People Matter Survey
Main Findings Report 2018

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1 Executive summary

The People Matter Survey (the survey) is for all employees of the Northern Territory Public Sector (NTPS). In 2009, the Northern Territory Government directed the Office of the Commissioner for Public Employment to delivery Biennial employee surveys to collect information from employees on a range of measures. The employee surveys are an important source of reference for evidence based decision making.

In 2018, a 'pulse' survey was delivered. A pulse survey is a shorter version of the full People Matter Survey. The shorter survey format enabled a smooth transition to a new commercial survey provider, ORC International. A full survey will be delivered in 2019, to be followed biennially.

The 2018 pulse survey was held from 10 - 23 September and achieved the NTPS's highest ever response rate of 46%, equating to 9,851 NTPS employees. The pulse survey focused on the key indices of Individual Performance and Capability, Organisational Change, Employee Satisfaction and Employee Engagement.

This report provides a summary of the findings from the 2018 pulse survey, focusing on the key indices mentioned as well specific areas which have been statistically identified as having the biggest impact on employee engagement.

KEY FINDINGS

2018 NTPS PEOPLE MATTER SURVEY

INCLUSION & DIVERSITY

The initiatives that have been carried out by the NTPS to improve the employee experience of Equal Employment Opportunity (EEO) groups have led to an improvement in Employee Engagement. More information - Page 8

CHANGE MANAGEMENT

Line managers are doing a good job of keeping their team's informed on change. However, respondents would like more opportunities for consultation on change. More information - Page 18

PERFORMANCE FEEDBACK

Receiving both informal and formal feedback from manager's is having a notable impact on Employee Engagement. More information - Page 22

PERSONAL BACKGROUND

70% of respondents feel that personal background is not a barrier to success in their organisation. More information - Page 32

FUTURE VISION

In comparison to other organisations, a high number of respondents feel that the senior management team have a clear vision for the future. More information - Page 30

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2 Employee Engagement

Research highlights the importance of employee engagement for organisational success; higher employee engagement is associated with positive outcomes such as higher productivity, innovation and customer service and lower absenteeism, attrition and health and safety incidents[1].

ORC International's research has also found strong links between engagement and increased performance.[2] Employees who say they work for high performing organisations are more engaged than those working for low performing organisations. At an individual level, performance and engagement are connected, high performing employees are three times more engaged than the lowest performing employees. And low performers show their low engagement through their behaviour; they're twice as likely to take sick days compared to higher performers. This holds true across the private and public sector.[3]

ORC International use a 'Say, Stay, Strive' model to measure engagement. Engaged employees speak positively about their agency and its products and services, they are committed to the same goals, and work to achieve them, even if they don't see the agency as their long term employer. They are motivated to do their best work and to succeed because the agency creates the right environment to help them get there.

There is a two-way relationship between the employer and the employee.

EMPLOYEE ENGAGEMENT

Top performing employees are 3 times more engaged than below average performers.

Employees who say they work for high performing organisations are 6 times more engaged than those working for low performing organisations.

Employees who say they work for high performing organisations are 3x more likely to be top performers themselves.

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[1] Rayton, B., Dodge, T. & D'Analeze, G. (2012). The evidence: Employee engagement taskforce *Nailing the evidence* workgroup. University of Bath.

[2] ORC International (2017). What do Winning Workplaces Do Differently? A global investigation into employee experience trends.

[3] ORC International (2016). What makes a winning workplace. A global investigation into employee experience trends.

SAY
Engaged employees speak positively about their organisation and its products and services

STAY
They are committed to working towards the same goals

STRIVE
They are motivated to do their best work and to succeed because the organisation creates the right environment to help them get there

65%
Employee Engagement

The 2018 NTPS Employee Engagement Index score is 65%. Figure 1 breaks down the individual questions which make up the index. Pride in working for their agency was most positive with 68% agreement, although slightly lower than ORC International's public sector worldwide benchmark (72%) (See Figure 2). High positivity regarding pride in the organisation is not unusual in a public sector organisation where the nature of the work is a major factor behind employees choosing their employer, for example teachers, doctors and police officers.

The 'strive' components of engagement are somewhat lower at 53% respectively however, these items are stretching in nature and reflect the two-way relationship between the employee and their agency.

Figure 1: Employee Engagement Index questions broken down by positive, neutral and negative scores

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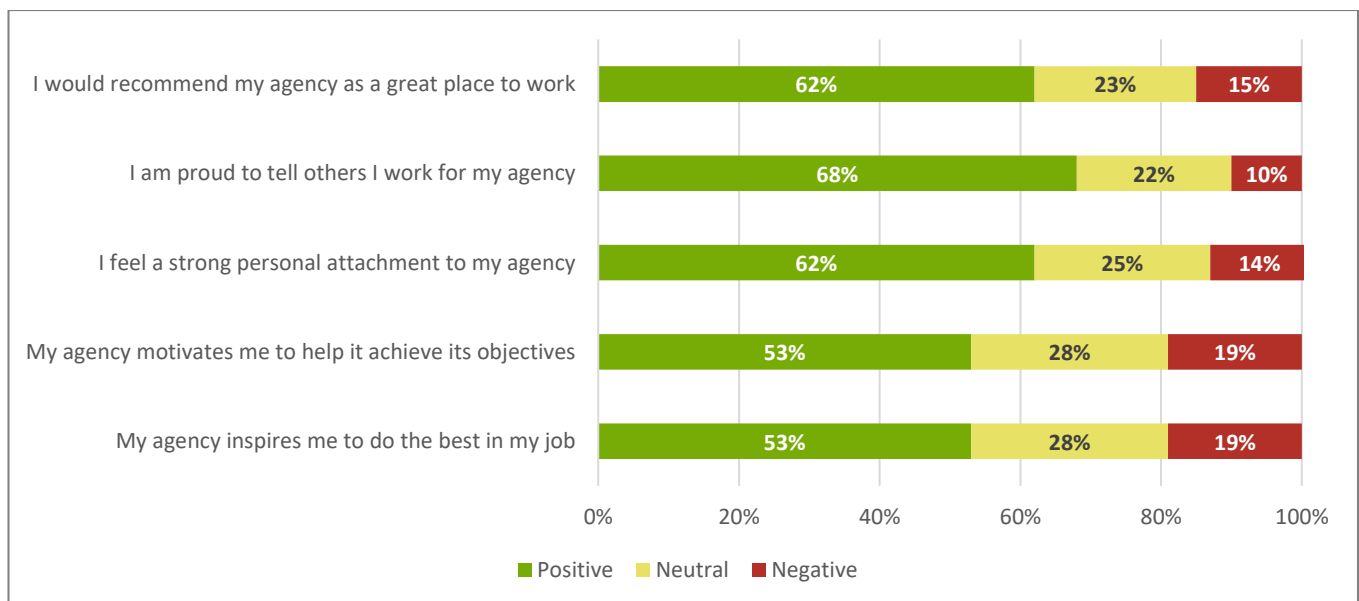
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Figure 2 shows comparisons at an individual Employee Engagement Index question level between the 2018 People Matter and the 2016 and 2014 surveys. The Employee Engagement Index Score has remained in line with 2016 and is one percentage point above 2014. Given the substantial amount of machinery of government changes that the sector has seen, it is positive to see that engagement has remained stable. However, there is still the opportunity to further engage sector employees through focused engagement strategies, particularly when there has been a decline in some individual items since 2016.

At an individual question level, three questions have seen a decline, highlighted in Figure 2. The biggest decline was 'recommending my agency as a great place to work' at 62%, a four percentage point drop since 2016. This indicates that an investment in the development and implementation of people strategies is needed. Often in declining fiscal environments, attention is shifted away from long term strategic people planning and is instead invested in maintaining operational service delivery imperatives. While upholding immediate service delivery needs is vital, the absence of long term planning, specifically in the realm of people strategies, will adversely impact the organisations ability to effectively evolve with the changing environment. Research shows that 51% of perceptions of an organisation as a potential employer come from existing employees[4] . With the continuing growth of communication methods and social media, advocacy is becoming ever more important and it is essential to understand what is causing this decline. Conversely, a positive to celebrate is that the number of respondents feeling a sense of personal attachment continues to grow year on year.

Figure 2 also highlights strong performance against the ORC International public sector worldwide benchmark score for feeling motivated by your agency to help it achieve its objectives. However, despite being the highest scoring Employee Engagement Index question, respondents' feelings of pride in telling others that they work for their agency is below the benchmark.

Figure 2: Employee Engagement Index questions with positive score and comparison to the 2016 and 2014 People Matter Survey as well as ORC International's public sector worldwide benchmark score

Survey Question	2018 % Positive	Versus 2016	Versus 2014	Versus Benchmark
I would recommend my agency as a great place to work	62%	-4	-1	In Line
I am proud to tell others I work for my agency	68%	-1	+2	-4
I feel a strong personal attachment to my agency	62%	+1	+3	In Line
My agency motivates me to help it achieve its objectives	53%	-1	+3	+7
My agency inspires me to do the best in my job	53%	In Line	+2	In Line

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[4] ORC International (2016); Global Perspectives Survey 2016

The majority of Australian jurisdictions have an Employee Engagement Index of between 60-65%, placing the NTPS in line with their counterparts. Figure 3 highlights comparison to other jurisdictions as well as the UK Civil Service at an individual question level. The number of employees who would recommend their agency as a great place to work is higher than similar jurisdictions, as per Figure 3.

Figure 3: Breakdown of individual Employee Engagement Index question positive scores in other Australian jurisdictions and the UK Civil Service[567]
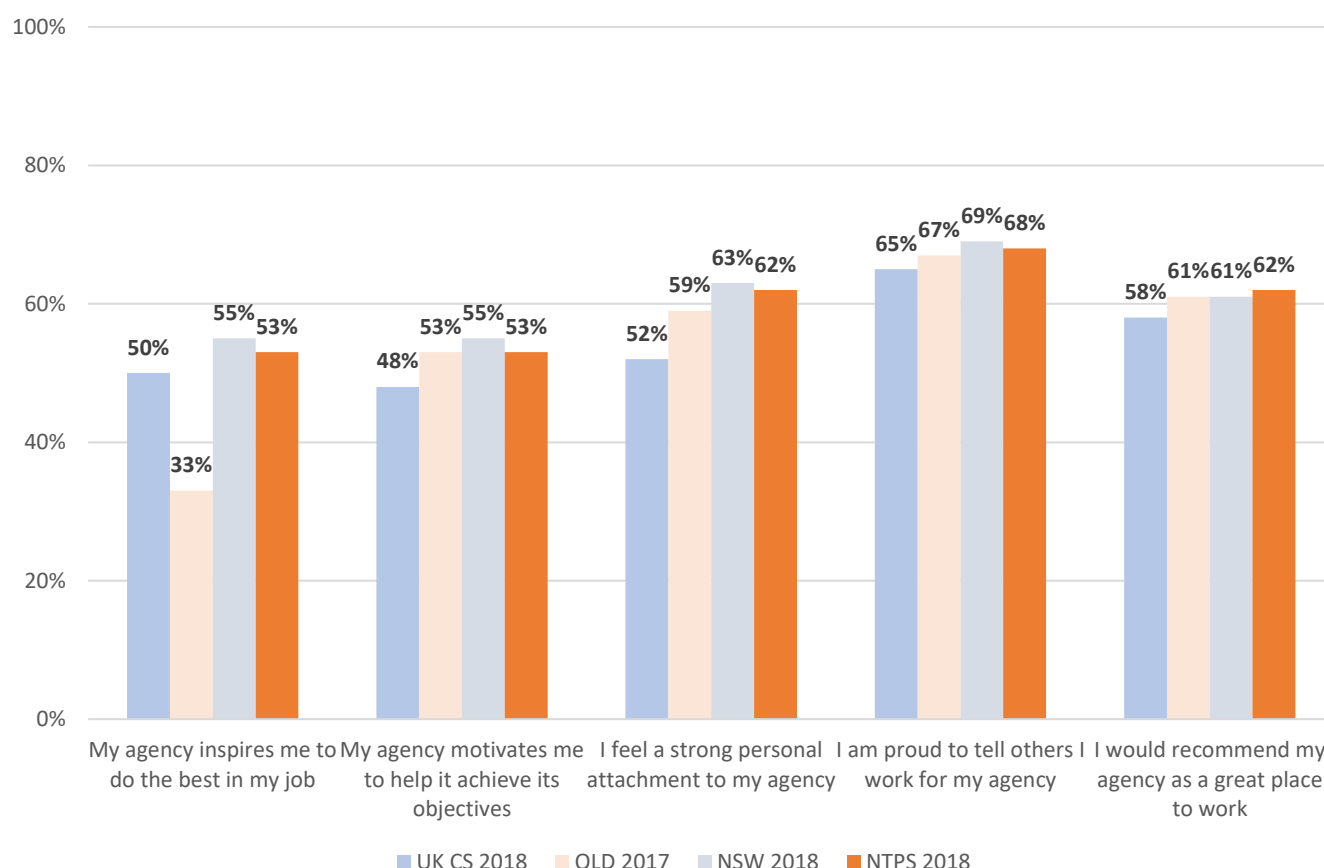
Looking within the NTPS, agency engagement scores range from 50% to 89%, demonstrating a substantial variation in employee experiences. The questions showing the biggest range relate to the 'strive' component of engagement. Perceptions that agencies motivate individuals to help it achieve its objectives range from 23% to 87% agreement. Agencies inspiring individuals to do their best in their job has a range of between 24% to 90% agreement. It is not unusual to see these questions having the biggest ranges across the Sector. Within certain agencies, individuals are often motivated and inspired by

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[5]Working for Queensland Survey Results 2017 https://www.forgov.qld.gov.au/working-queensland-survey

[6] New South Wales People Matter survey Results 2018 https://www.psc.nsw.gov.au/reports---data/people-matter-employee-survey/agency-and-cluster-reports

[7] Civil Service People Survey 2018
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/767306/Civil_Service_People_Survey_2018_-_Benchmark_Scores.pdf

colleagues and the work they do, rather than feeling a connection to their specific agency or the wider Public Service. This is also reflected in the open comments question where 'colleagues/people/teamwork' was the most frequently occurring theme for what respondents felt made their agency a great place to work.

