

Schedule 2.2(a)ii

via email: Schedule 2.2(a)ii

Dear Schedule 2.2(a)ii

FREEDOM OF INFORMATION REQUEST

I refer to your application under section 30 of the *Freedom of Information Act 2016* (the Act), received by Major Projects Canberra (MPC) on 27 October 2023, in which you sought access to:

A copy of the results of the ACT Public Service Employee Survey, which have been provided to the MPC Directorate by the Pilot ACTPS Survey team.

Authority

I am an Information Officer appointed by the Chief Projects Officer under section 18 of the Act to deal with access application made under Part 5 of the Act.

Decision on access

Searches were completed for relevant documents and one (1) document was identified that fall within the scope of your request.

My decision in relation to the documents relevant to your request is summarised as follows:

- full release of one (1) document;

My decision is detailed further in the following statement of reasons.

Statement of Reasons

In making my decision on disclosing government information, I must identify all relevant factors in schedule 2 of the FOI Act and determine, on balance, where the public interest lies. In reaching my access decision, I have taken the following into account:

Factors favouring disclosure in the public interest (Schedule 2, Section 2.1)

- Section 2.1(a)(i) - promote open discussion of public affairs and enhance the government's accountability;

Online Publishing – Disclosure Log

Under section 28 of the Act, MPC maintains an official online record of access applications called a disclosure log. Your original access application, my decision and documents released to you in response to you access application will be published in the MPC disclosure log three (3) to ten (10) working days after the date of the decision. Your personal contact details will not be published. You may view the MPC disclosure log at [FOI disclosure log - Major Projects Canberra \(act.gov.au\)](https://www.act.gov.au/foi-disclosure-log-major-projects-canberra).

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 the MPC 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

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 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 Street
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 (02) 6205 5288 or email MPCFOI@act.gov.au.

Yours sincerely,

Schedule 2.2(a)ii

Nikki Pulford
Information Officer
Major Project Canberra
11 December 2023

ACT GOVERNMENT

2023 EMPLOYEE SURVEY

Directorate-level presentation |
MAJOR PROJECTS CANBERRA

June 2023



RESPONSE NUMBERS and PARTICIPATION RATE



ACTPS Employee Survey conducted:
6-24 March 2023
 Pilot conducted in 2021



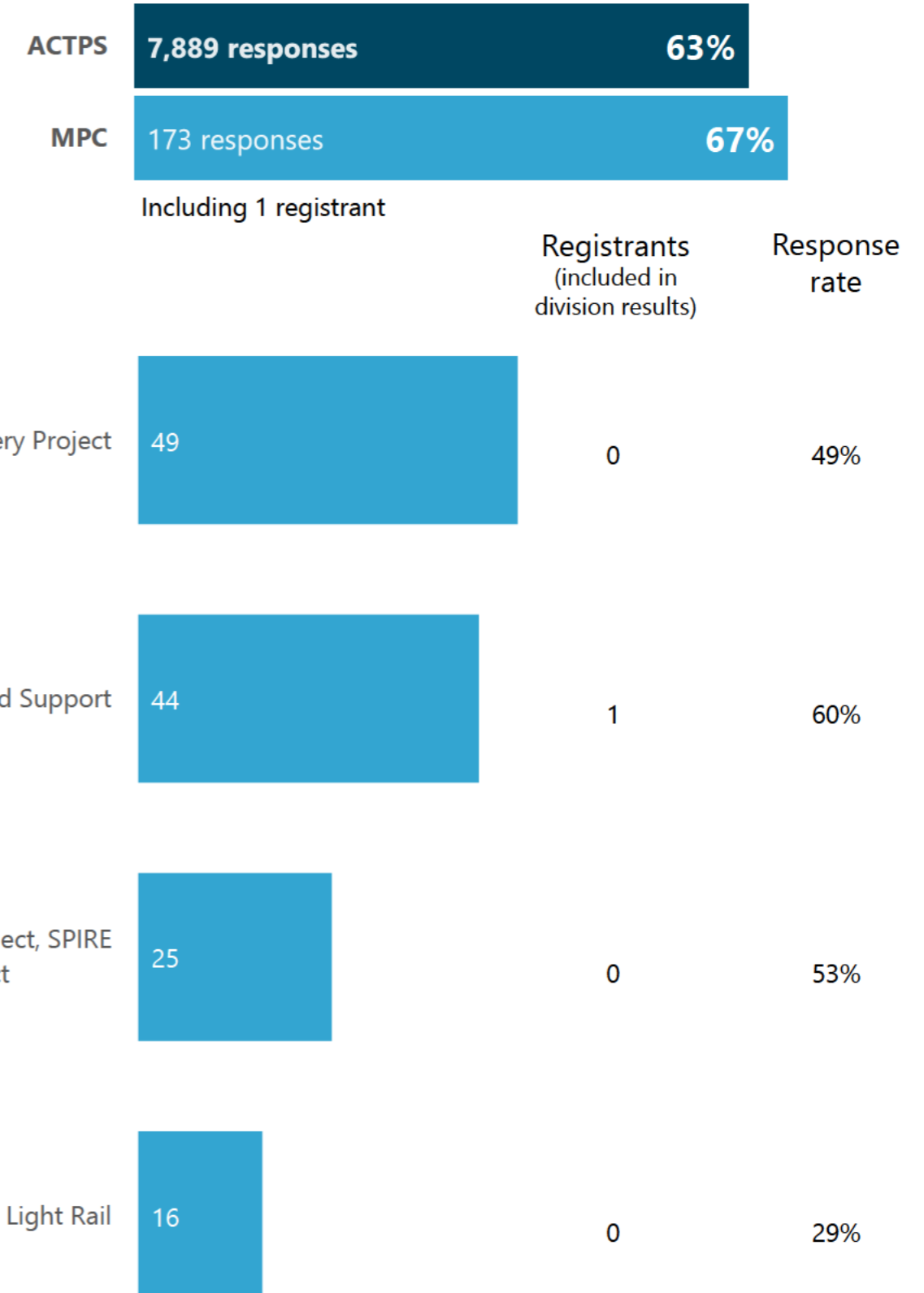
Directorate response rate:
67%
 67% in 2021



Median survey completion time overall:
27 minutes
 26 minutes in ACTPS 2021



Reporting based on:
146 questions
 139 questions in ACTPS 2021
 (excluding directorate-specific questions)



Employees have spoken, and it's time to listen

High Performing Organisation (HPO) Model



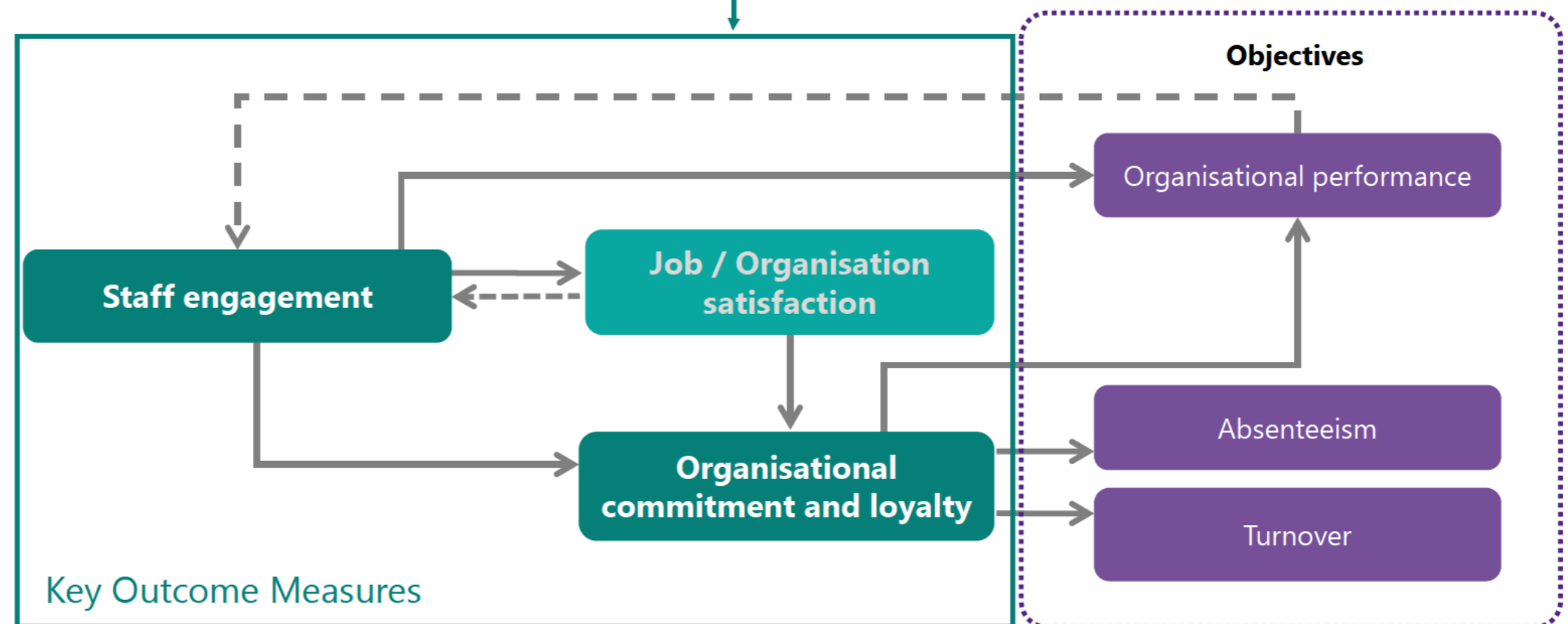
The **High Performing Organisation Model (HPO)** was designed following a comprehensive review of literature and previous research conducted in relation to the key characteristics that drive high performance in businesses. The review found that three key attributes are required to drive high performance,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

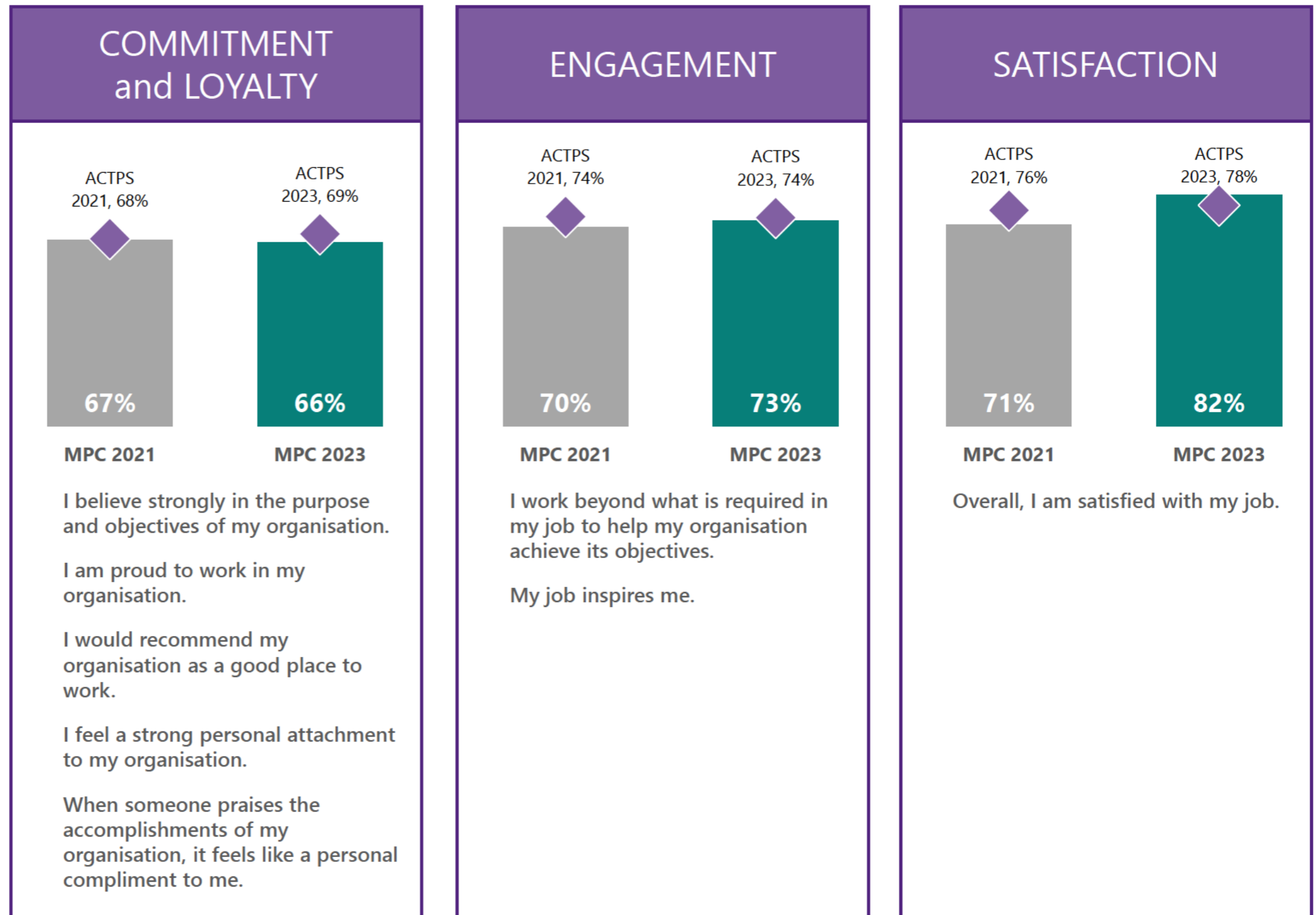


This page illustrates the ratings for the **Key Outcome Measures**.

