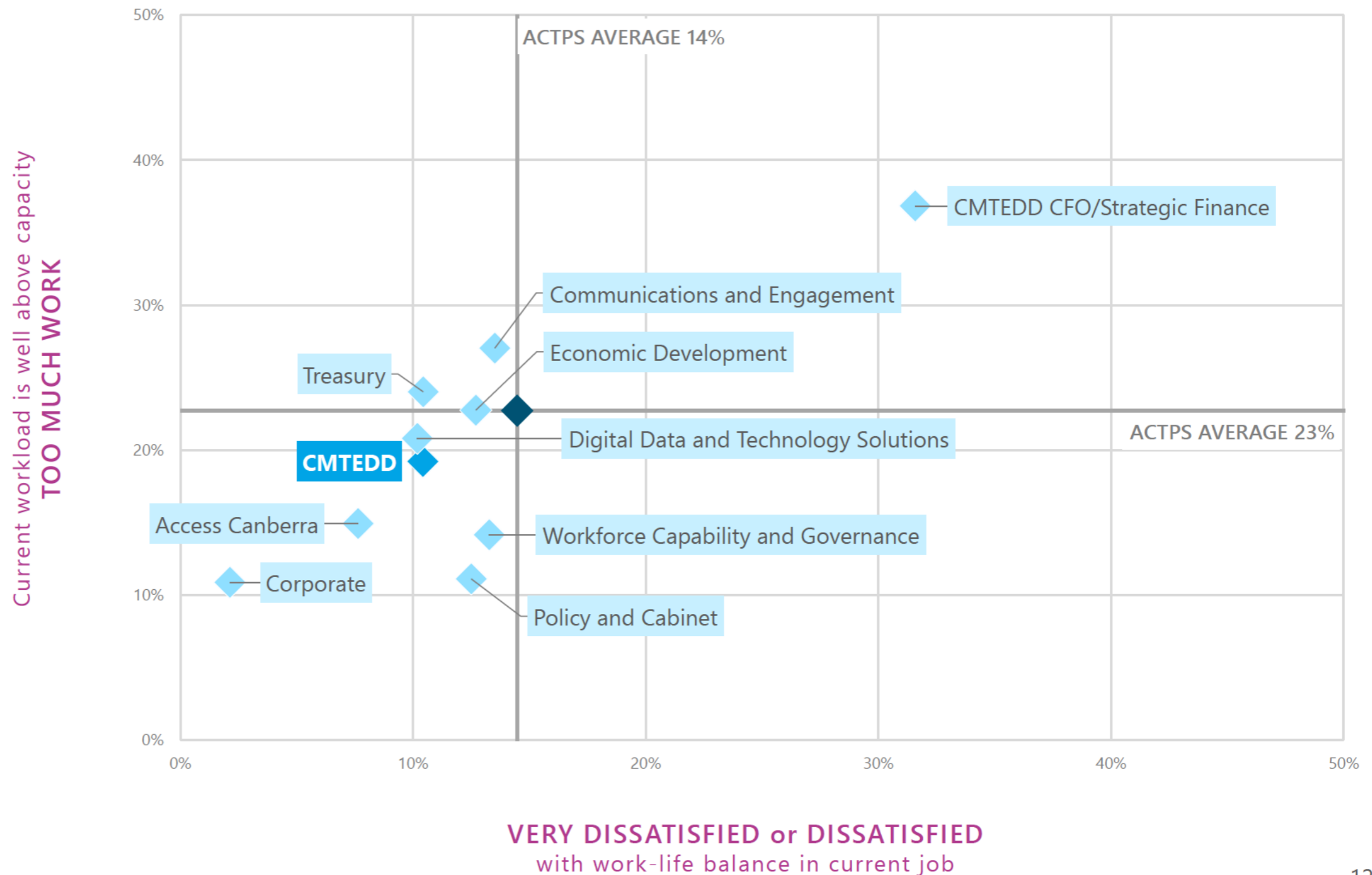
- Workload management
- Productivity barriers
- Inappropriate behaviours
- Wellbeing
- Work stress
- Career intentions



