Schedule 2.2(a)(ii)

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via email: Schedule 2.2(a)(ii) ████████

Dear ████████

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 6 May 2022, 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.

I have included as **Attachment A** to this decision the schedule of relevant documents. This provides a description of each document that falls within the scope of your request and the access decision for each of those documents.

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 Your personal contact details will not be published.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).

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 you 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
20 June 2022

FREEDOM OF INFORMATION REQUEST SCHEDULE

Please be aware that under the *Freedom of Information Act 2016*, some of the information provided to you will be released to the public through the ACT Government's Open Access Scheme. The Open Access release status column of the table below indicates what documents are intended for release online through open access.

Personal information or business affairs information will not be made available under this policy. If you think the content of your request would contain such information, please inform the contact officer immediately.

Information about what is published on open access is available online at: https://www.act.gov.au/majorprojectscanberra/home

FOI Reference Number	Request Details					
MPCFOI2022/07	*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.*					

Ref No.	No. of Folios	Description	Date	Status	Reason for non-release or partial release	Open Access release status
1.	1-22	ACT Government 2021 Employee Survey Directorate-level presentation MPC	November 2021	Full		Y

Total Number of Documents	
1	

ACT GOVERNMENT

2021 EMPLOYEE SURVEY
Directorate-level presentation | MPC

November 2021

ACT Government

ORIMA RESEARCH

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 Major Projects Canberra (MPC).

▪ MPC will also receive access to an online interactive dashboard system, which provides detailed results on each individual question asked in the survey (including the MPC 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

ORIMA RESEARCH

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.

RESOURCING

HPO

WORKFORCE

PURPOSE

Objectives

General workplace themes

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

Staff engagement

Job / Organisation satisfaction

Organisational commitment and loyalty

Organisational performance

Absenteeism

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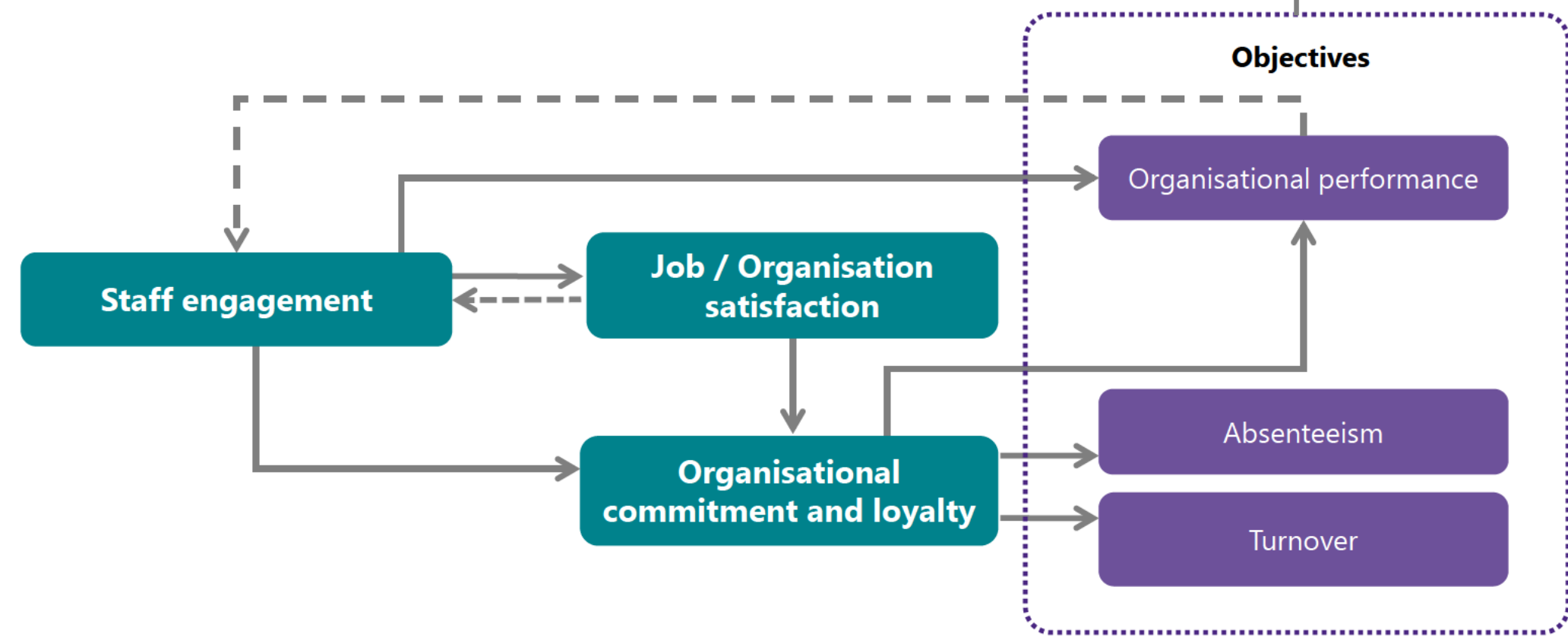
This page illustrates the ratings for the **Key Outcome Measures**.

KEY OUTCOME MEASURES
COMPARISON BETWEEN **MPC** AND THE **ACT PUBLIC SERVICE**

COMMITMENT and LOYALTY

MPC	67%
ACTPS	68%

- I believe strongly in the purpose and objectives of my organisation.
- I am proud to work in my organisation.
- I would recommend my organisation as a good place to work.
- I feel a strong personal attachment to my organisation.
- When someone praises the accomplishments of my organisation, it feels like a personal compliment to me.

ENGAGEMENT

MPC	79%
ACTPS	82%

- I work beyond what is required in my job to help my organisation achieve its objectives.

SATISFACTION

MPC	71%
ACTPS	76%

- Overall, I am satisfied with my job.