Comparisons are made to the ACTPS overall results and your directorate's results from 2021.

Results are broadly consistent with ACTPS results. However, satisfaction has increased in MPC from 71% in 2021 to 82% in 2023.

KEY OUTCOME MEASURES COMPARISONS

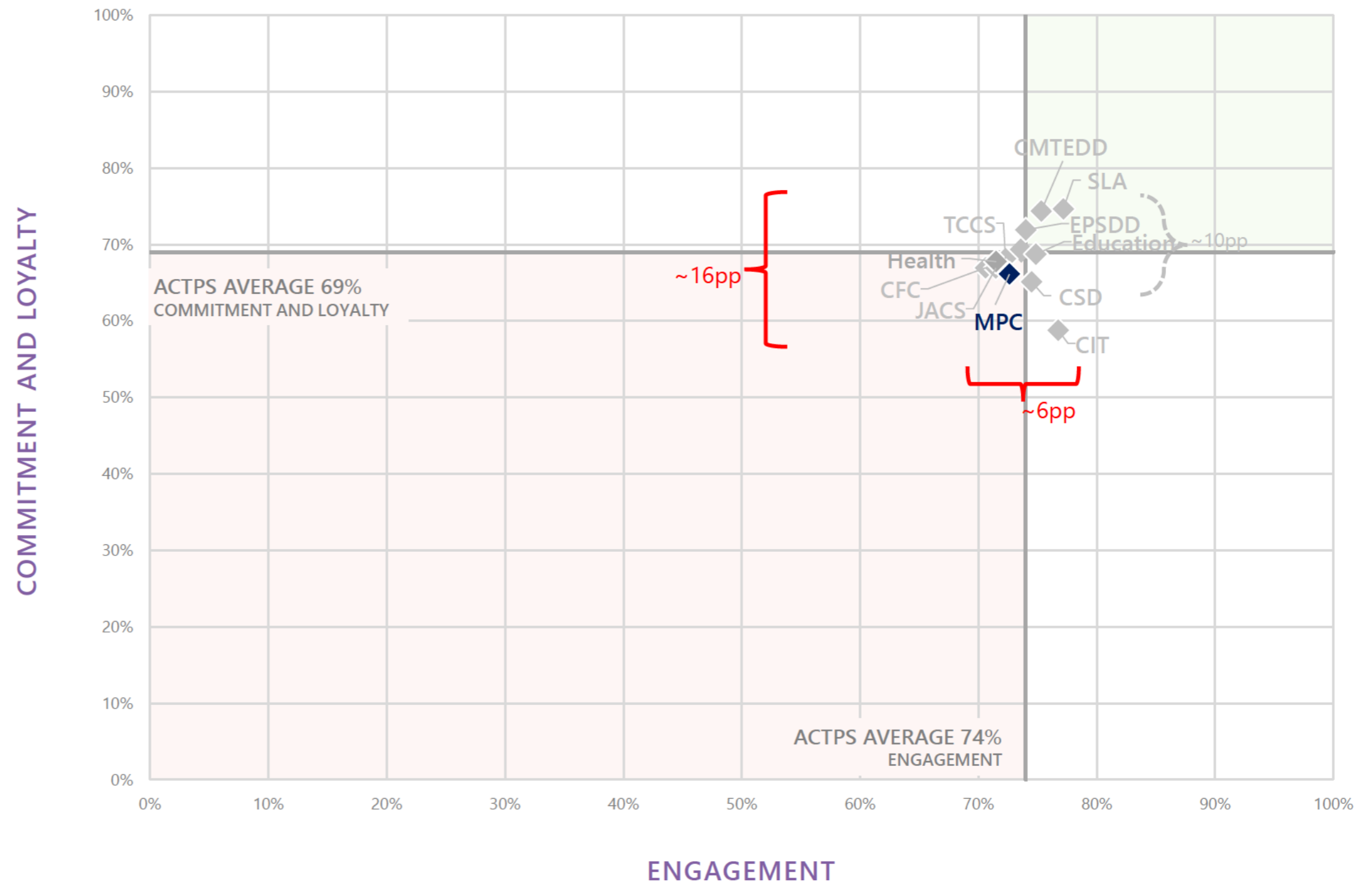


This chart shows the scores for employee organisational **commitment and loyalty**, and **engagement** across directorates.

ACTPS average for commitment and loyalty is 69%, compared to 68% in 2021. The average for engagement is unchanged between the two years (74%).

There were minimal differences across directorates for both measures.

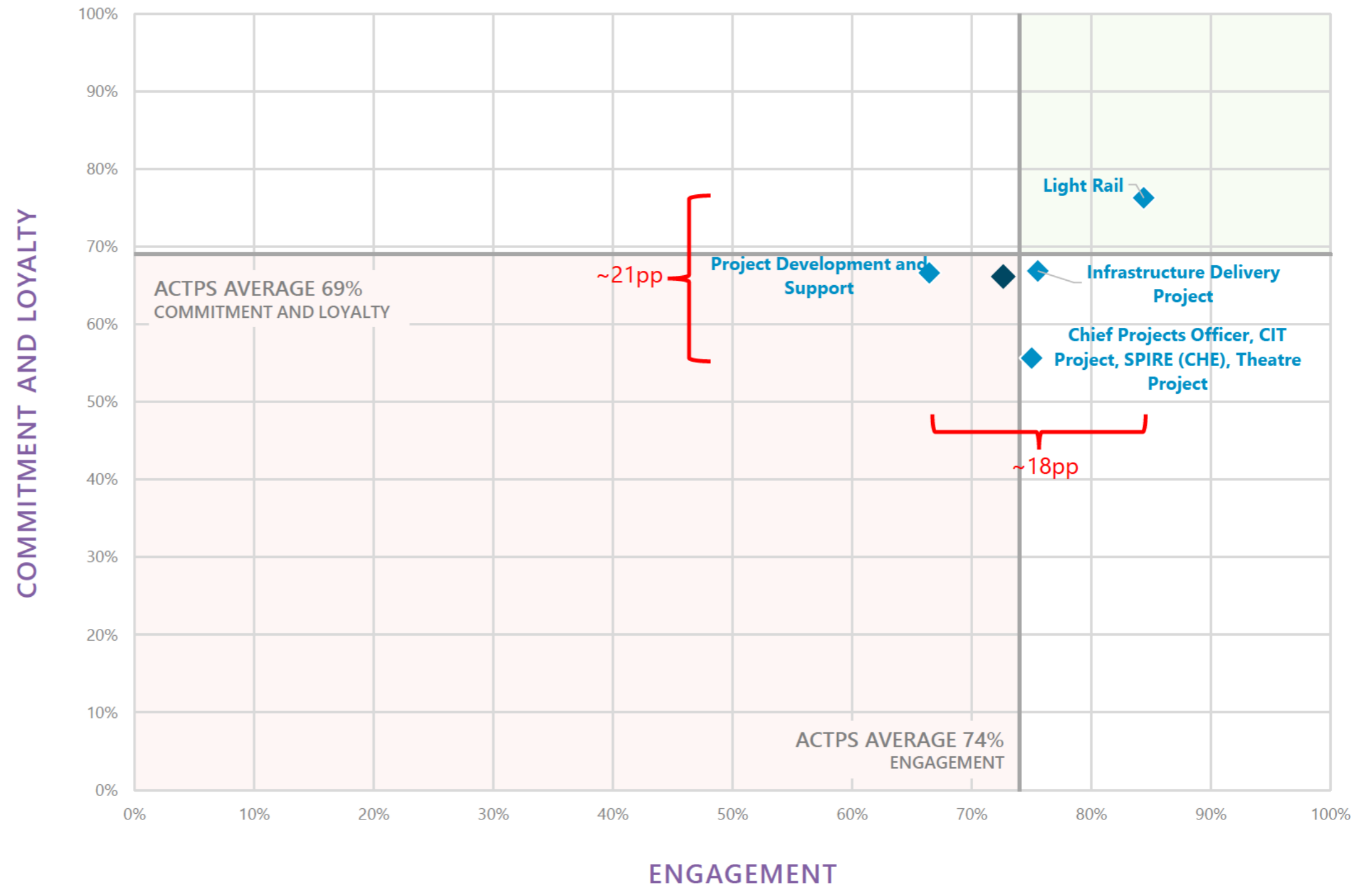
COMMITMENT/LOYALTY AND ENGAGEMENT SCORES ACROSS DIRECTORATES



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

There were some differences across divisions for both measures, indicating that some divisions may require more support than others.

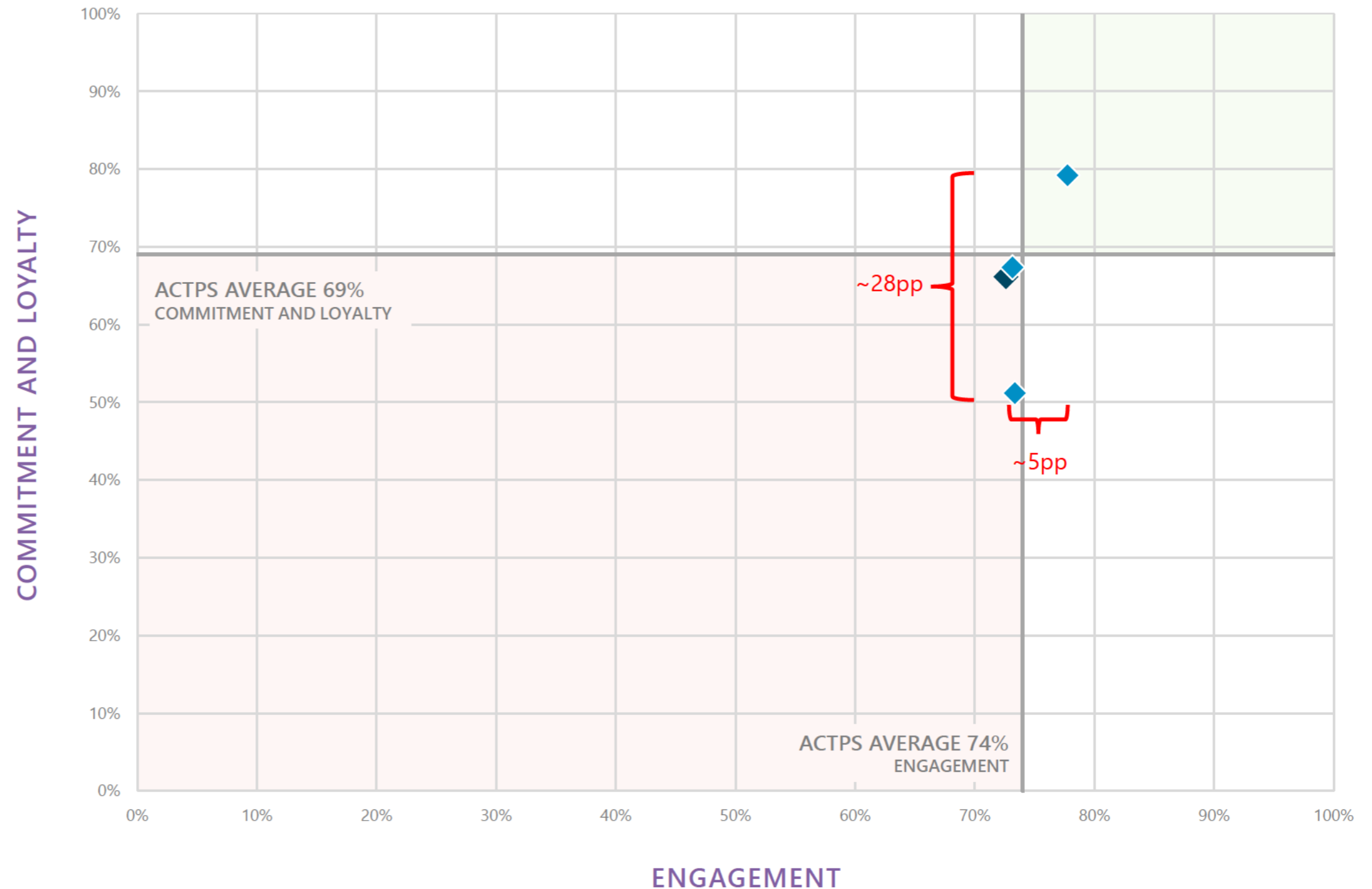
COMMITMENT/LOYALTY AND ENGAGEMENT SCORES ACROSS DIVISIONS



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

There were some differences across branches for both measures, indicating that some branches may require more support than others.