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

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

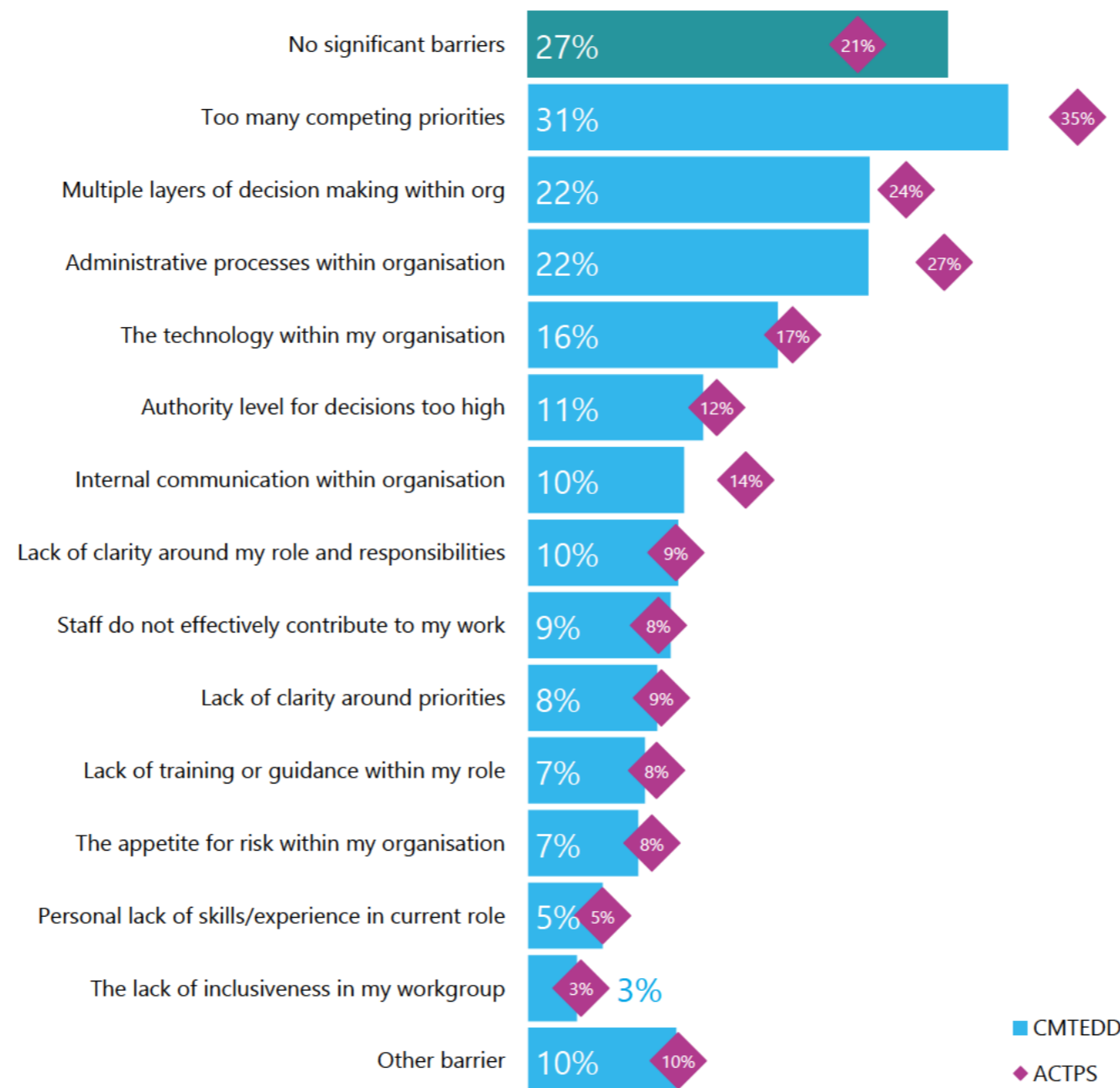
Employees were also asked to nominate up to three barriers to productivity. This page groups performance and productivity barriers.