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

COMMITMENT/LOYALTY AND ENGAGEMENT SCORES
ACROSS DIVISIONS
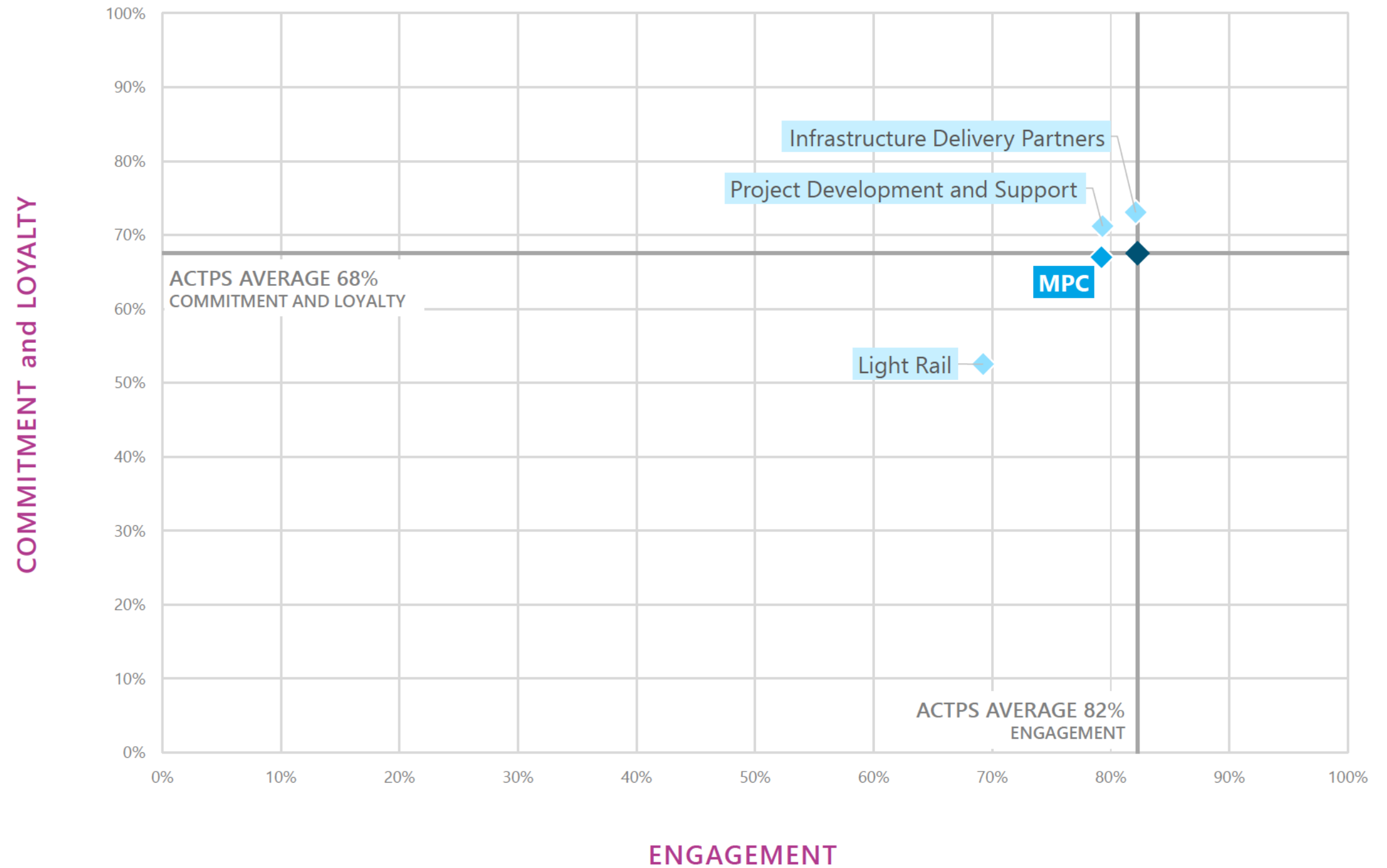
Infrastructure Delivery Partners

Project Development and Support

MPC

ACTPS AVERAGE 68%
COMMITMENT AND LOYALTY

Light Rail

ACTPS AVERAGE 82%
ENGAGEMENT

COMMITMENT and LOYALTY

ENGAGEMENT

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

COMMITMENT/LOYALTY AND ENGAGEMENT SCORES
ACROSS JOB ROLES

COMMITMENT and LOYALTY

ACTPS AVERAGE 68%
COMMITMENT AND LOYALTY

Executive

Infrastructure Officer

MPC

Senior Officer

Infrastructure Manager, Specialist

ACTPS AVERAGE 82%
ENGAGEMENT

ENGAGEMENT

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

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

- **Recent performance**
- **Job-skills match**
- **Support for health and wellbeing**
- **Intrinsic rewards**
- **Inclusivity**
- **Recognition**

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

- **56% of the variation in employee engagement**
- **53% of the variation in employee commitment and loyalty**
- **71% of the variation in employee satisfaction**

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

OVERALL SCORES FOR ALL FACTORS

KEY OUTCOME MEASURES

Factor	MPC	ACTPS
Engagement	79%	82%
Satisfaction	71%	76%
Commitment and loyalty	67%	68%