It is also important to look at demographic groups to understand their levels of engagement across the Sector. ORC International's research has identified the benefits of a diverse workforce to be numerous and far reaching including[8]:

- Improved organisational performance
- A more customer, client and stakeholder-focused approach
- Improved talent attraction and reduced skills gaps
- Reduced employee turnover
- Greater creativity and innovation.

The benefits of an engaged and diverse workforce can't be understated.

Ideally, there should be minimal differences in employee engagement between Equal Employment Opportunity (EEO) groups in order to maximize the benefits a diverse workforce can bring to the sector.

Survey data from 2009, 2011 and 2014 had consistently shown that employees from EEO groups responded less positively overall than the NTPS average across most questions and domains, including Aboriginal employees. However, 2016 survey data demonstrated a remarkable overall positive increase in perceptions of Aboriginal employees across the majority of survey measures that can be compared, reporting Aboriginal employees to be more positive than the NTPS average. For example, in 2016 the engagement score for non-Aboriginal employees was 65%, while the engagement score for Aboriginal employees was 69%.

This significant improvement in the perceptions of Aboriginal employees about their employment over such a short period of time (less than 18 months between surveys) can be attributed to substantial high level commitment and work in 2015 and 2016 relating to Aboriginal employment policy (including the launch of the Aboriginal Employment and Career Development Strategy). These efforts also included the establishment of a dedicated Aboriginal Employment and Career Development Division and the significant uptake of Special Measures in recruitment, enforcing priority consideration of Aboriginal employees over all other applicants.

Responses from Aboriginal respondents in 2018 shows a decrease in the engagement score from 69% to 65%, in line with the NTPS average. It is reasonable to expect that in the period following such significant

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[8] ORC International (2017); Talent Trends issue 4 – Diversity and Inclusion.

investment (in 2015 and 2016) that the perceptions of Aboriginal employees would 'normalise', trending down towards the NTPS average, as equal employment efforts become "business as usual".

In the case of respondents with disability, their 2016 engagement score was 60, five percentage points below the NTPS average and a full nine percentage points below Aboriginal employees. The NTPS has taken several steps since the previous People Matter survey to promote diversity and inclusion. An extensive Inclusion and Diversity Toolkit was developed in 2018 that sets out the business case and expectation of inclusion and diversity in the NTPS and provides employees with information about appropriate workplace behaviours, harassment and discrimination. It also provides practical resources and templates across a wide field, including;

- The ageing workforce
- Employees with disability
- Aboriginal employees
- The LGBTIQ+ community
- Multi-cultural diversity

A series of unconscious bias training sessions have been conducted and 2018 also saw the launch of the *Hands Up For Inclusion* Initiative which showcases and promotes diversity. It is encouraging therefore to see an improvement in Employee Engagement for a number of EEO groups.

With the substantial whole of sector efforts recently made to improve inclusion and diversity practices, it is unsurprising to see an improvement in the 2018 engagement score for respondents with disability to 64 (compared to 65 for the NTPS for the same period).

Despite Aboriginal respondents and respondents with disability trending contrarily, both serve as evidence of the impact that significant policy investment and disruption can have on the engagement of employees from EEO groups. The challenge for the sector in the coming years is to shift efforts from initial policy disruption and focus on retention and development to maintain the now negligible difference in EEO engagement scores.

It is important to keep in mind the relative base size of the response groups when reviewing the results in the context of EEO groups as with smaller respondent groups one person's opinion can have a bigger impact on the group's total percent positive than in a bigger group. In the case of gender declaration for instance, only 38 respondents answered 'other', meaning one respondents opinions can have more of an impact on the group's percent positive score, than in the case of those that declared to be male or female which both have thousands of respondents.
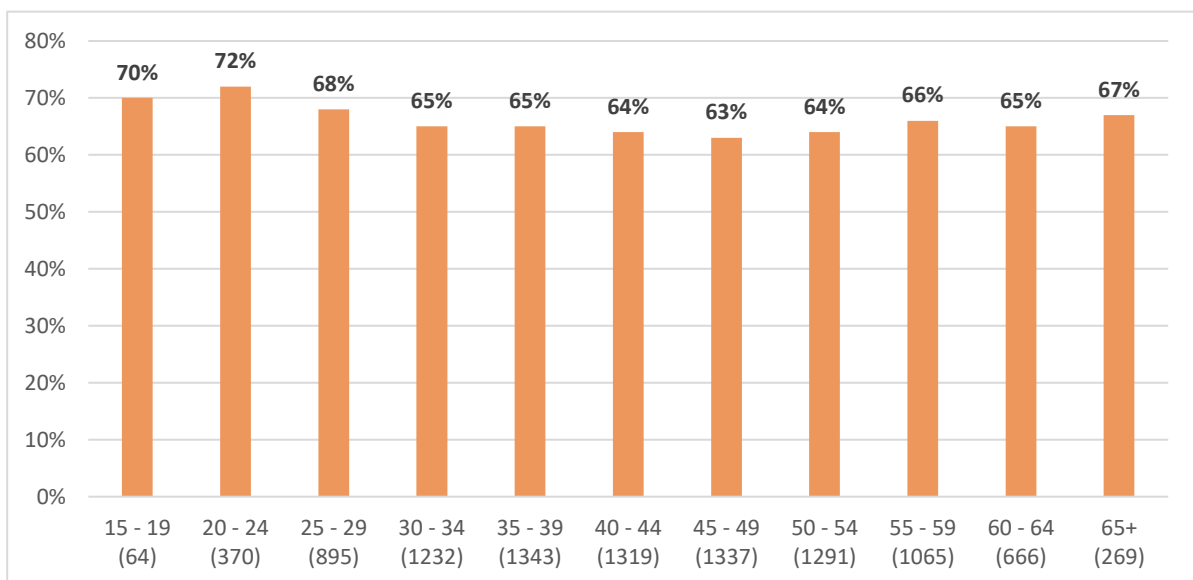
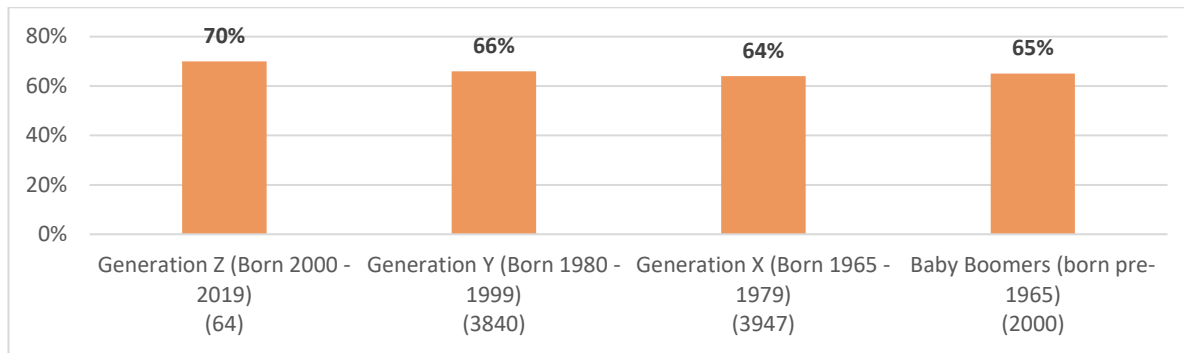**Figure 4: Employee Engagement Index score by gender**

Figure 4: Employee Engagement Index score by gender

- Male (3086): 62%
- Female (6076): 68%
- Other (38): 48%
- Prefer not to say (651): 50%
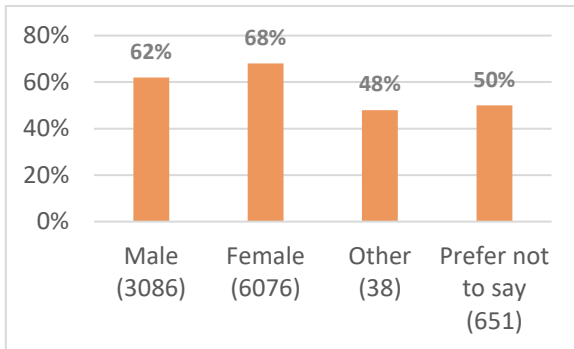
Figure 5: Employee Engagement Index score by people with disability

Figure 5: Employee Engagement Index score by people with disability

- People with Disability (304): 64%
- People Without Disability (9083): 66%
- Prefer not to say (464): 53%
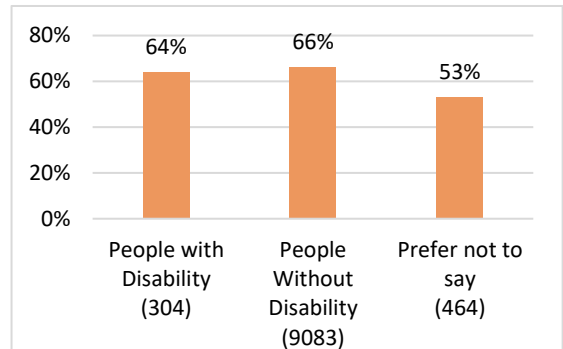
Figure 6: Employee Engagement Index score by age

Figure 6: Employee Engagement Index score by age

- 15 - 19 (64): 70%
- 20 - 24 (370): 72%
- 25 - 29 (895): 68%
- 30 - 34 (1232): 65%
- 35 - 39 (1343): 65%
- 40 - 44 (1319): 64%
- 45 - 49 (1337): 63%
- 50 - 54 (1291): 64%
- 55 - 59 (1065): 66%
- 60 - 64 (666): 65%
- 65+ (269): 67%

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Figure 7: Employee Engagement Index score by generation

Figure 8: Employee Engagement Index score by Aboriginal employees decent
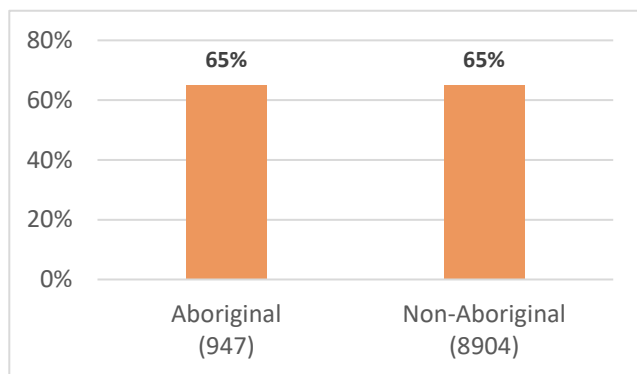

Figure 9 displays the length of service segmentation of Employee Engagement, with new starters and long servers being the most engaged. This is what is usually seen across all organisations where individuals come into a new agency or role and have a 'honeymoon period' before settling into normal working life. Engagement rises again when individuals have been in place a long time and really feel the strong emotional connection. The results highlight a particularly notable drop after one year within a specific agency as opposed to a specific role. It is important to ensure employees continue to feel supported whilst also feeling empowered to take more responsibility and be more autonomous as they continue their career within their agency.

**Figure 9: Employee Engagement Index score by length of service**
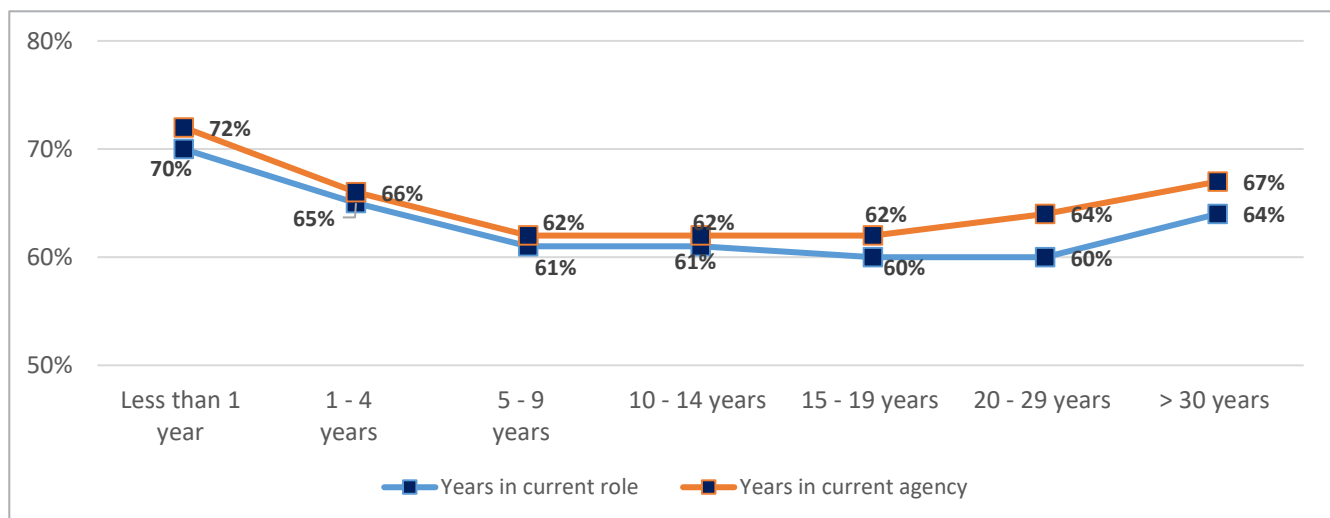
2.1 What's driving Employee Engagement

'Key Driver Analysis' was conducted on the 2018 People Matter Employee survey data, which uses a range of statistical techniques to help identify which key themes within the organisation are most strongly related to Employee Engagement. The elements that have the largest impact are called "key drivers". This technique then allows you to focus on and prioritise where your action planning will be the most beneficial. A more detailed statistical explanation can be found in Appendix A.

As shown in Figure 10, the questions having the biggest impact for the NTPS relate to innovation, change management, personal background and clients, customers and stakeholders.