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

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
Treasury	Too many competing priorities	Administrative processes within organisation
Access Canberra	Multiple layers of decision making	Too many competing priorities
Digital Data and Technology Solutions	Too many competing priorities	Administrative processes within organisation
Economic Development	Too many competing priorities	Multiple layers of decision making
Workforce Capability and Governance	Too many competing priorities	Administrative processes within organisation
Policy and Cabinet	Too many competing priorities	Administrative processes within organisation
Corporate	Too many competing priorities	Multiple layers of decision making
Communications and Engagement	Too many competing priorities	Administrative processes within organisation
CMTEDD CFO/Strategic Finance	Too many competing priorities	Multiple layers of decision making

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

Across CMTEDD:

- **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
- **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

INAPPROPRIATE BEHAVIOURS IN THE LAST 12 MONTHS

% EXPERIENCED

BULLYING



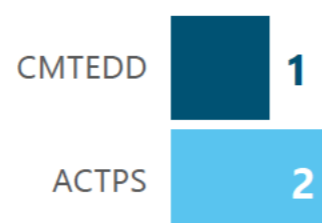
AGGRESSION/VIOLENCE



DISCRIMINATION

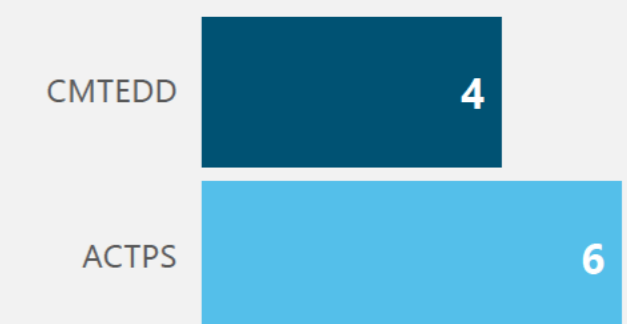


SEXUAL HARASSMENT



% 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:

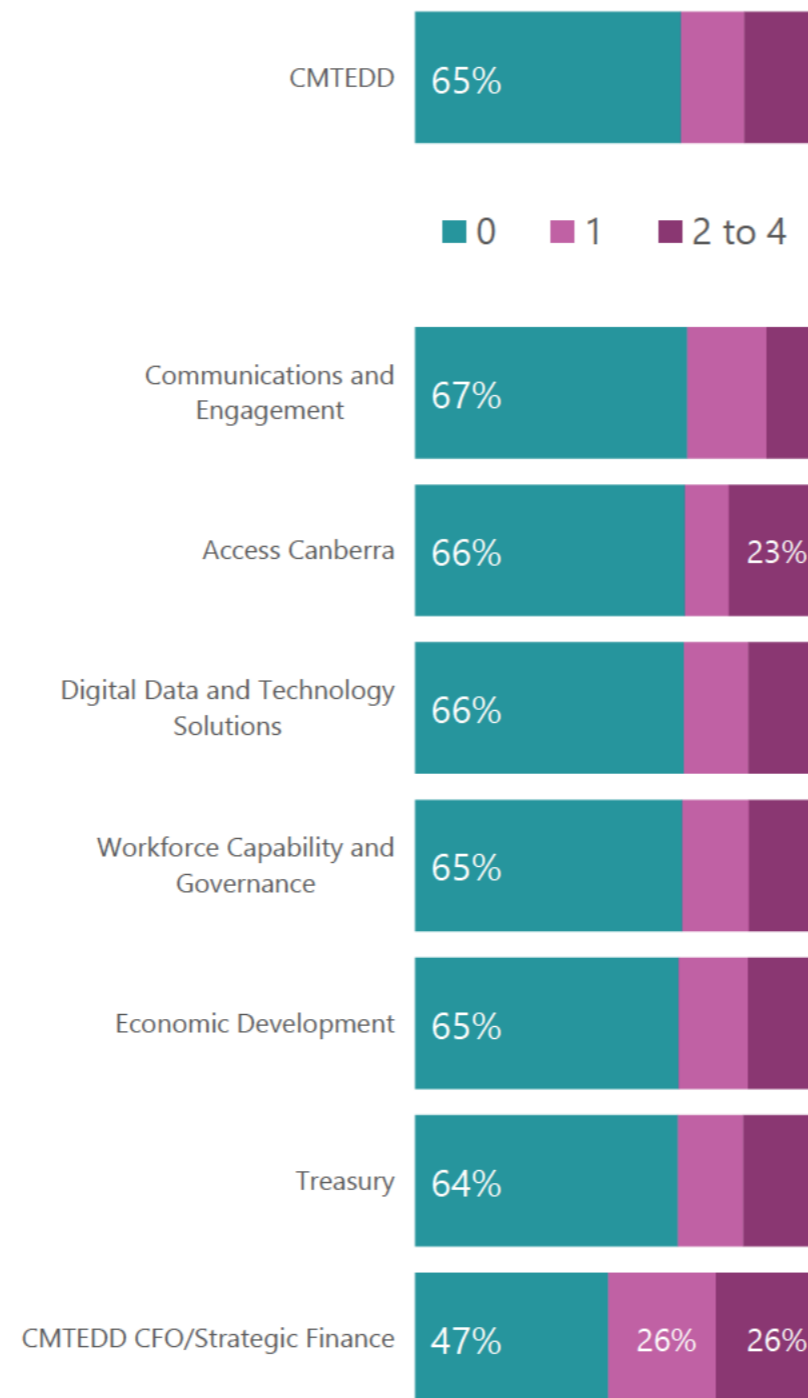
- Rarely/never enthusiastic
- Rarely/never happy
- Always/often miserable
- Always/often burned out