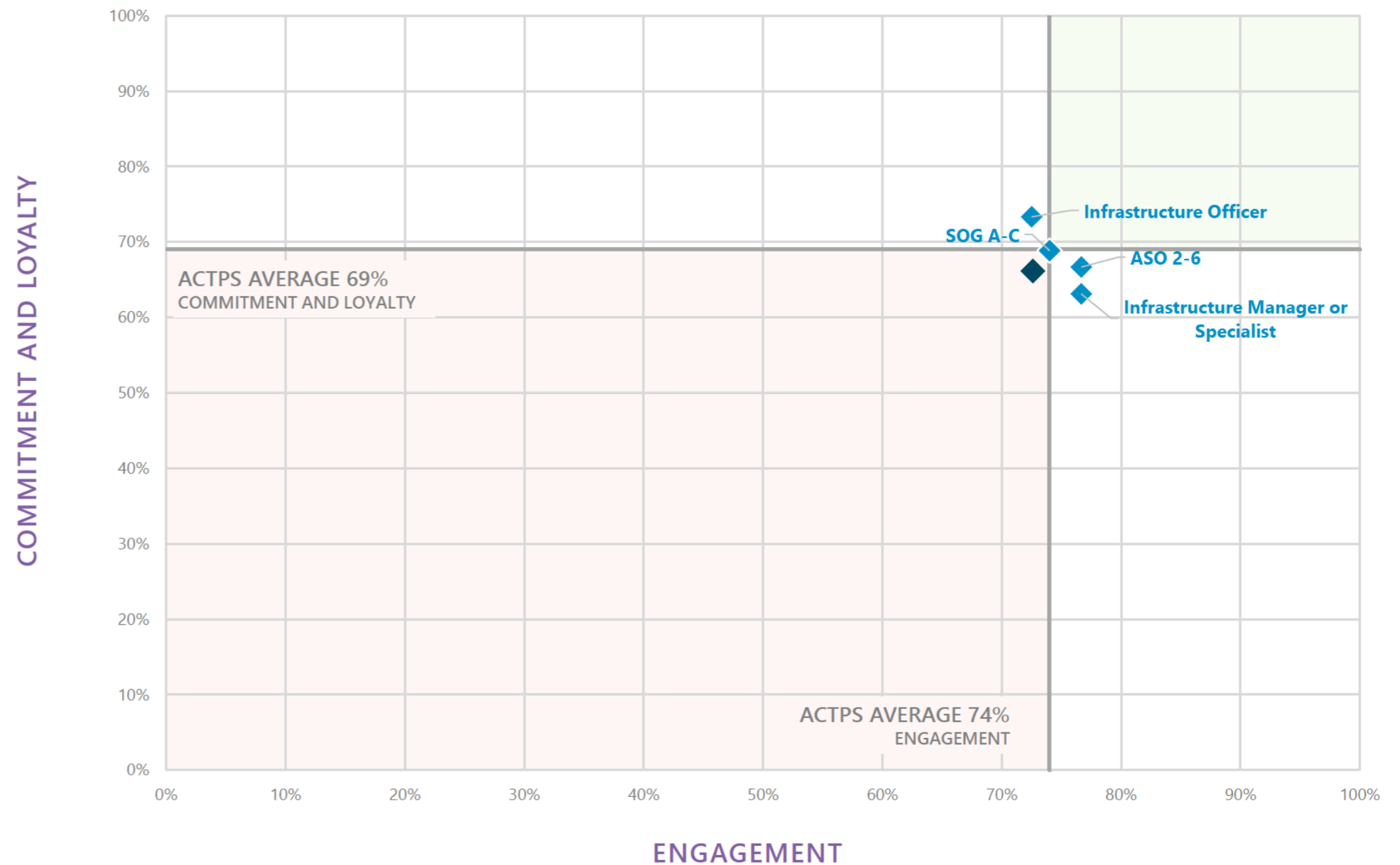
COMMITMENT/LOYALTY AND ENGAGEMENT SCORES ACROSS BRANCHES



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

There were also some differences across job roles for both measures, indicating where support should be directed.

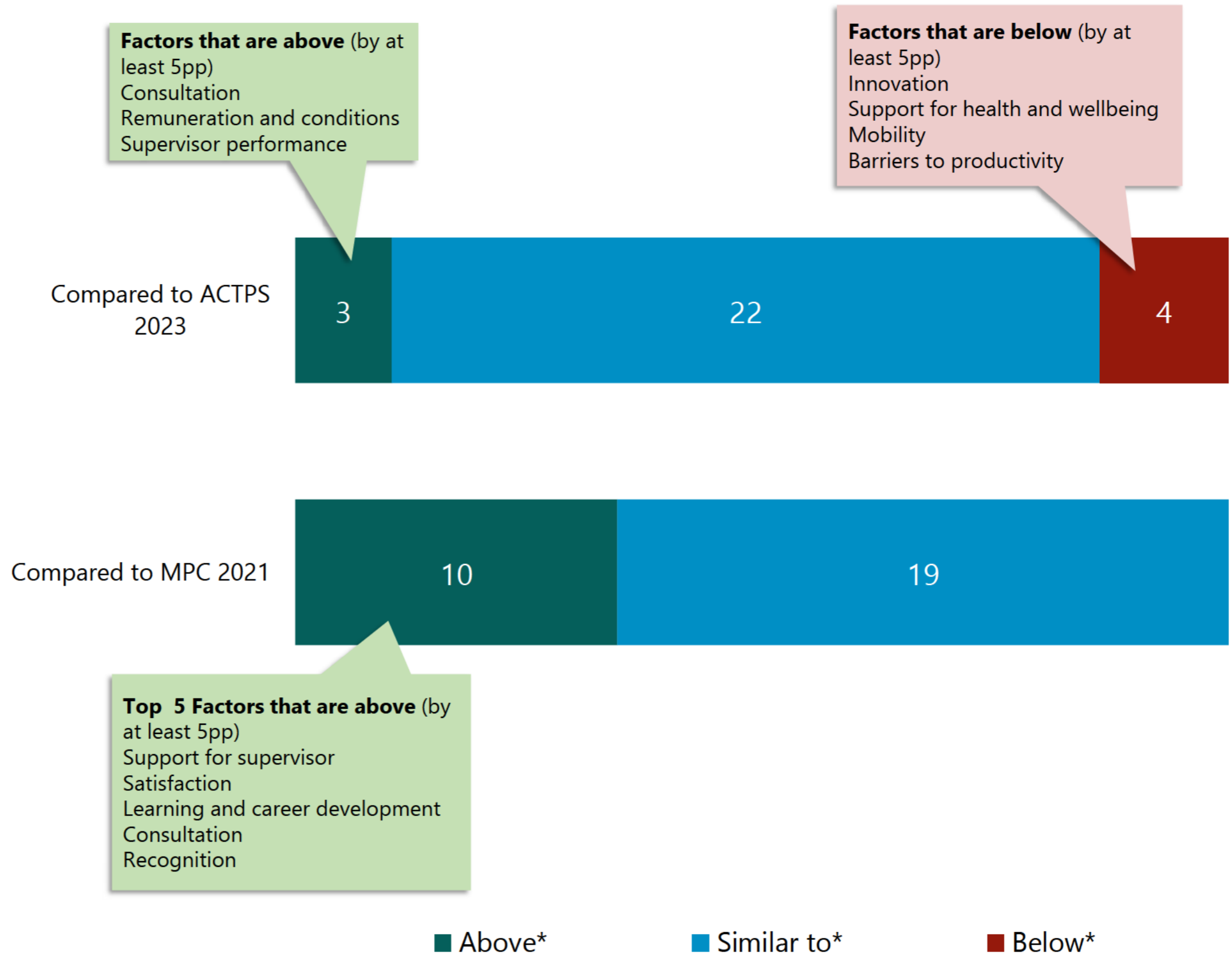
COMMITMENT/LOYALTY AND ENGAGEMENT SCORES ACROSS CLASSIFICATIONS



This diagram shows how your directorate compares against the ACTPS overall in relation to the workplace factors. A comparison against your directorate's 2021 results is also shown.

Results are similar to the ACTPS overall (apart from 4 Factors which are lower: Innovation, Support for health and wellbeing, Mobility, and Barriers to productivity. As well as 3 that are higher: Consultation, Remuneration and conditions, and Supervisor performance).

Compared to 2021, 10 factors have improved, the top five being: Support for supervisor, Satisfaction, Learning and career development, Consultation, and Recognition.

