



Dear 

### **DECISION ON YOUR ACCESS APPLICATION**

I refer to your application under section 30 of the *Freedom of Information Act 2016* (FOI Act), received by ACT Health Directorate (ACTHD) on **Wednesday 31 August 2022**.

This application requested access to:

*'A copy of the results of the November 2021 ACT Public Service Employee Survey, specific to the ACT Health Directorate.'*

I am an Information Officer appointed by the Director-General of ACT Health Directorate (ACTHD) under section 18 of the FOI Act to deal with access applications made under Part 5 of the Act. ACTHD was required to provide a decision on your access application by **Thursday 29 September 2022**.

I have identified one document holding the information within scope of your access application. My access decisions are detailed further in the following statement of reasons and the documents released to you are provided as Attachment A to this letter.

In reaching my access decision, I have taken the following into account:

- The FOI Act;
- The contents of the documents that fall within the scope of your request;
- The views of relevant third parties; and
- The *Human Rights Act 2004*.

#### **Decisions on access**

I have decided to grant full access to the one document.

#### **Charges**

Processing charges are not applicable to this request.

#### **Disclosure Log**

Under section 28 of the FOI Act, ACTHD maintains an online record of access applications called a disclosure log. The scope of your access application, my decision and documents released to you will be published in the disclosure log not less than three days but not more than 10 days after the date of this decision. Your personal contact details will not be published.

<https://www.health.act.gov.au/about-our-health-system/freedom-information/disclosure-log>.

### **Ombudsman review**

My decision on your access request is a reviewable decision as identified in Schedule 3 of the FOI 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 ACT Health's disclosure log, or a longer period allowed by the Ombudsman.

If you wish to request a review of my decision you may write to the Ombudsman at:

The ACT Ombudsman  
GPO Box 442  
CANBERRA ACT 2601  
Via email: [ACTFOI@ombudsman.gov.au](mailto:ACTFOI@ombudsman.gov.au)  
Website: [ombudsman.act.gov.au](http://ombudsman.act.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/>

### **Further assistance**

Should you have any queries in relation to your request, please do not hesitate to contact the FOI Coordinator on (02) 5124 9831 or email [HealthFOI@act.gov.au](mailto:HealthFOI@act.gov.au).

Yours sincerely



Jodie Junk-Gibson  
**Executive Branch Manager**  
People Strategy & Culture  
ACT Health Directorate

29 September 2022

ACT GOVERNMENT

# 2021 EMPLOYEE SURVEY

Directorate-level presentation | ACT Health

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**

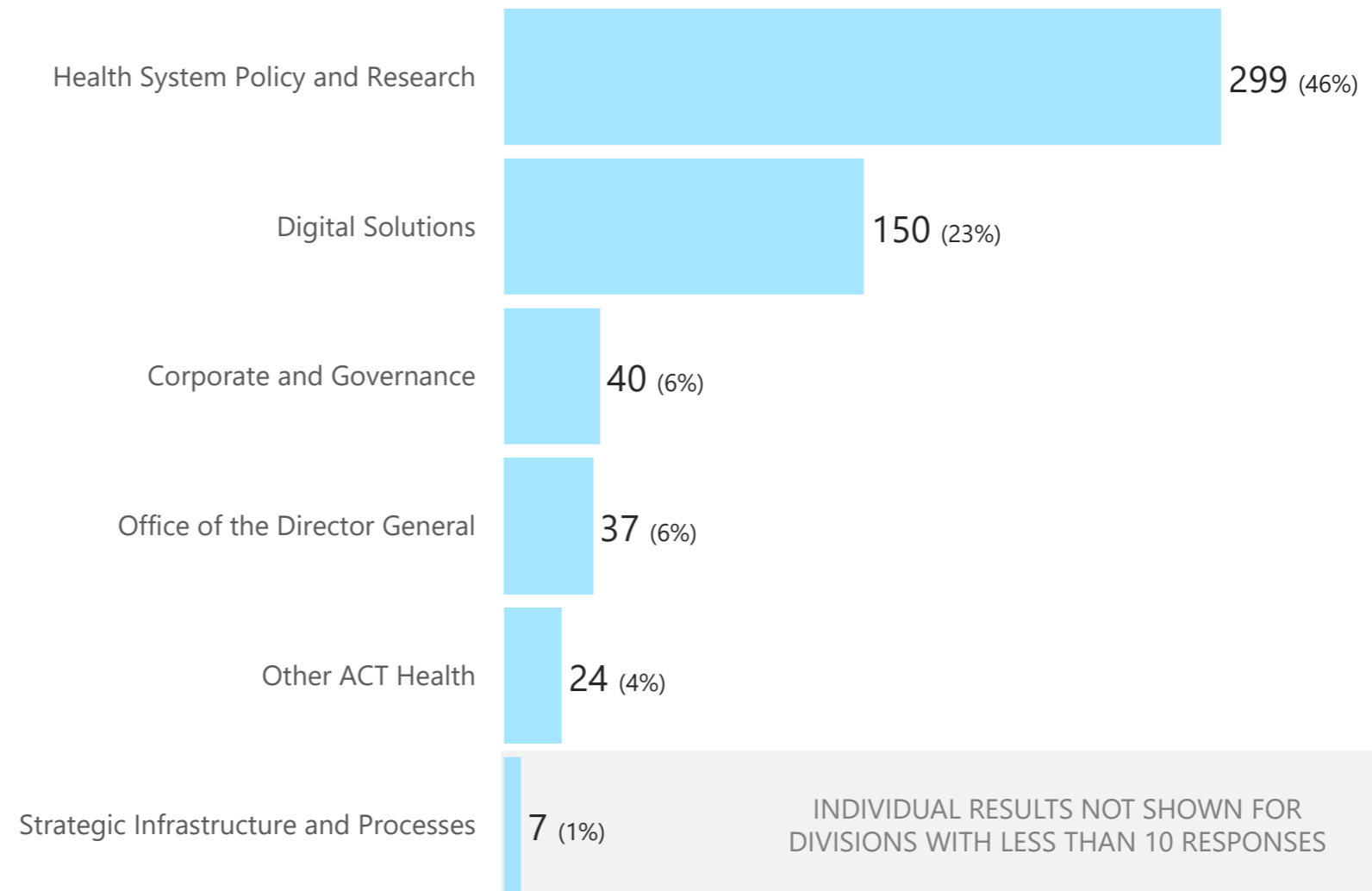


Reporting based on:  
**199 questions**

## 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 ACT Health.
- ACT Health will also receive access to an online interactive dashboard system, which provides detailed results on each individual question asked in the survey (including the ACT Health 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