PEOPLE METRICS

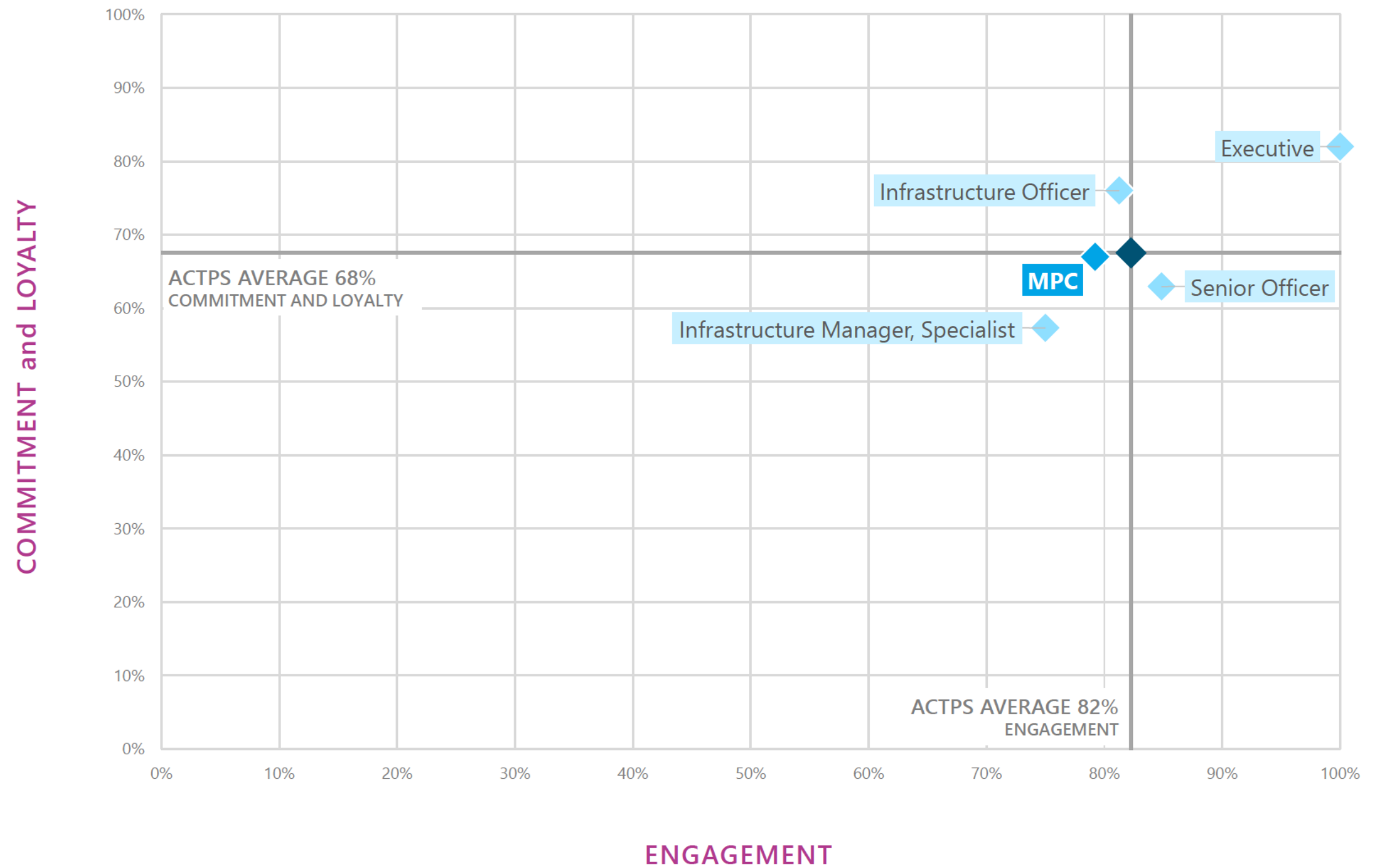| Factor	MPC	ACTPS
Team performance	83%	82%
Team culture	82%	80%
Supervisor performance	77%	76%
Leadership	66%	63%

OTHER WORKPLACE FACTORS

Factor	MPC	ACTPS
Recent performance	87%	83%
Customer service culture	87%	84%
Consultation	83%	82%
Goal clarity	81%	85%
Job security	80%	80%
Remuneration and conditions	80%	78%
Barriers to productivity	79%	83%
Job-skills match	79%	80%
Support for health and wellbeing	77%	76%
Autonomy	75%	76%
Internal communication	72%	70%
Intrinsic rewards	67%	70%
Inclusivity	66%	70%
Recognition	66%	66%
Change management	65%	63%
Organisational trust	58%	60%
Innovation	57%	59%
Work impact on wellbeing	57%	58%
Support for supervisor	54%	68%
Workload management	49%	50%
Learning and development	46%	55%
Mobility	42%	44%

Legend:
- MPC factor averages
- MPC key drivers
- ACTPS factor averages

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ADDITIONAL AREAS OF FOCUS

FOR MPC

Workplace factors are interrelated.

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

- Organisational trust, and
- Goal clarity.

As well as the other key driver:

- Job-skills match.

The **R²** 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).

Legend:
- Key Outcome Measure
- Key driver
- Secondary driver
- Duplicated key driver

Diagram elements:
- Organisational trust
- Inclusivity $R^2=75\%$
- Learning and development
- Consultation
- Intrinsic rewards $R^2= 58\%$
- Commitment and Loyalty $R^2=53\%$
- Support for health & wellbeing $R^2=63\%$
- Goal clarity
- Satisfaction $R^2=71\%$
- Engagement $R^2=56\%$
- Innovation
- Job-skills match $R^2=56\%$
- Recent performance $R^2=36\%$
- Recognition $R^2= 55\%$
- Renumeration and conditions
- Team culture
- Inclusivity $R^2=75\%$