Figure 10: Questions having the biggest impact on employee engagement across the NTPS broken down by positive, neutral and negative scores (ranked in order of impact from high to low)
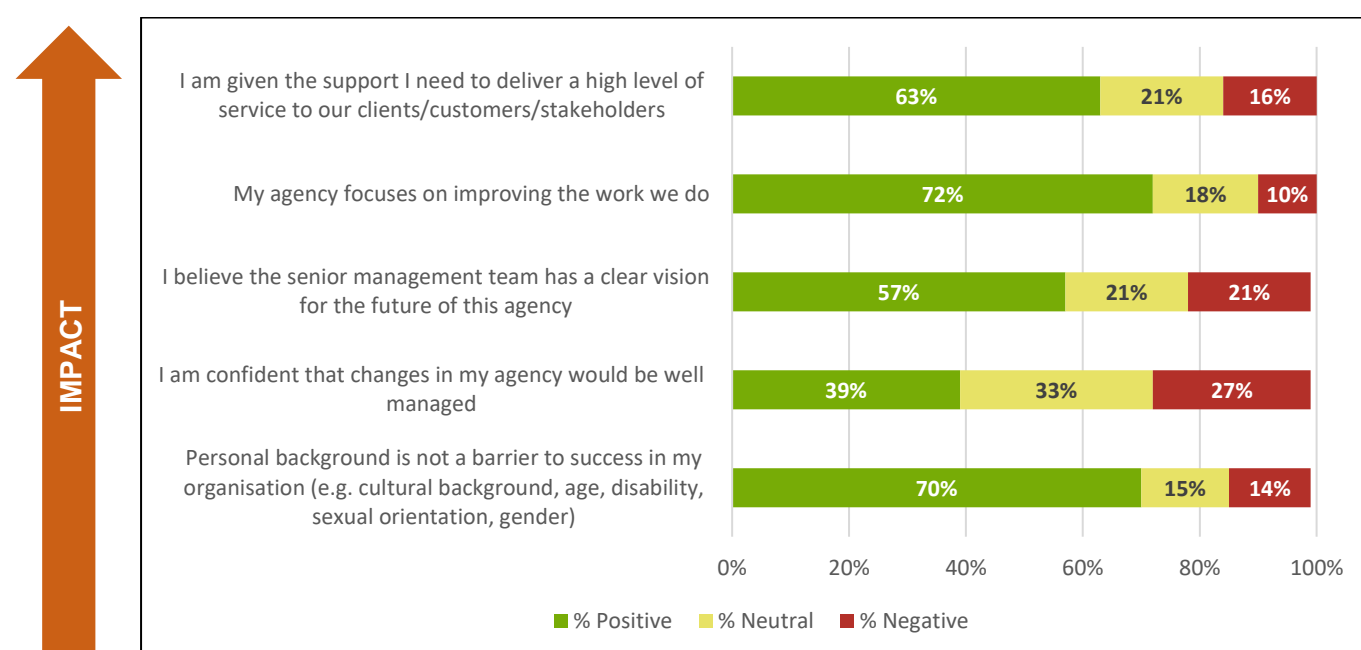
The drivers indicate NTPS employees are passionate about providing excellent service to the Northern Territory community and the majority of employees (72%) believe their agency has a focus on improving the work they do. However, the results also indicate that change management and leadership around change are also important to employees yet results here are less positive, suggesting there are opportunities for improvement across the Sector. Improving scores in these areas will also positively impact on the Employee Engagement index score. These drivers will be further explored throughout the report.

Across the sector, the experience of employees may be quite different depending on the agency they work for which means at an agency level different themes will be impacting on their Employee Engagement Index score. Therefore, another statistical technique 'Local Driver Analysis' was used for agencies which identifies the questions having the biggest impact at a local level. This allows for targeted action planning at local levels as well as NTPS overall plans. As shown in Figure 11, some themes have an impact on Employee Engagement across different agencies in the NTPS, with the most frequently occurring driver being 'My agency focuses on improving the work we do', a driver for 18 agencies. Whilst not a driver for the NTPS overall, 'My agency's senior managers support staff to work in an environment of change' is a driver within 10 agencies, which illustrates the impact that Senior Leaders have not only on change management, but on overall levels of engagement. When considering areas for action, it is important to look at the particular themes impacting on Employee Engagement for the area in question.

'My agency focuses on improving the work we do' is a driver for the majority of agencies.

Figure 11: Most frequently occurring drivers of employee engagement across agencies

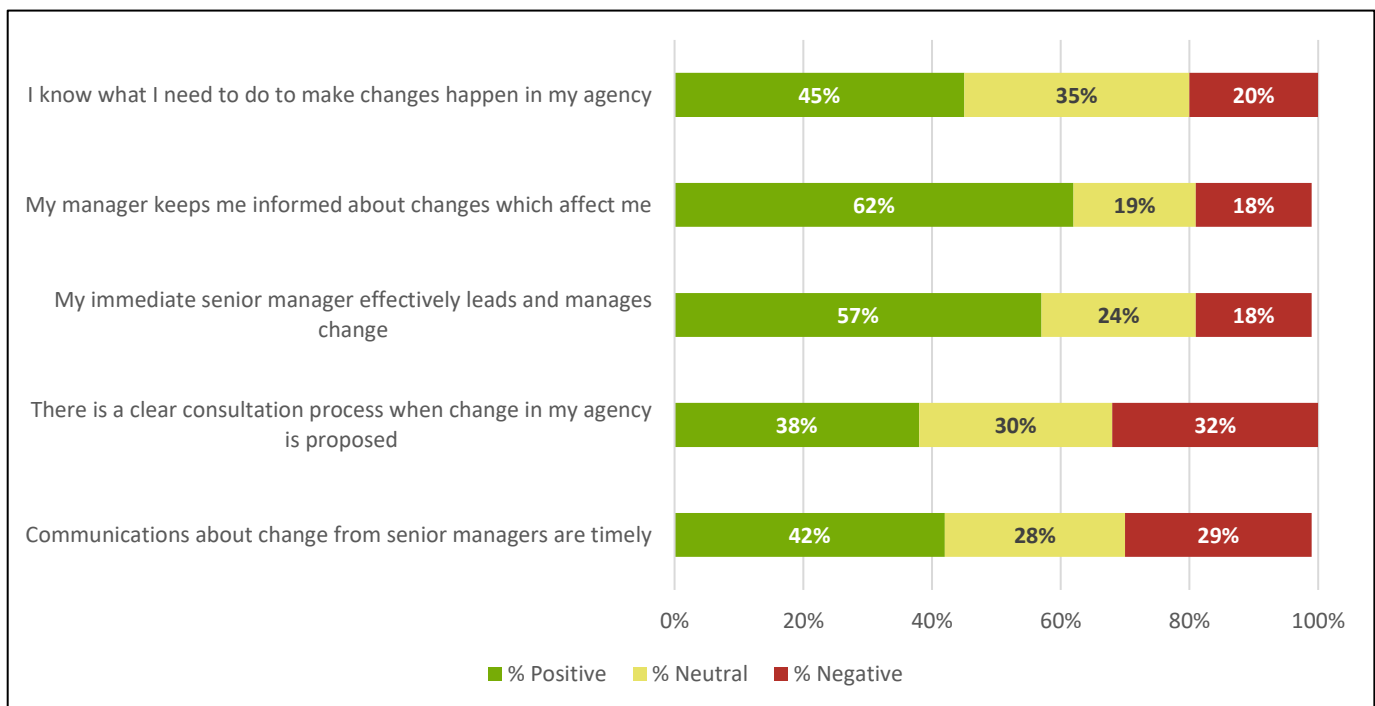| Question driving Employee Engagement	Number of agencies
My agency focuses on improving the work we do	18
I am given the support I need to deliver a high level of service to our clients/customers/stakeholders	15
I am confident that changes in my agency would be well managed	12
My agency's senior managers support staff to work in an environment of change	10
I believe the senior management team has a clear vision for the future of this agency	10

3 Organisational Change

49%
Organisational Change

Change management is a method for planning and controlling a period of transformation by using a systematic approach. This involves managing people to achieve a desired result related to the strategic objectives of an organisation. Research shows that change is a struggle for most organisations. ORC International global benchmarks in both the public and private sector show just 34% and 58% of employees (respectively) say their organisations manage change well.[9]

The 2018 People Matter pulse survey included a key measure specifically assessing perceptions of Organisational Change within the NTPS. The measure is designed to consider elements of the change process, including communication and consultation and the role of the individual, manager and senior leader. Figure 10 shows which questions were included within this measure and what the Positive, Neutral and Negative scores were.

Positively 62% of line managers are providing employees with information about changes that will impact employees. Line managers are the conduit for key communications around organisational change.

Figure 13: Organisational Change measure questions broken down by positive, neutral and negative scores

Question	% Positive	% Neutral	% Negative
I know what I need to do to make changes happen in my agency	45%	35%	20%
My manager keeps me informed about changes which affect me	62%	19%	18%
My immediate senior manager effectively leads and manages change	57%	24%	18%
There is a clear consultation process when change in my agency is proposed	38%	30%	32%
Communications about change from senior managers are timely	42%	28%	29%

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[9] ORC International (2018). Talent trends issue 3 – creating successful change.

Just on a third (32%) of the workforce actively disagree that there is a clear consultation process when change is proposed in agencies. Comments from this group to the question 'What one thing do you think your agency could improve to make it a better place to work?' indicate a desire for more consultation on change. They would also like to feel that their views and concerns are being considered and that they can have an actual impact on the change program.

Declines in perceptions of Organisational Change are evident.

It is not unusual to see higher neutral scores on questions relating to change due to some individuals having a mixed experience whilst others may not have strong expectations or opinions. Whilst positive scores to the measure across agencies range from 25% - 84%, the range of neutral scores across agencies is more consistent with all but three agencies scoring between 24% and 31%. This presents an opportunity to focus efforts in this area to move the neutral responses to a more positive position.

Figure 14: Comparisons to 2016 scores for applicable questions in the Organisational Change measure

Survey Question	Positive Variance from 2016	Neutral Variance from 2016	Negative Variance from 2016
My manager keeps me informed about changes which affect me	-4	+3	+1
There is a clear consultation process when change in my agency is proposed	-2	+5	-3
Communications about change from senior managers are timely	-2	+4	-1

The majority of response movement is from positive to neutral, but there has been a slight increase in the number of respondents feeling their manager does not keep them involved in decisions which affect them. All questions relating to Organisational Change highlight that perceptions of line managers are a lot more positive than non-line managers, particularly with the question 'I know what I need to do to make changes happen in my agency' (line managers - 57% positive, non-line managers - 40% positive). It is important to ensure that all employees feel involved in change and are clear about their own role in implementing successful change. Further, leveraging line managers and empowering them to manage change and provide the rationale around change at a local level is an avenue for further consultation with employees.

ORC International has identified some essential ways to drive successful change within organisations.[10]:

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[10] ORC International (2017); Talent Trends issue 3 – Creating Successful Change.

FOUR WAYS TO DRIVE SUCCESSFUL CHANGE

1

Recognise embedded tensions – Leaders must communicate a compelling story to their employees outlining where the company has been, where they are now, and where they need to be.

2

Hold the entire organisation accountable – Every single person in the organisation must be made aware that they are accountable for a portion of the change necessary to succeed.

3

Invest in new capabilities – Go beyond creating effective narratives and motivating employees by investing in resources that allow the organisation to effectively bring about change.

4

Emphasise continuous learning – Focus on learning from mistakes and looking for opportunities to improve.

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4 Individual Performance and Capability

64%
Individual
Performance and

The 2018 People Matter survey included a measure to consider perceptions of performance management as well as learning and development, which is broken down below in Figure 14.

Just over half (53%) of respondents feel that they receive regular and timely feedback from their manager, with 24% actively disagreeing with this statement. Across agencies there are positive scores ranging from 29% to 87% agreement. However, the positive score is also 12 percentage points behind ORC International's public sector worldwide benchmark score of 65%.

Figure 15: Individual Performance and Capability Index questions broken down by positive, neutral and negative scores
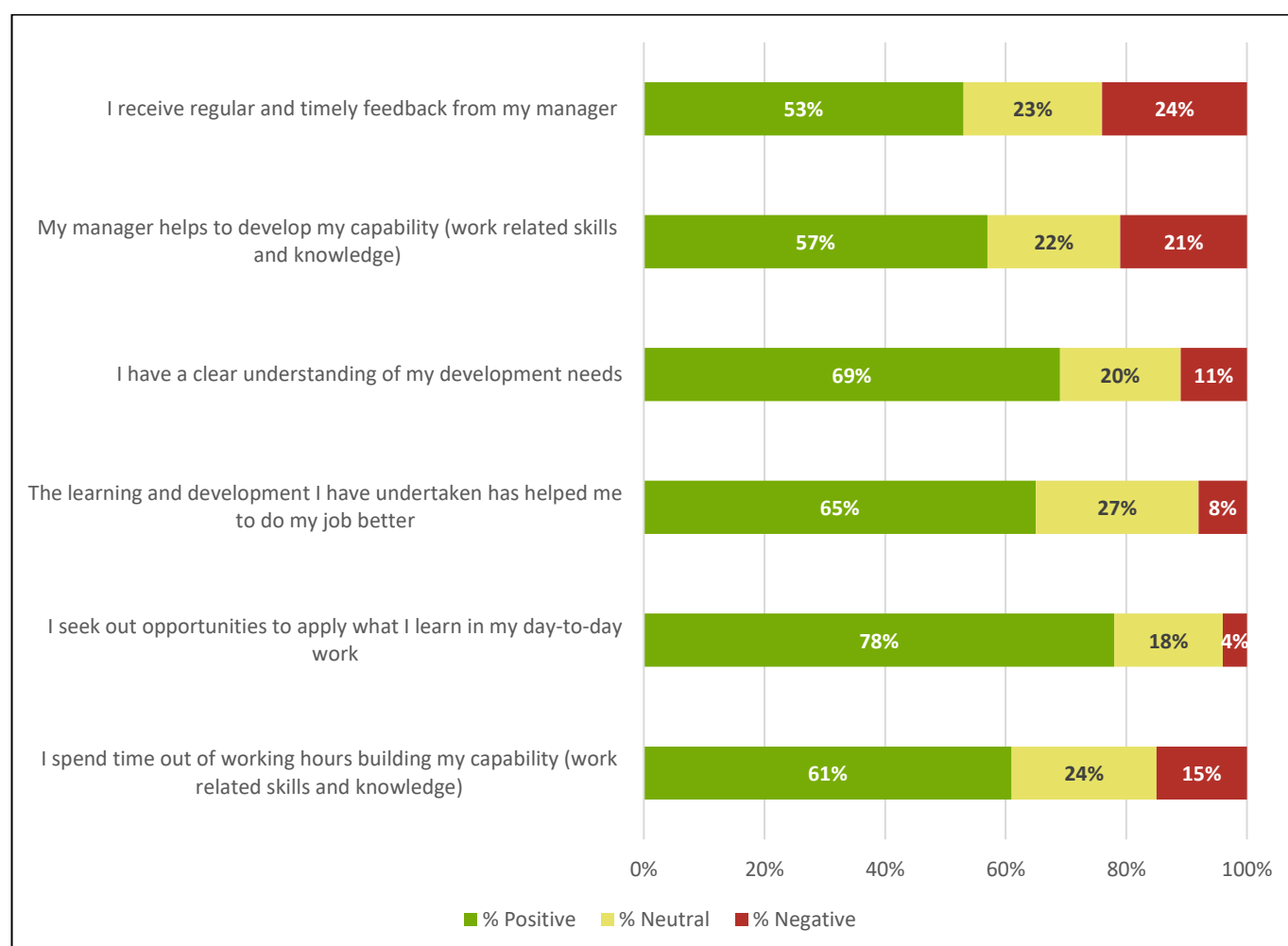
When looking at feedback in the context of the last 12 months, 73% of respondents have received informal feedback on their performance in the last 12 months; an improvement of 5 percentage points since 2016.