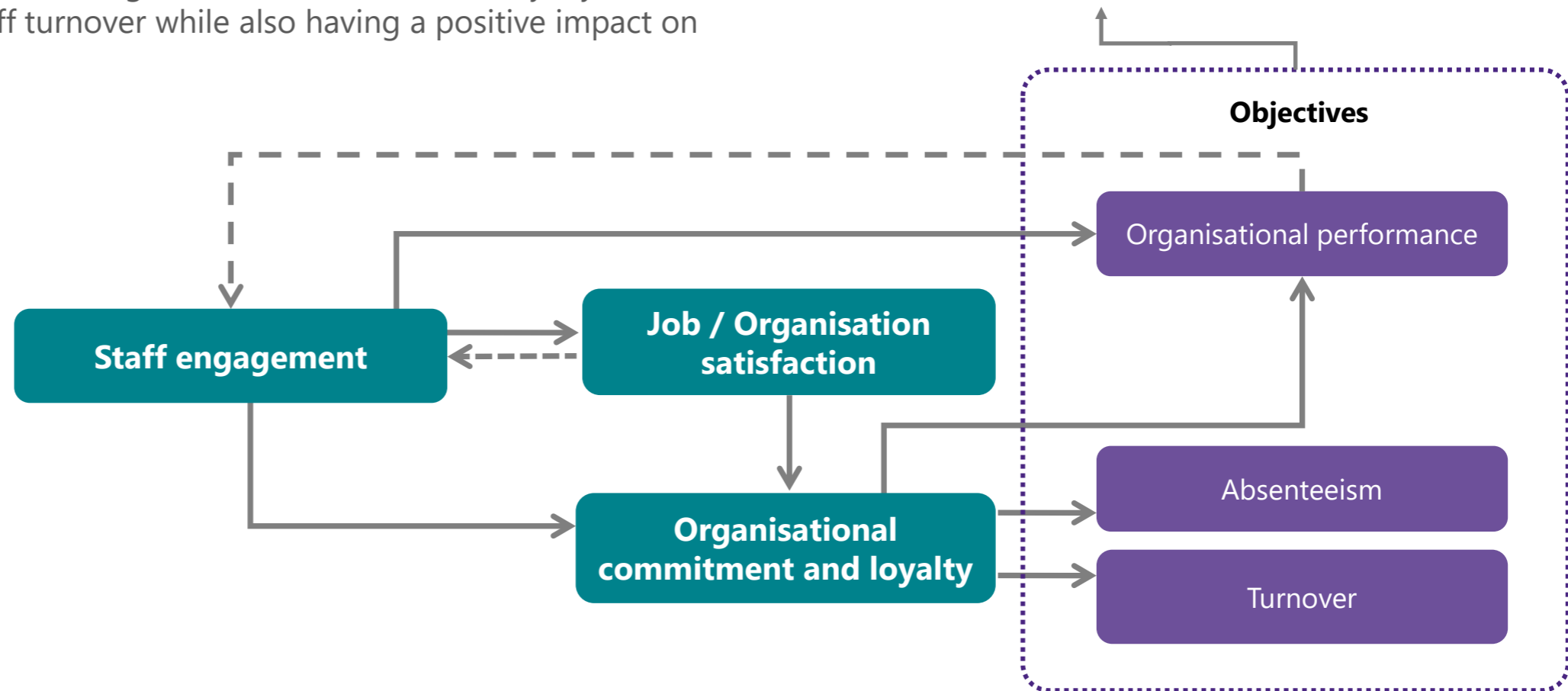
The **High Performing Organisation Model (HPO)** was designed following a comprehensive review of literature and previous research conducted in relation to the key characteristics that drive high performance in businesses. The review found that three key attributes are required to drive high performance,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



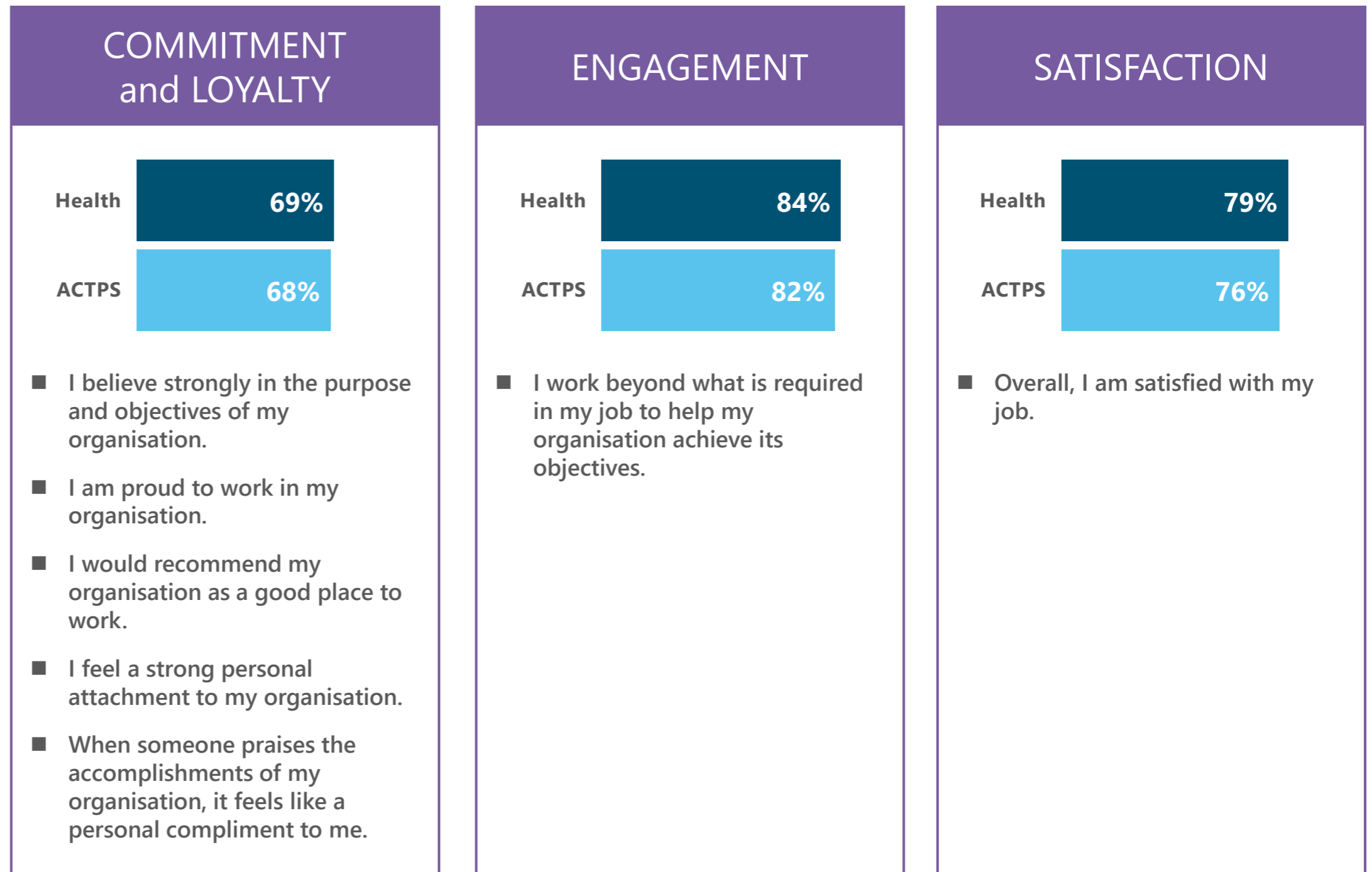
- General workplace themes**
- Leadership Factors
  - Relationship Factors
  - Job and Career Factors
  - Corporate Factors
  - Effectiveness Factors
  - Wellbeing Factors