Overall, **65% of CMTEDD 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 19% reported more than one.

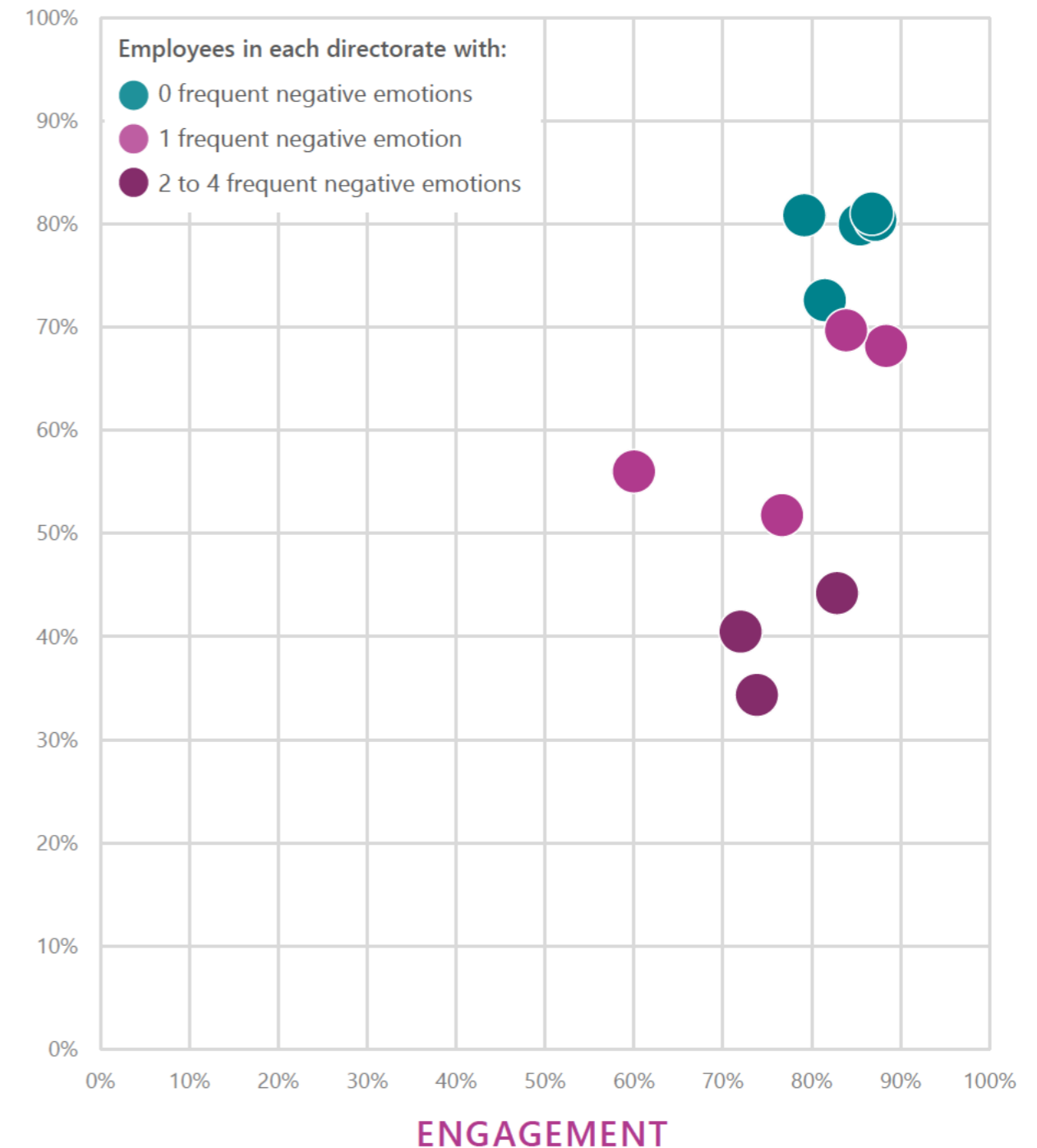
The chart on the right illustrates the **relationship between wellbeing and employee commitment or goodwill towards one another**.