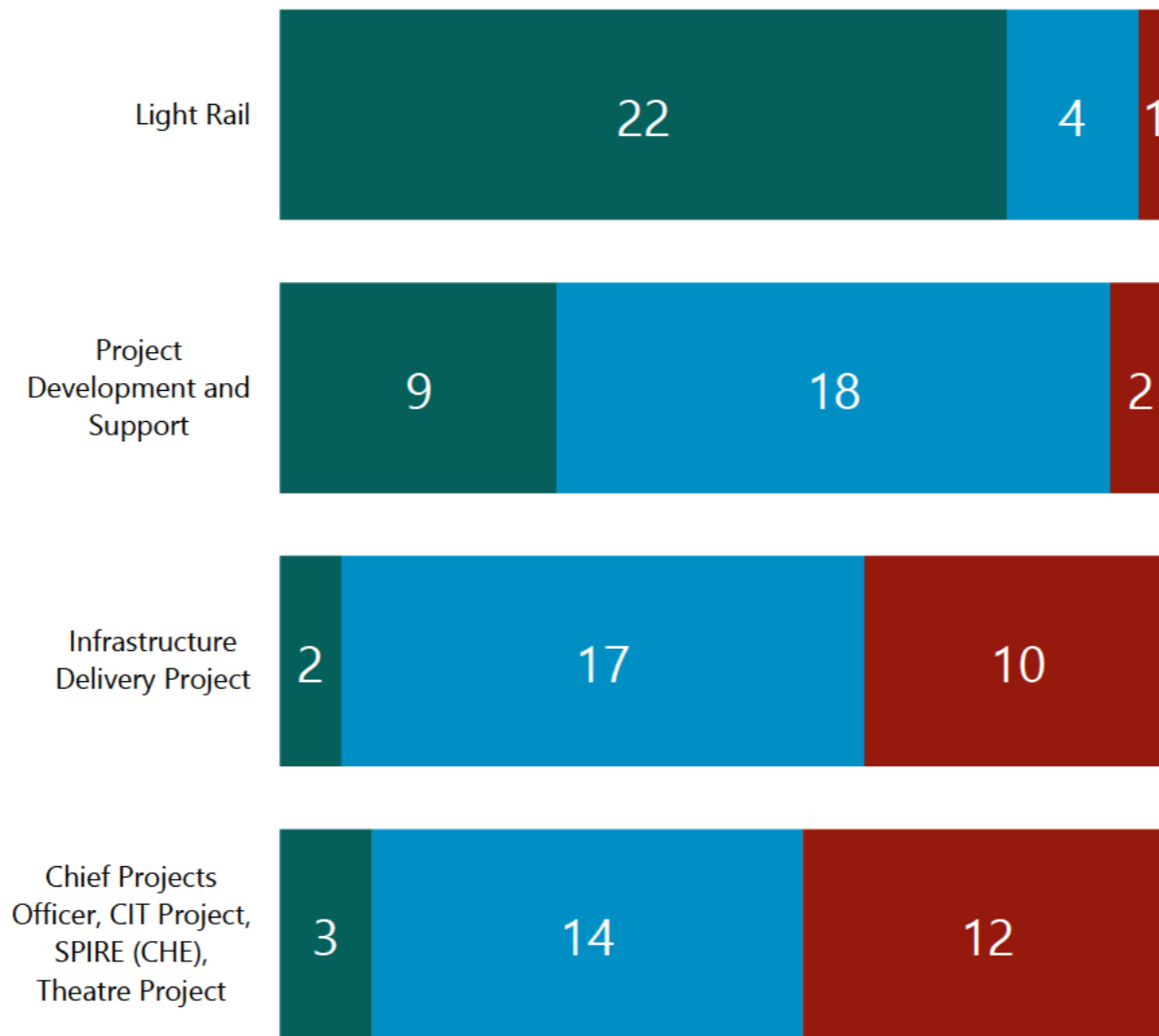


* Based on a threshold difference of five percentage points

This diagram shows how your directorate's divisions compare against ACTPS overall and their 2021 results in relation to the workplace factors.

The results show that there are some divisions that may require more support than others.

Compared to ACTPS 2023 Benchmark



Compared to 2021 Benchmark



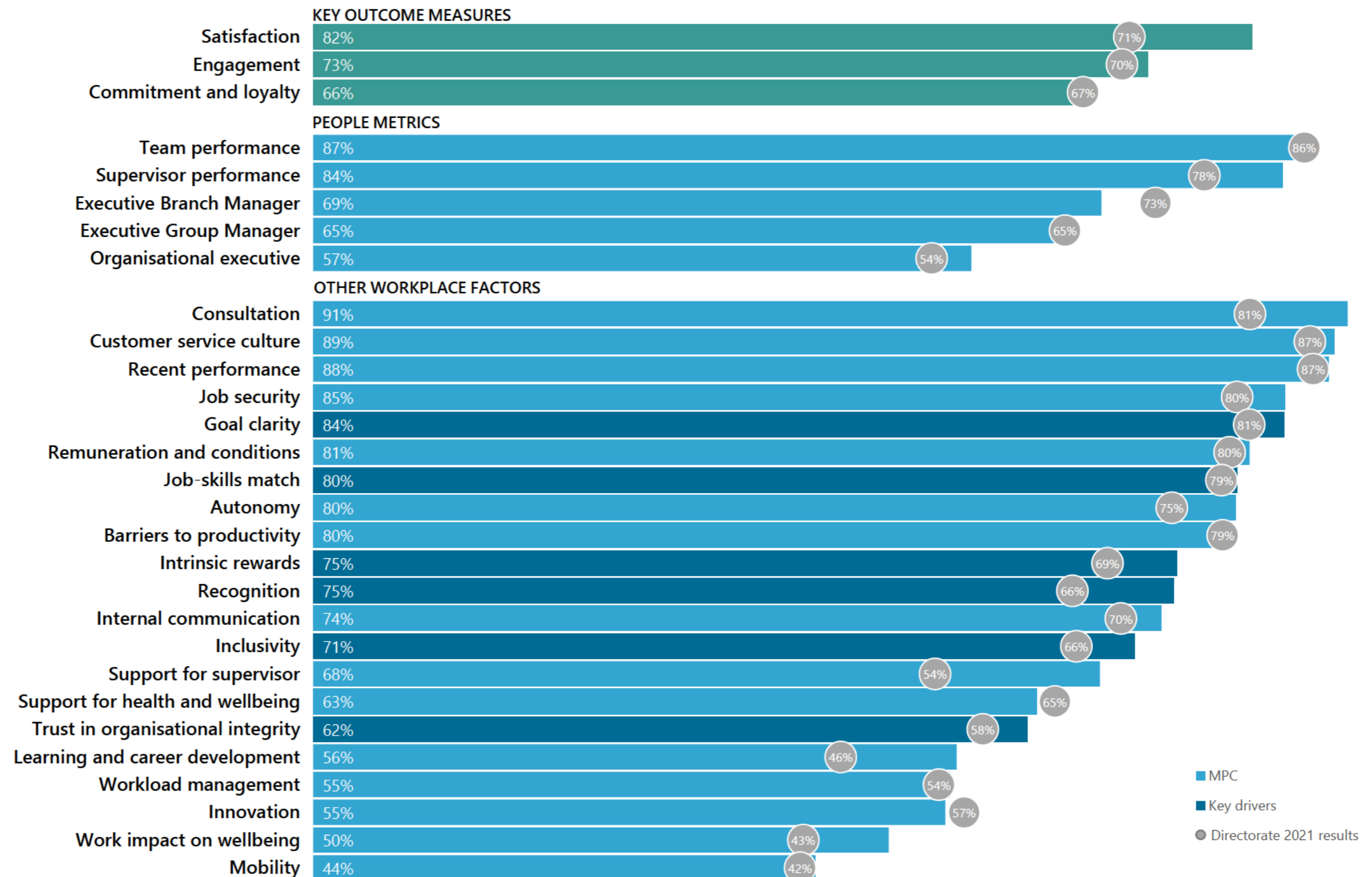
■ Above* ACTPS overall ■ Similar to* ACTPS overall ■ Below* ACTPS overall

■ Above* 2021 ■ Similar to* 2021 ■ Below* 2021

* Based on a threshold difference of five percentage points

This chart illustrates your directorate's results, comparing against your directorate's 2021 results.

OVERALL SCORES FOR ALL 29 WORKPLACE FACTORS COMPARED AGAINST MPC 2021 RESULTS



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 two Key Outcome Measures, engagement and satisfaction, and can be best influenced through action strategies that target improving the secondary drivers:

- Barriers to productivity,
- Job-skills match, and
- Recognition.

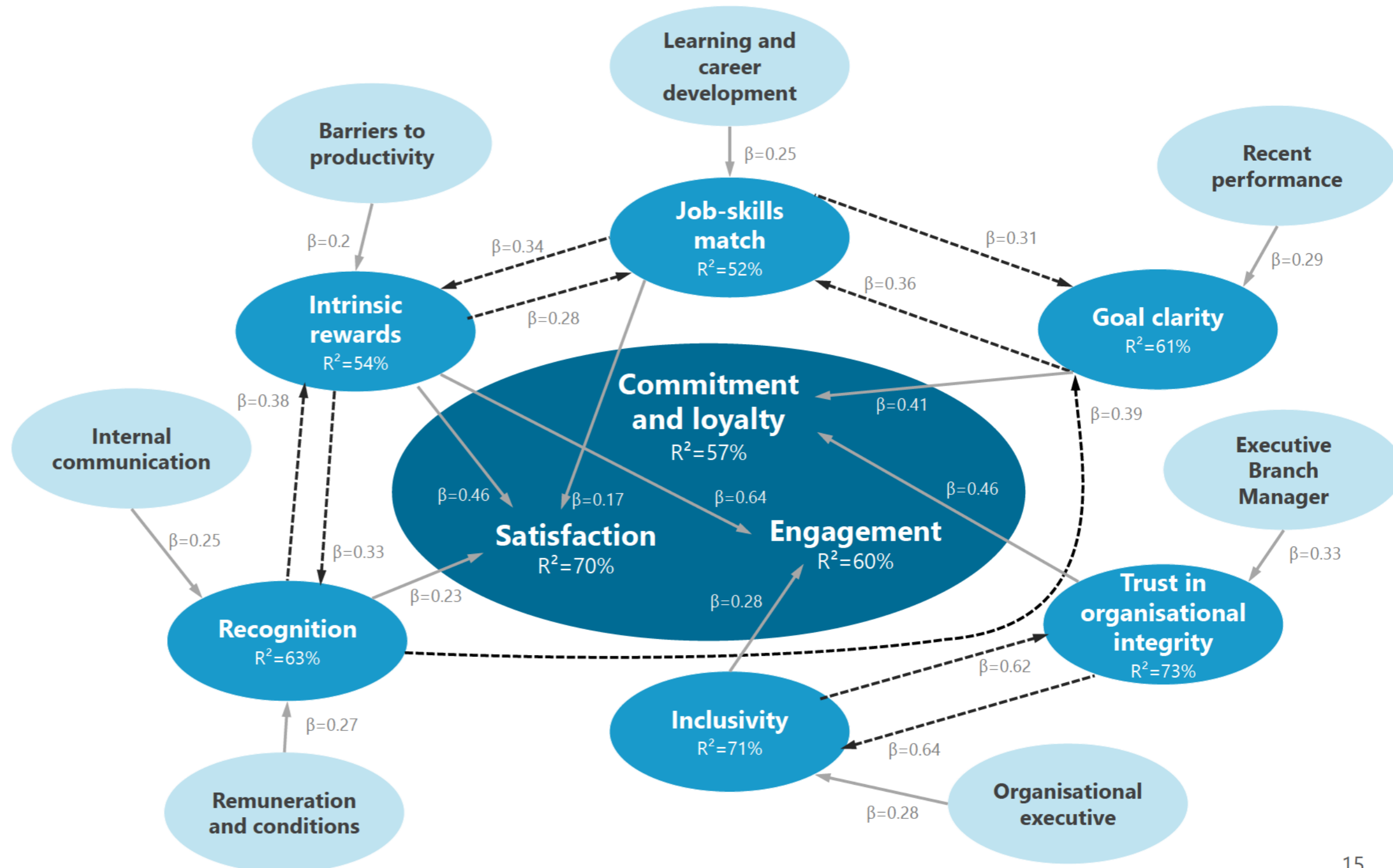
The diagram contains two sets of numbers:

- The R² numbers show the **explanatory strength** of each model—the extent to which this factor can be explained by the factors contributing to it.
- The Beta (β) numbers (which range from approximately 0.1 to 0.7) show the **relative importance** each factor has in explaining the factor it contributes to.

ADDITIONAL AREAS OF FOCUS

FOR MPC AS A WHOLE
(Top 3 drivers for each model shown)

- Key Outcome Measures
- Key drivers
- Secondary drivers



Opportunities to better understand our workforce

- Workgroup strengths and improvement opportunities
- Workload management
- Productivity barriers
- Inappropriate behaviours
- Work stress
- Wellbeing
- Career intentions



This graph illustrates the relationship between capability strengths and opportunities for improvement within immediate workgroups.