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

## KEY OUTCOME MEASURES

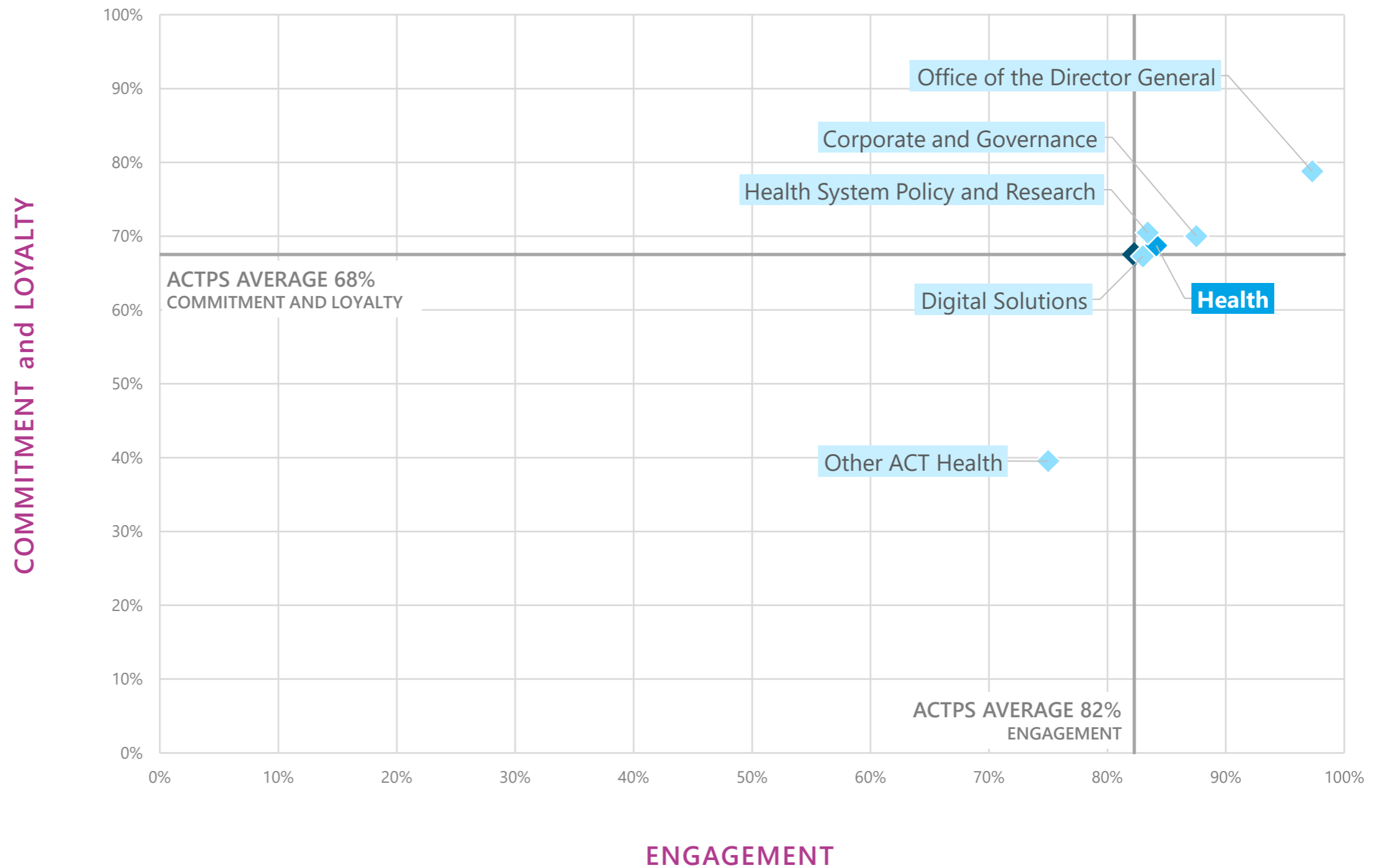
COMPARISON BETWEEN **ACT HEALTH** AND THE **ACT PUBLIC SERVICE**





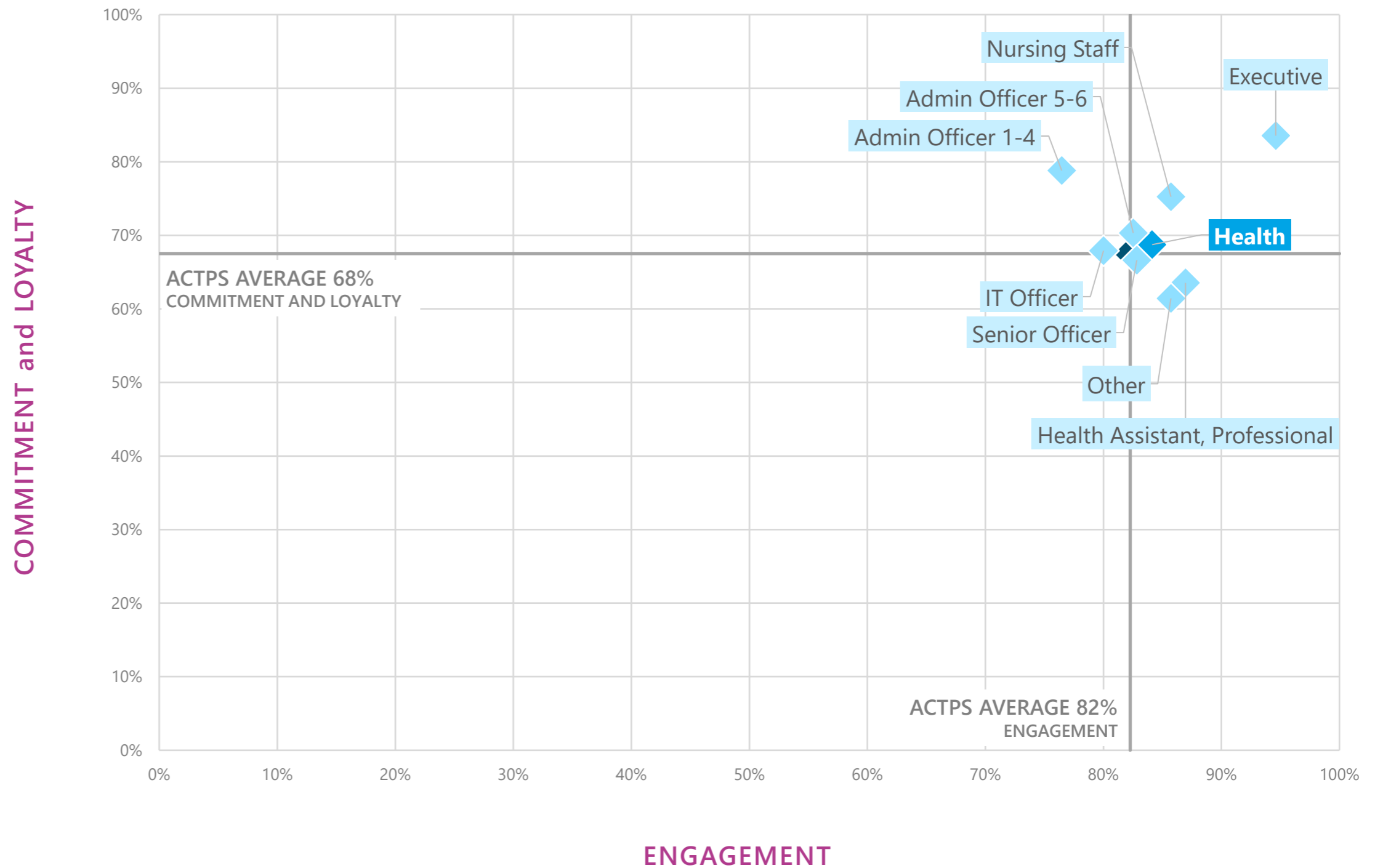
This chart shows the scores for employee organisational **commitment and loyalty**, and **engagement** across ACT Health divisions.

## COMMITMENT/LOYALTY AND ENGAGEMENT SCORES ACROSS DIVISIONS



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

## 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 ACT Health participants.

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

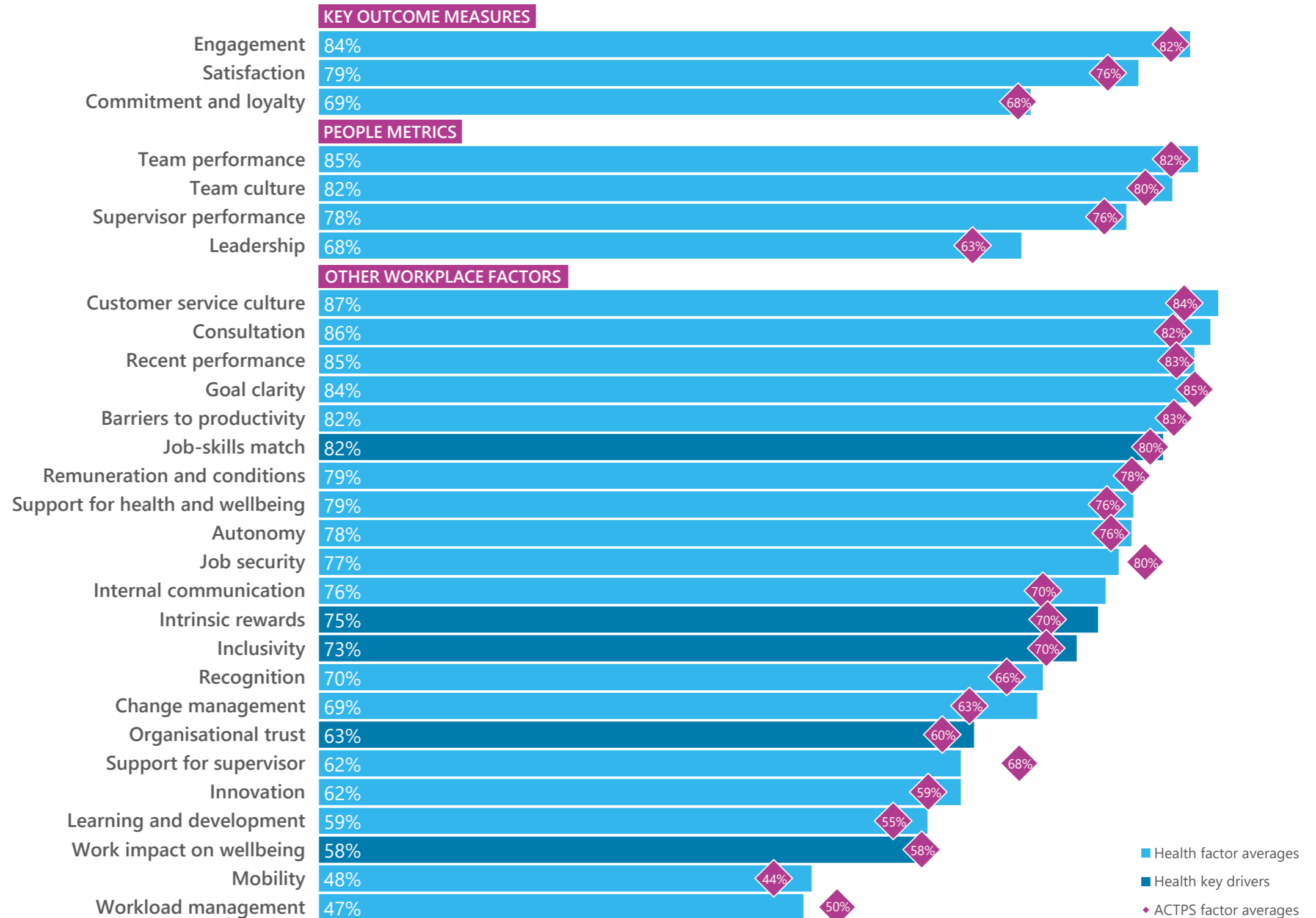
- **Job-skills match**
- **Intrinsic rewards**
- **Inclusivity**
- **Organisational trust**
- **Work impact on wellbeing**