Opportunities to better understand our workforce

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

ACT Government

ORIMA RESEARCH

Effective workload management
supports satisfaction with work-life balance

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

ACTPS AVERAGE 14%

ACTPS AVERAGE 23%

Light Rail

Infrastructure Delivery Partners

MPC

Project Development and Support

Current workload is well above capacity
TOO MUCH WORK

VERY DISSATISFIED or DISSATISFIED
with work-life balance in current job
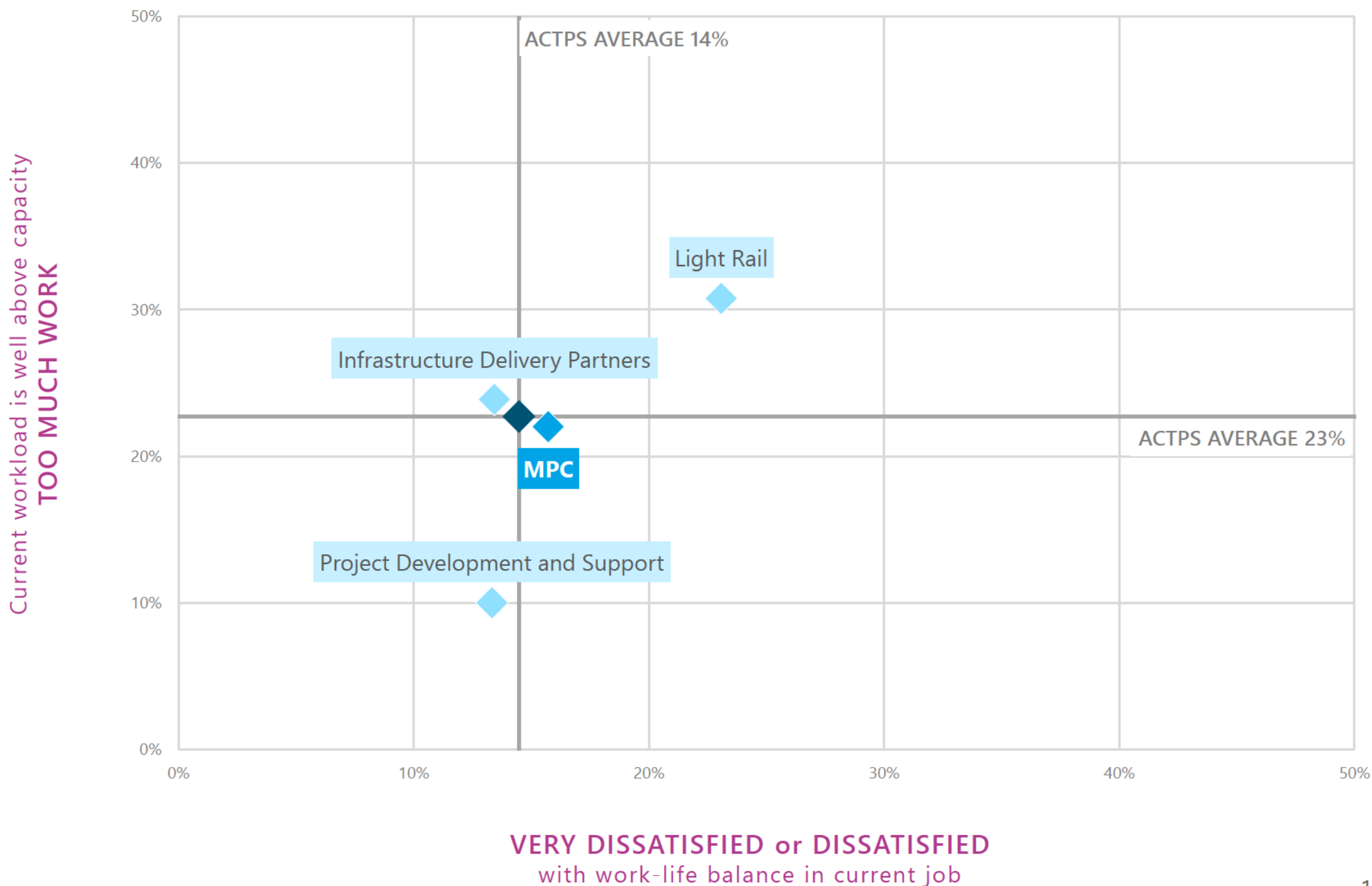
Employees were asked to rate their workgroup performance over the past three months from 1 to 10, where 1 represents the worst possible performance, and 10 represents the best possible performance.

On average, MPC employees rated their workgroup's performance as 7.8 out of 10, compared to 7.6 for the ACTPS.
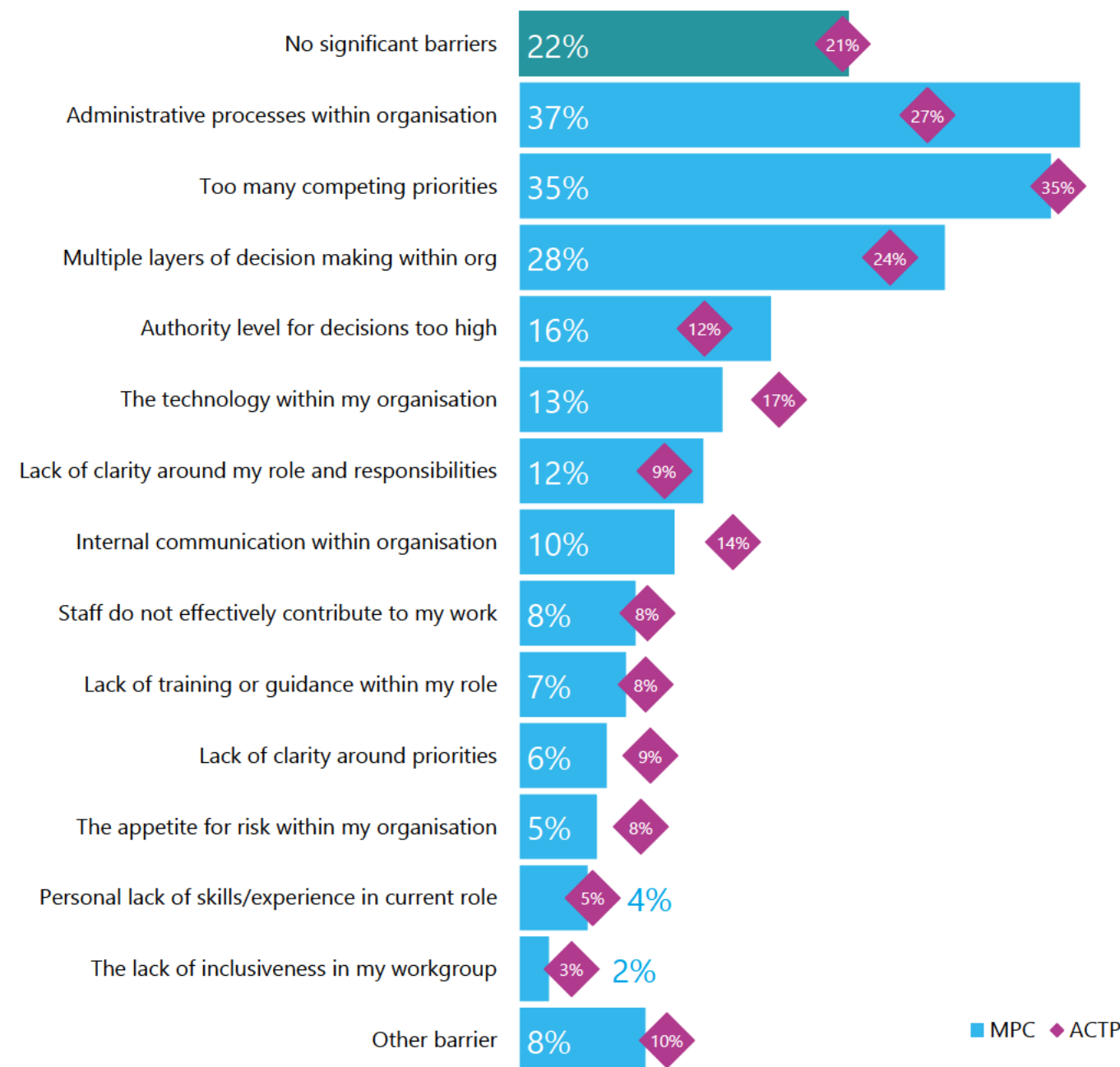
Employees were also asked to nominate up to three barriers to productivity. This page groups performance and productivity barriers.