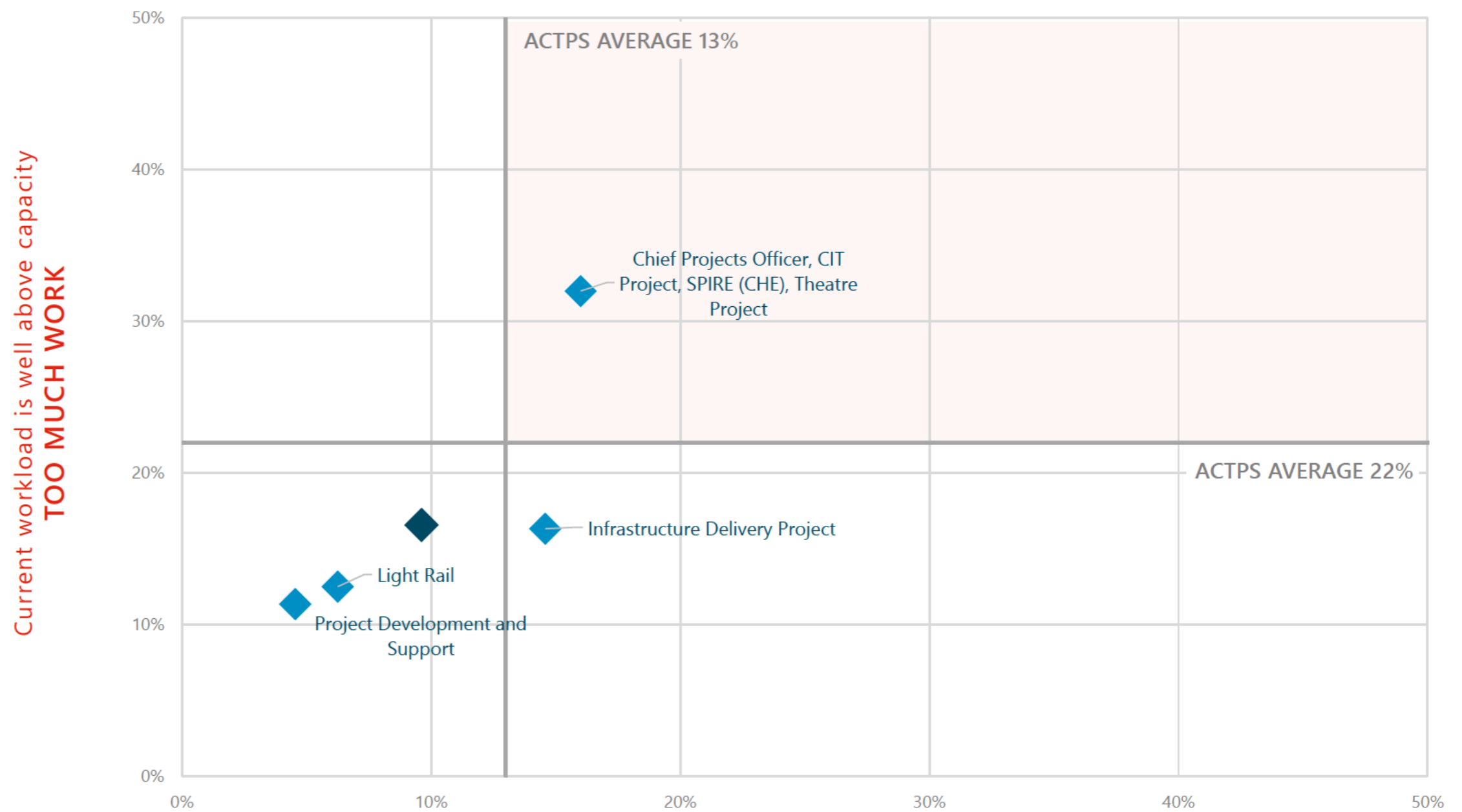
WORKGROUP CAPABILITY STRENGTHS AND IMPROVEMENT OPPORTUNITIES



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**).

WORKLOAD MANAGEMENT ACROSS DIVISIONS



VERY DISSATISFIED or DISSATISFIED
with work-life balance in current job

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.

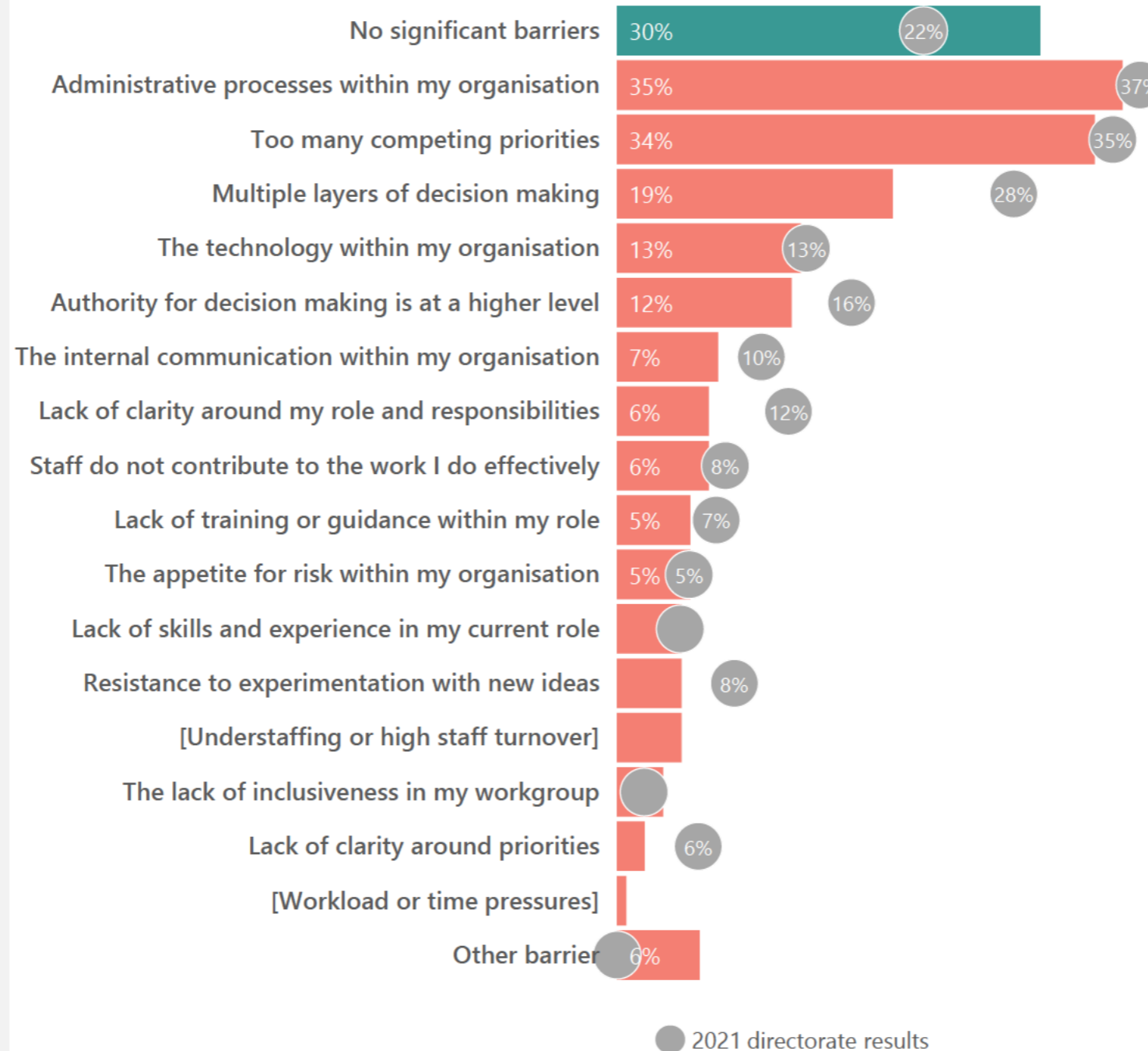
On average, MPC employees rated their workgroup's performance as 7.8 out of 10, compared to 7.8 out of 10 in 2021.

Employees were also asked to nominate **up to three barriers** to productivity, which are illustrated on this slide for your directorate and across divisions.

PRODUCTIVITY BARRIERS

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

Maximum 3 selections per respondent



Top two barriers by divisions

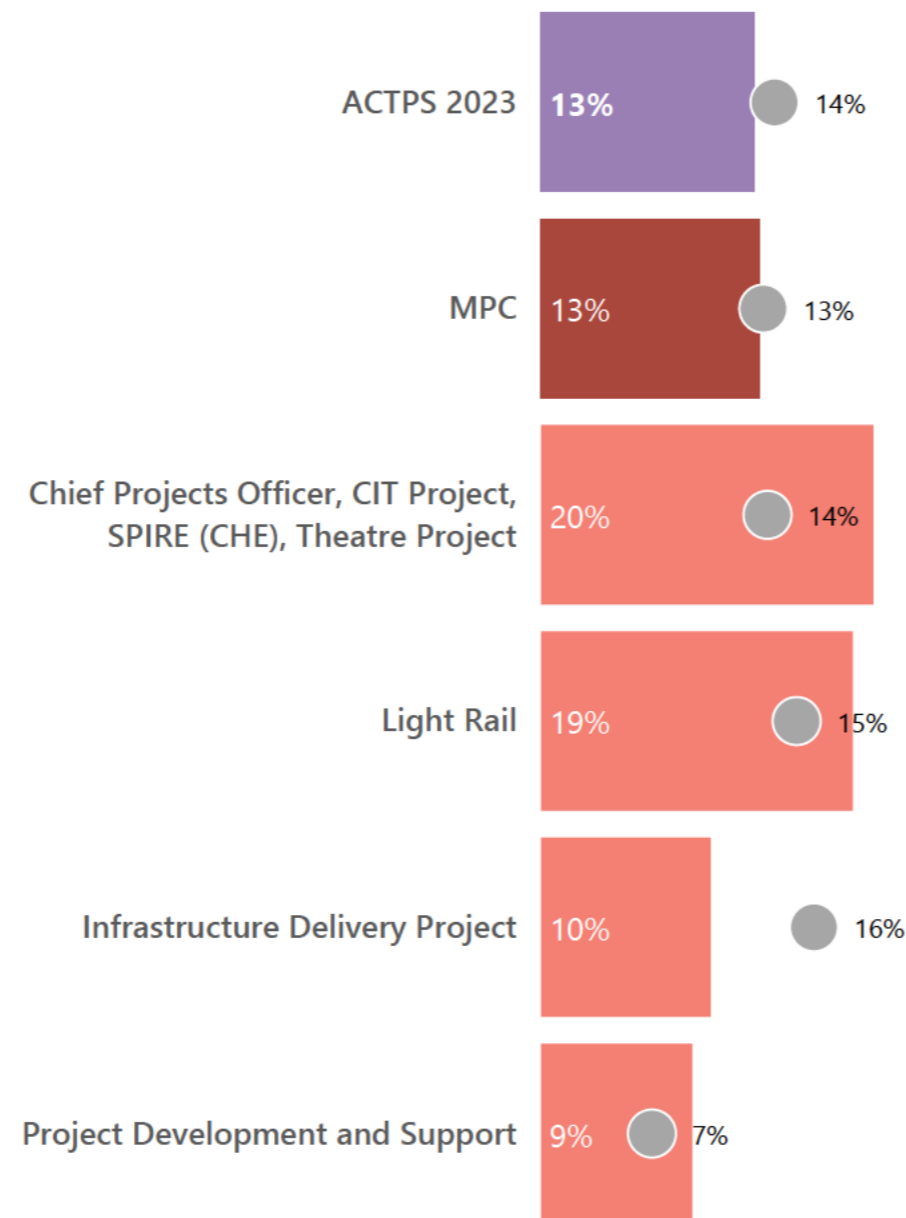
	Biggest barrier	Second-biggest barrier
Chief Projects Officer, CIT Project, SPIRE (CHE), Theatre Project	Administrative processes within my organisation (56%)	Multiple layers of decision making within my organisation (40%)
Infrastructure Delivery Project	Administrative processes within my organisation (49%)	Too many competing priorities (39%)
Light Rail	The technology within my organization (19%)	Too many competing priorities (13%)
Project Development and Support	Too many competing priorities (30%)	Authority for decision making is at a higher level than required (21%)

This page shows the levels of **inappropriate behaviours** experienced in relation to bullying and aggression/violence.