IMPACT OF WELLBEING AT WORK

NUMBER OF FREQUENT NEGATIVE EMOTIONS EXPERIENCED IN THE LAST 3 MONTHS



COMMITMENT AND LOYALTY



Across CMTEDD, **27% of staff reported high, very high, or severe level of work-related stress.**

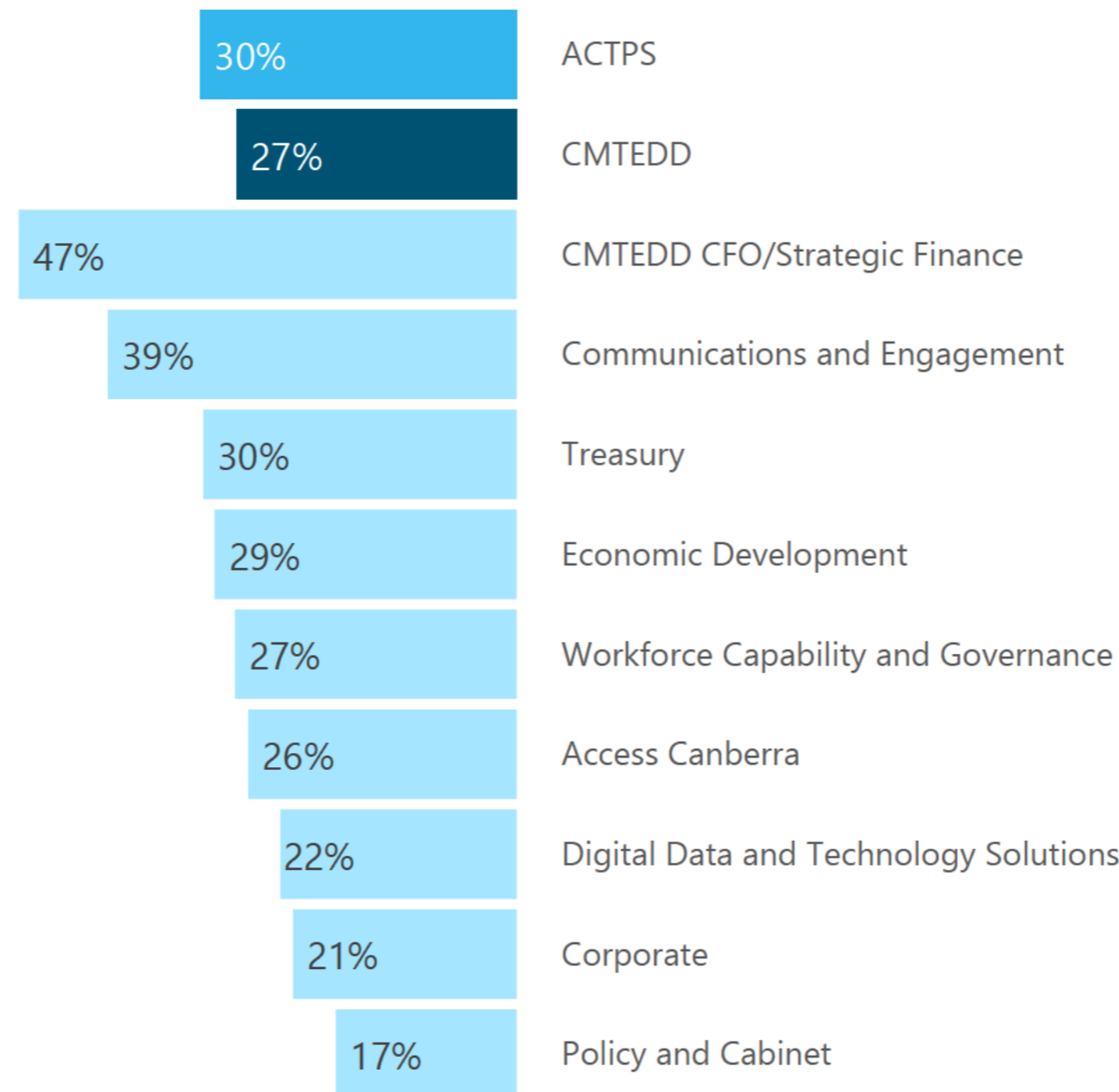
The most common reported causes of work related stress were **time pressure** and **workload**. The chart on the left shows current work-related stress as the percentage of employees that responded high, very high, or severe levels of work-related stress.