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

- **44% of the variation in employee engagement**
- **57% 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 ACT Health, 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 ACT Health 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:

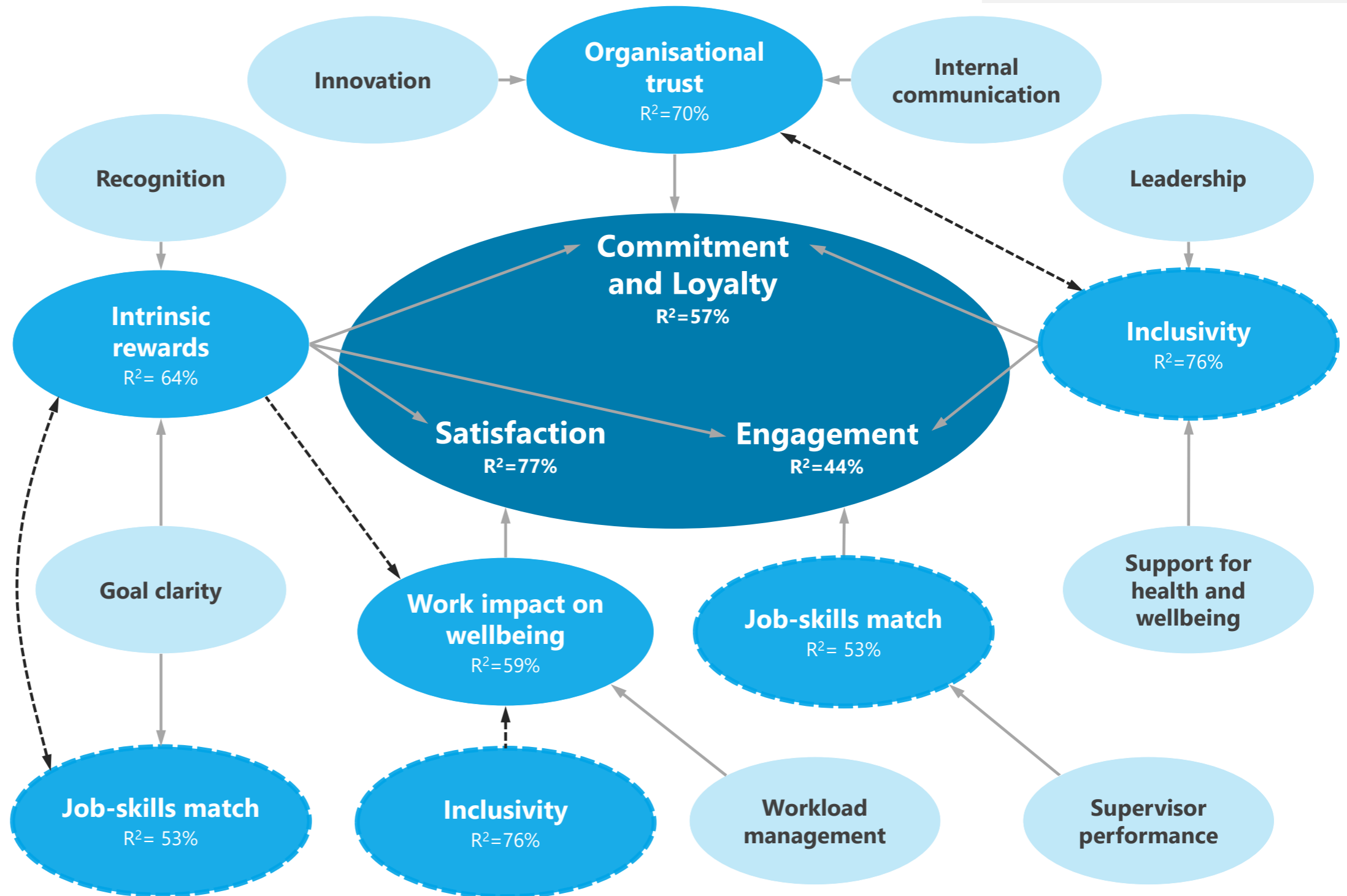
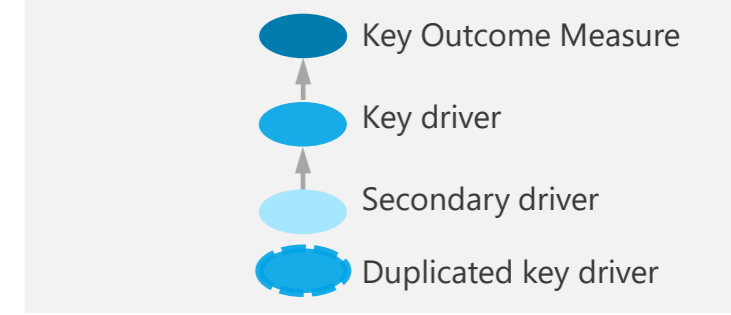
- Recognition, and
- Goal clarity

And other key driver:

- Job-skills match.

The **R<sup>2</sup>** 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 ACT HEALTH