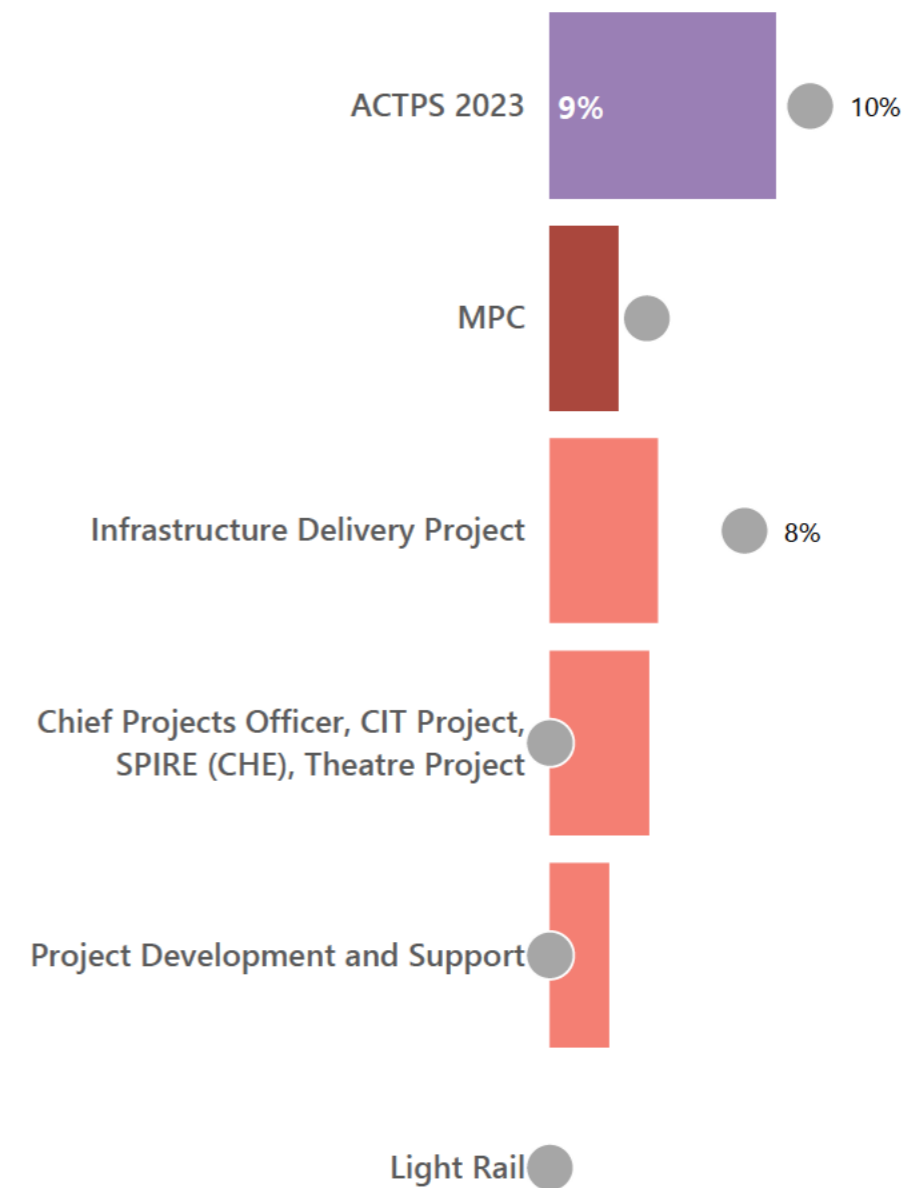
Further information on the nature and source of these behaviours can be found in the Interactive Dashboard and the Red-Green Table (RGT).

INAPPROPRIATE BEHAVIOURS IN THE LAST 12 MONTHS

Experienced **BULLYING**



Experienced **AGGRESSION/VIOLENCE** ▼1%



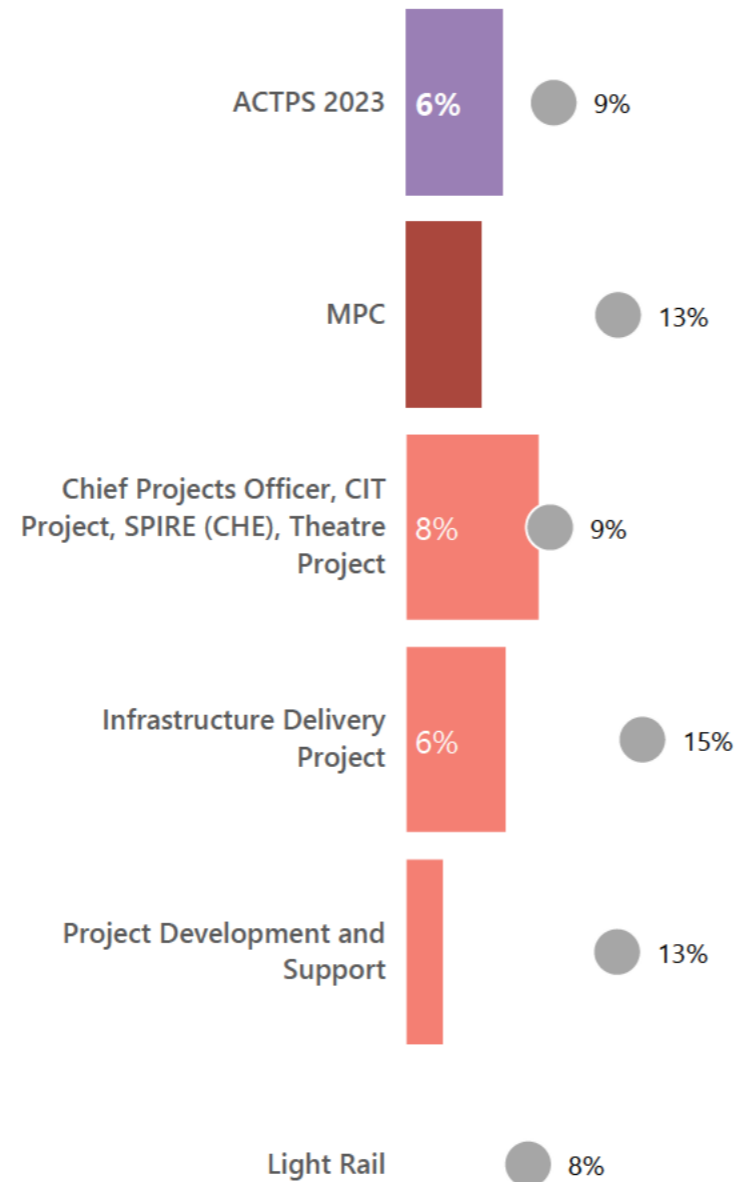
● 2021 results

This page shows the levels of inappropriate behaviours experienced in relation to discrimination and sexual harassment, as well as behaviours witnessed that employees consider may be serious enough to be viewed as corruption.

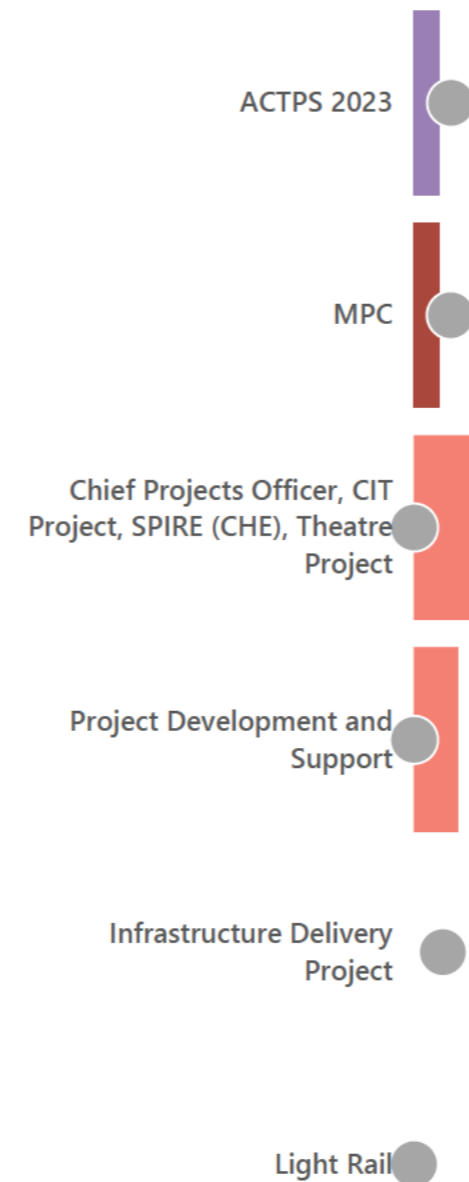
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INAPPROPRIATE BEHAVIOURS IN THE LAST 12 MONTHS