Whilst only 48% of respondents feel they have received formal feedback in the last 12 months, this has improved two percentage points since 2016.

Receiving feedback is vital to ensure all employees feel recognised as well as being able to understand their opportunities for improvement. It is also an opportunity to discuss and when necessary re-assess career and development initiatives and goals. We see that within the NTPS, receiving feedback is having a major impact on engagement. Receiving formal and informal feedback has a notable impact on engagements scores, however the biggest impact is made when an employee receives a combination of both formal and informal feedback. The engagement score of those who have received both forms of feedback is 23 percentage points higher than employees who received no feedback.

THE IMPORTANCE OF FEEDBACK

FORMAL FEEDBACK

Those respondents who have received formal feedback in the last 12 months are **13 percentage points** more engaged than those who have not

INFORMAL FEEDBACK

Those respondents who have received informal feedback in the last 12 months are **18 percentage points** more engaged than those who have not.

REGULAR & TIMELY FEEDBACK

Those respondents who feel they receive regular and timely feedback from their manager are **21 percentage points** more engaged than those who are unsure or feel they do not.

FORMAL & INFORMAL FEEDBACK

Those respondents who have received both formal and informal feedback in the last 12 months are **23 percentage points** more engaged than those who have not

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People Matter 2018 revealed that 53% of respondents have a current performance plan in place with 35% stating they don't and 12% being uncertain. In ten agencies, less than half of respondents stated that they have a performance plan. Ensuring that all employees have a plan to monitor and improve performance is also vital to creating a high performing organisation as consistently high performing staff will push an organisation's overall performance further. Performance plans provide a quantifiable goal for individuals to work for and can be used as a tool during appraisals and career development conversations.

It is also important to ensure that all employees have a performance plan in place, as this has a notable impact on Employee Engagement. Those who feel they have a performance plan in place have an Employee Engagement Index score of 70%, 13 percentage points higher than the score of those who do not feel they have a plan in place.

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21% of respondents do not feel that their manager helps to develop their capability, whilst 31% do not feel their manager discusses their career plans with them. Perceptions of undertaking learning and development leading to career enhancement are also eight percentage points behind ORC International's public sector worldwide benchmark score, although this question has a neutral score of 41%.

It is important to ensure that all employees feel that the NTPS cares about their career development. ORC International's research has found that organisations where individuals feel their organisation cares about their development are four times more engaged than organisations where individuals do not recognise this[11].

However, individuals have a role to play as well. 69% of respondents state that they have a clear understanding of their development needs and the biggest barrier for learning and development not taking place is identified as being because other things have taken priority. Organisations showing that they care does not necessarily mean doing things directly for the individuals. By providing opportunities for employees to take control of their own development, for example ensuring adequate time is set aside to address development needs, organisations are demonstrating they care by empowering individuals to make their own choices.

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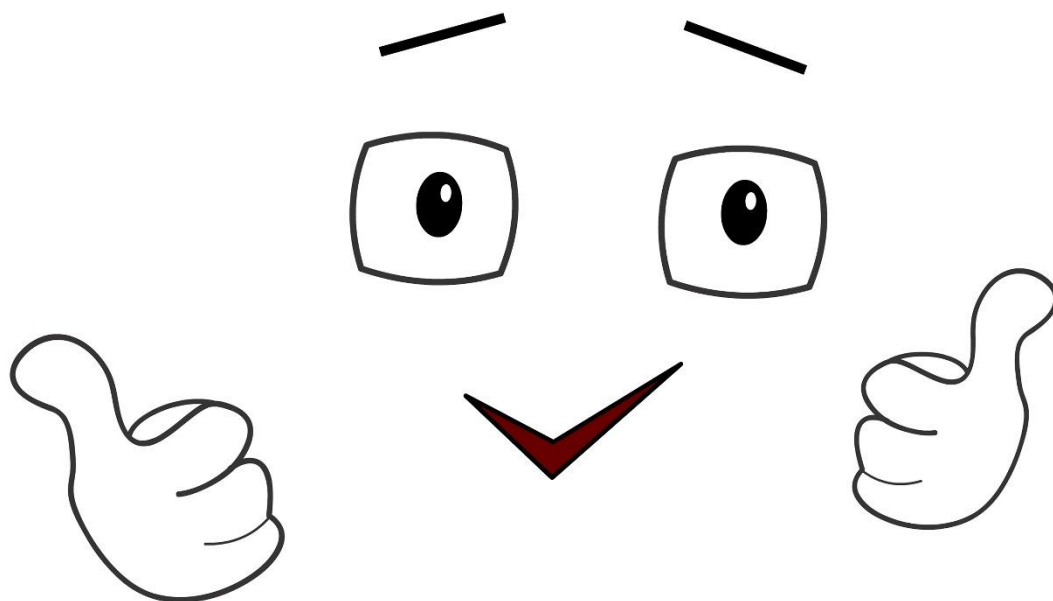
[11] ORC International (2017). What do Winning Workplaces Do Differently? A global investigation into employee experience trends.

5 Employee Satisfaction

67%
Employee Satisfaction

The 2018 People Matter survey also included a measure assessing employee satisfaction. This measure differs from employee engagement in that it looks at more tangible elements of the work experience which are easier to action, rather than employee engagement which measures the emotional connection.

As shown in Figure 16, respondents feel they have an appropriate level of autonomy to do their job effectively, and have a high level of overall satisfaction with their job. Perceptions of having appropriate autonomy have also risen by nine percentage points since 2016 and are six percentage points above ORC International's public Sector worldwide benchmark score, which is a positive trend.

Figure 16: Employee Satisfaction Index questions broken down by positive, neutral and negative scores
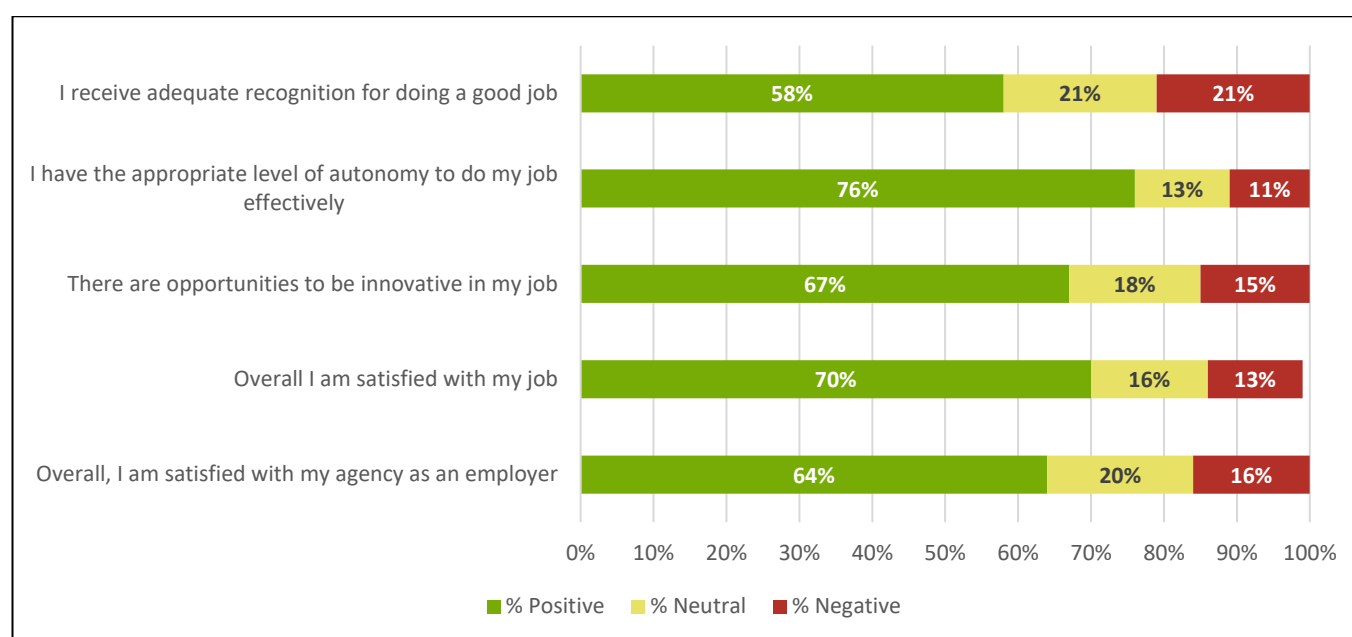
58% of respondents feel that they receive adequate recognition for doing a good job; a notable improvement of six percentage points since 2016. However, this is five percentage points below ORC International's public Sector worldwide benchmark score. Only a fifth (21%) of respondents actively disagree that they receive adequate recognition, with nine agencies recording a negative score of 20% or more.

Of those respondents who disagreed that they received adequate recognition, the most frequently mentioned thing that their agency could improve to be a great place to work was reward and recognitions. Interestingly, this was more than double the amount who identified pay and benefits, which suggests that

this group of respondents are looking for more official recognition schemes as well as simply being thanked for doing good work. Some comments also mention good work being recognised through promotion or development opportunities.

The Job Satisfaction index also correlates strongly with questions relating to line managers and particularly the role that they play in supporting and developing individuals. Again, this highlights the importance of focusing on development going forward. Those respondents who feel their manager helps to develop their capabilities have a Job Satisfaction index score which is 38 percentage points higher than that of those who are neutral or negative. Meanwhile those respondents who feel their manager encourages and supports their participation in learning and development have a Job Satisfaction index score which is 41 percentage points higher than that of those who are neutral or negative. As mentioned in the previous section it is important to ensure that individuals are empowered to play a role in their own development, however to improve job satisfaction scores line managers also have an important role to play.

Job Satisfaction is also impacting on individual's intention to stay with the organisation. Those who intend to leave the organisation within the next 12 months have a Job Satisfaction index score of 48%, 19 percentage points less than the NTPS as a whole. Given the costs and time associated with recruiting new employees it is important to address Job Satisfaction index scores in order to decrease the number of individual's intending to leave in the next 12 months. Job Satisfaction is an important factor when considering retention strategies.

6 Clients, Customers and Stakeholders

Keeping Clients, Customers and Stakeholders at the heart of organisational purpose is vital given that the main role of the NTPS is to deliver public service to the Northern Territory community (be that as an employee directly involved in frontline service delivery or working in role that services those that are). Research shows that 90% of high performing organisations feel that the Client/Customer/Stakeholder is at the heart of everything they do[12]. Figure 17 below shows that generally, perceptions of service provision to clients, customers and stakeholders are positive.

Figure 17: Questions relating to clients, customers and stakeholders
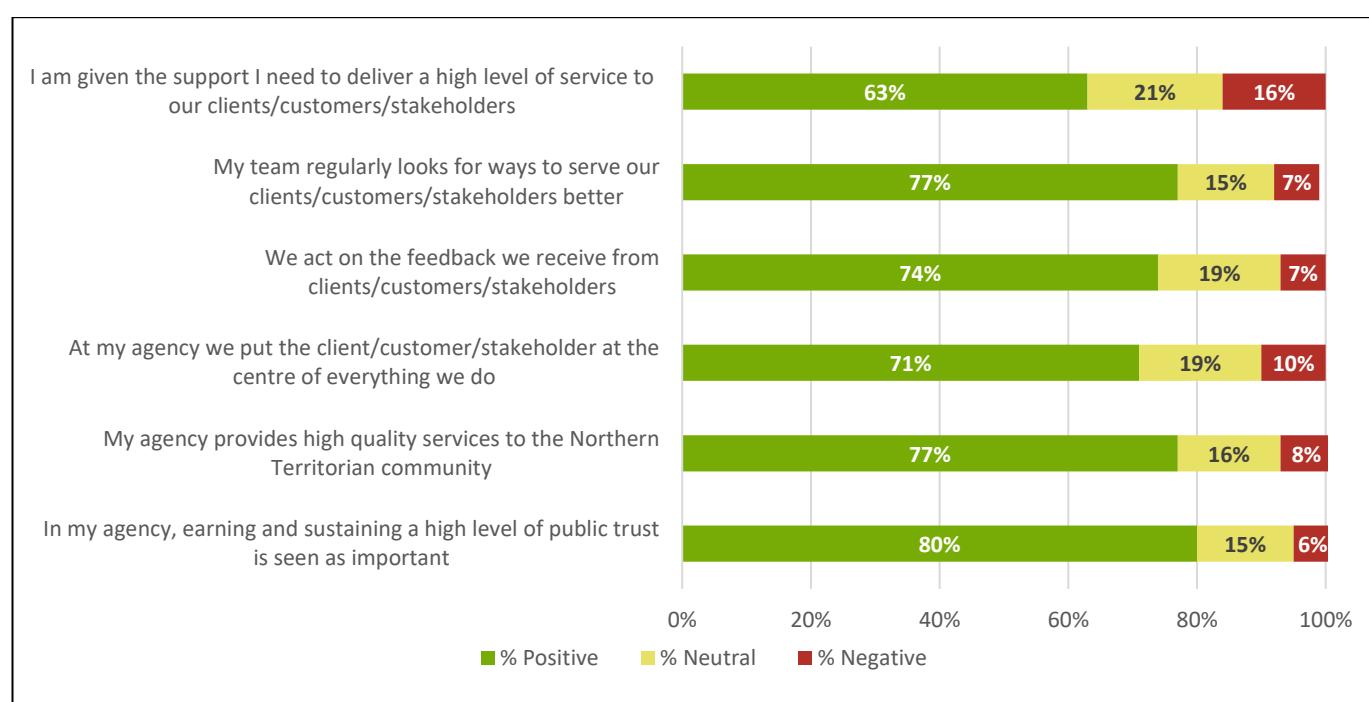
Feeling that there is support to help deliver a high level of service has the lowest positive score of these questions. There is a notable neutral score of 21% for the NTPS overall, with 12 agencies recording a neutral score of 20% or greater. The Service Delivery group (details of this group are contained in APPENDIX A), who are the first point of contact between the organisation and the public, are one percentage point below the NTPS overall for this question. This question also correlates strongly with feeling recognised for doing great work and questions relating to managers, suggesting that respondents are looking for support from their managers specifically in order to provide a high level of service. Importantly, the Employee Engagement Index score of those who feel supported is 30 percentage points higher than that of those who are neutral or negative.