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 directorate

Time pressure	Amount of work (workload)
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)
Staff shortages	Amount of work (workload)
Time pressure	Amount of work (workload)
Amount of work (workload)	Dealing with customer, clients or stakeholders
Time pressure	Amount of work (workload)

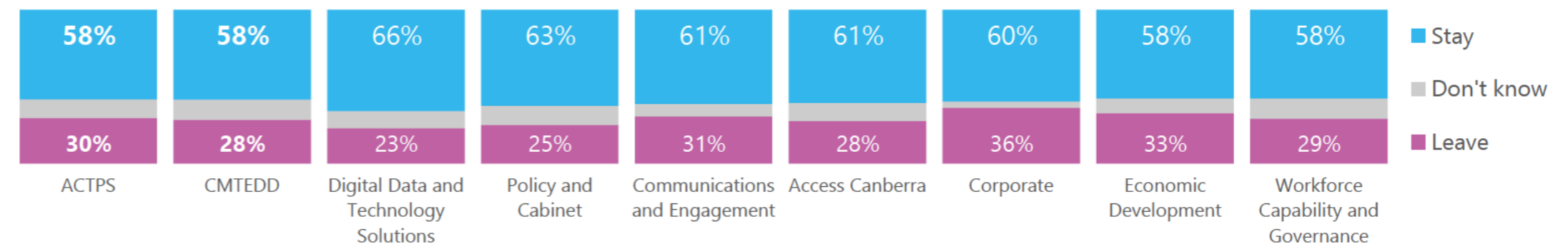
Employees were asked about their career intentions for the next two years.

58% of CMTEDD employees expect to stay in their directorate, with 28% expecting to leave, and 13% 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



ACT
Government



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

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

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

STRENGTHS FOR EACH DIVISION

	Policy and Cabinet	Corporate	Treasury	CMTEDD CFO/Strategic Finance	Digital Data and Technology Solutions	Economic Development	Workforce Capability and Governance	Communication and Engagement	Access Canberra
Change management	Dark Blue	Dark Blue	Dark Blue	Dark Blue					
Leadership	Dark Blue	Dark Blue	Dark Blue					Dark Blue	
Mobility	Dark Blue	Dark Blue		Dark Blue	Dark Blue				
Autonomy	Dark Blue				Dark Blue	Dark Blue			
Job security						Dark Blue			
Organisational trust		Dark Blue					Dark Blue		
Remuneration		Dark Blue					Dark Blue		
Recognition							Dark Blue	Dark Blue	
Innovation								Dark Blue	
Internal communication							Dark Blue		
Supervisor performance								Dark Blue	
Workload management									Dark Blue