The most significant productivity barriers related to **administrative processes**, **too many competing priorities** 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

Barrier	MPC	ACTPS
No significant barriers	22%	21%
Administrative processes within organisation	37%	27%
Too many competing priorities	35%	35%
Multiple layers of decision making within org	28%	24%
Authority level for decisions too high	16%	12%
The technology within my organisation	13%	17%
Lack of clarity around my role and responsibilities	12%	9%
Internal communication within organisation	10%	14%
Staff do not effectively contribute to my work	8%	8%
Lack of training or guidance within my role	7%	8%
Lack of clarity around priorities	6%	9%
The appetite for risk within my organisation	5%	8%
Personal lack of skills/experience in current role	4%	5%
The lack of inclusiveness in my workgroup	2%	3%
Other barrier	8%	10%

■ MPC ◆ ACTPS

Top two barriers by division

	Biggest barrier	Second-biggest barrier
Infrastructure Delivery Partners	Administrative processes within organisation	Too many competing priorities
Project Development and Support	Too many competing priorities	Administrative processes within organisation
Light Rail	Too many competing priorities	Multiple layers of decision making

ORIMA
RESEARCH

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

Across MPC:

- **Bullying** was seen as coming from a mix of sources, with the main perpetrators being clients/customers, as well as senior staff, colleagues, and managers.

- **Aggression** most commonly took the form of intimidation, and was most commonly instigated by colleagues.

- **Discrimination** was most commonly seen to be based on employment activity and sex/gender. It was perpetrated mostly by senior staff.

- **Sexual harassment** was mostly perpetrated by colleagues and managers.

INAPPROPRIATE BEHAVIOURS IN THE LAST 12 MONTHS

% EXPERIENCED

BULLYING

MPC	13
ACTPS	14

AGGRESSION/VIOLENCE

MPC	4
ACTPS	10

DISCRIMINATION

MPC	13
ACTPS	9

SEXUAL HARASSMENT

MPC	2
ACTPS	2
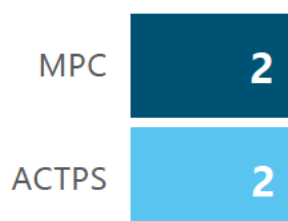
% WITNESSED

CORRUPTION

MPC	4
ACTPS	6

14
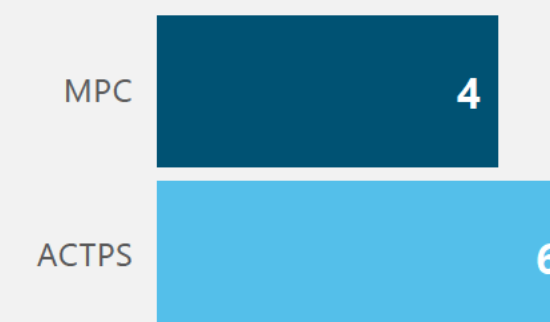
Staff were asked how often their work made them feel enthusiastic, happy, miserable, and burned out in the last three months.