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[12] ORC International (2017). What do Winning Workplaces Do Differently? A global investigation into employee experience trends.

When looking at ORC International's public sector worldwide benchmark score, the NTPS results show both areas of strength and opportunities for improvement. Acting on feedback received is actually three percentage points above the benchmark scores and keeping Clients/Customers/Stakeholders at the heart of everything is in line with the benchmark. However, perceptions that there are regular reviews to improve service are four percentage points below the benchmark score.

There have been notable declines in perception of quality service since 2016, with seven percentage points fewer believing that their agency provides high quality services to the Northern Territory community and six percentage points fewer believing that earning and sustaining a high level of public trust is seen as important. In both cases, the number of respondents answering neutrally has notably increased and the number of respondents actively disagreeing that their agency provides high quality service has increased by two percentage points.

Aboriginal and/or Torres Strait Islander respondents are six percentage points less positive about believing their agency provides higher services than those that are not. This is the second largest negative variation in attitudinal response across the People Matter survey and one of only four questions with a notable (five percentage point or more) difference to the NTPS overall. Despite not generally being a negative location, those in the East Arnhem region are displaying challenges with clients, customers and stakeholders; 57% feel they are given support to deliver a high level of service (six percentage points below the NTPS overall) and 68% believe the agency provides high quality services to the Northern Territory community (nine percentage points below the NTPS overall).

It is interesting to note that 65% of Aboriginal employees work in the service delivery comparator group directly delivering these services to the community. Those Aboriginal employees in the service delivery comparator group are six percentage points less positive than the total service delivery group about feeling their agency provides high quality services to the Northern Territory community. However, the Aboriginal employees in the service delivery comparator group have a score two percentage points lower than the total Aboriginal score for this question, suggesting that Aboriginal employees working outside of the public facing service delivery comparator group do not feel the same dissatisfaction with the service being provided to the community.

7 Innovation

ORC INTERNATIONAL RESEARCH FINDS THAT (3) EMPLOYEES WHO WORK FOR ORGANISATIONS WHERE INNOVATION IS VALUED ARE THREE TIMES MORE ENGAGED THAN OTHERS WHO DO NOT.

An innovative organisation makes employees excited about the future. Belief in innovation doesn't just drive engagement, it also has a big influence on how people feel about their development and leadership – if they believe this agency is one which innovates, they are more confident that it's being led well and are more confident that they'll have a future here. It is also vital for individual employees and the public services in general to be open to innovation in order to deliver a contemporary public service.

Research by ORC International's sister company Cassandra™ has identified that Innovation is becoming more and more important as newer generations enter the workforce. These generations have grown up experiencing constant innovation and expect organisations to be continuously innovating and evolving[13].

Perceptions of innovation within the NTPS are generally positive, with no neutral or negative scores of 20% or more. However, feeling your agency focuses on improving the work you do is eight percentage points below ORC International's public sector worldwide benchmark score and feeling your team regularly looks for ways to serve clients/customers/stakeholders better is four percentage points below.

Innovation requires input and involvement from everyone. ORC International's research highlights big differences between leaders and others on this topic. Leaders think they're innovating, but employees aren't convinced because they aren't involved[14]. Figure 18 highlights that this is playing out within the NTPS, with line managers being notably more positive than non-line managers on two of the three questions on innovation. Figure 19 shows that managers of managers are even more positive than line managers, particularly regarding having opportunities to be innovative.

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[13] Cassandra (2018); The Innovation Outlook https://cassandra.co/2018/the-innovation-outlook.
[14] ORC International (2017). What do Winning Workplaces Do Differently? A global investigation into employee experience trends.

Figure 18: Questions relating to innovation, split by line managers and non-line managers

| Survey Questions	Overall % Positive	Line Manager % Positive	Non-Line Manager % Positive
There are opportunities to be innovative in my job	67%	74%	64%
My team regularly looks for ways to serve our clients/customers/stakeholders better	77%	85%	74%
My agency focuses on improving the work we do	72%	74%	71%

Figure 19: Questions relating to innovation, split by managers of managers and non-managers of managers

Survey Questions	Overall % Positive	Manager of Managers % Positive	Non- Manager of Managers % Positive
There are opportunities to be innovative in my job	67%	78%	65%
My team regularly looks for ways to serve our clients/customers/stakeholders better	77%	87%	76%
My agency focuses on improving the work we do	72%	77%	71%

Respondents feeling that their agency focuses on improving the work they do is having a big impact on engagement, with those who are positive to this question having an engagement score of 70%; 28 percentage points higher than the engagement score of those who are neutral or negative.

8 Leadership

Perceptions of leadership have been measured throughout People Matter 2018. Figure 20 highlights some neutrality on all questions referring to leadership, which is not unusual to see in surveys like this due to some respondents being unsure who is being referred to, as well as not having enough interaction with senior managers to form an opinion.

The following definition was included in the survey to help respondents clarify understanding of the term 'senior manager': *'The most senior group of managers in your organisation (i.e. the CEO and the people who report directly to them).'*

Figure 20: Questions relating to leadership broken down by positive, neutral and negative scores
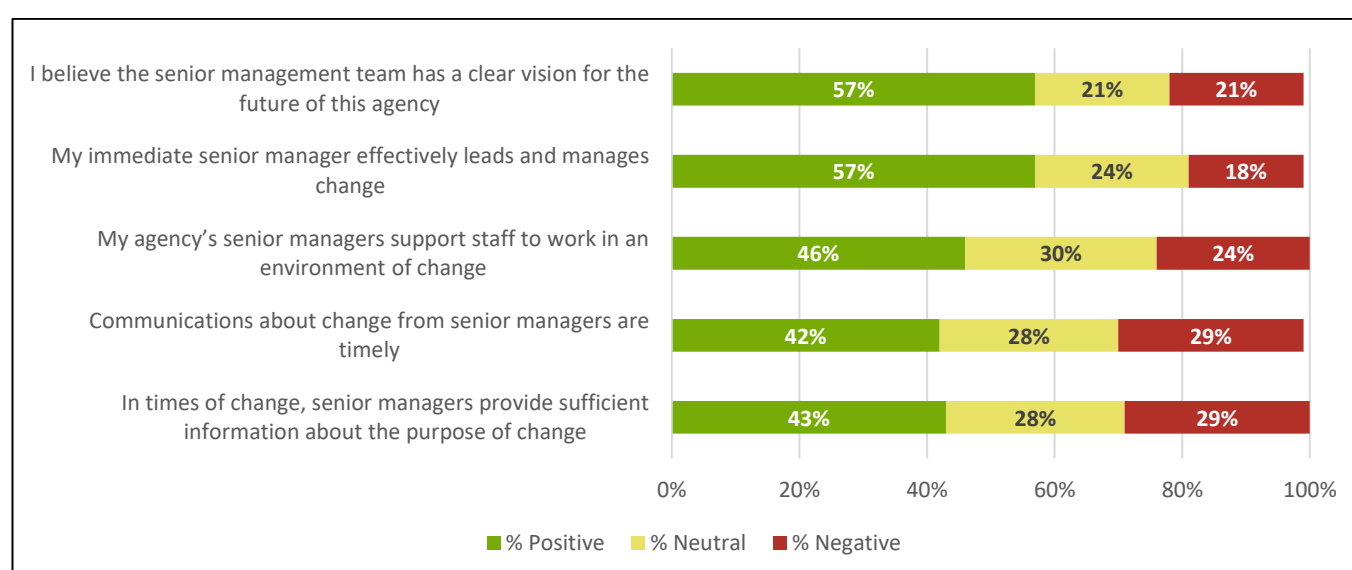
Believing that the senior management team has a clear vision for the future of the agency is a key driver of engagement for the NTPS. Therefore, it is encouraging to note that this question is performing eight percentage points above ORC International's public sector worldwide benchmark score, with 16 agencies scoring notably above the benchmark score.

However, 21% actively disagree with this statement and eight agencies have a negative score of 20% or higher. Those who are negative to this question highlighted Management (688 comments) and Communication (590 comments) as the one thing their agency could improve to make it a better place to work. The comments left suggest that some respondents would like more communication on what the vision for the future is, whilst others feel that they are aware of the vision but are unsure that it will be carried out or indeed that it is the correct vision.

Communication from senior managers in the context of change is another area with high negative perceptions, suggesting some respondents have had an actively bad experience rather than no

experience. Research by ORC International has found that leaders must remember that communicating about change is about delivery and context, what you say and the way you say it. To communicate about change effectively, senior leadership must tune into what is being said within the organisation at every level. Then, make note of emerging trends and topics of concern raised through conversations shared by employees across different teams and adapt communications accordingly.[15]

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[15] ORC International (2017); Talent Trends issue 3 – Creating Successful Change.

9 Personal Background

70%

OF RESPONDENTS

DO NOT FEEL THAT PERSONAL BACKGROUND IS A BARRIER TO SUCCESS.

Perceptions that personal background (e.g. cultural background, age, disability, sexual orientation, gender) is not a barrier to success in individual organisations in the NTPS is another key driver of engagement. As mentioned earlier in this report, encouraging and promoting a diverse workforce has a range of benefits to an organisation so it is important for all staff to feel that success is possible.

70% of respondents do not feel that personal background is a barrier to success. The number of positive respondents is in line with other jurisdictions who have asked the same question. However, the positive score is five percentage points below ORC International's public sector worldwide benchmark score and there are still a number of verbatim comments citing that personal background has been a barrier for them in the organisation.

PERCEPTIONS THAT PERSONAL BACKGROUND IS NOT A BARRIER TO SUCCESS

By demographic groups

RESPONDENTS WITH DISABILITY

People with Disability - 64% (304 people)
People without Disability - 72% (9083 people)
Prefer Not to Say - 44% (464 people)

GENDER

Male - 67% (3086 people)
Female - 74% (6076 people)
Other - 42% (38 people)
Prefer Not to Say - 50% (651 people)

ABORIGINAL RESPONDENTS

Aboriginal Respondents - 67% (947 people)
Non-Aboriginal Respondents - 71% 8904 people)

GENERATION

Gen Z (2000 – 2019) – 75% (64 people)
Gen Y (1980 – 1999) – 76% (3840 people)
Gen X (1965 – 1979) – 67% (3947 people)
Baby Boomers (pre 1965) – 70% (2000 people)

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10 APPENDIX A

10.1 Background to the survey

The Office of the Commissioner for Public Employment (OCPE) is a central agency within the Northern Territory Public Sector (NTPS) with sector-wide responsibility for providing an effective employment framework for the management and development of the NTPS workforce. In order to inform workforce strategies from a sector perspective and an individual agency perspective, the OCPE has been conducting sector wide employee survey, People Matter, on a biannual basis since 2014. People Matter is a survey for all employees of the NTPS. The survey is a directive of the Northern Territory Government and is conducted every two years collecting information from employees on a range of measures and is an important source of reference for evidence based decision making.

The 2018 People Matter survey was conducted by the Northern Territory Public Service (NTPS) in conjunction with ORC International and was a short pulse survey, in advance of a full survey instrument being delivered in 2019. In order to develop the instrument for this year ORC International looked at the previous survey which was run in 2016, and considered whether the questions were still relevant across the sector and items which would be useful for future business planning across the NTPS.

ORC International also reviewed measures used in 2016, to determine measures that were still relevant for the sector. The other key consideration for questionnaire design was the ability to benchmark with the ORC International database as well as other similar jurisdictions across Australia and beyond in order to enable greater data sharing and contextualisation of results. This has meant changing the scale of several questions which limits the ability to trend data to previous years but will establish a reliable benchmark going forward. For the first time, NTPS data is compared, where possible, to a global public sector benchmark developed by ORC International. In addition, key driver analysis has been undertaken for employee engagement, making it possible to report what questions have the greatest impact on engagement across the sector.

For those organisations which had significant Machinery of Government changes after the 2016 survey, results have not been trended as it was not considered appropriate to do so given the scale of the changes involved.