# Opportunities to better understand our workforce

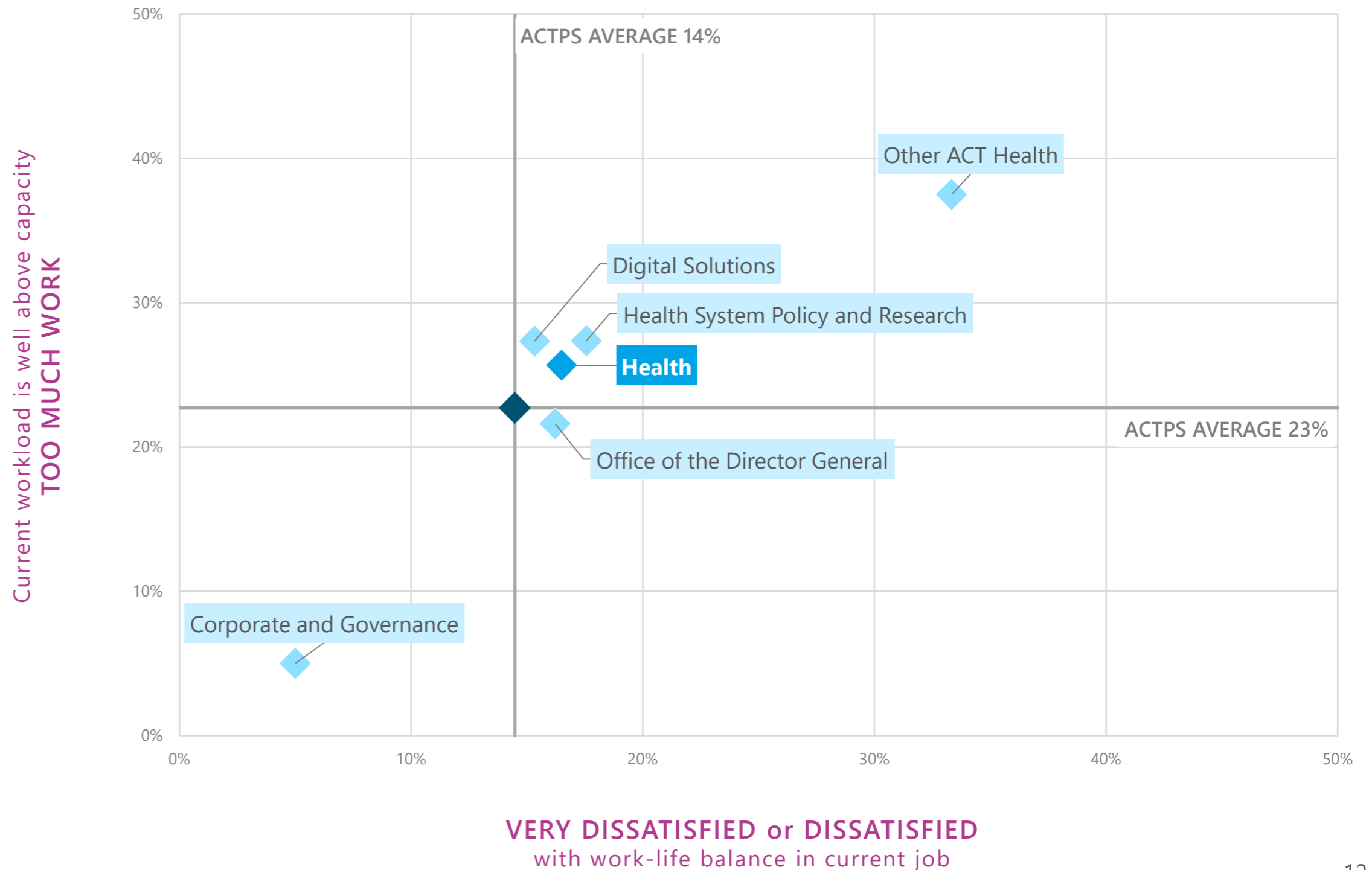
- Workload management
- Productivity barriers
- Inappropriate behaviours
- Wellbeing
- Work stress
- Career intentions



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

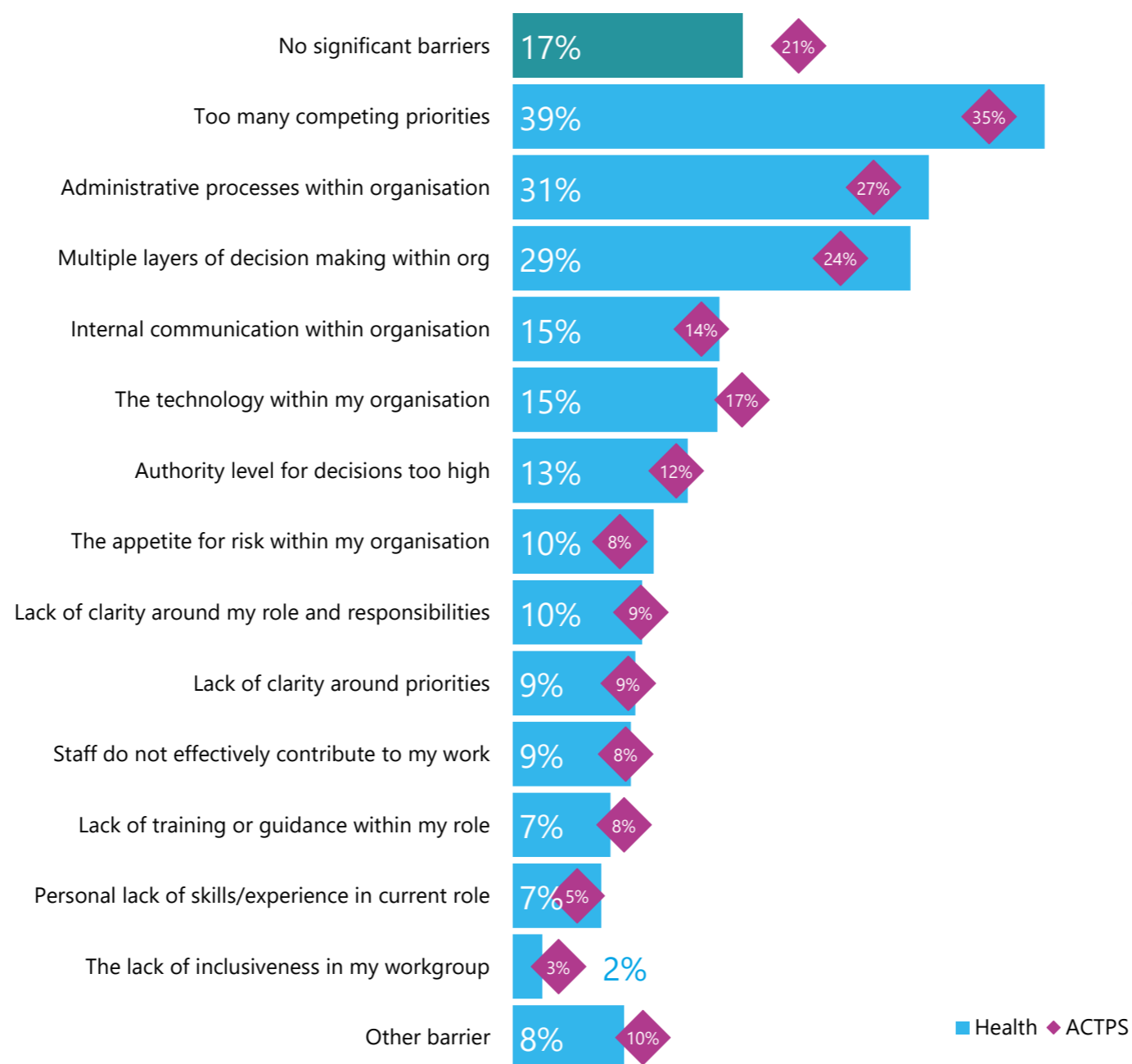
Employees were also asked to nominate up to three barriers to productivity. This page groups performance and productivity barriers.

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
Health System Policy and Research	Too many competing priorities	Administrative processes within organisation
Digital Solutions	Too many competing priorities	Multiple layers of decision making
Corporate and Governance	Multiple layers of decision making	Too many competing priorities
Office of the Director General	Too many competing priorities	Multiple layers of decision making
Other ACT Health	Too many competing priorities	Administrative processes within organisation

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

Across ACT Health:

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

## INAPPROPRIATE BEHAVIOURS IN THE LAST 12 MONTHS

### % EXPERIENCED

#### BULLYING



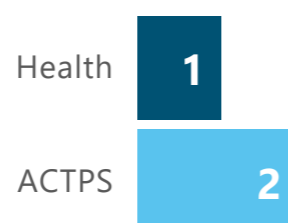
#### AGGRESSION/VIOLENCE



#### DISCRIMINATION

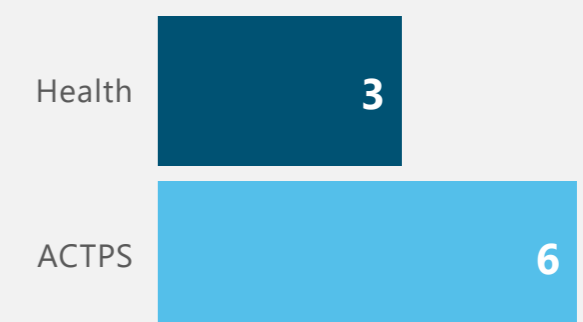


#### SEXUAL HARASSMENT



### % 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

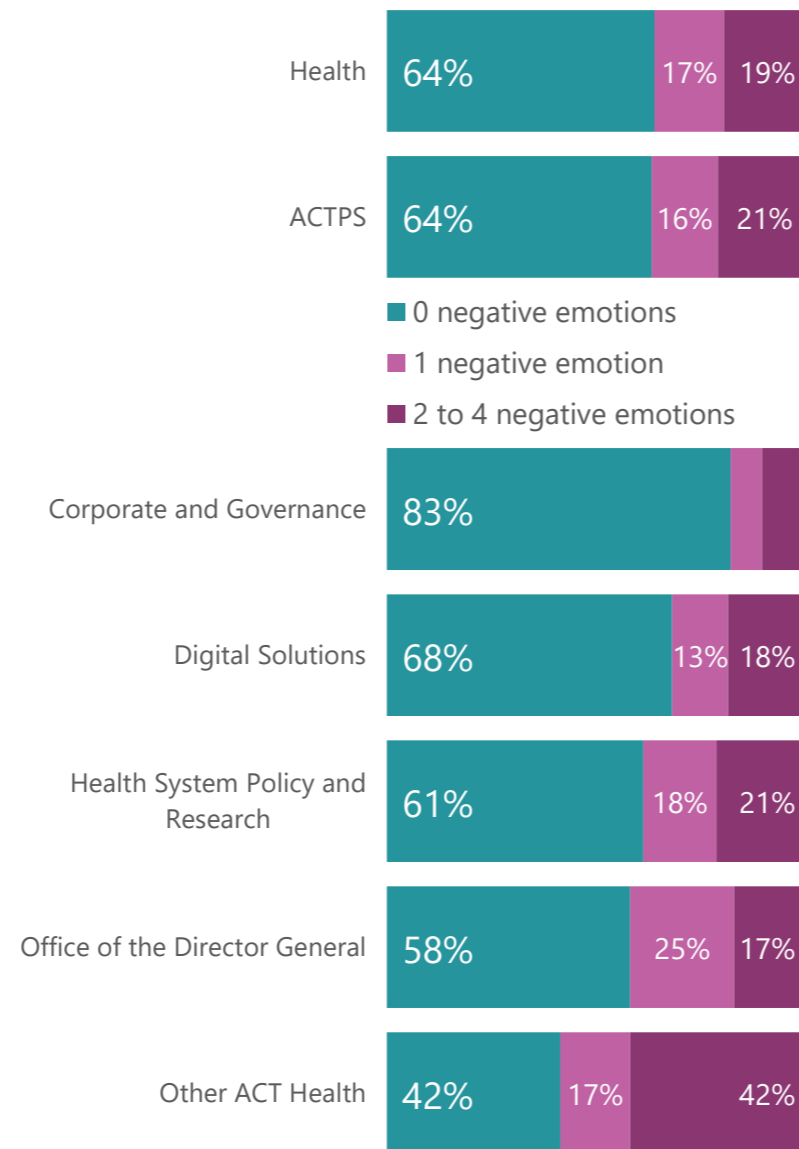
Overall, **64% of ACT Health employees reported no frequent experience of negative emotions as a result of work** in the last three months, 17% had frequently experienced one negative emotion and 19% reported more than one.

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

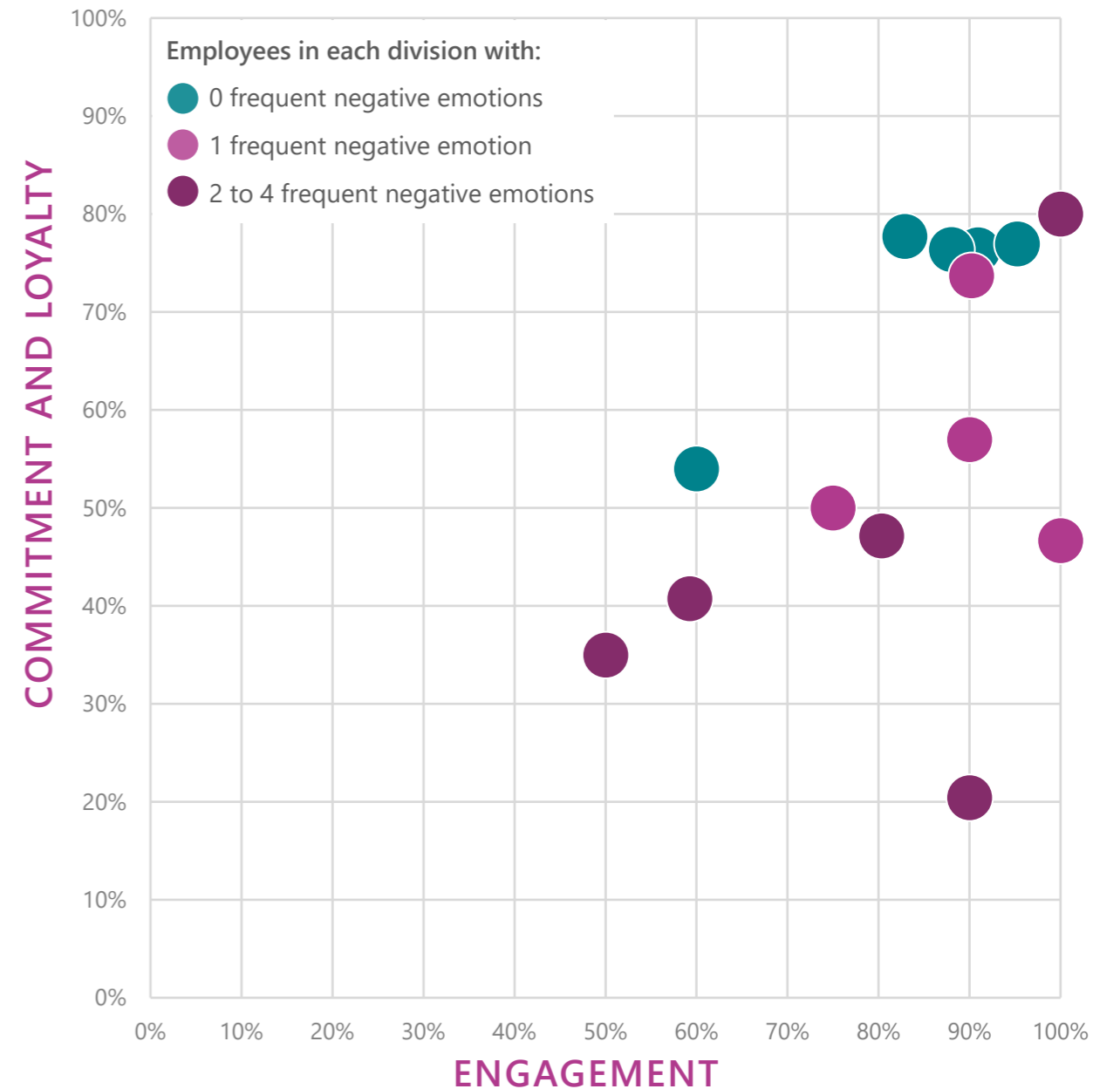
## IMPACT OF WELLBEING AT WORK

### NEGATIVE EMOTIONS EXPERIENCED IN THE LAST 3 MONTHS

Percentage of employees experiencing frequent negative emotions



Impact on employee engagement and commitment/loyalty



Across ACT Health, **31% of staff reported high, very high, or severe level of work-related stress.**