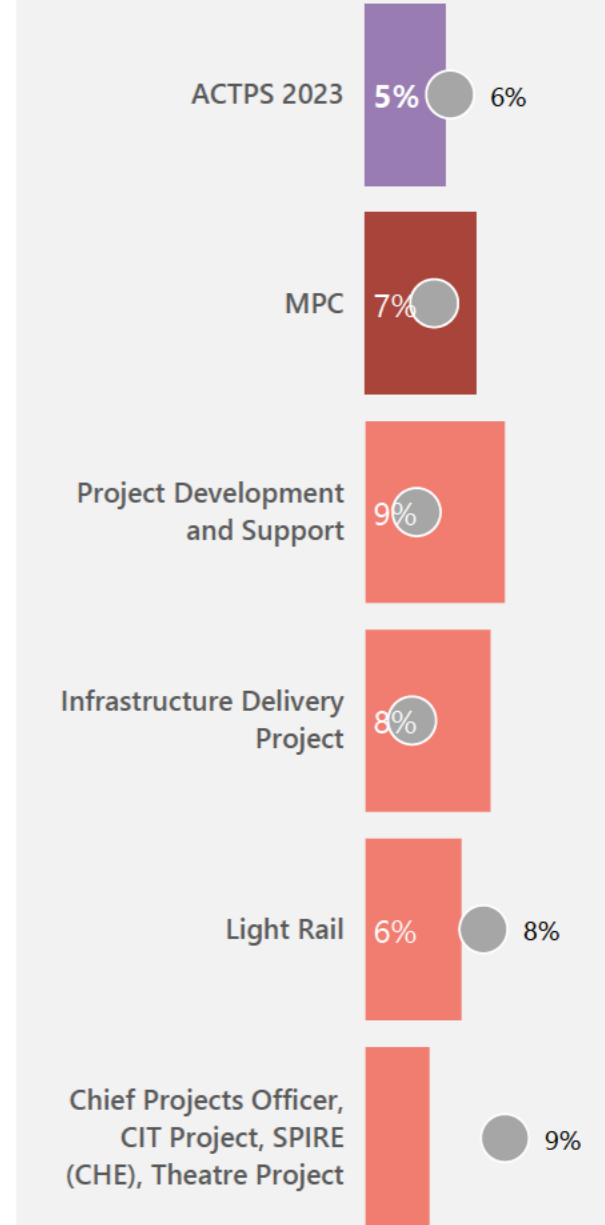
Experienced **DISCRIMINATION** ▼9%



Experienced **SEXUAL HARRASSMENT** ▼1%



Witnessed **CORRUPTION** ▲3%



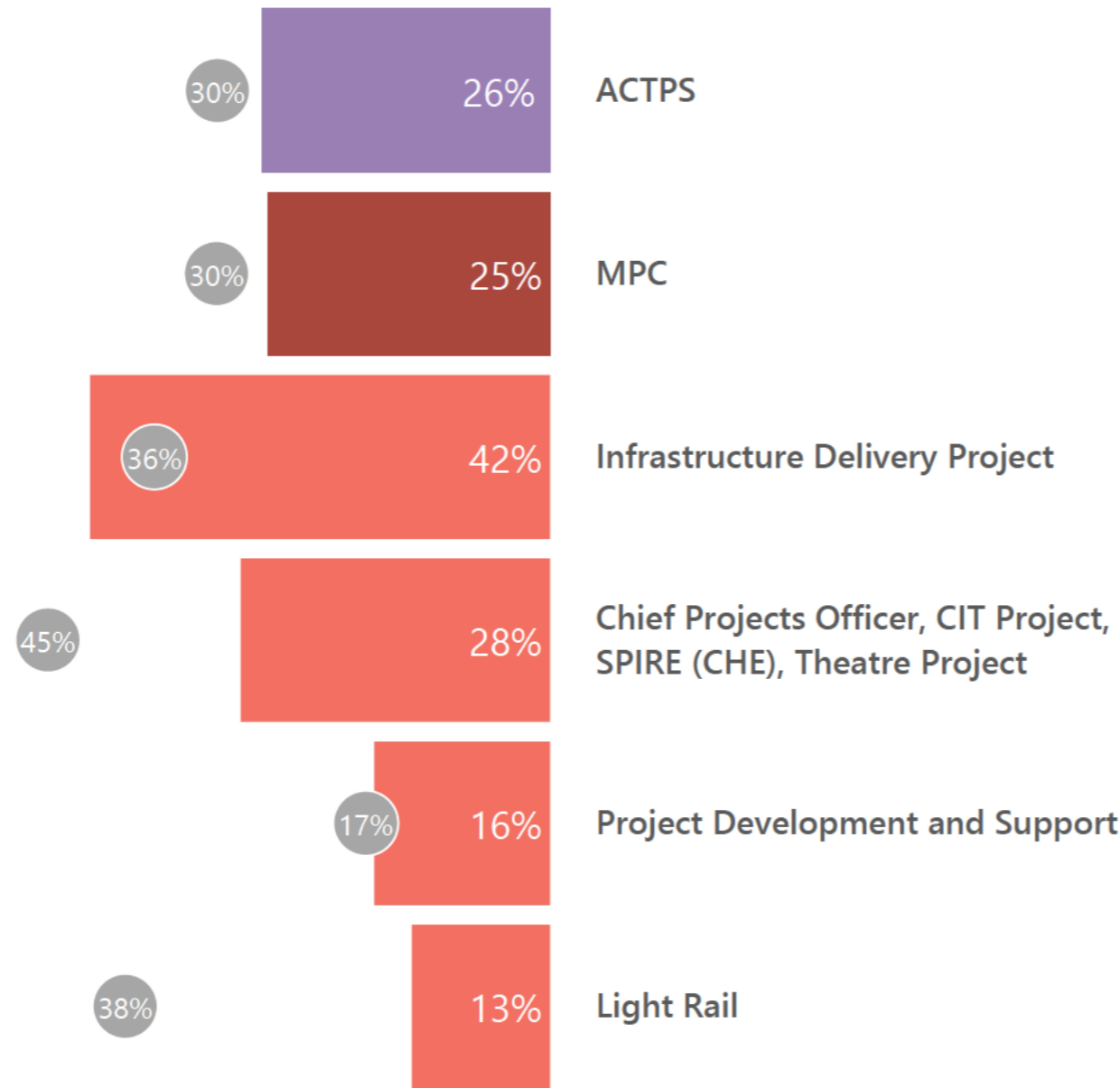
● 2021 results

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 DIVISIONS

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



● 2021 results

MAIN CAUSES OF WORK-RELATED STRESS

Top 2 causes across the ACTPS, your directorate and divisions

Time pressure (50%)	Amount of work (46%)
Time pressure (50%)	Amount of work (43%)
Time pressure (66%)	Amount of work (45%)
Amount of work (54%)	Staff shortages (50%)
Staff shortages (38%)	Amount of work (35%)
Amount of work (45%)	Unclear priorities (36%)

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

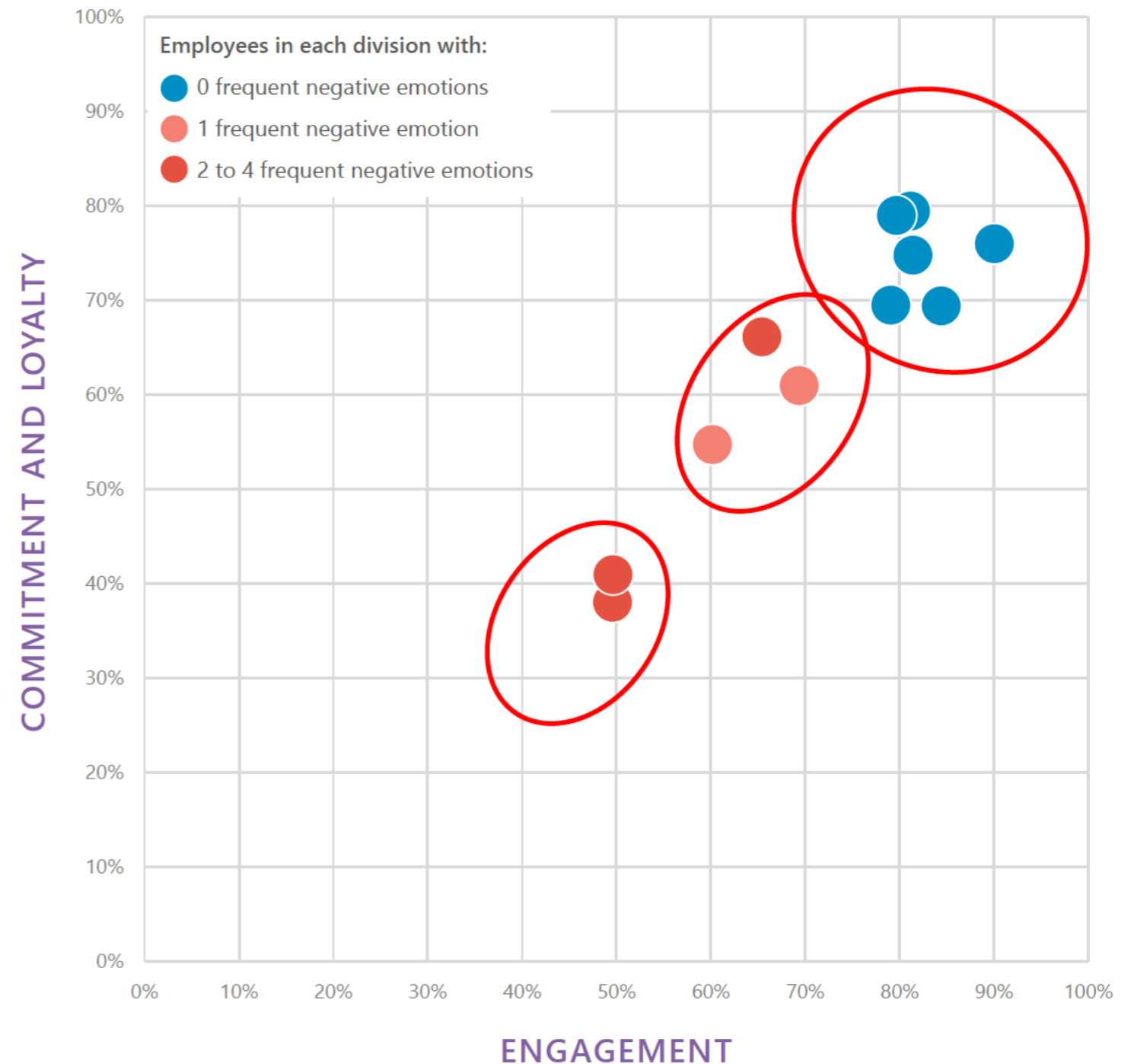
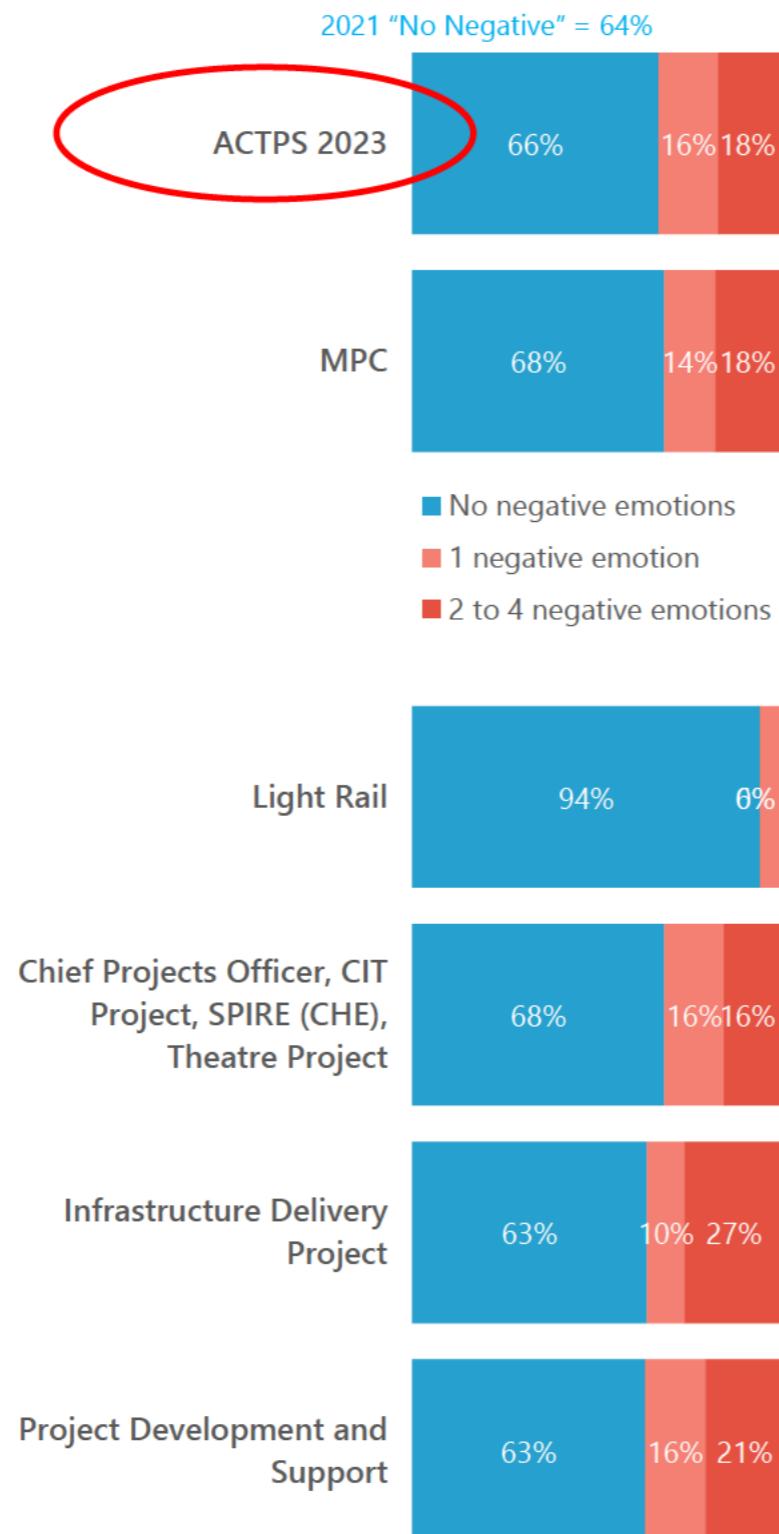
These charts summarise those four wellbeing questions into a **single metric of frequent negative emotions**, identifying whether employees were:

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

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



Note: some combinations are not represented in the scatter above due to low response numbers.

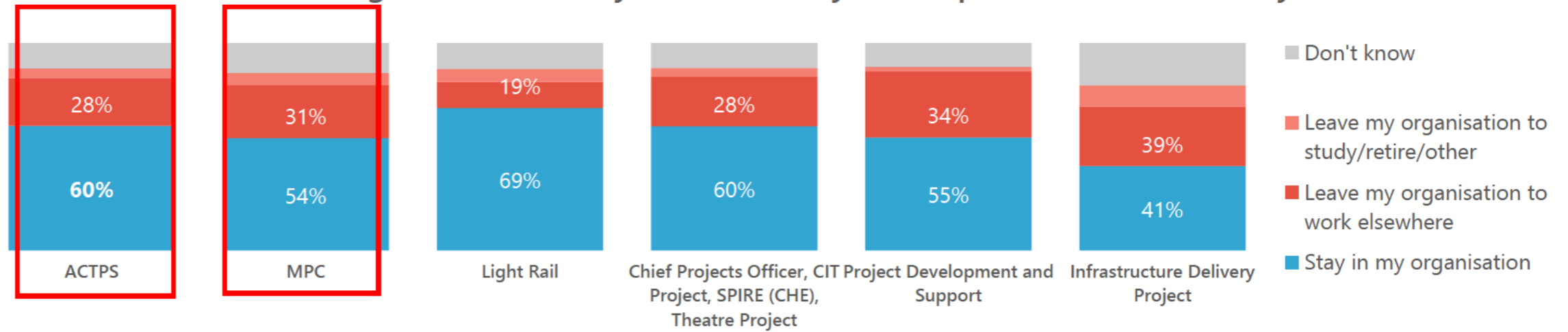
Employees were asked about their career intentions for the next two years, with the breakdowns illustrated in the top chart.