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
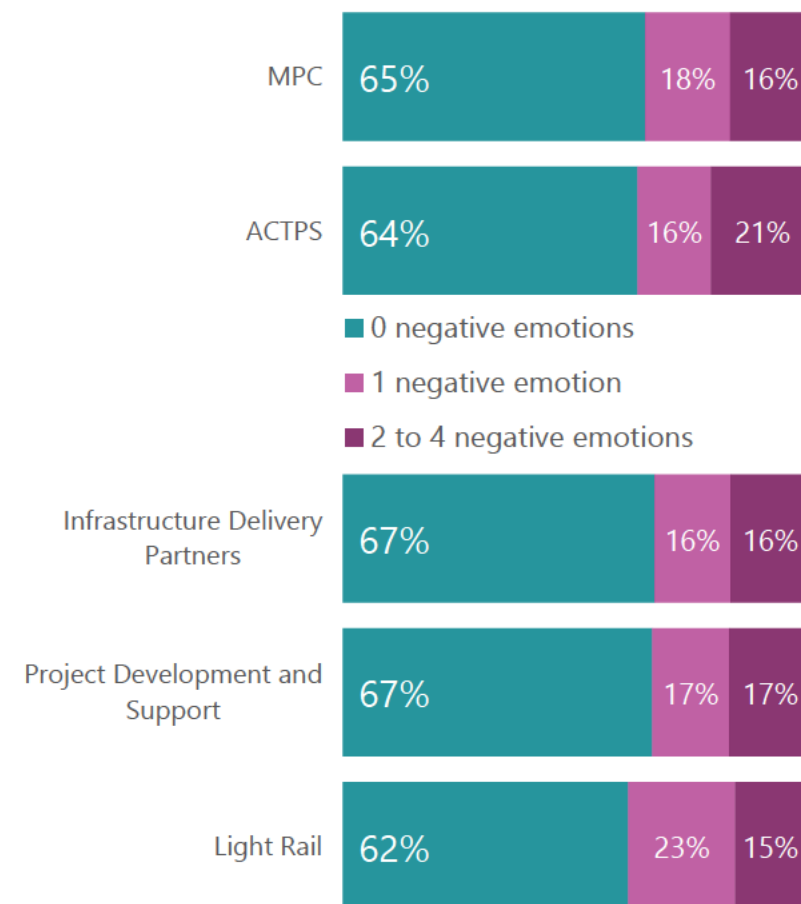- Always/often miserable
- Always/often burned out

Overall, **65% of MPC employees reported no frequent experience of negative emotions as a result of work** in the last three months, 18% had frequently experienced one negative emotion and 16% 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

Division	0 negative emotions	1 negative emotion	2 to 4 negative emotions
MPC	65%	18%	16%
ACTPS	64%	16%	21%
Infrastructure Delivery Partners	67%	16%	16%
Project Development and Support	67%	17%	17%
Light Rail	62%	23%	15%

Legend:
- 0 negative emotions
- 1 negative emotion
- 2 to 4 negative emotions

Impact on employee engagement and commitment/loyalty

Employees in each division with:
- 0 frequent negative emotions
- 1 frequent negative emotion
- 2 to 4 frequent negative emotions

Y-axis: COMMITMENT AND LOYALTY (0% – 100%)
X-axis: ENGAGEMENT (0% – 100%)
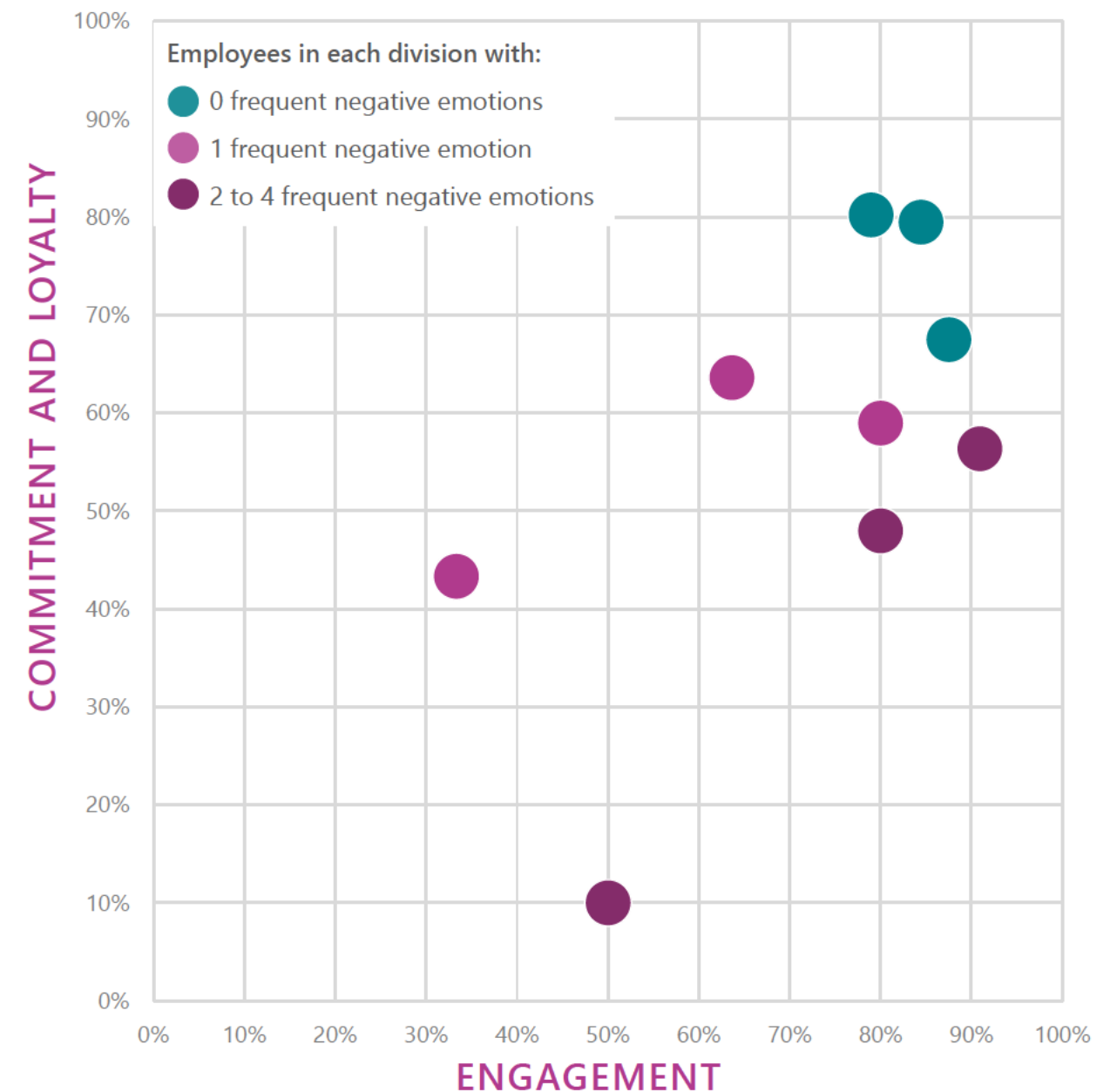
Across MPC, **30% of staff reported high, very high, or severe level of work-related stress.**