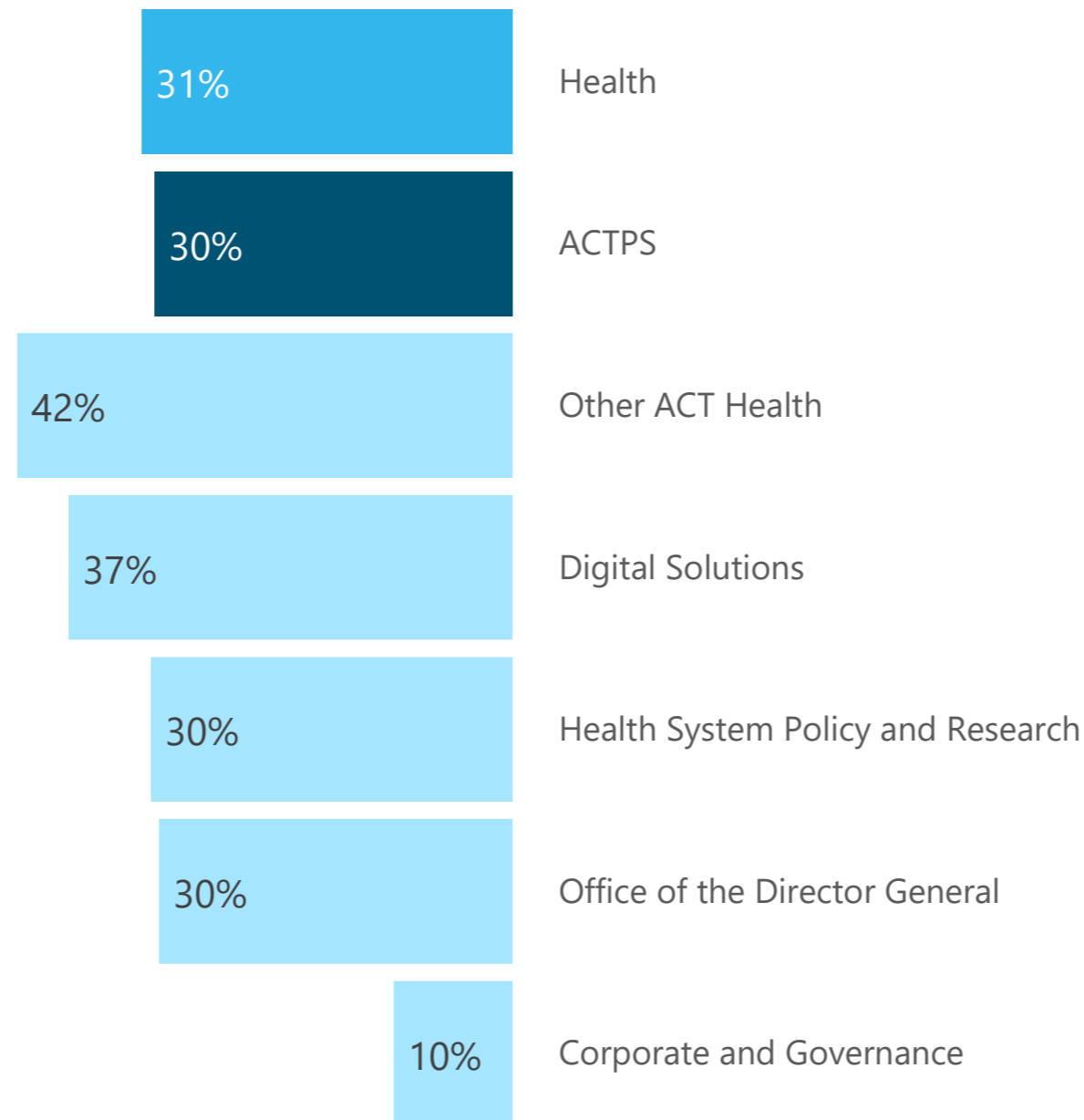
The most common reported causes of work related stress were **time pressure** and **workload**. The chart on the left shows current work-related stress as the percentage of employees that responded high, very high, or severe levels of work-related stress.

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

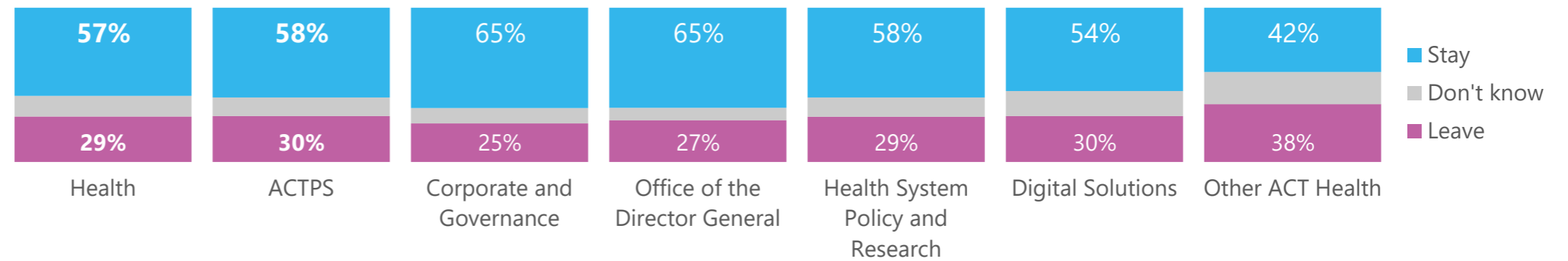
Employees were asked about their career intentions for the next two years.

**57% of ACT Health employees expect to stay in their directorate,** with 29% expecting to leave, and 13% uncertain. These are shown in the top chart.

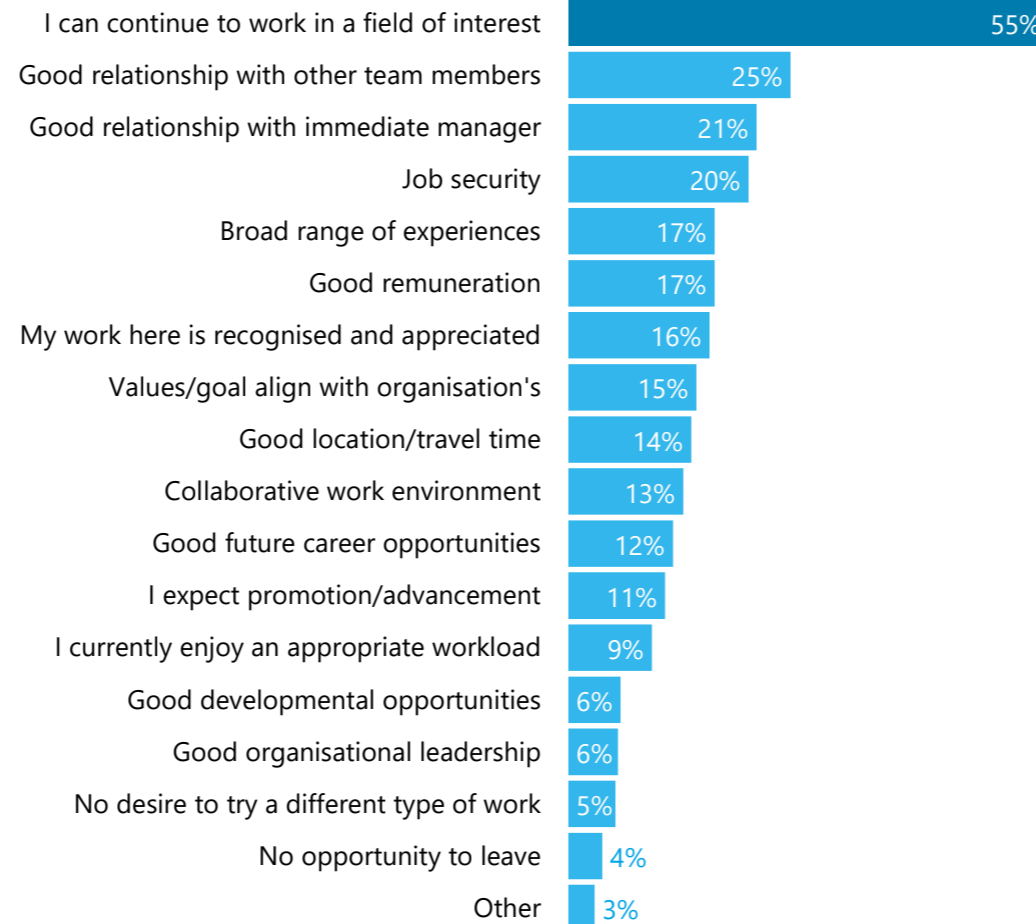
The charts at the bottom, show the reasons behind employees' plan to stay, and the reasons behind their plan to leave.