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

CAREER INTENTIONS

ACROSS DIVISIONS

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 directorate by applying an algorithm over the results.

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

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

Stronger factors (compared to MPC average)

	Project Development and Support	Light Rail	Chief Projects Officer, CIT Project, SPIRE (CHE), Theatre Project	Infrastructure Delivery Project
Support for health and wellbeing	+12			
Workload management	+9			
Learning and career development	+8	+32		
Trust in organisational integrity		+24		
Innovation		+32	+8	
Inclusivity			+3	
Job-skills match			+4	
Internal communication				+2
Team performance				0
Goal clarity				+2

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 MPC average.

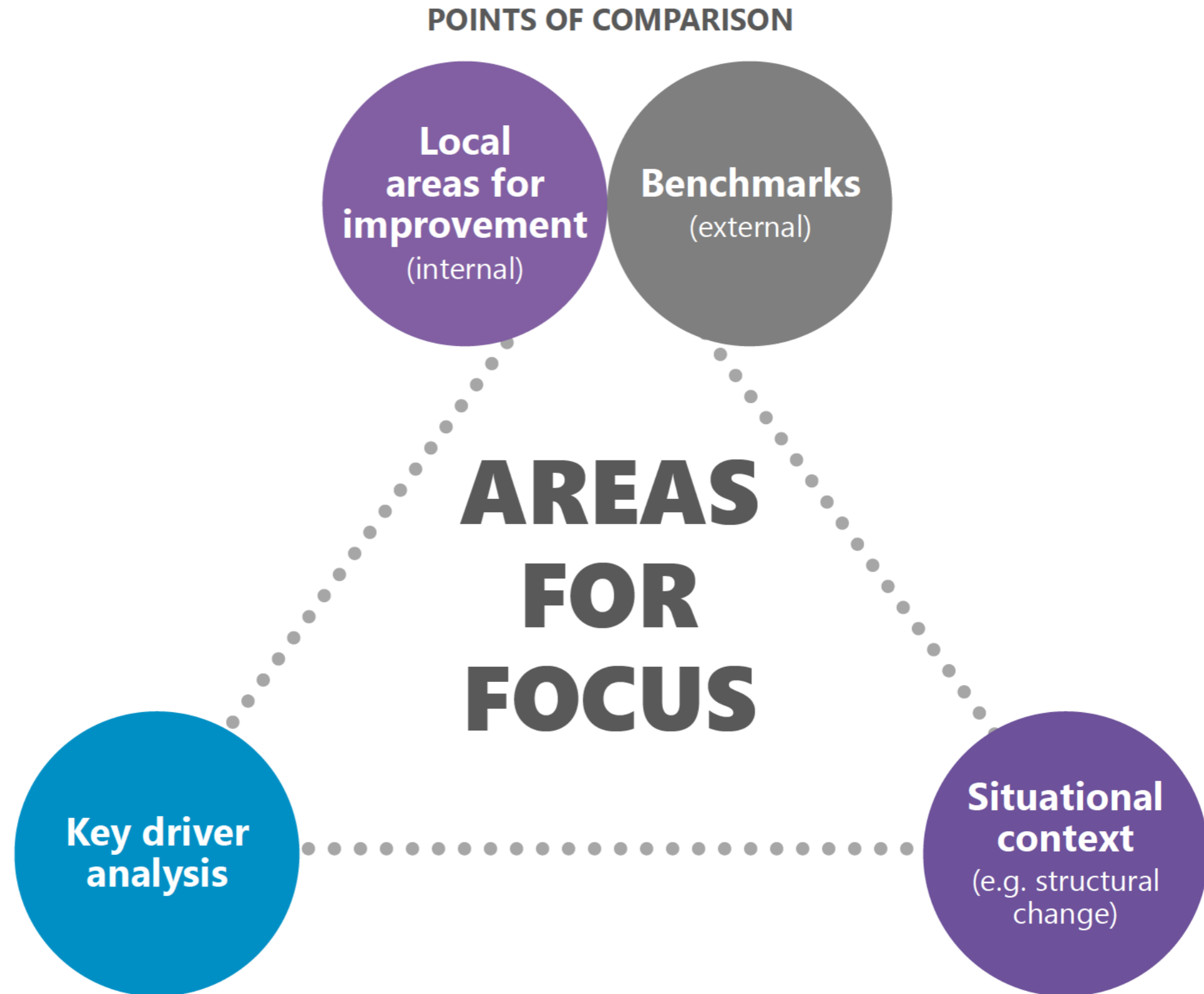
This is one of several considerations that should be taken into account when formulating action strategies.

Weaker performing factors (compared to MPC average)

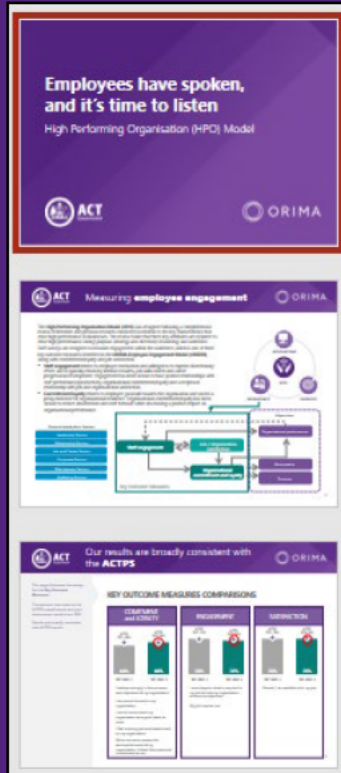
	Chief Projects Officer, CIT Project, SPIRE (CHE), Theatre Project	Infrastructure Delivery Project	Project Development and Support	Light Rail
Work impact on wellbeing	-11			
Job security	-22			
Organisational executive	-10	-13		
Executive Branch Manager		-12		
Executive Group Manager		-19		
Autonomy			-3	
Remuneration and conditions			-1	+6
Intrinsic rewards			-1	+4
Consultation				+2

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 your directorate, to 2021 results, or across your business units.
- **External benchmarks.** How your work area is performing relative to the ACTPS as a whole.
- **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.



Core deliverables – provided after briefing



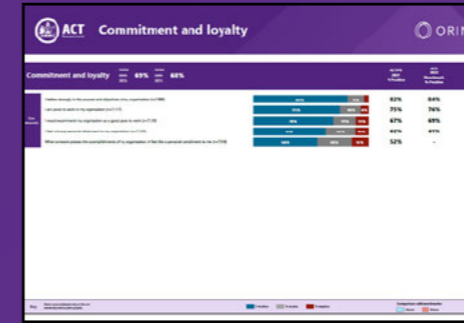
Directorate PowerPoint Presentation report

Directorate name: 2022 Employee Survey

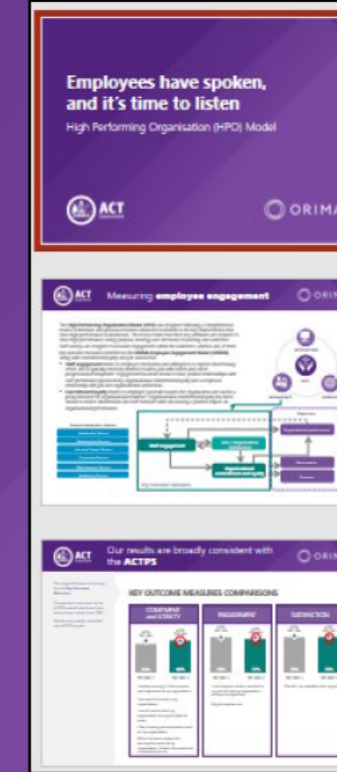
Metric	Average		Benchmark		
	Actual	Target	2021	2022	2023
Commitment and loyalty	76%	76%	74%	74%	75%
Satisfaction	76%	76%	75%	75%	76%
Organisational excellence	75%	75%	73%	73%	74%
Executive Brand - Resilience	75%	75%	73%	73%	74%
Executive Brand - Performance	75%	75%	73%	73%	74%
Team performance	75%	75%	73%	73%	74%
Autonomy	75%	75%	73%	73%	74%
Access to productivity	75%	75%	73%	73%	74%
Customer-centric culture	75%	75%	73%	73%	74%
Inclusivity	75%	75%	73%	73%	74%
Internal communication	75%	75%	73%	73%	74%
Job security	75%	75%	73%	73%	74%
Work-life balance	75%	75%	73%	73%	74%
Learning and career development	75%	75%	73%	73%	74%
Health and safety	75%	75%	73%	73%	74%
Resilience	75%	75%	73%	73%	74%
Resilience and wellbeing	75%	75%	73%	73%	74%
Support for health and wellbeing	75%	75%	73%	73%	74%
Impact on wellbeing	75%	75%	73%	73%	74%
Work-life balance	75%	75%	73%	73%	74%
Health and safety	75%	75%	73%	73%	74%

Directorate Red-Green Table, with 2023 results for business units and demographic groups

Optional deliverables



Business unit Results Report

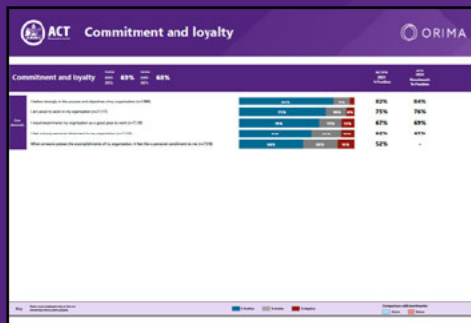


Business unit PowerPoint Presentation report

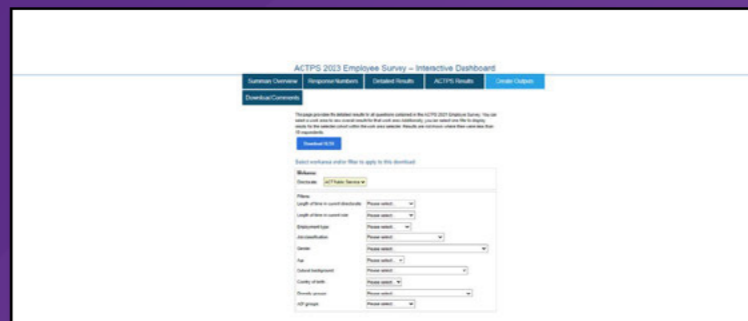
Directorate name: 2022 Employee Survey

Metric	Average		Benchmark		
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Autonomy	75%	75%	73%	73%	74%
Access to productivity	75%	75%	73%	73%	74%
Customer-centric culture	75%	75%	73%	73%	74%
Inclusivity	75%	75%	73%	73%	74%
Internal communication	75%	75%	73%	73%	74%
Job security	75%	75%	73%	73%	74%
Work-life balance	75%	75%	73%	73%	74%
Learning and career development	75%	75%	73%	73%	74%
Health and safety	75%	75%	73%	73%	74%
Resilience	75%	75%	73%	73%	74%
Resilience and wellbeing	75%	75%	73%	73%	74%
Support for health and wellbeing	75%	75%	73%	73%	74%
Impact on wellbeing	75%	75%	73%	73%	74%
Work-life balance	75%	75%	73%	73%	74%
Health and safety	75%	75%	73%	73%	74%

Business unit Red-Green Table

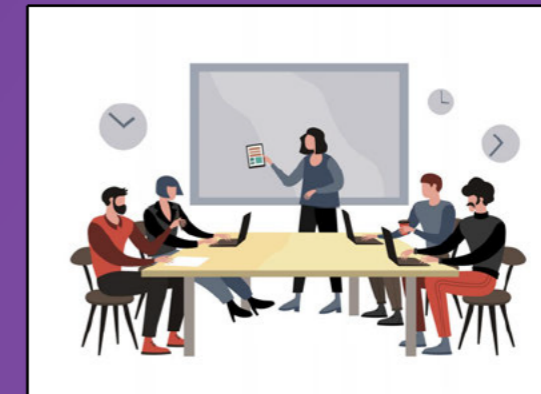


Directorate Results Report



Access to ACTPS 2023 reporting dashboard

Access will be made available in due time



Tailored briefing to all-staff or individual business units

Other reporting options:

1. Additional driver modelling (regression analysis)
2. Tailored analysis and reporting as required
3. Tailored pulse surveys