10.2 Response Rates

The 2018 People Matter survey was held from 10 - 23 September and achieved the Northern Territory Public Sector's (NTPS's) highest ever response rate of 46 percent, equating to 9,851 NTPS employees.
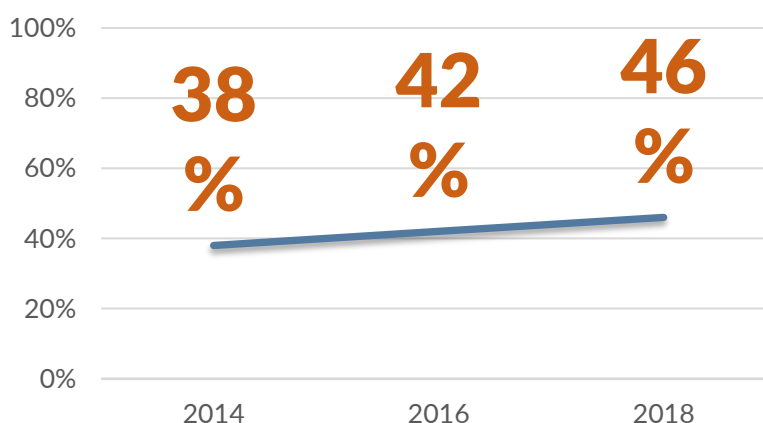
46%
9,851 respondents

The response rate is roughly in line with other Australian jurisdictions. The Victoria 2017 People Matter survey recorded a response rate of 38%[16], whilst the Working for Queensland survey had a response rate of 49%[17]. Western Australia conducted separate surveys across the 11 public sector entities in 2016 and recorded an average response rate of 53%[18.] The New South Wales Public Service Commission were able to improve their response rate by nine percentage points for their 2018 People Matter survey, achieving a final response rate of 51%.[19]

Across agencies within the NTPS the response rate ranged from 19% to 100%. Response rates are often impacted by the nature of an individual's role. Workers who are not desk based are less likely to respond and this also the case for those that are not based in the central hub of an organisation. However, the key to driving response rates up further is to

Figure 21: Overall NTPS People Matter response rates by year

ensure that all employees believe that the People Matter Survey leads to action being taken and is a real tool for change.

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[16] Victoria People Matter Survey Results 2017: https://vpsc.vic.gov.au/data-and-research/data-insights/data-insights-decade-public-sector-workforce-data/.

[17] Working for Queensland Survey Results 2017: https://www.forgov.qld.gov.au/working-queensland-survey.

[18] WA Employee Perception Results 2016: https://data.gov.au/dataset/public-sector-commission-wa-employee-perception-survey-2016.

[19] New South Wales People Matter survey Results 2018: https://www.psc.nsw.gov.au/reports---data/people-matter-employee-survey/agency-and-cluster-reports.

Figure 22: 2018 People Matter response rate by agency

Agency	Response Rate
NT Health - Department of Health, TEHS, CAHS	30%
Power and Water Corporation	37%
Department of the Legislative Assembly	39%
Police, Fire & Emergency Services	41%
Northern Territory Public Sector	46%
Department of Education	47%
Department of Tourism and Culture	52%
Department of Infrastructure, Planning and Logistics	57%
Department of Attorney-General & Justice	59%
Territory Generation	59%
Territory Families	62%
Department of Primary Industry & Resources	67%
Department of Housing and Community Development	70%
Department of Environment and Natural Resources	75%
Department of Corporate and Information Services	77%
Department of the Chief Minister	86%
Department of Treasury and Finance	86%
Department of Trade, Business and Innovation	89%
Land Development Corporation	89%
NT Electoral Commission	91%
Office of the Commissioner for Public Employment	91%
Aboriginal Areas Protection Authority	95%
Jacana Energy	98%
Ombudsman's Office	100%
Auditor-General's Office	100%

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When looking at how response rates compare to Workforce Planning Data by location, there is little variation and similarly so, when looking at the demographic makeup of the responses.

Figure 23: 2018 People Matter response rate by location compared to 2018 workforce data by location and demographics

	NTPS People Matter Survey	Workforce Planning Data		NTPS People Matter Survey	Workforce Planning Data
Darwin Region (including the Tiwi Islands and West Arnhem)	5%	2%	(male)	31%	36%
Darwin City	68%	68%	(female)	62%	64%
Katherine Region	6%	6%	(Aboriginal flag)	10%	10%
East Arnhem Region	3%	4%			
Barkly Region	2%	2%	(disability)	3%	1%
Alice Springs Town and Region	16%	18%			
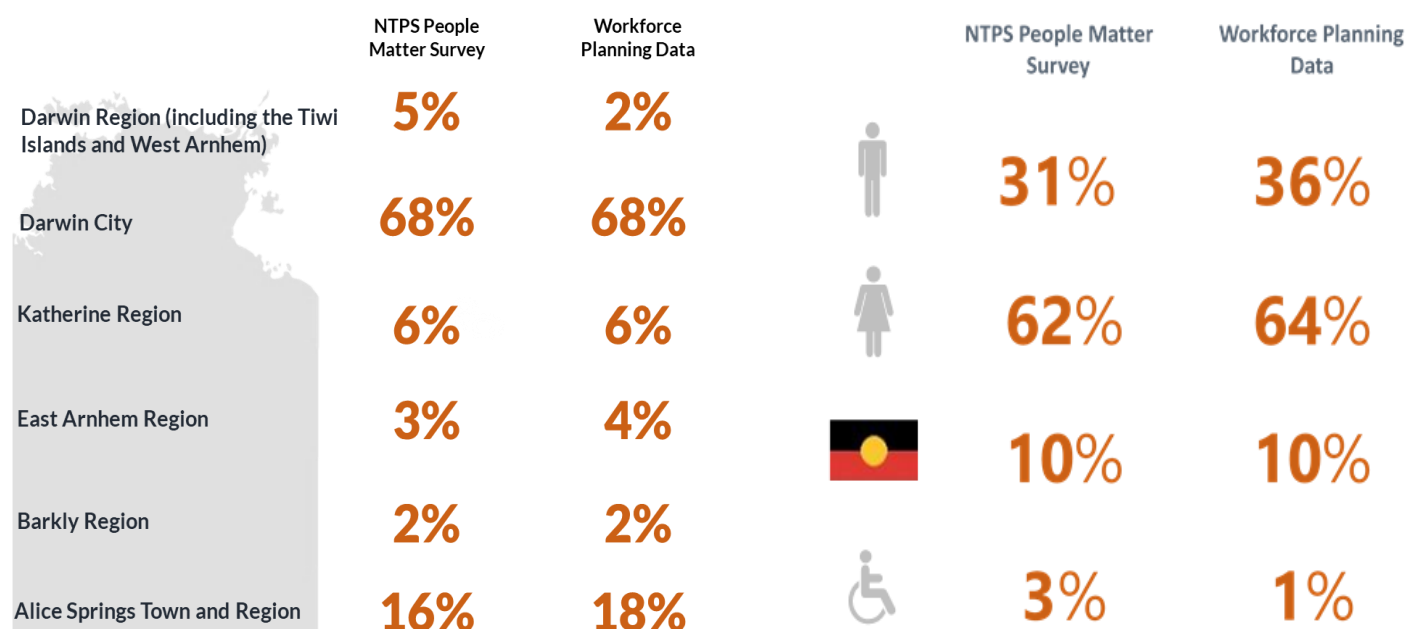
10.3 Methodology

10.3.1 Reporting results

This report explores key findings from the NT 2018 People Matter Employee Survey. Certain questions have been selected to form a number of key measures from the survey, which have been noted throughout the report. Results are primarily reported as % positive scores (i.e. sum of 'strongly agree' and 'agree' results). Demographic results have been selectively reported under different themes or topics.

10.3.2 Pulse survey 2018

The 2018 survey is an interim pulse survey measuring the current state of the sector to create a benchmark for the full survey instrument being developed for 2019.

10.3.3 Benchmarking and comparator Groups

A number of internal and external benchmarks have been used within the analysis.

Internal comparator groups comprised are based on agencies that have similar characteristics which have been grouped together for analysis purposes. These include:

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10.3.3.1 Central agency comparator:

Department of Attorney-General and Justice

Department of Corporate and Information Services

Department of Legislative Assembly

Department of Chief Minister

Department of Treasury and Finance

Officer of Commissioner for Public Employment

10.3.3.2 Commercial (or includes commercial element):

Jacana Energy

Territory Generation

Land Development Corporation

Power and Water Corporation

10.3.3.3 Small Statutory Authority:

Auditor General's Office

NT Electoral Commission

Aboriginal Areas Protection Authority

Ombudsman's Office

10.3.3.4 Industry Regulation &/or Public Infrastructure:

Department of Environment and Natural Resources

Department of Trade, Business and Innovation

Department of Infrastructure, Planning and Logistics

Department of Primary Industry and Resources

Department of Tourism and Culture

10.3.3.5 Service Delivery – Public facing:

Territory Families

Department of Education

Department of Health – including TEHS and CAHS

Department of Housing and Community Development

Northern Territory Police, Fire and Emergency Services (PFES)

10.4 Analysis

The majority of the questions in the NT 2018 People Matter Employee Survey were asked on a 5-point Likert answer scale of strongly agree to strongly disagree, with a neutral neither agree nor disagree option. The analysis in this report has been conducted primarily at the whole-of-sector level. Most results are expressed as percentages and the percent positive score has been used to indicate the level of agreement at an item level.

Percent positive is the number of respondents who selected a rating point of agree or strongly agree divided by the total number of respondents who answered the question.

10.4.1 How the Key Drivers are derived

Understanding what engagement is, measuring it and the levels of engagement across the sector is not in itself sufficient in understanding how to improve it. To achieve this outcome, the issues most affecting current levels of engagement must be fully understood. This theoretical model is based on the hypothesis that employee engagement in the sector is affected by various elements of the workplace, such as relationships with middle managers, perceptions of learning and development, views of senior management, reward and recognition, job role.

The scale of the 2018 NT People Matter Employee survey and the amount of data collected allows the robust use of statistical technique called Key Driver Analysis to explore themes and items in the survey with the strongest association with the Engagement Index, thereby providing one way to understand which themes are most influential on levels of engagement. The use of this analysis involves building a statistical model that represents and, therefore, quantifies the relationship between elements of the workplace and their impact on employee engagement. This analysis was conducted at the overall sector level and also by each of the clusters.

ORC International employs SPSS software to fully interrogate the results and perform appropriate calculations. Our statisticians need a minimum of 20 responses from a team to perform correlational analysis to determine the top influences of engagement, leadership and other key question groups.

Where there are 150 responses or more, statistical techniques applied include Factor Analysis which identifies patterns in data and allows the statistician to assess whether the attitude questions are measuring the same underlying theme or characteristic.

Regression Analysis then involves building a statistical model based on research that employee engagement is affected by various elements of the workplace such as middle manager, learning & development, reward and recognition, job role, etc. This analysis assigns importance weights to the attributes that have been measured. It relies on certain assumptions, one of which is that the variables used in the model should, by definition, not be strongly related to each other. The outcome of these

techniques is a list of questions which have the highest association with the engagement index, or more simply, are the most significant influencers of employee engagement.

10.4.2 Rounding

Results are primarily presented as whole numbers for ease of reading, with rounding performed at the last stage of the calculation for maximum accuracy. Values from .00 to .49 are rounded down, whereas Values from .50 to .99 are rounded up. Therefore, in some instances the data will not add up to 100%.

Decimal point variations should be taken into account when evaluating differences and changes over time. For example, a score of 46.43% rounded to 46% in 2017 which then scores 46.53% rounded to 47% in 2018 appears to have improved by one percentage point. However, the difference is nominal at 0.1% in 2018. This type of example is often found in agency reports. See box below for further details on rounding rules.

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Total
Number of responses	151	166	176	96	24	613
Percentage	24.63%	27.08%	28.71%	15.66%	3.92%	100%
Rounded percentage	25%	27%	29%	16%	4%	101%

10.4.3 Calculating the Employee Engagement Index

The method used to calculate the Employee Engagement Index is to assign a score to their response:

100 to Strongly agree

75 to Agree

50 to Neither agree nor disagree

25 to Disagree

0 to Strongly disagree

This score is then divided by the number of respondents to create a single % average figure which is then rounded for reporting purposes

The items in the Employee Engagement index were:

- I would recommend my agency as a great place to work

- I am proud to tell others I work for my agency

- I feel a strong personal attachment to my agency

- My agency motivates me to help it achieve its objectives

- My agency inspires me to do the best in my job

10.4.4 Scoring of key measures

When key measures are referred to as a single aggregate score, for example Employee Satisfaction, these have been calculated by multiplying the unrounded positive scores of all items in that question group and then dividing by the number of questions to create a simple % positive average figure (which is then rounded for reporting purposes. Please note that these results are not directly comparable to the Employee Engagement Index).

10.4.5 Confidentiality

Responses from individual employees are confidential and strict rules are in place to safeguard privacy at every stage of the survey process.

There is no way of tracing individuals in reports or through the de-identified survey data. There are limits on the size of workgroups that can be reported (10 or more respondents). Where people work in small teams, the results are not released separately but are rolled up and contribute to higher levels.

For example, results for a small team of nine people will be rolled up into scores for their higher-level business unit; if they aren't connected to a larger business unit, the results will be rolled up into scores for the organisation. Where there are only two business units at the same level, one with seven respondents and the other with 12 respondents, results for both units will be rolled up to a higher level so the privacy of those in the smaller unit is protected.

11 APPENDIX B

11.1 Question results

This section includes all questions with a positive rating scale.