## CAREER INTENTIONS

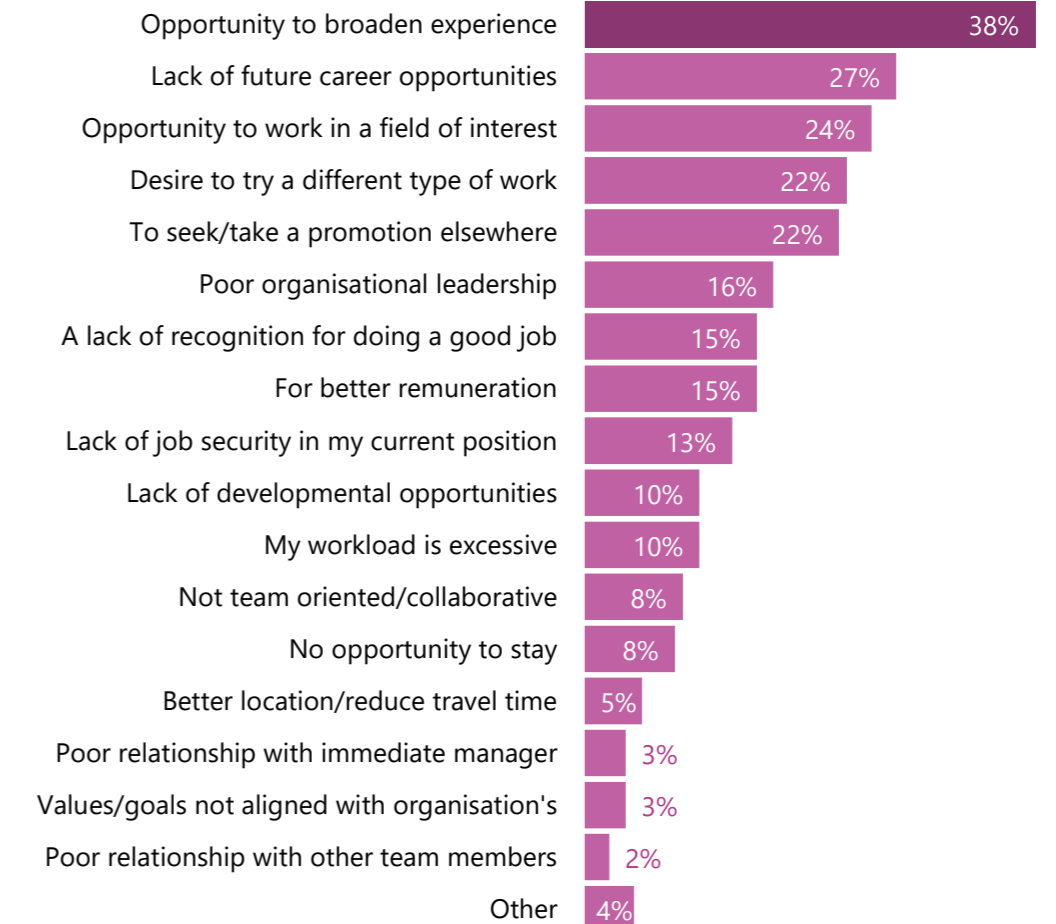
Which of the following best describes your most likely career plan for the next two years?



### 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 ACT Health division by applying an algorithm over the results.

**These factors are where the division scored well**, compared to the ACT Health average.

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

\*Note that job security for Other ACT Health was not a positive strength but was identified as a relative strength compared to other factors which were significantly lower.

## STRENGTHS FOR EACH DIVISION

	Corporate and Governance	Health System Policy and Research	Office of the Director General	Digital Solutions	Other ACT Health
Recognition					
Remuneration and conditions					
Autonomy					
Support for supervisor					
Workload management					
Leadership					
Change management					
Job-skills match					
Organisational trust					
Innovation					
Learning and development					
Job security					*

**NOTE:** Darker blue indicates key drivers of Key Outcome Measures for ACT Health

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

**These factors are where the division scored weaker,** compared to the ACT Health average.

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

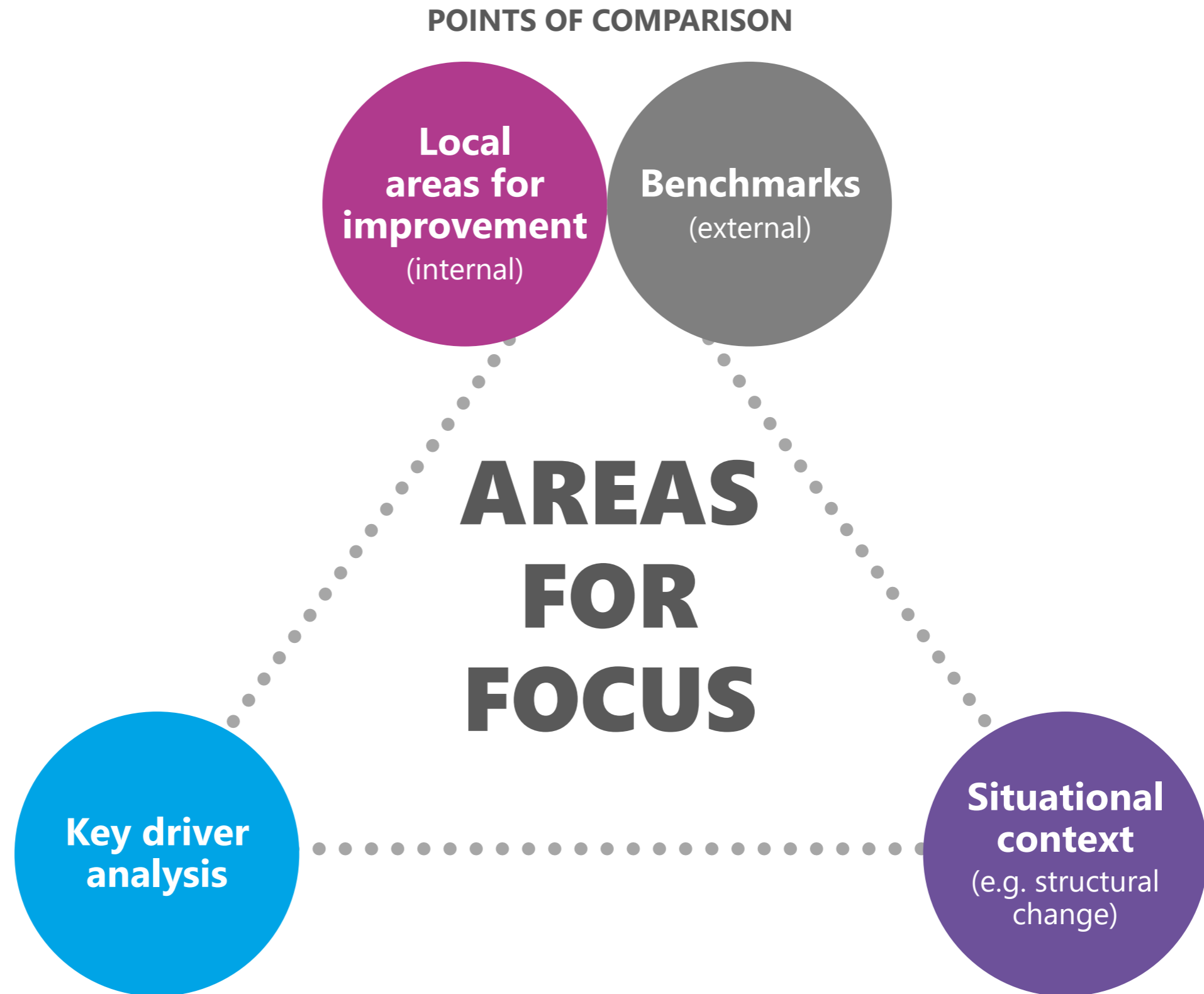
## AREAS FOR IMPROVEMENT FOR EACH DIVISION

	Other ACT Health	Health System Policy and Research	Office of the Director General	Digital Solutions	Corporate and Governance
Innovation	Dark Blue	Dark Blue	Light Blue	Light Blue	Light Blue
Supervisor performance	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue
Barriers to productivity	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue
Change management	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue
Consultation	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue
Inclusivity	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue
Organisational trust	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue
Recognition	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue
Job security	Light Blue	Light Blue	Dark Blue	Light Blue	Light Blue
Remuneration and conditions	Light Blue	Light Blue	Light Blue	Dark Blue	Light Blue
Workload management	Light Blue	Light Blue	Light Blue	Dark Blue	Light Blue
Intrinsic rewards	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue

**NOTE:** Darker blue indicates key drivers of Key Outcome Measures for ACT Health

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 ACT Health 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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RESEARCH