The most common reported causes of work related stress were **time pressure** and **workload**. The chart on the left shows current work-related stress as the percentage of employees that responded high, very high, or severe levels of work-related stress.
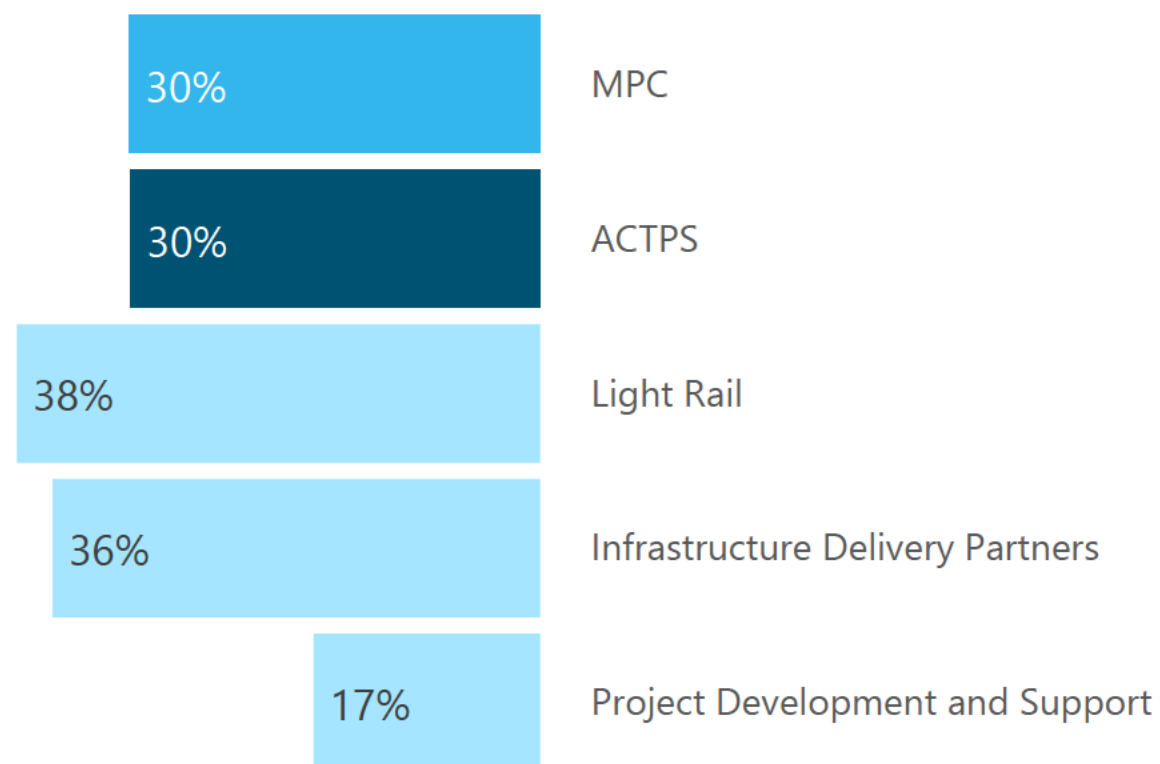
The table on the right shows the top two main causes selected by employees for their work-related stress.

WORK-RELATED STRESS

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

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

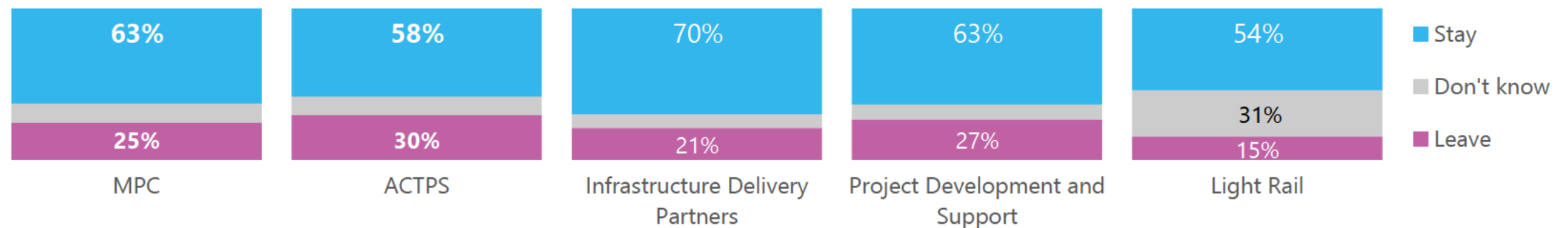| Division		Cause 1	Cause 2
30%	MPC	Time pressure	Amount of work (workload)
30%	ACTPS	Time pressure	Amount of work (workload)
38%	Light Rail	Time pressure	Amount of work (workload)
36%	Infrastructure Delivery Partners	Time pressure	Staff shortages
17%	Project Development and Support	Amount of work (workload)	Time pressure

ACT Government

ORIMA RESEARCH

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

63% of MPC employees expect to stay in their directorate, with 25% 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?