NOTE: Darker blue indicates key drivers of Key Outcome Measures

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

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

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

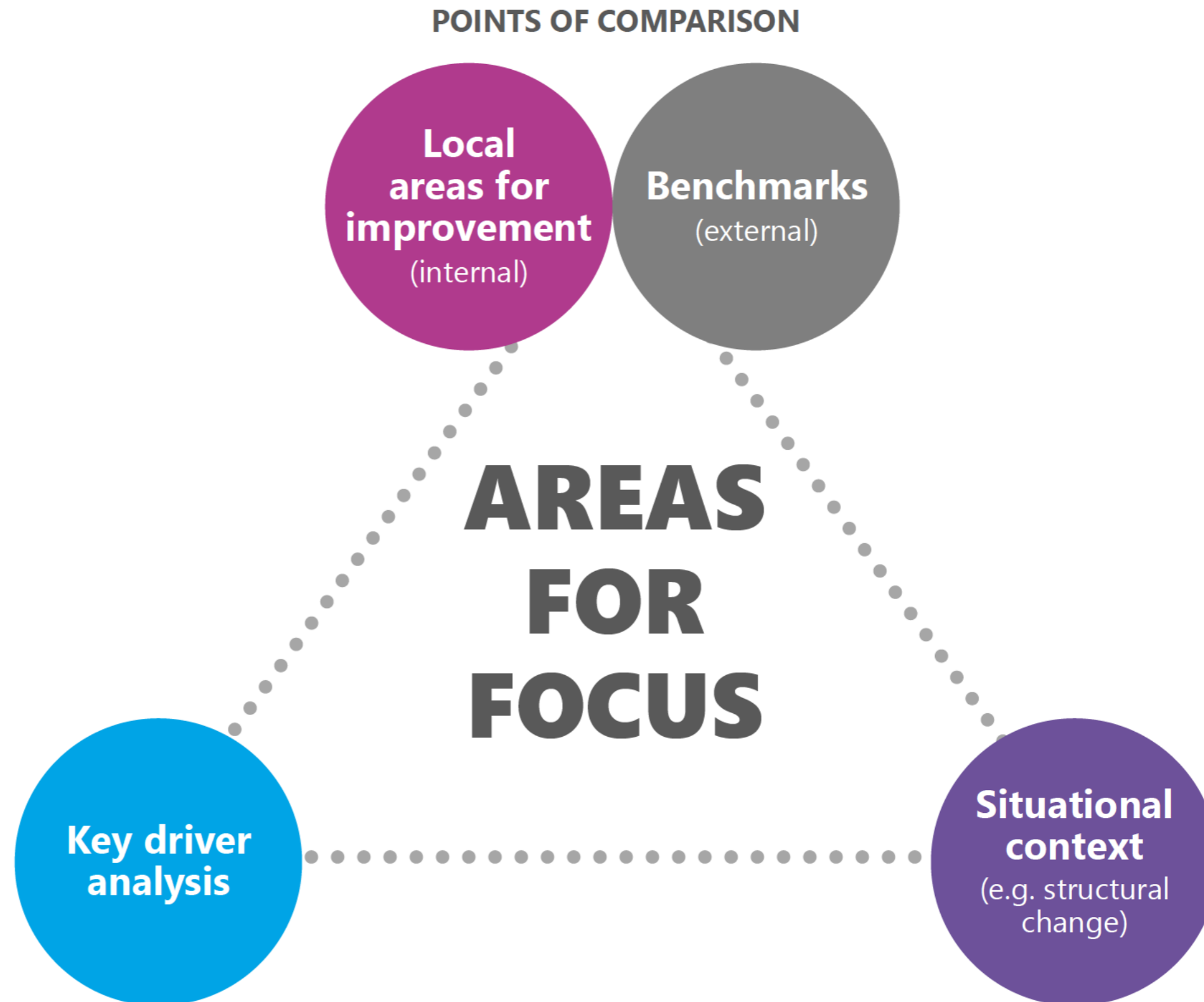
AREAS FOR IMPROVEMENT FOR EACH DIVISION

	CMTEDD CFO/Strategic Finance	Economic Development	Treasury	Communication and Engagement	Policy and Cabinet	Workforce Capability and Governance	Corporate	Access Canberra	Digital Data and Technology Solutions
Workload management	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue				
Learning and development	Dark Blue	Dark Blue				Dark Blue			
Barriers to productivity				Dark Blue		Dark Blue			
Job security				Dark Blue			Dark Blue		
Autonomy	Dark Blue							Dark Blue	
Work impact on wellbeing	Dark Blue								
Remuneration	Dark Blue								
Support for supervisor		Dark Blue							
Mobility		Dark Blue							
Recent performance			Dark Blue						
Recognition								Dark Blue	
Internal communication								Dark Blue	
Organisational trust								Dark Blue	
Leadership									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 CMTEDD 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.





ACT
Government

ORIMA
RESEARCH 