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Positive %
Your Job							
2a	I clearly understand what I am expected to do in this job	41%	45%	8%	5%	1%	86%
2b	My job allows me to utilise my skills, knowledge and abilities	36%	47%	9%	6%	3%	83%
2c	I receive adequate recognition for doing a good job	20%	38%	21%	14%	7%	58%
2d	I have the appropriate level of autonomy to do my job effectively	27%	48%	13%	8%	3%	40%
2e	There are opportunities to be innovative in my job	24%	43%	18%	10%	5%	67%
2f	Overall I am satisfied with my job	24%	47%	16%	9%	4%	70%
Purpose							
3a	I believe in the purpose and objectives of the agency	29%	52%	13%	4%	2%	81%
3b	I have a clear understanding of how my workgroup's role contributes to my agency's stated outcomes	30%	52%	11%	5%	2%	82%
3c	I believe the senior management team has a clear vision for the future of this agency	20%	38%	21%	12%	9%	57%
Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Positive %
4d	The performance feedback has been beneficial to my ongoing development	16%	39%	30%	9%	5%	55%
4e	I receive regular and timely feedback from my manager	15%	37%	23%	17%	7%	53%
4f	I receive constructive feedback from my manager	17%	41%	22%	13%	7%	58%
4g	My manager helps to develop my capability (work related skills and knowledge)	19%	39%	22%	13%	7%	57%
4h	I have a clear understanding of my development needs	20%	50%	20%	8%	3%	69%
4i	My manager encourages and supports my participation in learning and development opportunities	26%	42%	19%	8%	6%	67%

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Positive %
4n	The learning and development I have undertaken has helped me to do my job better	20%	45%	27%	6%	3%	65%
4o	The learning and development I have undertaken has helped me advance my career	12%	26%	41%	15%	5%	39%
4p	Overall I am satisfied with my access to learning and development opportunities in my agency	14%	38%	23%	15%	7%	51%
4q	I seek out opportunities to apply what I learn in my day-to-day work	23%	55%	18%	3%	1%	78%
4r	My manager discusses my career plans with me	10%	29%	29%	20%	11%	40%
4s	I spend time out of working hours building my capability (work related skills and knowledge)	21%	40%	24%	12%	3%	61%

Change Management

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Positive %
5b	I know what I need to do to make changes happen in my agency	8%	37%	35%	15%	4%	45%
5c	I am confident that changes in my agency would be well managed	8%	32%	33%	18%	9%	39%
5d	My manager keeps me informed about changes which affect me	17%	46%	19%	11%	7%	62%
5e	My immediate senior manager effectively leads and manages change	17%	40%	24%	11%	7%	57%
5f	There is a clear consultation process when change in my agency is proposed	9%	29%	30%	18%	13%	38%
5g	My agency's senior managers support staff to work in an environment of change	11%	35%	30%	14%	10%	46%
5h	Communications about change from senior managers are timely	10%	32%	28%	17%	12%	42%
5i	In times of change, senior managers provide sufficient information about the purpose of change	10%	33%	28%	17%	13%	43%

Your Agency

Q No.	Question Text	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Positive %
6a	Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	29%	42%	15%	9%	6%	70%
6b	I am given the support I need to deliver a high level of service to our clients/customers/stakeholders	18%	45%	21%	11%	5%	63%
6c	My team regularly looks for ways to serve our clients/customers/stakeholders better	28%	49%	15%	5%	2%	77%
6d	We act on the feedback we receive from clients/customers/stakeholders	24%	49%	19%	5%	2%	74%

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6e	At my agency we put the client/customer/stakeholder at the centre of everything we do	26%	45%	19%	7%	3%	71%
6f	My agency provides high quality services to the Northern Territorian community	30%	47%	16%	5%	3%	77%
6g	My agency focuses on improving the work we do	26%	46%	18%	7%	4%	72%
6h	In my agency, earning and sustaining a high level of public trust is seen as important	35%	44%	15%	4%	2%	80%
6i	I would recommend my agency as a great place to work	22%	40%	23%	10%	6%	62%
6j	I am proud to tell others I work for my agency	26%	41%	22%	7%	4%	68%
6k	I feel a strong personal attachment to my agency	24%	38%	25%	9%	5%	62%
6l	My agency motivates me to help it achieve its objectives	17%	35%	28%	12%	6%	53%
6m	My agency inspires me to do the best in my job	19%	35%	28%	12%	7%	53%
6n	Overall, I am satisfied with my agency as an employer	21%	44%	20%	10%	6%	64%
6o	I believe my agency will take action as a result of this survey	15%	29%	27%	15%	14%	44%
8n	My workplace has enabled this adjustment	31%	28%	22%	9%	9%	59%
8o	This adjustment was sufficient to meet my needs	45%	44%	10%	1%	0%	89%
8p	In my workplace, the physical environment is a barrier to my success.	5%	17%	24%	35%	19%	54%
8q	In my workplace, the behaviours and/or attitudes of others are a barrier to my success	16%	29%	21%	21%	13%	34%

12 APPENDIX C

12.1 Demographic Profile of Respondents

Profile	Total response count	Response option	Count	Percentage
Gender	9851	Male	3066	31%
		Female	6076	62%
		Other	38	0%
		Prefer not to say	651	7%
Age	9851	15 - 19	64	1%
		20 - 24	370	4%
		25 -29	895	9%
		30 - 34	1232	13%
		35 - 39	1343	14%
		40 - 44	1319	13%
		45 - 49	1337	14%
		50 - 54	1291	13%
		55 - 59	1065	11%
		60 - 64	666	7%
		65+	269	3%
Speak a language other than English at home	9851	Yes		19%
		No		81%
Are you of Aboriginal and/or Torres Strait Islander descent	9851	Yes		10%
		No		90%
Do you feel that NTPS Special Measures policy has helped you in your career?		Yes		49%
		No		51%
Do you have any sort of disability that restricts you in performing everyday activities and which is long-term (lasting six months or more?)	9831	Yes	304	3%
		No	9063	92%
		Prefer not to say	464	5%
Does you disability require a work-related adjustment	304	Yes	138	45%
		No	136	45%

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Profile	Total response count	Response option	Count	Percentage
		Prefer not to say	30	10%
My workplace has enabled this adjustment	138	Strongly agree		31%
		Agree		28%
		Neither agree nor disagree		22%
		Disagree		9%
		Strongly disagree		9%
		% Positive		59%
This adjustment was sufficient to meet my needs	82	Strongly agree		45%
		Agree		44%
		Neither agree nor disagree		10%
		Disagree		1%
		Strongly disagree		0%
		% Positive		89%
In my workplace, the physical environment is a barrier to my success	304	Strongly agree	16	5%
		Agree	52	17%
		Neither agree nor disagree	73	24%
		Disagree	105	**35%**
		Strongly disagree	58	19%
In my workplace, the behaviours and/or attitudes of others are a barrier to my success	304	Strongly agree	304	16%
		Agree	87	29%
		Neither agree nor disagree	65	21%
		Disagree	64	21%
		Strongly disagree	39	13%
What is the highest level of formal education you have completed	9851	Doctorate Degree level	162	2%
		Master Degree level	1137	12%
		Graduate Diploma or Graduate Certificate level	1547	16%

Profile	Total response count	Response option	Count	Percentage
		Bachelor Degree level including honours degrees	2559	26%
		Advanced Diploma or Diploma level	1391	14%
		Certificate level, including trade	1451	15%
		Year 12 or equivalent (VCA/Leaving certificate)	973	10%
		Less than year 12 or equivalent	631	6%
Are you the manager of one or more employees?	9851	Yes		29%
		No		71%
Do you manage other managers	9851	Yes		11%
		No		89%
Do you work full-time or part-time	9851	Yes	9090	92%
		No	761	8%
What is your current employment status	9851	Ongoing	6985	71%
		Fixed Term	2028	21%
		Casual	181	2%
		Executive Contract	430	4%
		Don't Know	227	2%
If part time and/or casual, what are your contracted or average hours each fortnight	810	16 hours or less	59	7%
		17 to 32 hours	263	32%
		33 to 48 hours	217	27%
		49 to 64 hours	206	25%
		More than 64 hours	65	8%
Gross annual salary or total remuneration package	9851	Less than $35,000	123	1%
		$35,000 - $44,999	112	1%
		$45,000 - $54,999	412	4%
		$55,000 - $64,999	833	8%

Profile	Total response count	Response option	Count	Percentage
		$65,000 - $74,999	1023	10%
		$75,000 - $84,999	1207	12%
		$85,000 - $94,999	1019	10%
		$95,000 - $109,999	1874	19%
		$110,000 - $139,999	1780	18%
		$140,000 - $169,999	370	4%
		$170,000 - $229,999	286	3%
		$230,000 or more	149	2%
		Prefer not to state	663	7%

13 APPENDIX D

13.1 Survey Questionnaire

2018 People Matter Employee Survey

Welcome to the 2018 People Matter Employee Survey.

This survey provides an important opportunity for all Northern Territory Public Sector employees to have a say about their workplace and to help make your workplace and the public sector a better place to work.

The public sector provides a wide range of essential services to the citizens of NT relating to health, education, emergency, fire and policing, infrastructure, tourism, primary industry and trade along with many other areas.

This survey is your opportunity to communicate directly with your leadership team and will ask you about your own work as well as your experiences of working with your team, manager and organisation. You are asked to be thoughtful, honest and candid when completing this survey.

The survey is completely confidential and is being managed by ORC International, an independent research organisation. Individual answers will not be seen by supervisors, managers, or your agency. The results are merged together, not reported individually. Where people work in small teams, the results are merged with your larger work unit or division to protect anonymity.

Your organisation will receive reports that summarise the responses from their employees. The results will be used by organisations to identify areas of good practice and to make improvements where needed using the evidence from this survey. Most importantly, the results will be used throughout the sector by employees, managers and work groups to enact local level changes to help make the NT public sector a better place to work for everyone.

Your participation in this survey is important and we thank you for your assistance.

Privacy and Collection Statement: NT People Matter Employee Survey 2018

What kind of personal information is collected and held?
The survey collects the attitudes and opinions of all public sector employees in the Northern Territory on a range of topics.

Who is collecting this data and how is it stored?
Information is collected by an independent external research consultancy, ORC International. ORC International is a member of the Association of Market and Social Research Organisations (AMSRO) and adheres to the Privacy Code (2014). The code sets out how the Australian Privacy Principles (APPs) in the Privacy Act are to be applied and complied with in relation to the collection, retention, use, disclosure and destruction of personal information. Further, the survey is delivered in full compliance with the NT Information Act and the Information Privacy Principles.

ORC International's data management systems and security policy are ISO 27001 (Information Security Management System) certified. For further information on how ORC International stores personal data, see http://orcinternational.com/australia-privacy-policy/

Will my answers remain confidential? How is the information used and disclosed?
Your responses will remain confidential unless disclosure of the information is required or authorised by or under an Australian law or a court/tribunal order.

ORC International will provide the Northern Territory Office of the Commissioner of Public Employment (OCPE) with de-identified data for the purposes of reporting and analysis. Individual responses are always confidential and there is no way to trace an individual from their responses to this survey. There are strict limits on the size of workgroups and demographic groups that can be reported. Reports can only be produced where there are 10 or more respondents in any given workgroup/team. Demographic information, such as age, gender, years of service etc. are included in the whole NTPS, whole agency reports and large divisional reports and for teams over 30 respondents. Demographics are reported separately to survey responses, so there is no possible way to associate or put back together the data to identify an individual with their answers to survey questions.

These reports will be provided to Northern Territory public sector organisations to help inform internal management decisions. Data may be used for research purposes in the future. No data will be provided that allows the identification of any individual.

The full privacy statement is available here: https://ocpe.nt.gov.au/nt-public-sector-employment/people-matter-survey/privacy-statement

www.ocpe.nt.gov.au

Completion Instructions

- Please complete this survey by reading each question and selecting the most appropriate response option.
- You must provide an answer to **every question in the survey.**

Leaving the survey before it's completed

- The survey will stay open indefinitely if you need to leave it temporarily.
- If you are using a shared computer make sure you exit the survey before you leave.
- If you need to exit the survey before it's completed, the password you save on the next page will allow you to return to the same section later.
- **Please note that if you save and exit the survey to complete later, you will not be able to review or amend questions which you have already answered.**

Navigating the survey

- Each time you click 'Next' at the bottom of your page, your responses will be submitted to ORC International and saved.
- Please use the previous button at the bottom of your page to go back and review and change any answers.
- To return to the survey after exiting, click the 'Re-enter existing survey' button on this page. You will be taken to the page where you left the survey.

Enquiries

- Got a question about the survey? You can check our frequently asked questions. <INSERT LINK> https://ocpe.nt.gov.au/nt-public-sector-employment/people-matter-survey/faqs
- Alternatively you can contact your Human Resources unit, or ORC International directly and confidentially on 1800 065 312 or supportau@orcinternational.com and we will respond within 24 hours (Mon-Fri).

Thank you for taking the time and effort to complete the survey.

1. About You

1a. *Where is your workplace located?*

(If you work in more than one location, select the primary or 'base' location.)