	Stay	Don't know	Leave
MPC	63%		25%
ACTPS	58%		30%
Infrastructure Delivery Partners	70%		21%
Project Development and Support	63%		27%
Light Rail	54%	31%	15%

REASONS FOR STAYING

I can continue to work in a field of interest	57%
Broad range of experiences	24%
Good relationship with immediate manager	23%
My work here is recognised and appreciated	19%
Job security	17%
Good remuneration	17%
Good relationship with other team members	15%
I expect promotion/advancement	15%
Collaborative work environment	14%
Values/goal align with organisation's	12%
Good location/travel time	10%
Good future career opportunities	10%
I currently enjoy an appropriate workload	10%
Good organisational leadership	6%
No desire to try a different type of work	5%
Good developmental opportunities	4%
No opportunity to leave	0%
Other	3%

REASONS FOR LEAVING

Lack of future career opportunities	38%
Opportunity to broaden experience	34%
To seek/take a promotion elsewhere	34%
Opportunity to work in a field of interest	31%
Desire to try a different type of work	28%
Poor organisational leadership	22%
Better location/reduce travel time	19%
Lack of developmental opportunities	19%
Values/goals not aligned with organisation's	16%
A lack of recognition for doing a good job	13%
My workload is excessive	6%
For better remuneration	6%
Not team oriented/collaborative	6%
Lack of job security in my current position	6%
Poor relationship with immediate manager	3%
Poor relationship with other team members	3%
No opportunity to stay	0%
Other	3%

Building on our strengths and areas where we can do better

ACT Government

ORIMA RESEARCH

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

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

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

STRENGTHS FOR EACH DIVISION

	Infrastructure Delivery Partners	Light Rail	Project Development and Support
Recognition	■		
Job-skills match	■		
Goal clarity	■		
Supervisor performance		■	
Consultation		■	
Mobility		■	
Change management			■
Innovation			■
Learning and development			■
Mobility			■

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

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 MPC average.

This is one of several considerations that should be taken into account when formulating action strategies.
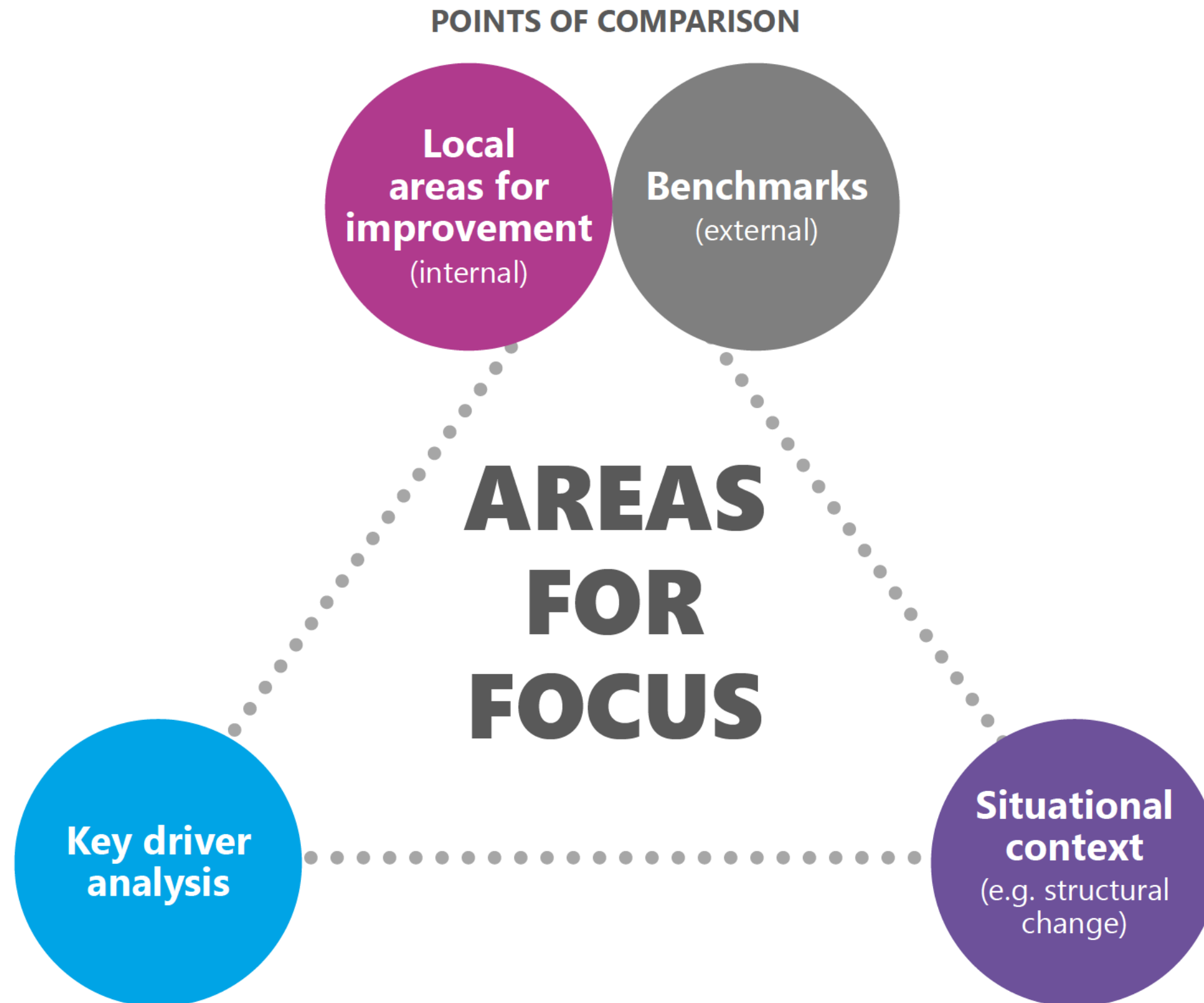
AREAS FOR IMPROVEMENT FOR EACH DIVISION

	Light Rail	Infrastructure Delivery Partners	Project Development and Support
Recognition	■		■
Inclusivity	■		
Learning and development	■	■	
Team culture	■		
Organisational trust	■		
Barriers to productivity		■	
Change management		■	
Autonomy			■
Consultation			■

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

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 MPC 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.

POINTS OF COMPARISON

Local areas for improvement
(internal)

Benchmarks
(external)

AREAS FOR FOCUS

Key driver analysis

Situational context
(e.g. structural change)