Darwin City (including Palmerston)	☐₁	Darwin Region (including the Tiwi Islands and West Arnhem)	☐₂	East Arnhem Region	☐₃	Katherine Region	☐₄
Barkly Region	☐₅	Alice Springs Town	☐₆	Alice Springs Region other	☐₇	Outside the Northern Territory	☐₈

1b. *What is your current Classification or occupational group?*

General NTPS

Executive Contract Officer	☐	Administration Stream	☐	General NTPS – Professional Stream	☐	General NTPS –Technical Stream	☐
General NTPS-Physical Stream	☐	Graduate	☐	Interpreter	☐	Trainees/NTPS Apprentices/NICP	☐
Other (please specify)	☐						

Health

Aboriginal and Torres Strait Islander Health Practitioners	☐	Allied Health Professional (General NTPS Professional)	☐	Nurse	☐	Dentist	☐
Medical Officers	☐						

Education

Teacher (incl Senior Teachers and Assistant Principals)	☐	Teaching Principals	☐	Executive Contract Principals	☐	Assistant Teacher	☐

Utility Providers (PWC, Jacana Energy and Territory Generation ONLY)

Executive Contract Manager	☐	Admin & Corporate Services	☐	Technical Coordinator	☐	Science and Engineering	☐
Technical Specialist	☐	Operator	☐	Trade Technical	☐		

Correctional Services

Senior Corrections Officer (ie CCO, SUPT)	☐	Senior Corrections Officer (ie CO, SCO, SIO)	☐	Corrections Educator	☐	Trainee/Apprentice/Cadet	☐

Police and Fire Service

Fire fighter	☐	Pilot (PFES)	☐	Police Officer (PFES) ☐

Sport

Coach- NT Institute of Sport	☐

2. Your Job

How strongly do you agree or disagree with the following statements? *(please select **one** option only for each question)*	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The following items involve general impressions about your job.					
2a — I clearly understand what I am expected to do in this job	☐1	☐2	☐3	☐4	☐5
2b — My job allows me to utilise my skills, knowledge and abilities	☐1	☐2	☐3	☐4	☐5
2c — I receive adequate recognition for doing a good job	☐1	☐2	☐3	☐4	☐5
2d — I have the appropriate level of autonomy to do my job effectively	☐1	☐2	☐3	☐4	☐5
2e — There are opportunities to be innovative in my job	☐1	☐2	☐3	☐4	☐5
2f — Overall I am satisfied with my job	☐1	☐2	☐3	☐4	☐5

3. Purpose

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
3a — I believe in the purpose and objectives of the agency	☐1	☐2	☐3	☐4	☐5
3b — I have a clear understanding of how my workgroup's role contributes to my agency's stated outcomes. By Workgroup we mean the immediate workgroup, work unit, project or team where you spend the largest proportion of your time at work.	☐1	☐2	☐3	☐4	☐5
3c — I believe the senior management team has a clear vision for the future of this agency. By senior management team we mean the most senior group of managers in your organisation (ie the CEO and the people who report directly to them).	☐1	☐2	☐3	☐4	☐5

4. Learning and Development

Please select either 'Yes' or 'No' to the following statements *(please select **one** option only)*	Yes	No	Not Sure
4a — I have a current performance agreement in place (e.g. MyPlan, Capability Enhancement Plan, Workplace Participation Plan, Plan Do Review)	☐1	☐2	☐3
4b — During the last 12 months, I have received formal feedback on my performance	☐1	☐2	

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(formal feedback refers to documented feedback such as an annual performance review or a formal coaching session)

4c	During the last 12 months, I have received informal feedback on my performance (Informal feedback refers to conversations about your day to day work performance)	☐₁	☐₂

How strongly do you agree or disagree with the following statements? (please select **one** option only for each question)	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
4d — The performance feedback has been beneficial to my ongoing development	☐	☐	☐	☐	☐
4e — I receive regular and timely feedback from my manager	☐	☐	☐	☐	☐
4f — I receive constructive feedback from my manager	☐	☐	☐	☐	☐
4g — My manager helps to develop my capability (work related skills and knowledge)	☐	☐	☐	☐	☐
4h — I have a clear understanding of my development needs	☐	☐	☐	☐	☐
4i — My manager encourages and supports my participation in learning and development opportunities	☐	☐	☐	☐	☐

Please select either 'Yes' or 'No' to the following statements (please select **one** option only)	Yes	No	Not Sure
4j — During the past 12 months have your learning and development needs been identified and agreed with your supervisor?	☐	☐	☐

Please select either 'Yes' or 'No' to the following statements (please select **one** option only)	Yes fully	Yes partially	No
4k — To date, have your learning and development needs been addressed in the agreed timeframe	☐ (go to 4m)	☐ (go to 4m)	☐ (go to 4l)

4l If no, what is the reason(s) why the agreed learning and development did not take place in the agreed timeframe? *(select all that apply):*

My supervisor hasn't had the time	☐₁	I haven't had the time	☐₂	There is no money in the budget	☐₃
Appropriate learning and development opportunities have not been available	☐₄	I've changed work areas or jobs	☐₅	Other things have taken priority	☐₆
Other (please specify)	☐				

Please select either 'Yes' or 'No' to the following statements (please select **one** option only)	Yes	No
4m — In the past 12 months, have you undertaken any skills development activities not linked to a learning and development plan? Examples could include mentoring, coaching, online learning.	☐	☐

How strongly do you agree or disagree with the following statements? (please select **one** option only for each question)	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
4n — The learning and development I have undertaken has helped me to do my job better	☐	☐	☐	☐	☐

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4o	The learning and development I have undertaken has helped me advance my career	☐	☐	☐	☐	☐
4p	Overall I am satisfied with my access to learning and development opportunities in my agency	☐	☐	☐	☐	☐
4q	I seek out opportunities to apply what I learn in my day-to-day work	☐	☐	☐	☐	☐
4r	My manager discusses my career plans with me	☐	☐	☐	☐	☐
4s	I spend time out of working hours building my capability (work related skills and knowledge)	☐	☐	☐	☐	☐

5. Change management

The following items ask about change in the workplace. When we refer to significant workplace change, this could include a change in work priorities, organisational restructuring, a change in your direct managers, a change in your physical workplace, or a machinery of government change.

5a During the past 12 months what were the main changes that affected your workgroup? *(select all that apply):*

Substantial change in your work priorities ☐1	Substantial change in your type of work ☐2	Organisational restructure ☐3	
Change in management above your direct line manager ☐4	Change in direct line manager ☐5	Increase in employee numbers ☐6	
Decrease in employee numbers ☐7	Change in physical workplace (i.e. moved to a new building, existing workplace renovated) ☐8	Machinery of Government change (machinery of government change refers to the allocation of functions and responsibilities between departments and ministers) ☐9	
Other (please specify) ☐10	No significant change ☐11		

SENIOR MANAGERS - The most senior group of managers in your agency ie the CEO and the people who report directly to them.

<programming note: ASK ALL> How strongly do you agree or disagree with the following statement? *(please select **one** option only)*	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
5b	I know what I need to do to make changes happen in my agency	☐1	☐2	☐3	☐4	☐5
5c	I am confident that changes in my agency would be well managed	☐1	☐2	☐3	☐4	☐5
5d	My manager keeps me informed about changes which affect me	☐1	☐2	☐3	☐4	☐5
5e	My immediate senior manager effectively leads and manages change	☐1	☐2	☐3	☐4	☐5
5f	There is a clear consultation process when change in my agency is proposed	☐1	☐2	☐3	☐4	☐5
5g	My agency's senior managers support staff to work in an environment of change	☐1	☐2	☐3	☐4	☐5
5h	Communications about change from senior managers are timely	☐1	☐2	☐3	☐4	☐5

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| 5i | In times of change, senior managers provide sufficient information about the purpose of change | ☐1 | ☐2 | ☐3 | ☐4 | ☐5 |

6. Your Agency

How strongly do you agree or disagree with the following statement? *(please select **one** option only)*	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
6a Personal background is not a barrier to success in my organisation (e.g. cultural background, age, disability, sexual orientation, gender)	☐1	☐2	☐3	☐4	☐5
6b I am given the support I need to deliver a high level of service to our clients/customers/stakeholders	☐1	☐2	☐3	☐4	☐5
6c My team regularly looks for ways to serve our clients/customers/stakeholders better	☐1	☐2	☐3	☐4	☐5
6d We act on the feedback we receive from clients/customers/stakeholders	☐1	☐2	☐3	☐4	☐5
6e At my agency we put the client/customer/stakeholder at the centre of everything we do	☐1	☐2	☐3	☐4	☐5
6f My agency provides high quality services to the Northern Territorian community	☐1	☐2	☐3	☐4	☐5
6g My agency focuses on improving the work we do	☐1	☐2	☐3	☐4	☐5
6h In my agency, earning and sustaining a high level of public trust is seen as important	☐1	☐2	☐3	☐4	☐5
6i I would recommend my agency as a great place to work	☐1	☐2	☐3	☐4	☐5
6j I am proud to tell others I work for my agency	☐1	☐2	☐3	☐4	☐5
6k I feel a strong personal attachment to my agency	☐1	☐2	☐3	☐4	☐5
6l My agency motivates me to help it achieve its objectives	☐1	☐2	☐3	☐4	☐5
6m My agency inspires me to do the best in my job	☐1	☐2	☐3	☐4	☐5
6n Overall, I am satisfied with my agency as an employer	☐1	☐2	☐3	☐4	☐5
6o I believe my agency will take action as a result of this survey	☐1	☐2	☐3	☐4	☐5

7. Open Comments

7a What is your agency doing really well that contributes to it being a great place to work?

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7b   What one thing do you think your agency could improve to make it a better place to work?

8. Demographics – About You

Please note to ensure the privacy of respondents is maintained survey responses are not matched with individual demographic profiles. This means that your answers are completely confidential and will never be viewed or reported in a way that may identify you or what you've told us.

Why do we gather this information?

1. It is very important as it allows us to understand the perspectives of different groups of NTPS employees.
2. It allows us to trend staff experiences over time for particular groups of employees.
3. It helps us understand who our respondents are.
4. It allows the targeting of actions to improve the workplace at whole of sector, agency and for specific groups of NTPS employees.
5. It helps us understand the outcomes of previously targeted policy and initiatives to bring about true change.

*(Please select **one** option only for the following statements)*

		Less than 1 year	1-4 years	5 – 9 years	10 – 14 years	15-19 years
8a	How many years have you been employed in your current role?	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
		20-29 years	>30 years			
		☐ 6	☐ 7			
8b	How many years have you been employed in your current agency (including under different agency names or administrative arrangements)?	☐ Less than 1 year	☐ 1-4 years	☐ 5 – 9 years	☐ 10 – 14 years	☐ 15-19 years
		20-29 years	>30 years		☐	
8c	How long do you intend to remain working in the NT Public Service? *(including other agencies beyond the agency you currently work for)*	☐ Less than 1 year	☐ 1-4 years	☐ 5 – 9 years	☐ 10 – 14 years 5	☐ 15-19 years 6
		☐ 20-29 years	☐ >30 years			

		Yes		No		Not sure
8d	Once you stop working in the NTPS, do you intend on staying and working in the Northern Territory?	Yes	☐ 1	No	☐ 2	☐ Not sure
8e	Once you stop working with any employer in the Northern Territory, do you intend on staying in the Northern Territory?	Yes	☐ 1	No	☐ 2	☐ Not sure

*Please select **one** option only for the following questions)*

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| 8f | Sex/Gender | | Male | ☐₁ | Female | ☐₂ | Other | ☐₃ | Prefer not to say | ☐₄ |

| 8g | Age (years) | | 15 - 19 | ☐₁ | 20 – 24 | ☐₂ | 25 -29 | ☐₃ | 30 – 34 | ☐₄ | 35 - 39 | ☐₅ |
| | | 40 - 44 | ☐₆ | 45 - 49 | ☐₇ | 50 - 54 | ☐₈ | 55 - 59 | ☐₉ | 60 - 64 | ☐₁₀ | 65+ | ☐₁₁ |

8h   In which country were you born?

Australia	☐₁	England	☐₂	Germany	☐₃	Greece	☐₄
India	☐₅	Malaysia	☐₆	New Zealand	☐₇	Philippines	☐₈
South Africa	☐₉	United States of America (USA)	☐₁₀	Other (please specify)	☐₁₁		

| 8i | Do you speak a language other than English at home? | Yes | ☐₁ | No | ☐₂ |

| 8j | Are you of Aboriginal and/or Torres Strait Islander descent? | Yes (go to 8k) | ☐₁ | No (Go to 8l) | ☐₂ |

| 8k | If yes to 8j, do you feel that NTPS Special Measures policy has helped you in your career? | Yes | ☐₁ | No | ☐₂ |

| 8l | Do you have any sort of disability that restricts you in performing everyday activities and which is long-term (lasting six months or more)? *(A disability is a long-term physical, mental, intellectual, or sensory impairment which, in interaction with various barriers, may hinder an individual's full and effective participation in society on an equal basis with others. Disability may be present from birth, acquired due to illness or accident, or come about progressively as we age).* | Yes (go 8m) | ☐₁ | No (go to 8r) | ☐₂ | Prefer not to say (go to 8r) | ☐₃ |

| 8m | If yes to 8l, does your disability require a work-related adjustment? | Yes (go to 8n) | ☐₁ | No (go to 8p) | ☐₂ | Prefer not to say (go to 8p) | ☐₃ |

How strongly do you agree or disagree with the following statement? *(please select **one** option only)*	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
8n	My workplace has enabled this adjustment	☐ (go to 8o)	☐ (go to 8o)	☐ (go to 8p)	☐ (go to 8p)	☐ (go to 8p)
8o	This adjustment was sufficient to meet my needs	☐	☐	☐	☐	☐
8p	In my workplace, the physical environment is a barrier to my success.	☐	☐	☐	☐	☐
8q	In my workplace, the behaviours and/or attitudes of others are a barrier to my success	☐	☐	☐	☐	☐

8r   What is the highest level of formal education you have completed? (select only one option)

| Doctorate Degree level | ☐₁ | Master Degree level | ☐₂ | Graduate Diploma or Graduate Certificate level | ☐₃ | Bachelor Degree level including honours degrees | ☐₄ |
| Advanced Diploma or Diploma level | ☐₅ | Certificate level, including trade | ☐₆ | Year 12 or equivalent (VCE/Leaving certificate) | ☐₇ | Less than year 12 or equivalent | ☐₈ |

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| 8s | Are you the manager of one or more employees? | | Yes | ☐1 | No | ☐2 |

| 8t | Do you manage other managers? | | Yes | ☐1 | No | ☐2 |

| 8u | Do you work full-time or part time? *(Full-time refers to employees usually working 35 hours or more per week)* | | Full-time | ☐1 | Part-time | ☐2 |

8v *What is your current employment status?*

| Ongoing | ☐1 | Fixed Term | ☐2 | Casual | ☐3 | Executive Contract | ☐4 | Don't know | ☐5 |

8w *If part time and/or casual, what are your contracted or average hours each fortnight? (select only one option)*

| 16 hours or less | ☐1 | 17 to 32 hours | ☐2 | 33 to 48 hours | ☐3 | 49 to 64 hours | ☐4 | More than 64 hours | ☐5 |

8x *What is your gross annual salary (non-executive) or total annual remuneration package (executive contract)*

Less than $35,000	☐1	$35,000-44,999	☐2	$45,000 - $54,999	☐3	$55,000 - $64,999	☐4	$65,000 - $74,999	☐5
$75,000 - $84,999	☐6	$85,000 - $94,999	☐7	$95,000-$109,999	☐8	$110,000-$139,999	☐9	$140,000 - $169,999	☐10
$170,000 - $229,999	☐11	$230,000 or more	☐12	Prefer not to say	☐13				

Thank you for completing the survey

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